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Issue 340

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Mixed Verdict on Autumn Budget as VAT Cut Remains Elusive



Hospitality and pub industry leaders have delivered a cautious and largely critical response to Chancellor John Healey's Autumn Budget, welcoming targeted business rates support and measures aimed at independent brewers, but warning that rising operating costs and the failure to reduce hospitality VAT will continue to undermine businesses across the sector.

While the Government announced a series of measures intended to support pubs, restaurants, hotels and other leisure businesses, industry representatives questioned whether the package would do enough to offset the cumulative impact of increased wage costs, higher alcohol duty and employer National Insurance contributions.

Delivering the Budget on Wednesday, Healey raised the threshold for small business rates relief for retail, hospitality and leisure businesses from £12,000 to £18,000. The Government says the change will bring around 70,000 more businesses into the scheme. A two-year real-terms freeze in business rates for other businesses in the sector was also confirmed, and operators pointed to a further 20% reduction in rates. The Government will fund part of the rates package by raising machine games duty from 20% to 25% on higher-stakes gambling machines.

(CONTINUED ON PAGE 3...)

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Editor's Viewpoint

Welcome to the latest issue of CLH News

THE CAVALRY DIDN'T ARRIVE – AND FRANKLY, I DIDN'T EXPECT IT TO



EDITOR
Peter Adams

There are some positives to take from Chancellor John Healey's Autumn Budget, and, as our lead story this week demonstrates, the reaction from across the hospitality and licensed trade has been mixed. There are welcome measures on business rates, some support for smaller brewers and a new guest beer provision for tied pub tenants. As always, we take our good news where we find it.

But one phrase from the Budget reaction really sticks in my mind: "The cavalry didn't arrive."

Those were the words of British Institute of Innkeeping Chief Executive Steve Alton, reflecting the disappointment felt by many operators. To be honest, I didn't expect the cavalry to arrive either. The Government has had ample opportunity to demonstrate that it genuinely understands the pressures facing hospitality, yet once again the sector has been left questioning whether its concerns are being heard.

There is some welcome recognition that business rates have become an increasingly serious problem, and the additional relief will undoubtedly help some businesses. But, as ever, the devil is in the detail.

I would particularly draw readers' attention to the accompanying article by John Webber, Head of Business Rates at Colliers, who highlights a rather uncomfortable contradiction in the Government's approach.

According to the figures he cites, the Government plans to increase its overall business rates tax take from £33.6 billion in 2025/26 to £43.1 billion by 2031/32. That is an additional £9.5 billion over six years – an increase of approximately 28%.

Let that sink in for a moment.

We are constantly told that hospitality is an important driver of economic growth, employment, tourism and investment. Yet at the same time, the overall business rates burden is projected to rise substantially.

For a sector whose problems are so heavily rooted in escalating operating costs, this rather smacks of giving with one hand and taking away with the other.

The hospitality industry is not asking for special treatment. It is asking for a tax system that allows businesses to operate, invest, employ people and, importantly, make a reasonable living. There is a considerable difference between offering temporary relief from taxation and actually reducing the tax burden.

And that brings me, inevitably, to VAT.

The campaign for a reduction in hospitality VAT from 20% to 10% has been running for years. It has been supported by businesses large and small, trade organisations and individual operators who understand the difference such a change could make to their ability to remain competitive.

Yet, despite all the lobbying, submissions and representations, the subject was conspicuous by its absence from the Chancellor's Budget.

Not even a mention.

It is particularly frustrating when we consider that hospitality businesses in many European countries benefit from substantially lower rates of VAT on food and accommodation. The UK continues to place its hospitality operators at a competitive disadvantage, while expecting them to deliver growth, create employment and attract visitors.

Meanwhile, alcohol duty is also increasing. From February 2027, duty will rise in line with Retail Prices Index inflation, currently 3.9%. On beer, that means duty on a pint will increase from approximately 50p to 52p.

Two pence might not sound like much in isolation, but it is another cost that has to be absorbed somewhere along the supply chain. Ultimately, it puts further pressure on the price consumers pay and on already stretched pub margins. For comparison, beer duty in Germany is around 5p per pint.

To be fair, the Budget could have been considerably worse. The business rates announcements are welcome, and the measures for smaller brewers and tied pub tenants are positive developments. But these should be viewed as steps in the right direction, not a solution to the sector's problems.

The Chancellor now needs to sit down and look long and hard at how hospitality can genuinely be supported, rather than continually treated as a convenient source of tax revenue.

On a separate note, I would also like to address the recent controversy surrounding Wetherspoon and the alleged incident involving a customer wearing a poppy.

I was genuinely dismayed when I first saw the reports, because I know that Wetherspoon has no policy prohibiting customers or veterans from wearing poppies. Quite the contrary: the company has been a longstanding and active supporter of veterans and Remembrance Sunday, with its pubs raising between £55,000 and £80,000 annually through their support for the Royal British Legion's Poppy Appeal.

Sadly, we increasingly live in a court of public opinion where one incident, however misconstrued or misreported, can spread across social media at extraordinary speed. Before the facts have been properly established, reputations can be damaged and years of goodwill placed at risk.

Wetherspoon chairman Tim Martin was unequivocal in his response: "Wetherspoon is a longstanding supporter of the Royal British Legion and sells poppies on its behalf every year in the pubs. Wetherspoon never has, and never would, instruct its staff to turn away people because they are wearing poppies."

I think that says everything that needs to be said.

There is a wider lesson here for businesses and the media alike. Allegations should be treated seriously, but so should accuracy, context and the opportunity for organisations to put the record straight. In an age when a headline can travel considerably further than the facts, it is more important than ever that we exercise a little caution before rushing to judgement.

Until next time.

I can always be contacted at **edit@catererlicensee.com**

CLH
CATERER LICENSEE HOTELIER NEWS

PUBLISHED BY
RBC Publishing Ltd
3 Carlton Mount
2 Cranborne Road
Bournemouth
Dorset
BH2 5BR

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Published by
RBC PUBLISHING LTD

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Mixed Verdict on Autumn Budget as VAT Cut Remains Elusive

(CONTINUED FROM FRONT COVER)

Against that, the National Minimum Wage and National Living Wage will both rise by 3.9% from April 2027, taking the National Living Wage to £13.20 an hour. Alcohol duty will also rise from February 2027. The Budget includes a £10m duty relief scheme for smaller brewers and cider makers, and tied pub tenants in England and Wales will be allowed to serve a guest beer of their choice.

The Chancellor made no mention of hospitality VAT, despite months of campaigning for a cut from 20% to 10%. There was also no relief on employer National Insurance contributions.

"MORE TO DO"

UKHospitality Chief Executive Allen Simpson described the Budget as the first in several years to deliver positive news for the sector, crediting sustained industry campaigning for securing changes to business rates.

He said the new arrangements represented meaningful progress, with hospitality and leisure businesses in England set to benefit from rates being frozen in real terms, reduced or removed altogether for two years from April.

However, he stressed that the sector continued to face an unequal tax burden and that further action was required.

UKHospitality has argued that hospitality pays 82p in business taxes for every pound it makes, which Simpson described as the highest proportion in the economy.

He said: "Today was a first step towards fairness, and we have to be clear that there is a lot more to do."

He added that the Government needed to go further and faster in addressing the sector's tax burden to unlock investment, create employment opportunities for young people and support economic growth.

The British Beer and Pub Association (BBPA) welcomed the confirmation of lower business rates over the next two years and the increased relief threshold for smaller pubs and high street businesses.

ADDITIONAL REGULATION

Chief Executive Emma McClarkin said the measures were a welcome development following discussions with Government, but expressed concern that the increase in beer duty would inevitably feed through into the price of a pint.

She also criticised the introduction of additional regulation for pub companies, arguing that this ran counter to industry calls to reduce red tape.

McClarkin said the sector would continue pressing for measures that helped keep beer affordable, encouraged employment and protected pubs as important parts of local communities.

CALVARY "DIDN'T ARRIVE "

The British Institute of Innkeeping (BII) offered a more critical assessment, with Chief Executive Steve Alton warning that members would be hugely disappointed by the overall package.

Although acknowledging the Government's recognition of the contribution pubs make to communities, he said the Budget did little to address the cumulative taxation and cost pressures facing operators.

Alton estimated that the increase in the National Living Wage would add around £1,000 to the annual employment cost of an average full-time member of staff from April 2027.

He also highlighted the financial vulnerability of many independent operators, claiming that only one in four pubs made a profit in 2026 and that more than 40p of every pound spent in pubs went to the Government in tax.

With some licensees already working upwards of 80 hours a week to keep their businesses operating, he argued that a VAT reduction in line with rates elsewhere in Europe remained the most straightforward and significant intervention available.

Reflecting on previous assurances from the Prime Minister that pubs needed to know the cavalry was coming, Alton said: "Today, it simply didn't arrive."

SUPPORT NEEDED

The reaction from individual licensees highlighted the difficulties facing smaller operators, many of whom believe the Budget offers insufficient reassurance to plan for growth.

Miranda Richardson, of The Squirrells in Duston, said small businesses could not continue absorbing additional financial pressures indefinitely, arguing that pubs needed Government support that made it financially viable to thrive rather than simply survive.

Mark Wrigley, of Atlas Bar in Manchester, said the Budget left the sector in a state of stagnation, with his business likely to continue controlling expenditure and contracting where necessary rather than committing to expansion.

Eamonn England and Arina Piskunova, of The Windsor Castle in East Finchley, welcomed the business rates announcements and the proposed guest beer provision for tied tenants, but said the VAT issue remained unresolved and employment costs continued to rise.

Justine Bedford, of The Royal Dyche in Burnley, also questioned how many more pubs would have to close before the Government responded more substantially to the industry's concerns.

RELIEF MEASURES

The restaurant and hotel sectors also expressed reservations about the measures announced.

Robert Pyle, EY UK&I Restaurant Sector Lead, said the increase in the National Living Wage would be particularly significant for restaurants, where staffing represents one of the largest operating expenses.

He acknowledged that the additional business rates support was relevant to hospitality, although the extent of the benefit would depend on individual property sizes and rateable values.

However, with alcohol duty also increasing, he said operators would need to assess whether the overall package provided sufficient certainty and confidence to invest.

Steve Perez, founder of Global Brands, Casa Hotel and Peak Edge Hotel, welcomed the business rates changes, pointing out that hotels and restaurants had previously felt excluded from some relief measures.

He said his own business rates had increased by 120%, making reform particularly important, but described the absence of a hospitality VAT reduction as disappointing.

Not all the announcements attracted criticism.

WELCOME DEVELOPMENT

CAMRA Chairman Ash Corbett-Collins described the proposed guest beer right for tied pub tenants as an incredibly welcome development, saying it could provide independent brewers with greater opportunities to get their products onto pub bars, provided the measure was implemented effectively.

CAMRA also welcomed the £10 million alcohol duty relief scheme for smaller brewers and cider producers.

However, Corbett-Collins warned that the increase in beer duty would ultimately be reflected in the price consumers pay for pints, arguing that the Chancellor had missed an opportunity to reduce taxation specifically on beer and cider sold in pubs.

The organisation also called on the Government to publish its long-awaited Access to Market Review.

CONCERNS BEYOND ENGLAND

The Scottish Beer & Pub Association (SBPA) said the Budget offered little additional support for Scotland's pubs.

Paul Togneri called on the Scottish Government to ensure that the full value of any additional funding arising from the English business rates measures was passed on to Scottish hospitality businesses through the Barnett formula.

Meanwhile, Joss Croft OBE, Chief Executive of UKinbound, welcomed the increased business rates relief threshold and the two-year freeze but raised concerns about other measures affecting tourism.

He described the proposed timetable for introducing an overnight visitor levy in England as a significant warning sign for the industry, arguing that businesses would need a minimum 18-month implementation period to prepare.

Croft also criticised the inflationary increase in Air Passenger Duty, saying it represented a missed opportunity to improve the UK's competitiveness as an international visitor destination.





Budget 2026- Overall Win For Retail, Hospitality And Leisure Sector But Business Rates Set To Increase By 28% In Next Six Years



The OBR forecast, alongside the Budget, reveals that the Government plans to increase the tax take from business rates overall from £33.6 billion in 2025/6 to £43.1 billion in 2031/32- an increase of £9.5 billion in 6 years(28%).

According to published figures the Government expects to increase the tax take every year. As **John Webber, Head of Business Rates at Colliers** said, "Whatever give aways the Chancellor gave today, there are plans for rates bills to rise substantially in the years ahead…. a far cry from reducing business rates overall as promised in the Labour manifesto."

RHL RELIEFS

Elsewhere in the Budget the Chancellor announced measures to help the RHL sector including:

Raising the threshold for Small Business Rates Relief from a rateable value (RV) of £12,000 to an RV of £18,000 for qualifying Retail, Hospitality & Leisure businesses, with a sliding scale up to a RV of £21,000. The Chancellor said this would bring 70,000 extra businesses out of paying business rates altogether- about half of all shops, restaurants, pubs, gyms, cafes ,salons

And for other RHL businesses that still pay business rates, rates will be frozen in real terms for the next two years.

The Chancellor also confirmed a further 20% cut in business rates from April 2027 for pubs, social clubs, live music venues in England- on top of a real-terms freeze for 2027/8 and 2028/9. This builds on the 15% relief this year 2026/7 bringing the total relief to 35% from April 2027.

To pay for this the Government will raise taxes on gambling – increasing tax for higher stake machines by 25%. There will be no business rates relief to Vape shops and Adult Gaming centres from April 2027.

John Webber, Head of Business Rates at Colliers commented,

"The extension of transitional relief /freezing business rates in real terms for another two years for the RHL sector is to be welcomed by the sector. One of the big winners will be the hotel industry, many of whom would otherwise have seen big rates bills rises due to their large increases in rateable value following the 2026 Revaluation.

The pubs/ music venues are the biggest winners overall however, gaining the 20% discount and the RHL freeze. Some smaller pubs and shops will also benefit from being pulled into 100% SBRR (small business rates relief) category.

Whether the Chancellor has done enough to prevent further pressures in the sector however, remains to be seen. Remember these measures are only for two years. Many businesses thinking about opening a pub or hotel, would want reassurance that they would not be hit by big rates bills in two years' time. So, in that sense the announced measures do little to encourage further investment.

EXTENSION OF TRANSITIONAL RELIEF SUPPLEMENT (TRS) 1P

The 1p transitional Relief Supplement for those not in receipt of Transitional relief and SSB will now apply for a further two years- it was due to be removed from 1 April 2027.

FISCAL DEVOLUTION OF BUSINESS RATES

The Chancellor also announced a fiscal devolution roadmap stating that by April 2027: English mayors will begin retaining 20% of business rates revenues, replacing traditional grant funding. By the end of the decade (2030), local authorities and combined authorities are planned to retain 100% of business rates locally.

The reforms run alongside upcoming plans for mayors to receive a share of income tax receipts from April 2028 and powers to introduce an Overnight Visitor Levy starting in 2028.

These measures are part of Labour's wider push to empower English mayors and local leaders, with "taxes raised locally should be spent locally".

John Webber is cynical this could work in practice, "This would be a retrograde step. There are certain areas of the country where the amount of business rates collected subsidize other parts of the country. If the borough of Westminster, for example was allowed to keep all the business rates it raised rather than sending elsewhere, it could probably pave its streets in gold! I would be surprised if this measure comes to fruition."

INTRODUCTION OF FURTHER BUSINESS RATES ANTI AVOIDANCE RULES

In papers accompanying the Budget, the Government has committed to going further to deter business rates mitigation schemes, claiming this is part of their anti-avoidance policy.

As John Webber comments, " Rather than dealing with what has caused such schemes in the first place- the high liability levels for empty properties- the Government continues to miss the bigger picture.

Current empty property relief period is too short, particularly in the RHL and offices sectors where owners only receive three months relief. Yet property owners can easily take up to 12 months to find an appropriate new tenant for their properties.

We believe the Chancellor should therefore instead have extended the three- and six-month empty rates holidays to twelve months with 50% relief thereafter and to do this for all property types including the offices and retail sectors too.

Such a move would encourage investment and refurbishment, prevent unnecessary demolition, support high street and town centre regeneration and reduce the need for mitigation schemes and complex anti avoidance rules.

If the government instead cracks down on mitigation schemes further, in the guise of "anti-avoidance" we could see owners attempting to get their properties removed from the rating list through demolition or desecration, this reducing quality stock from our towns and cities, just as we saw in the 1970s and 1980's, when similar "anti-avoidance" measures were put in place.

Webber concludes," The Chancellor's measures today had winners and losers. Whilst the RHL sector was a winner, with more properties in the sector able to claim reliefs and receive real-term freezes, the knock-on effect means a reduced tax base overall and therefore bigger companies in the rating system will need to pay more in business rates to compensate

Our preference would be to widen the tax base not to reduce it. Already over 700,000 businesses pay no business rates at all. We believe everyone should pay something but at a lower multiplier for all.

The losers of this budget will be those who budgeted for the removal of the 1p Transitional Relief Supplement and those who mitigate their empty business rates costs who may now face anti-avoidance legislation in England.

Added to this, the fact that the overall trajectory for business rates is up, not down, is a worrying prospect for UK businesses and a mistaken belief the golden calf can be milked for ever."

Amber Taverns Enters Newcastle City Centre With £3m Acquisition

Amber Taverns is continuing its expansion programme with a £3 million investment in The Gander, a Newcastle city-centre venue, marking a significant step in the community pub operator's growth strategy.

The investment, which includes the acquisition and extensive redevelopment of the former Magpie premises, will create approximately 25 to 30 full-time and part-time jobs and deliver a major new addition to Newcastle's hospitality and entertainment circuit.



Situated in the Haymarket area, within walking distance of St James' Park, The Gander will undergo a comprehensive refurbishment, including a complete internal strip-out and substantial investment in the building's infrastructure, facilities and entertainment offering.

A major feature of the redevelopment will be the installation of a high-specification audio and visual system, designed to deliver an exceptional live sports experience and position the pub as a leading destination for Newcastle United supporters.

Experienced operators David and Donna Molloy have been appointed to lead the new venue under Amber Taverns' established operator-managed model. Alex Ozobia, Business Development Manager for Amber Taverns said, "Newcastle city centre has been a priority location for us for some considerable time, but we've been determined to find the right opportunity. In the Gander, we have secured a fantastic site in a prime position, experienced operators who share our vision and the opportunity to create something really special.

"Our £3 million commitment reflects our confidence in Newcastle's hospitality market and our commitment to acquiring and transforming well-located sites that offer genuine potential. We believe there is a strong market for quality, affordable hospitality that combines great live sport, entertainment and a welcoming atmosphere.

"We are making a particularly significant investment in audio and visual technology, alongside live music, interactive entertainment and private hire facilities, to create a destination with broad customer appeal. Newcastle has an outstanding pub culture, and we are excited about the opportunity to become part of it."

The acquisition forms part of Amber Taverns continued expansion strategy , combining investment in established pubs with its operator managed modes which places experienced operators at the heart of individual businesses. The Newcastle opening will further strengthen the group's presence in the North East.

Greene King's Pubs Become Community Hubs To Support RunTogether

Greene King is working with England Athletics for a second year to support RunTogether, who are a key delivery agent of the Let's Lift the Curfew campaign.

The national movement from This Girl Can raises awareness of the safety concerns women face when being active outdoors after dark.

Participating pubs across Greene King's managed estate will open their doors to RunTogether groups and local running clubs, offering welcoming, well-lit places to meet before and after a run. Runners will also have access to practical facilities including toilets and parking. Building on Greene King's support last year, the partnership shows how pubs can act as accessible community hubs and help local groups stay active during the darker nights.

As part of its support, Greene King will also host RunTogether's national showcase run at the Malt House in Birmingham on Thursday, 29 October. Hosted by England Athletics and RunTogether, the event will bring runners, campaign advocates and local people together for guest speaker sessions including former Olympian Jo Pavey MBE. This will be followed by a series of social runs from the Malt House, with runners returning for food and refreshments.

Now in its fourth year, Let's Lift the Curfew challenges the effect safety concerns can have on women's ability to exercise outdoors after dark. Research behind the campaign shows that 72% of women in the UK change their outdoor activity routines during winter.

Kat Harper, Director of Sustainability at Greene King, said: "Our pubs play an important role at the heart of their communities, as welcoming places where people can meet and come together. We're pleased to be supporting RunTogether by opening our doors to running groups, helping more people – particularly women – feel more confident getting outdoors and staying active during the darker months."

Tracey Francis, Head of Participation at England Athletics, said: "RunTogether is delighted to once again join forces with Greene King.

"RunTogether is a key delivery agent for the Let's Lift the Curfew campaign and is always looking for welcoming community hubs for our groups. Greene King and its network of pubs offer a number of compelling reasons for this collaboration, providing warm, welcoming spaces, access to essential facilities such as toilets, ample well-lit parking, and a friendly atmosphere that helps participants feel comfortable and supported before and after their run."

Hospitality Loses 19 Licensed Premises a Week Ahead of Crunch Christmas

Britain's number of pubs, bars, restaurants and other licensed premises has dropped by nearly 1,000 in the last 12 months, NIQ's latest Hospitality Market Monitor reveals.

Data from NIQ, powered by CGA intelligence, shows the figure fell by 1.0% between September 2025 and September 2026, to 98,319. This represents 977 net closures, or an average of nearly 19 per week. On a quarter-on-quarter basis, numbers have dropped by 0.2%, or 245 sites, since June.



The steady stream of closures comes amid intense pressure on hospitality from a combination of rising costs and soft consumer confidence. It echoes other data from NIQ including the NIQ RSM Business Tracker, which has recorded sub-inflation growth for managed groups for 16 consecutive months. NIQ's latest Business Confidence Survey with Zonal found that only 37% of leaders now feel optimistic about prospects for their business over the next 12 months. It leaves the sector hoping for support on costs and an injection of spending in the crucial Christmas and New Year trading period.

NIQ's Hospitality Market Monitor highlights an intense churn of venues in hospitality in 2026. The three months to end-September saw 2,436 venues close their doors—around 27 per day—while 2,191 new ones opened, often in the same vacated premises.

The report flags a particularly challenging year for the casual dining sector, which has contracted by 2.2% year-on-year, following closures by various leading restaurant brands. This segment of hospitality has now shrunk by nearly a quarter (23.4%) since the start of the COVID-19 pandemic in 2020.

There are more positive trends in the accommodation-led sector, the Tracker shows. The number of licensed hotels rose by 0.2% in the 12 months to September, while the holiday and caravan park segment is up 0.7%. This partly reflects a surge in interest in domestic holidays in the aftermath of COVID, which has been sustained by some consumers' desire to economise on trips as their household costs rise.

Karl Chessell, Director – Hospitality Operators and Food, EMEA at CGA by NIQ, said: "Net closures of nearly 1,000 licensed premises in the last 12 months highlight the pile-up of challenges facing hospitality. While there are encouraging pockets of growth, the general direction of travel is obvious, and the sector is now entering a critical couple of months. Meaningful support on this burden of costs is needed to protect thousands of vulnerable businesses from closure. With the right backing, alongside a stimulus to consumer spending, hospitality can give the UK economy the injection of growth and job creation that it needs."

Wetherspoon Denies Poppy Ban Following Gosport Pub Incident

Pub operator JD Wetherspoon has rejected suggestions that it prohibits customers from wearing Remembrance poppies in its pubs, following reports that several people were refused entry to one of its Hampshire venues during a demonstration.

The incident took place at The Star in Gosport on Sunday, 25 October, when armed forces veteran Scott Schillemore, from Portsmouth said he had been told that items which could be interpreted as making a political statement were not permitted.

The reports prompted questions over the pub chain's position on Remembrance symbols, particularly in the run-up to Remembrance Sunday, when pubs and other hospitality businesses traditionally support fundraising for military veterans and their families.

However, Wetherspoon said the decision to restrict entry was linked to additional security arrangements introduced in response to an outdoor demonstration, rather than any policy prohibiting poppies.

A company spokesperson said there was no ban on wearing poppies in its pubs and reaffirmed the operator's longstanding support for the Royal British Legion Poppy Appeal.

The spokesperson confirmed that poppies were available for purchase at Wetherspoon venues, including The Star in Gosport.

The company explained that, because of the security measures in place on the day, some members of the public were unable to enter the pub. Those affected included people wearing poppies.

Wetherspoon also said the pub closed to all customers at 5pm on Sunday following advice from the police. The venue remained closed on Monday, with the company apologising to customers inconvenienced by the disruption.

Wetherspoon sites raised £55,687 for the charity appeal last year.

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Why Coastal Hospitality Cannot Afford To Bank On Sunshine

By Luke Davis, founder of Rockwater (www.rockwater.uk)



Britain's obsession with the weather takes on a different meaning when your business sits on the seafront. By the time the weekend forecast changes, the food may already be ordered and the team scheduled. The immediate problem is financial, but the decisions you make next affect whether customers and colleagues trust you.

I came to Rockwater having spent years in finance, first in stockbroking and then building IW Capital, where my focus was on making money and growing businesses. That background makes you look closely at what sustains an investment when conditions become less favourable, and a coastal venue needs to earn its living through the quieter months, with enough cash left to maintain the building and develop the people working in it.

Growing up in Brighton, I felt frustrated by stretches of seafront that had been allowed to deteriorate, with enormous potential but little investment. The run-down Hove site that became Rockwater offered an opportunity to create a space where local people could come together throughout the day and evening, whether they were bringing their children or meeting friends after work. But creating that kind of place takes serious capital and a business model capable of supporting it.

When we developed Rockwater Hove, members of the community invested more than £1 million alongside IW Capital's backing. That mattered to me because residents were committing their own money to the idea, which sharpened the responsibility to build something enduring. People who live nearby will know whether you are delivering long after the excitement of an opening has passed.

Unpredictable British weather, especially by the coast, makes that delivery complicated. In the National Coastal Tourism Academy's autumn 2025 survey, 36% of coastal tourism businesses surveyed identified poor or unpredictable weather as an external influence on performance. Even sunshine can be misleading if strong winds make a terrace unusable, and operators need to understand how conditions affect the capacity they can serve and the number of people likely to arrive.

So how do hospitality businesses 'weather the storm'? Compare similar services, allowing for school holidays and local events, and look at hourly sales. Separate indoor demand from trade that depends on outdoor seating and then work through a poorer-weather forecast with the chef and duty manager before orders are committed. Agree supplier deadlines and identify what can be ordered closer to service. Recording waste alongside sales makes the next forecast more useful.

Alongside that weekly planning, keep a rolling cash forecast that shows when the quieter months put pressure on the bank balance. Make investment decisions against that forecast, with a realistic contingency allowance. There is a temptation to treat the rota as the quickest way to repair a disappointing forecast. A spreadsheet will show the saving from removing a shift immediately; it will take longer to reveal the cost of losing a good employee. Recruitment takes management time, and a new colleague needs support before they can deliver the same standard. Those costs belong in the calculation too.

UKHospitality reported in 2025 that 57% of the sector's workforce works 30 hours or fewer each week. My advice is to publish dependable core rotas in advance and agree separately who wants additional hours. Ask about availability before the weekend becomes urgent. Someone arranging childcare or studying cannot organise their life around successive weather updates. Train colleagues across appropriate roles during paid working time, so moving service indoors does not leave the team struggling with unfamiliar tasks.

Recruitment should reflect the community around the venue. Coastal businesses can offer a first job to a student and a route back into work for someone later in life, but neither group is uniform. Explain the actual shifts and training available, then ask what applicants need. Check whether a finishing time works with the last bus. Practical details like that can decide whether an otherwise suitable person can accept the job.

The longer-term task is to create demand that gives those colleagues steadier work. The same NCTA survey found that increasing year-round business was a priority for 88% of respondents. At Rockwater, our programme includes wellbeing classes and events such as chess clubs and craft workshops. These give people reasons to visit that extend beyond the prospect of sitting outside with a drink. During lockdown, we ran fitness classes online and launched Rockwater Radio. We had to find ways to maintain a relationship with people when normal hospitality was interrupted. That experience reinforced the importance of understanding what customers value about a venue beyond a transaction.

For an operator planning winter, I would begin with conversations with local groups and instructors about what is missing from their week. Test a regular session in a quieter trading period, then review its performance over six weeks. Track repeat attendance and the food and drink spend it brings, then deduct the additional costs of running it. A busy room can still lose money. Equally, an activity with modest initial takings may introduce people who become regular customers. You need enough information to distinguish between the two before expanding the programme.

A successful summer should leave you with resources to improve the business through winter. Building a thriving coastal brand means reinvesting in the venue and retaining people who know the neighbourhood, giving customers reasons to return. The commercial ambition is to build a business that lasts, in a place where local people can see the benefit of its success.

Punch Pubs & Co Reports Revenue Growth of 11.8% as Acquisition Strategy Accelerates

Punch Pubs & Co has reported an 11.8% increase in annual revenue to £377.8m, alongside continued growth in underlying earnings, as the pub operator accelerates acquisitions and expands its Pub Partnerships model.

In its full-year results for the 52 weeks ended 9 August 2026, the group reported underlying EBITDA of £106.4m, up 8.1% from £98.4m in the previous financial year. Revenue increased from £337.9m in 2025.

The company attributed its performance to like-for-like trading across its Leased & Tenanted and Pub Partnerships divisions, investment in its existing estate, acquisitions and operational efficiencies.

Punch acquired 74 pubs during the year, more than doubling the 35 acquired in the previous period. The purchases included 30 pubs from McMullen's, three smaller pub portfolios comprising four, eight and five sites respectively, and 27 individual pub acquisitions.



Image credit: Punch Pubs & Co

Andy Spencer, CEO of Punch Pubs & Co, said the results reflected the strength of the company's operating model and its investment in publicans and community pubs.

"This has been another year of strong performance for Punch, which is a testament to our brilliant teams, the fantastic Publicans we work in partnership with, and our clear, disciplined strategy that continues to deliver results," he said.

Spencer added that investment in training, data and operational support was helping to improve performance across the estate, while the Pub Partnerships model was supporting expansion and profitability.

£68.2M INVESTED IN PUB ESTATE

Punch invested £68.2m in capital expenditure during the year, including £56m directed towards its existing pub estate and £12.2m spent on recently acquired properties.

Its property assets increased by £104.6m, or 10.3%, to £1.116bn, compared with £1.011bn a year earlier. The group said 93% of its pub portfolio was held on a freehold or long leasehold basis.

The increase in property assets reflected acquisitions and capital investment in existing pubs, including sites upgraded through the group's conversion programme.

The business also completed a £5.1m cost optimisation programme, which it said had helped establish a more efficient and scalable operating platform.

Investment in training, data tools and operational support remains central to its strategy, with the group seeking to improve pub performance and increase publican earnings.

PUB PARTNERSHIPS MODEL GATHERS PACE

The group continued to increase the number of pubs operating under its Pub Partnerships model, transferring 96 sites from its Leased & Tenanted division during the year, compared with 36 in the previous financial period.

Punch said the model was gaining momentum and contributing to profit growth, alongside like-for-like performance and investment in its existing estate.

Its portfolio covers a range of locations, customer demographics and operating models, which the company believes provides flexibility to respond to different local markets and supports long-term growth.

FURTHER ACQUISITIONS PLANNED

Punch said its acquisition strategy was gathering pace, with opportunities continuing to be assessed across the UK market, which it estimates comprises approximately 45,000 pubs.

The group is pursuing a targeted approach focused on individual pubs and smaller portfolios, with the aim of acquiring, investing in and revitalising community pubs.

Since the end of the financial year, Punch has completed, exchanged contracts on or agreed to acquire a further 12 pubs at an aggregate cost of £12.8m.

Spencer said the company had moved ahead of the ambitions outlined in 2025 and believed its operating platform offered considerable scope for further expansion.

"With around 1,300 pubs in a market of approximately 45,000, we see a significant runway for future growth," he said.

Businesses Face 'Stealth' £1.5bn Tax Bill As One-Year Rates Surcharge Extended To Three

Businesses face a £1.5 billion surcharge to help fund relief for other ratepayers after the Chancellor reneged on a pledge to end a temporary 1p business rates surcharge next April.

The tax surcharge was introduced for one year only last November. The Autumn Budget extended it for another two years to help pay for new bill protections for retail, hospitality and leisure businesses.

Forecasts by global tax firm Ryan reveals the surcharge will generate £741 million across England this financial year. Repeating that annual amount over the extension would raise approximately £1.5 billion.

The Treasury has not published how much the extended surcharge will raise.



The 1p Transitional Relief Supplement adds £1 for every £100 of a property's rateable value, the rental value used to calculate business rates. For premises with a £1 million rateable value, that means an additional £10,000 a year where the charge is payable.

It helps fund protection for businesses facing sharp increases following this year's property revaluation allowing large increases to be phased in. Businesses outside that protection pay the surcharge.

But last year's Autumn Budget announcement was clear: "This will apply for one year from 1st April 2026." It will now continue until 31st March 2029.

Ryan's analysis shows businesses in London face £247 million of the charge this year, with another £112 million falling on the South East. Together, they account for £359 million or nearly half of the total revenue the surcharge raises.

Westminster is the largest contributor at £57 million, followed by the City of London at £30 million, Camden at £19 million and Hillingdon at £17 million.

The Autumn Budget capped qualifying retail, hospitality and leisure bill increases at inflation for the next two years until the next revaluation.

Some hospitality and leisure properties faced among the steepest increases following the 2026 revaluation, with higher bills being phased in over the three-year rates cycle. Limiting those increases to inflation therefore provides substantial breathing space.

But businesses that did not need protection from sharp increases were told only last November that they would have to help fund that protection for others for one year. That has now become three.

More properties can also become liable as their existing protection against sharp increases runs out. Those businesses would have avoided the charge had it ended as originally announced.

Alex Probyn, Practice Leader, Property Tax, Europe and Asia-Pacific at global tax firm Ryan, said:

"The high street deserves breathing space, but stability and certainty should extend further.

"This is a stealth tax rise for businesses which had every reason to expect this additional cost to disappear next April. Businesses cannot plan with confidence if the Government moves the end date beyond its previous commitments.

"Passing that bill to other employers and other sectors of the economy leaves them with less to invest, expand and create jobs. Helping one business by taking more from another does not make the wider economic cost disappear."

Weather Doesn't Dampen Spirits of Wellbeing Walkers in Bristol

Some wild and wicked weather failed to dampen the spirits of hardy hospitality staff who braved the elements for the annual Walk for Wellbeing in Bristol. Around 20 walkers toured some of central Bristol's most spectacular scenes, from the historic harbourside to the iconic Clifton Suspension Bridge, raising – so far – around £1,200 in the process.

Now in their seventh year, Walk for Wellbeing events take place through October at a number of different locations in the UK, but this was the second year that a Bristol-specific one, hosted by the Bristol Hoteliers Association, has taken place.

The events raise money for the Hospitality Action charity, which supports hospitality workers who have mental health issues, through in-person and telephone counselling and the provision of emergency grants for those who need them.



Ahad Vahabzadeh, from the BHA, said: "The Walk for Wellbeing is a wonderful example of what we can achieve when Bristol's hospitality community comes together for a cause that truly matters.

"Hospitality Action provides vital support to people across our industry when they need it most, and we are incredibly proud to help raise funds and awareness for this important charity.

"A huge thank you to everyone who took part – especially considering the fact that the weather was not kind – and to those who donated, volunteered and supported the event.

"Together, we are making a real, positive, difference to the wellbeing of our hospitality colleagues and their families."

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The Psychology of a Great Hotel Stay: Why Environment, Service, and Design Matter

By Giannina McAuley, Revenue Manager at DoubleTree Fallsview Resort & Spa (https://doubletreefallsviewhotel.com)



Guests may choose a hotel based on location, price or amenities, but their lasting impression is shaped by how the stay makes them feel.

From the moment someone enters the lobby, they begin interpreting signals about comfort, safety, quality, and care. Lighting, sound, temperature, cleanliness, layout, and staff interactions all contribute to that judgement, often before the guest consciously considers them.

After more than 20 years in hospitality, I have learned that a great stay develops through coordinated details. The strongest experiences help guests feel comfortable, welcomed and confident that their needs will be met.

THE LOBBY SETS THE EMOTIONAL TONE

The lobby is one of the first opportunities for a hotel to establish what the rest of the stay will feel like. Guests quickly notice whether reception is easy to locate, the space feels well maintained, and they can move through it without confusion.

A 2023 study on visual comfort in hotel lobbies, published in PLOS ONE, used eye-tracking technology and 12 three-dimensional lobby models to examine how lighting, wall colour, decorative style and music influence comfort. The researchers found that lighting level, colour and decorative style had significant effects, while music did not meaningfully change participants' visual comfort.

Normal lighting was rated as more comfortable than bright or dim lighting, and warm colours generally produced greater comfort than cool colours. The findings also suggest that environmental elements should be considered together. Warm colours under softer lighting may create a welcoming atmosphere, while the same colours under overly bright lighting can feel less comfortable.

The study involved a relatively small and specific participant group, so its results should not be treated as a universal design formula. Its broader lesson is still useful: small visual decisions can affect how people respond emotionally to a space.

Hotels should therefore evaluate whether lighting, colour, furnishings, signage and layout support the atmosphere they intend to create. Design should also reduce uncertainty through clear routes to reception, lifts, guestrooms and amenities.

GUESTS EXPERIENCE THE ENTIRE SENSORY ENVIRONMENT

Visual appearance receives considerable attention, but guests also experience a hotel through sound, smell, touch and temperature.

A 2022 review of the multisensory hotel experience, published in Frontiers in Psychology, examined how sensory cues influence guests across different stages of their stay. It argues that hotels risk weakening the overall experience when they focus heavily on visual design while overlooking non-visual conditions.

The review points to noise, uncomfortable temperatures, and unpleasant smells as recurring sources of dissatisfaction. One analysis discussed in the paper found that three of the five most common hotel complaints involved temperature, noise or another sensory condition.

This helps explain why an attractive room can still feel disappointing. A beautiful view may lose its impact when outside noise interrupts sleep. Carefully selected furnishings cannot compensate for stale air or a temperature guests cannot control.

The senses also interact. Lighting can influence perceived warmth, scent can affect impressions of cleanliness, and sound can change how calm or active a space feels. Sensory design works best when these elements reinforce one another and suit the intended purpose of the area.

A lively bar and a quiet guestroom require different conditions. Each should feel intentional without allowing one experience to interfere with the other.

SERVICE GIVES THE ENVIRONMENT MEANING

Design establishes expectations, but employees bring the experience to life.

Guests notice whether they are acknowledged promptly, given clear information, and treated with care. They also remember how employees respond when something goes wrong.

A delayed room, maintenance issue or billing question does not have to define the stay. Calm communication, clear next steps and reliable follow-through can restore confidence. The physical environment may communicate quality, but service shows whether the hotel can deliver on that promise.

The multisensory review also highlights the importance of memory. Guests are especially likely to remember the beginning of an experience, its strongest positive or negative moment and how it ends. A confusing arrival or lengthy check-in can therefore remain prominent even when much of the stay goes well.

Hotels should consider which moments are most likely to remain with guests and design them carefully.

A GREAT STAY FEELS COORDINATED

Guests experience the hotel as one connected journey. The website, arrival, lobby, guestroom, amenities, and employee interactions should create a consistent impression.

Achieving that consistency requires collaboration between marketing, revenue management, operations and front-line teams. Each department sees different parts of the guest experience and can identify different sources of friction.

A great hotel stay feels effortless because the work behind it is carefully coordinated. Environment, service and design shape how guests feel in the moment, what they remember afterwards and whether they choose to return.

Marston's Pubs Call on Communities to Raise a Glass for the Royal British Legion

Marston's Raise a Glass campaign returns this week, bringing pubs and communities across the country together in support of the Royal British Legion's Poppy Appeal, with new commemorative pint and half-pint glasses designed by Army veteran and award-winning artist Jane Wilkes available to buy.

Now in its third year, the campaign has raised more than £220,000 to date and will once again see more than 1,100 Marston's pubs host Remembrance events and sell the limited-edition glassware between 23rd October and 11th November, helping to raise vital funds for the Royal British Legion in support of serving personnel, veterans and their families.

Marston's has pledged to donate £1.26 from every pint glass sold and £0.85 from every half-pint glass sold to the Royal British Legion's Poppy Appeal.



This year's campaign has a particularly personal story at its heart. The commemorative glassware has been designed by Jane Wilkes, an Army veteran and artist whose own experience of the Royal British Legion's support helped shape a new chapter in her life.

Jane served for 15 years in the Army's Adjutant General's Corps, completing tours in Macedonia, Bosnia, Iraq and Afghanistan. During her final deployment, she was diagnosed with an aggressive form of breast cancer and returned home for treatment. As part of her recovery, she received support from the Royal British Legion through its Battle Back Recovery Centre and Recovery Through the Arts programme, helping her rebuild her confidence and rediscover her creativity.

That journey has now come full circle, with Jane's artwork now helping to raise funds for the organisation that supported her. Her pint glass design features a poppy from her original artwork and a landscape inspired by The Wrekin in Shropshire, alongside the words 'We Will Remember Them'.

On the designs, Jane said: "It is a true honour to have designed Marston's and the Royal British Legion's commemorative glasses for this year's Poppy Appeal and to play a part in raising essential funds and awareness.

"The Royal British Legion supported me during one of the most difficult periods of my life, helping me rebuild my confidence and discover what I was still capable of after my treatment. Seeing my artwork brought to life on these glasses was incredibly special, and I hope people across the country will join me in raising a glass this November in support of veterans and the Armed Forces community."

Alongside the commemorative glassware, Marston's is introducing Pass the Poppy, a new initiative that will see a 3D-printed poppy travel the length and breadth of the country, stopping at community pubs across the estate along the way.

As the poppy makes its journey from pub to pub, it will encourage people to pause, reflect and remember the service and sacrifice of the Armed Forces while raising awareness of this year's Poppy Appeal.

Jen Monaghan, Senior Campaign & Partnerships Manager at Marston's, said: "Over the last two years, we've been incredibly proud of the support shown by our guests, pub teams and local communities for Raise a Glass.

"This year's glasses carry a powerful and deeply personal design from Jane, whose story perfectly demonstrates the life-changing impact of the Royal British Legion's work.

"With the introduction of Pass the Poppy, we're creating even more opportunities for communities to come together, show their support and remember those who have served. We hope people will visit their local participating pub, raise a glass and help us make this year's campaign our most successful yet."

MPs Call for 10% VAT Pilot on Food and Accommodation in Northern Ireland to Support Hospitality Sector

The VAT rate on hospitality food and accommodation in Northern Ireland should be cut to 10% for a trial period of four years to help hospitality and tourism businesses cope with significant cost pressures, and to test the case for a cut for the wider sector across the UK.

The recommendation from the Northern Ireland Affairs Committee comes in a letter sent today to the Chancellor, ahead of next week's Budget.

It outlines how contributors to the committee's taxation of hospitality and tourism inquiry highlighted how they continue to face significant cost pressures, over and above those found in other parts of the UK, including in relation to business rates and energy prices.



The committee says a cut in VAT covering accommodation and hospitality food, excluding alcohol, was identified by many of those who gave evidence as a straightforward mechanism to support businesses and help firms to compete on price with their cross-border competitors. Currently, in the Republic of Ireland VAT on accommodation is 13.5% and 9% on food.

A four-year pilot programme in VAT reduction from 20% to 10% in NI may also prove instructive to the Treasury on the case for a cut for the wider hospitality industry in the UK, the committee concludes.

Tonia Antoniazzi MP, Chair of the Northern Ireland Affairs Committee, said: "We've heard about and seen first-hand the very real financial struggles many hotels, pubs, restaurants and caterers in Northern Ireland are having and their desperate need for a helping hand. While the nature of costs and cross-border competition means the situation is biting particularly hard in NI, there are of course similar pressures being felt right across the UK. The Government now has a chance to both give the hospitality trade in NI some much needed relief, and at the same time learn how a VAT cut might make a real difference to businesses elsewhere in the UK and boost overall economic growth."

The letter makes a series of other recommendations aimed at supporting the hospitality and tourism industry.

The committee calls on the Government to remove Air Passenger Duty on the new Derry-Londonderry to Dublin air route, warning that the Treasury risks undermining a significant new opportunity for economic growth in the north west of Northern Ireland, for the sake of a very small amount of tax revenue.

It also says that customers of approved tour operators should be exempt from the requirement to apply for an Electronic Travel Authorisation.

Heartwood Collection Acquires The Angel Hotel, Leamington Spa

Hospitality group Heartwood Collection has acquired The Angel Hotel in Leamington Spa, Warwickshire.

The historic coaching inn will undergo a multi-million-pound refurbishment before reopening in summer 2027 as The Angel Inn, a 47-bedroom 'pub with rooms'.

The extensive refurbishment will transform its bar and dining areas into warm, welcoming spaces with Heartwood's signature charm. Guests will enjoy seasonally changing menus and a carefully curated drinks list, alongside an enhanced garden.



Located in the heart of Leamington Spa, a town renowned for its elegant Regency architecture, The Angel has been part of the town's history for more than 200 years. Dating from around 1818, the Grade II listed building stands on Regent Street, a stone's throw from the award-winning Jephson Gardens and the Pump Rooms.

The Angel Inn will join Heartwood Collection's growing portfolio of 36 characterful pubs and pubs with rooms, becoming its first pub with rooms in Warwickshire. It will sit alongside Heartwood Inns' two existing pubs in the county: The Black Swan in Henley-in-Arden and The Red Lion in Stratford-upon-Avon.

Heartwood Collection holds the Sustainable Restaurant Association's highest rating of three stars, won 'Best Pub Group' at the 2026 MCA Hospitality Awards and 'Best Brand/Concept' at the 2025 Publican Awards.

Richard Ferrier, CEO of Heartwood Collection, said: "We are delighted to have acquired The Angel Hotel, a landmark property with more than 200 years of history at the heart of this vibrant town. We have been looking for the right opportunity in Leamington Spa for several years and are excited to bring The Angel into the Heartwood family. We look forward to restoring this historic inn and welcoming guests in summer 2027."





The Role Of Great Leadership In Delivering Exceptional Hospitality

By Angela Steel, Founder and CEO of SuperWellness and The Flourishing Organisation Standard (www.superwellness.co.uk)



In hospitality, a great customer experience often comes down to the people delivering it. From the welcome guests receive to how problems are handled, every interaction shapes their impression of a business and whether they'll choose to return. For managers, that means building motivated, capable teams while balancing the pressures of rising costs, staffing challenges and customer expectations.

Most business leaders recognise the importance of employee wellbeing, but putting that belief into practice is another matter. Research carried out as part of the development of The Flourishing Organisation Standard, supervised by Professor Gail Kinman, found that while 94% of senior leaders believe wellbeing is critical to organisational success, only 64% say it's reflected in business strategy and just 15% believe it's embedded in everyday decisions.

The research, involving 12 interviews and a survey of 71 senior leaders across different industries, also found that 55% see commercial pressures as the biggest barrier to improving wellbeing. It's a challenge hospitality operators will recognise, particularly when budgets are tight and maintaining service standards is the immediate priority.

WHY WORKPLACE CULTURE MATTERS MORE THAN PERKS

Staff benefits can help employees feel appreciated, but they won't compensate for a working environment where people feel unsupported or constantly under pressure. Our research found that leaders ranked a positive, psychologically safe culture as their highest wellbeing priority, while benefits and individual initiatives came last.

In hospitality, staff meals, discounts and social events are welcome, but how a shift is managed, how colleagues communicate and whether employees feel comfortable raising concerns often matter far more. When team members feel able to flag mistakes or potential problems without fear of blame, there's a greater opportunity to resolve issues before they affect customers.

This openness is particularly valuable in a busy hospitality environment, where good communication and quick decisions can make the difference between a minor issue and a poor guest experience.

SUPPORTING PEOPLE WHILE MAINTAINING HIGH STANDARDS

Good leadership doesn't mean avoiding difficult conversations or lowering expectations. In fact, 91% of leaders in our research agreed that wellbeing involves constructively challenging employees, although only 63% felt that opportunities for challenge and growth were recognised within their organisations.

Hospitality employees regularly work in demanding situations, where teamwork, adaptability and attention to detail are essential. Managers need to recognise when someone requires additional support, while also providing clear expectations, constructive feedback and opportunities to develop. Helping employees build confidence, take on responsibilities and progress within the business can be just as important to their wellbeing as providing support when things are difficult.

The challenge is ensuring those expectations are realistic and employees have the training and resources to meet them.

GIVING MANAGERS THE SUPPORT THEY NEED

Line managers have a significant influence on how employees experience work, yet they're not always equipped for the responsibility. While 95% of senior leaders recognised their importance to wellbeing, only 43% believed managers had the necessary skills and confidence, and just 35% felt they received enough time and support.

This is particularly relevant in hospitality, where employees are often promoted into supervisory positions because they're excellent at delivering customer service. However, managing people requires different skills, from addressing poor performance and resolving conflict to recognising when someone is struggling.

Our research highlighted how some managers avoid difficult conversations because they're concerned about appearing uncaring. Leaving problems unresolved can put additional pressure on colleagues and affect service standards, making management training and support an important responsibility for senior leaders.

MAKING WELLBEING PART OF BUSINESS PERFORMANCE

Hospitality businesses need to remain commercially successful, so understanding how employee wellbeing contributes to performance is essential. Although 81% of leaders believe wellbeing significantly affects financial results, only 11% had seen evidence of that impact and just 32% felt confident measuring it.

Rather than treating wellbeing as a separate initiative, hospitality operators can connect improvements in leadership and workplace culture with outcomes such as staff retention, sickness absence and customer satisfaction. Tracking these measures helps identify what's working and where further attention is needed.

Our research also found that only 52% of leaders felt organisational change was managed with employee wellbeing in mind. For hospitality businesses navigating seasonal demand, rota changes and operational pressures, clear communication and involving employees in decisions wherever possible can help maintain trust and morale.

Ultimately, the strongest hospitality businesses understand that looking after employees and delivering excellent customer experiences aren't competing priorities. When we asked leaders what would make wellbeing more credible, 73% identified the need for clear standards defining good practice.

That's why we developed The Flourishing Organisation Standard, giving businesses a practical framework to assess their approach, identify improvements and demonstrate progress.

Guests may never see the work that goes into creating a positive workplace culture, but they'll experience the results through the quality and consistency of service. In an industry where reputation and repeat business are so important, effective leadership is an investment in long-term success.

Lincolnshire Pub Creates Community Café To Overcome Social Isolation

A village pub in Skellingthorpe, Lincolnshire is strengthening its role as a vital social hub with the launch of a new community café.

Publican Georgina Ford recently took over The Plough bringing the pub back to life as the hub of the area for local residents.

As part of her focus on supporting the local community a room adjacent to the bar has been transformed into a designated community café area where local people can meet, socialise and make connections.

It has already proved popular, attracting new people into the pub and encouraging young, old, families and groups to come together to help combat loneliness and social isolation.

Open from Wednesday to Saturday, the community café serves homemade cakes, including Caramel Shortcakes and Lemon drizzle along with coffee, tea and a range of soft drinks.



Image credit: Pub is The Hub

With expert guidance and access to a grant from Pub is The Hub, supported by the Department for Business, Innovation Science & Trade (BIST), the pub has been able to broaden its appeal to the community and support local people.

The project has been supported by the BIST as part of its Hospitality Support Fund, which aims to strengthen rural and remote communities by helping pubs diversify and remain sustainable community assets.

Georgina said: "The community café has been welcomed by local people. We have already seen a lot of ladies coming into the pub because they feel it's a safe environment.

"We have more people coming into the pub to use the café and have exciting plans to develop this area especially during the winter months."

Pub is The Hub regional advisor Terry Stork said: "Georgina has focused on bringing this pub back serving its local community. This is a great pub that is able to bring people together in this friendly and social space."

Minister for the Future of Work Kate Dearden said: "Rural pubs like The Plough are vital to communities like Skellingthorpe. Whether it's by creating jobs or providing locals with important public services and activities, it's crucial for them to have a place to come together and socialise.

"This is exactly why we are working to secure the future of rural pubs and venues through our Hospitality Support Fund. On top of the £4.3bn support package announced last year, we've slashed business rates for pubs by 15% and are boosting this to 20% from April."

Printed Pub Banners: The Secret Weapon for Successful Pub Promotion

First impressions matter, especially in the hospitality industry. Before a customer samples your food, orders a drink or experiences your atmosphere, they'll often make a decision based on what they see from the street. That's where professionally printed pub banners come into their own, transforming blank walls, fences and railings into powerful advertising space that works around the clock.

From traditional village pubs to bustling city bars, printed banners remain one of the most affordable and effective ways to promote events, increase footfall and boost sales. Whether it's live music, quiz nights, seasonal menus, televised sporting events or beer garden promotions, a bold, professionally printed banner can stop people in their tracks and encourage them to walk through the door.

Unlike digital advertising that disappears after a few seconds, a printed banner keeps working day and night. Positioned outside your venue, it reaches local residents, passing traffic and visitors without ongoing advertising costs. It's simple, effective marketing that continues to deliver results long after it's been installed.



Quality is everything when it comes to outdoor signage. A faded or poorly produced banner can send the wrong message, while vibrant colours, sharp graphics and durable materials help create a professional image that reflects the quality of your business. That's why thousands of pubs, clubs and hospitality venues trust HFE Signs to produce banners that are built to withstand the unpredictable British weather while maintaining exceptional print quality.

Printed pub banners are incredibly versatile. Summer BBQs, Christmas parties, Sunday lunches, charity fundraisers, comedy nights, cocktail evenings and live entertainment can all be promoted with professionally designed banners that capture attention from a distance. Better still, banners are easy to replace as your promotions change throughout the year, ensuring your venue always looks fresh and inviting.

As competition continues to grow within the hospitality industry, making your venue stand out has never been more important. Professionally printed pub banners offer exceptional value for money, immediate visibility and long-lasting durability, making them one of the smartest marketing investments any pub can make.

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Beer and Cider Outperform as Consumers Seek Value, Tracker Reveals



Average sales in managed venues in the week to Saturday 10 October were down by 2.6% from the same period in 2025, as cool and damp conditions set in and kept people at home in some parts of Britain. With the weather then brightening, trading picked up over the following week, with sales rising by 1.9% in the seven days to Saturday 17 October.

The latest figures continue a pattern of broadly flat drinks sales since a burst of growth during the football World Cup. It was a similar performance in the second half of September, following modest growth in the first fortnight of the month.

The Daily Drinks Tracker, powered by CGA intelligence, is also in line with the separate NIQ RSM Hospitality Business Tracker, which recorded like-for-like growth of 2.7% at managed pub, bar and restaurant groups in September—just below the UK's rate of inflation.

Category-wise, Long Alcoholic Drinks fared best in the first half of October. Beer sales were ahead by 1.5% and 5.6% in the two weeks to 10 and 17 October respectively, while cider rose 1.6% and 7.6%. The strong second week for LAD reflected warmer weather and the return of the Premier League to screens in many pubs and bars.

Soft drinks (down 2.4% and up 5.6%) had a reasonable fortnight, while wine (down 6.3% and down 3.2%) was negative. It was a very difficult start to the month for spirits (down 16.3% and down 13.2%), as some customers sought more refreshment and value in longer serves.

Rachel Weller, NIQ's commercial lead, UK & Ireland, said: "An essentially flat start to Autumn drinks sales isn't much for operators and suppliers to get excited about. But in a high-cost environment where spending remains tight for millions of consumers, it's a reasonable performance, and beer and cider figures are particularly encouraging. The On-Premise will now be looking to Halloween to bring more people out to celebrate and revive spirits sales in particular. In the meantime, leaders will be hoping that the government's forthcoming Budget can stimulate consumers' spending and give businesses some relief on costs."

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Shortening the Feedback Loop with Restaurant Operations Teams for Seasonal Uplift in Revenue



Valentine's Day. Mother's Day. Christmas. Seasonal events and celebrations offer restaurants, pubs and bars a huge opportunity to drive revenue and protect margins. With every operator aware of this, competition is fierce, meaning teams have to work harder to consistently do better and work more efficiently to serve guests a perfect experience.

Traditionally, GMs receive data days or weeks after the shift, by which point the opportunity to act may have passed. However, unlike retail businesses, hospitality operators have the potential to influence performance throughout the day. GMs can walk into a shift, determine a specific KPI, introduce a Christmas special, and update teams on what has worked, what hasn't, and what needs to be prioritised. But, this opportunity relies on receiving information quickly enough to act.

This is the next frontier in ops management. **Christian Mouysset, Co-Founder of Tenzo (www.gotenzo.com)**, explains the importance of shortening the feedback loop and putting real-time data into the hands of GMs.

ENABLING FRONT-OF-HOUSE HOSPITALITY TEAMS TO DRIVE ACTION IN THE PRESENT

Front-of-house staff are the backbone of restaurants, pubs and bars. Whilst responsible for providing excellent service, they also influence spend per head and the upsell of seasonal offers and promotions. But without real-time visibility, these invaluable teams are flying blind.

Consider this scenario. At the beginning of December, head office briefs the GMs on seasonal drinks and appetisers for the team to upsell. On Monday, the team upsells a high volume of festive drinks, contributing to stronger performance. On Tuesday, however, barely any customers select the seasonal offerings. Without the data in real-time, staff may think both days were equally successful, as the venue was equally busy. But by the time they see the data a week later, the opportunity to act has passed.

Seasonal trading windows are limited, making that delay particularly costly. Teams need to see performance data at the end of every shift, rather than every week. Each day, they need to see how they are tracking against product upselling targets or wider KPIs. Across the week, teams could then analyse what worked and what didn't, broken down into breakfast, lunch and dinner services. This would help translate insight into action, giving teams greater confidence going into each shift.

UNCOVERING NOT ONLY THE WHAT, BUT ALSO THE WHY

Shortening the feedback loop through manager logs also allows hospitality teams to understand the wider context around successes and failures as well as unusual or recurring data points. A staff member may share that they had more success selling a festive starter by approaching customers a certain way. GMs can then share this with those starting the next shift, so the approach can be replicated. Alternatively, labour cost may have increased due to a broken dishwasher. So while numbers tell teams the outcome of their performance, on-the-ground feedback provides the necessary context.

This feedback should be recorded alongside the data. After all, strong sales numbers may suggest success to head office. However, strong revenue doesn't necessarily translate to excellent execution. Front-of-house teams may have struggled because the seasonal drink or starter was difficult to prepare. Without that context, head office would never know. Therefore, this feedback plays an essential role in communicating what has worked, what has been difficult and what teams did differently that could be duplicated at other sites. Context is essential to avoid the misinterpretation of data.

MOVING FROM WORKING SHIFT-TO-SHIFT TO UNLOCKING SEASONAL INTELLIGENCE

By implementing the technology to allow teams to access data in real-time and provide contextual feedback at the end of each shift, teams will be empowered to improve performance every day. With a unified system that collates this feedback and data from across labour, sales, manager logs, etc., operators can also draw learnings from previous years to inform future seasonal events.

The consolidation of data also enables reporting to be automated. Adding an AI connector allows GMs to then interrogate historical data in real time, no matter how much time has passed, as structured feedback preserves the reason behind every number. This allows patterns and trends to be identified faster, while uncovering opportunities to drive further revenue.

CONCLUSION

Ultimately, seasonal success isn't secured simply by having a great promotion or product. Nor is it secured by an accurate demand forecast ahead of the campaign. Instead, it depends on how quickly managers can understand what is happening, learn from it and then act upon it while the opportunity is still there.

This is especially important during the festive season or other holidays or seasonal events. The time to act is short. Every shift that passes before a team understands what has worked is one fewer opportunity to repeat that success. By putting real-time insight and contextual feedback into the hands of GMs, every shift becomes a learning opportunity. Teams can take what they learn into the next service, and every service after that, improving performance while there is still time to maximise the seasonal opportunity.

Three Major South West Trade Shows Open Their Doors To Business Buyers

Businesses across the South West are being invited to discover new products, meet suppliers and gain fresh inspiration as free registration opens for three leading trade events serving the food, drink, hospitality, catering, foodservice, retail and tourism sectors.

Together, the Source trade show, the Source Roadshow and Expowest Cornwall give buyers three distinct opportunities to explore what's new, strengthen supplier relationships and find practical ideas to take back to their businesses.

Mike Anderson, MD of the shows' organiser Hale Events, commented: "At a time when hospitality businesses are under pressure, these events provide free access to ideas, suppliers and opportunities that can improve efficiency, profitability and competitiveness."



The Source trade show, thesourcetradeshow.co.uk, taking place at Westpoint, Exeter, Devon on 2-3 February 2027, brings together producers, foodservice suppliers, hospitality specialists and business service providers from across the South West and beyond. From speciality food and drink to catering equipment, retail products, food-to-go solutions and operational services, it gives buyers the chance to see what's new, explore emerging trends and find solutions across many different areas of their business.

The Source Roadshow, sourceroadshow.co.uk, at the Bath & West Showground, Somerset on 24 February 2027, takes a more focused, one-day approach, creating an accessible meeting place for buyers and suppliers. Bringing together food and drink producers, wholesalers, foodservice operators and business support organisations, the Roadshow is about making useful connections, having productive conversations and opening up new commercial opportunities in a convenient, concentrated format.

Expowest Cornwall, expowestcornwall.co.uk, at the Royal Cornwall Events Centre, Wadebridge on 2-3 March 2027, remains Cornwall's leading hospitality, tourism and foodservice trade exhibition. With food and drink producers alongside equipment, technology and service providers, it provides a dedicated marketplace for Cornwall's hospitality and tourism community, giving buyers the chance to compare products, review their supply chains and find practical ideas for the season ahead.

Entry to all three shows is free for trade buyers, and registration is now open on their websites.

Mealworm Cookies And Venison Ice Cream: Devon Brand Serves Up The UK's Strangest Recipes For International Real Vanilla Day

Vanilla is bursting with possibility. Most of us think of it as the polite flavour, the one you add to a sponge cake and forget. On International Real Vanilla Day (Saturday 17th October), Devon vanilla brand LittlePod set out to prove it is anything but plain, by putting it with mealworms, chilli and venison, amongst others.

"Toasted Mealworm and Vanilla Cookies" are one of eight recipes in LittlePod's new recipe booklet, 'Unexpectedly Vanilla', created with acclaimed Devon chef Peter Gorton. And not one of them is a cake. Instead, real vanilla turns up in a savoury pumpkin tart, venison ice cream with balsamic glaze, a blood-red beetroot panna cotta, chilli chocolate butter, a ceviche-style fruit salad and a hot vanilla toddy.

"Vanilla is the most misunderstood ingredient in your cupboard"

Janet Sawyer MBE BEM, Managing Director at LittlePod, said: "People are amazed when they learn real vanilla is the second most expensive spice in the world, and then they only ever use it in cupcakes or ice cream. That's like buying a sports car and only driving it to the shops! Real vanilla contains over 200 different natural compounds – it's savoury, smoky, floral and rich.

It makes a pumpkin tart taste deeper, it's gorgeous with venison, and it turns a toddy into a hug in a mug. And yes, it makes mealworm cookies taste delicious. We're daring everyone to try something they'd never expect this weekend."



Peter Gorton, Chef Ambassador for LittlePod said: "Chefs have been using vanilla in savoury cooking for years. It works with game, seafood and roasted veg because it rounds off bitterness and adds warmth. The mealworms raised a few eyebrows in the kitchen, but the cookies were gone in minutes.'"

LittlePod is invited chefs and home cooks to try one of their eight 'Unexpectedly Vanilla' recipes:

1. *Toasted Mealworm & Vanilla Cookies*
2. *No-Bake Vanilla & Spiced Apple "Toffee" Pots*
3. *Pumpkin & Vanilla Tart (it's savoury!)*
4. *Vanilla & Venison Ice Cream with Balsamic Glaze*
5. *"Blood" Beetroot & Vanilla Panna Cotta*
6. *Chilli & Vanilla Chocolate Butter*
7. *Exotic Fruit & Vanilla Ceviche-Style Salad*
8. *Hot Vanilla Toddy*

The full set of eight recipes is free to download from **littlepod.co.uk**

Businesses Urged To Prepare For Tougher Sexual Harassment Prevention Duties

Businesses are being urged to review their sexual harassment prevention measures ahead of today's (October 30) changes under the Employment Rights Act 2025 which will raise the bar for employers and introduce a new obligation to prevent harassment by third parties.

The existing duty to take "reasonable steps" to prevent sexual harassment – in place since October 2024 – is being extended to a duty to take "all reasonable steps", a noticeably higher bar that puts the emphasis on documented, proactive prevention rather than steps taken after the fact.

Alongside it, a new obligation is being introduced requiring employers to prevent the harassment of their workers by third parties, such as customers, clients or contractors. This means businesses in the hospitality, retail and healthcare sectors will be particularly affected – but also any business with contractors or suppliers on site since "third party" also covers contractors, clients and visitors.

The government has also taken the power to set out evidence-based steps employers should take to prevent sexual harassment, though its own fact sheet confirms these regulations won't complement the duty until 2027/28. The core "all reasonable steps" obligation is what employers need to meet from 30 October.

Gill McAteer, Director of Employment Law at HR, Employment Law and Health & Safety services provider Citation, said: "Reasonable steps and all reasonable steps sound similar, but they're judged very differently by a tribunal.

"All reasonable steps means being able to show you looked at every option that was open to you, not just the ones you happened to already have in place. Add third-party harassment into the mix, and any business with customer-facing staff needs to think about protection that goes beyond internal HR policy."

Citation is advising employers to have the following in place ahead of the 30th:

1. Revisit your sexual harassment risk assessment and ask whether it reflects "all" reasonable steps, not just the steps already in place.

If you did a risk assessment back in 2024 when the "reasonable steps" duty came in, it was built to meet a lower bar. "All reasonable steps" forces businesses to ask a harder question – not just "what have we done?" but "what else could we have done, and why didn't we?" Go back through it and check whether it still reflects every reasonable option open to your business, not just the ones that were convenient or already budgeted for.

2. Extend anti-harassment policies and training to cover harassment by customers, clients and other third parties, not just colleagues.

Most anti-harassment policies are written with colleague-on-colleague conduct in mind. From 30 October, you're also on the hook for harassment your staff experience from people outside the business, like customers, clients, contractors, and visitors. That means your policy needs to name third parties explicitly, your training needs to cover how staff should report incidents involving a customer or client (not just a colleague), and your managers need a clear process for acting on it.

3. Extend anti-harassment policies and training to cover harassment by customers, clients and other third parties, not just colleagues.

From 30 October, you're also liable for harassment your staff face from people outside the business. Name third parties explicitly in your policy, train staff to report incidents involving a customer or client, and give managers a clear process for acting on it.

For further guidance on the Employment Rights Act changes and what they mean for your business, visit www.citation.co.uk/employment-rights-act-hub

General Managers Of The Year Crowned At Greene King's Annual Conference

Pub company and brewer Greene King hosted its managed pubs event this month, attended by 1,300 leaders from across the country, which culminated in a glittering awards night in Manchester.

The General Manager of the Year awards form part of Greene King's annual Managed Pub Conference and recognise outstanding leaders from across its managed pub estate.

It recognised general managers who have excelled across all areas of running a successful pub, from delivering strong commercial performance and operational excellence to bringing teams together, creating memorable experiences for customers and ensuring pubs remain welcoming hubs at the heart of communities.

Winners were judged on how they perform across all areas of the role, alongside their leadership, team engagement and the respect they have earned from colleagues and peers, before the final nine were selected by Greene King's Brand Operations Directors.

Speaking after the awards, Jodie Tate, Greene King's chief operating officer said: "When we work together, we win together and that was what this event and these awards highlights. Our people are what makes our pubs the places which are loved by their customers and communities. Our general managers are trailblazers for the industry and all the team members who they work with. Thank you to each and every one of you for your outstanding efforts to make your pubs the successes they are."

The Greene King General Managers of the Year across the UK are:

- *Darren Pilley – Doctors, Edinburgh (Belhaven)*
- *Chris Stubbs – Greaves Park, Lancaster (Chef & Brewer)*
- *George Skeates – Green Posts, Portsmouth (Cornerstone)*
- *James Hodgson – Birchwood Farm, Glasshoughton (Farmhouse)*
- *Amanda Crilly – Waterside, Warrington (Greene King pubs – Pub & Grill)*
- *Eliot Bennett – Hem Heath, Trentham (Flaming Grill)*
- *Matt Gist – Ock n Dough, Wellingborough (Hungry Horse)*
- *Cheryl Williams – Angel, Baildon (Greene King pubs – Community)*
- *Tom McCartney – The Archers, Gidea Park (Greene King pubs – Urban & Heritage)*





Hospitality's Festive Trading Peak Extends Beyond December, Square Data Reveals

Hospitality businesses should look beyond December when preparing for the festive trading season, with new analysis from payments platform Square identifying a series of major trading peaks spanning November, December and January.

The findings, based on transactions recorded between 1 November 2025 and 31 January 2026, suggest that opportunities to increase sales extend well beyond the traditional Christmas rush, with Saturdays accounting for 11 of the 12 busiest trading days identified.

The second Saturday in December, 13 December, topped the rankings, with transactions among UK food and drink sellers 67% higher than the average trading day across the period.

However, the second Saturday in November, 8 November, was almost as busy, recording transaction levels 65% above the average. The final Saturday of January, 31 January, ranked third, with activity 61% higher than the typical trading day.



The results indicate that seasonal spending can build earlier than many operators might expect and continue into the new year, potentially creating additional opportunities for pubs, bars, restaurants and other hospitality businesses to generate revenue.

November featured prominently in the rankings, with every Saturday during the month appearing among the 12 busiest trading days.

The first Saturday of November, 1 November, recorded transactions 57% above the period average, matching the levels seen on 15 and 29 November. The final Friday of the month, 28 November, was the only weekday to feature in the top 12, with transactions 39% above average.

The late-November result may be of particular interest to operators planning corporate Christmas parties and group bookings, although the figures alone do not establish the reasons behind the increased activity.

December remained a crucial period, with 13 December taking the top position. The first Saturday of the month, 6 December, ranked fourth overall, with transactions 59% above average.

The third Saturday, 20 December, placed ninth, recording an increase of 49%.

The data also points to continued trading potential after Christmas. The final two Saturdays of January both featured in the top 12, with 24 January recording transactions 50% above average and 31 January reaching 61% above average.

The third Saturday of the month, 17 January, also made the list, with activity 46% above the period average.

While the figures do not establish why customers continued spending during January, the results suggest that operators should consider the post-Christmas period when planning promotions, staffing and stock levels, rather than concentrating resources exclusively on December.

For businesses operating on tight margins, identifying likely peaks in demand can help inform decisions on staff rotas, purchasing, menu planning and opening hours. However, individual venues will need to assess their own trading patterns, customer base and local demand when applying the findings.

Robert White, executive director at Square UK, said: "The trading peak now stretches well beyond the traditional December rush. Every Saturday in November makes an appearance in the top 12 trading days of the three-month festive period.

"This means operators have about four weeks to get fully prepped with seasonal menus, drinks, ingredients and staff rotas to make the most of the period."

Bridlington Community Pub Reopens Following Transformational £313,000 Refurbishment

Popular community pub, the Seabirds on Fortyfoot Road in Bridlington recently reopened following a transformational combined investment of £313,000 from the licensee, D&A Pub Group and Admiral Taverns.

Internally, the pub has been completely transformed to include brand new fixtures, fittings, furniture, flooring and decoration throughout. In addition to this, the layout of the pub's bar and carvery areas have been redesigned. These upgrades have elevated the Seabird's atmosphere and further expanded its offering to ensure it welcomes everyone and caters to all tastes.

Externally, the Seabirds has been completely revamped to include brand new signage as well as a fresh coat of paint to greet visitors. In addition, the pub boasts a newly updated beer garden for customers to enjoy.



Management team, Sarah Beckett and Matt Beckett, bring a wealth of knowledge and expertise to the Seabirds having worked in the pub industry for many years. Going forward they are committed creating a family-friendly hub that brings people together and supports all aspects of community life.

Sarah Beckett, co-manager at the Seabirds, commented: "It has been absolutely fantastic to see this refurbishment come to life and the finished pub looks incredible. The Seabirds is a real community hub and the support we have had from locals since it reopened has made me very excited for the future. I'd like to say a massive thank you to everyone who helped make this transformation a success and also the entire team at Admiral Taverns for all their support along the way."

Andy Longley, Business Development Manager at Admiral Taverns, added: "I'm delighted to see the Seabirds reopened following a fantastic refurbishment. This pub has always played a role in bringing the community together, and I have no doubt that this will continue to be the case for many years to come. On behalf of everyone at Admiral Taverns, I'd like to wish him every success for the future."

What LPG Offers to Hospitality Venues

As outdoor dining becomes a year-round expectation, many venues are looking again at liquefied petroleum gas (LPG). Its appeal is versatility: the same fuel can run patio heaters, outdoor kitchens and barbecue events, as well as central heating, hot water and even swimming pool heating.

For kitchens, the practical advantage is control. A gas flame is instant and adjustable, which chefs tend to value when service is busy.

Emissions are part of the conversation too. Switching from oil to LPG can cut CO2 emissions by up to 18%*. BioLPG, a renewable alternative, raises that saving to 84%*. It works as a drop-in fuel, so existing LPG equipment doesn't need any changes.



Supply is another consideration. Calor, which has operated for over 90 years, runs more than 1,000 vehicles and has over 6,000 gas bottle stockists across the UK. It also owns two of Europe's largest LPG and BioLPG storage facilities. Drivers do safety checks at each delivery, and engineers provide round-the-clock emergency cover.

For venues extending their outdoor season, LPG offers a flexible, readily available option that can heat guests, fuel kitchens and support lower-emission goals with the right choice of fuel.

For more information visit **www.calor.co.uk/caterers**

** DESNZ (Department for Energy Security and Net Zero) Greenhouse gas reporting: conversion factors 2025.*

Warrington Pub Set for £150,000 Refurbishment as 'The Lord Rodney' Returns

A well-known Warrington town centre venue is set to undergo a massive £150,000 transformation, restoring its historic identity and elevating its entertainment and sports offering for the local community. Formerly known as The Rodney, the pub is officially reverting to its traditional name, The Lord Rodney.

The project marks a major milestone as Chorley-based Blind Tiger Inns' 24th venue overall and their very first expansion into Warrington. It also represents the second leased site in partnership with Trust Inns, following the successful opening of The Castle in Clitheroe.

A Modernized Look with Original Charm The comprehensive £150,000 makeover of the pub, which faces the Warrington Wolves – Halliwell Jones Stadium, will overhaul both the interior and exterior spaces, creating a sleek, modernized atmosphere while carefully preserving the character and original heritage features built into the venue over the years.

Creating Local Jobs The project will also boost the local economy through new job creation. Leading the venue into its exciting new chapter is an experienced local manager with deep roots in the area and an avid Warrington Wolves fan—perfectly timed for the return of the Super League season in February.

Chris Tulloch, the founder and Managing Director of Blind Tiger Inns said: "The Lord Rodney holds a rich history in Warrington and this major £150,000 transformation will not only breathe new life into the building but also deliver a top-tier pub experience for the local community. This is our first site in Warrington and we want to preserve all the popular items in the pub such as pool, darts and the dominoes teams, as well as upgrade the site and make it more welcoming and comfortable for the local community."

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CALOR

New Travellers and Destinations to Reshape Europe's Tourism Map by 2036, New Report Reveals

Europe's tourism market will be reshaped over the next decade by new travellers, new destinations and changing demand patterns, according to a new report from hospitality group Accor.

The report, based on data commissioned from a leading global economic forecaster Tourism Economics, estimates that demand for tourist accommodation across Europe will grow by 32% over the next ten years, adding more than 1.6 billion overnight stays annually.

International travel will drive this growth. International accommodation nights are forecast to increase by 42% between 2026 and 2036, compared with 24% growth in domestic travel, creating approximately one billion additional international tourist nights per year across Europe.



The report estimates that rising global prosperity, growing international mobility, improved connectivity and continued investment in tourism infrastructure are combining to attract more international travellers to destinations across the continent, far beyond its traditional tourism hotspots.

ASIA, THE MIDDLE EAST AND CENTRAL & EASTERN EUROPE AMONG THE FASTEST-GROWING SOURCES OF DEMAND

Europe's tourism industry will continue to be built on the strength of intra-European travel, with more than three quarters of international arrivals (77%) originating within Europe itself in 2036.

However, the report highlights rapid growth from emerging European source markets. Arrivals from emerging European countries are forecast to increase by 52% over the next decade, compared with 34% growth from Western European markets. Georgia (+123%), Moldova (+107%) and Armenia (+76%) are among the fastest growing markets.

Long-haul demand is also forecast to increase significantly. Arrivals from the Middle East are expected to grow by 93% and from Asia-Pacific by 88% over the next decade, as wealth rises globally and more consumers enter the international travel market. Among major non-European source markets, China (+138%) and South Korea (+121%) are forecast to record particularly strong growth.

GROWTH BEYOND THE TRADITIONAL TOURISM HEARTLANDS

While established destinations including Spain, France and the UK will remain dominant, resilient and sought-after destinations – with the top five destination countries projected to account for over half of international overnight stays in 2036 – the report finds that some of the strongest tourism growth rates will occur outside Europe's traditional tourism hotspots.

Countries across Central and Eastern Europe, the Baltics and parts of the Balkans are forecast to significantly outperform the European average for international tourism growth. These destinations are benefiting from improving connectivity and traveller appetite for new, affordable travel experiences, creating opportunities for investors, developers and hotel owners to participate in markets at an earlier stage of their tourism development.

ECONOMY HOSPITALITY TO BENEFIT

The report identifies a significant opportunity for economy hospitality as international travel becomes accessible to a broader and more diverse group of consumers. Many of these new travellers, whether long-haul visitors from fast-growing source markets such as China and India, or emerging European economies with rising incomes and improving connectivity, rely on trusted economy brands as they navigate unfamiliar cities, languages and booking environments.

Aiden McAuley, a spokesperson for Accor, said: "Europe remains the world's most desirable destination because of its extraordinary diversity. There is every reason for the hospitality industry to be confident about its future. Few places can offer such a rich mix of cultures, landscapes, cities, coastlines, heritage, food and experiences within such a connected and accessible geography.

"While established tourism markets will continue to thrive, the next decade of growth will be shaped by new travellers, new destinations and new patterns of demand as travellers seek different locations and experiences. The businesses who benefit the most will be those who understand and adapt to those shifts most effectively to capture the evolving demand."

- *Inbound visitor spending across Europe is forecast to rise from €825 billion in 2026 to more than €1.3 trillion by 2036 – growth of 64%. Food and beverage spending is expected to increase by 72%, retail by 69%, and recreation, culture and sport by 66%.*
- *Business arrivals into Europe are projected to increase by 50%, compared with 39% growth in leisure arrivals, with particularly strong growth from Asia-Pacific (+118%) and the Middle East (+112%).*

Heineken Tells UK Pubs To Prepare for Weight-Loss Drug Shift In Drinking Habits

Heineken has advised its UK on-trade customers to rethink how they sell drinks as weight-loss medicines grow in popularity, in a frank acknowledgement from a leading brewer that the drugs could affect alcohol sales.

A company presentation circulated to venues this month, which has been seen by Reuters, says operators that fail to respond risk fewer visits and lower spend as use of GLP-1 treatments becomes more widespread in Britain.

The document says the drugs can reduce appetite and the desire to drink, leaving users feeling full sooner and ordering fewer rounds. It suggests the traditional session built around several pints may become harder to sustain.



To counter this, Heineken recommends that venues give more prominence to half-pints, promote low- and no-alcohol options, and pair drinks with small plates of food.

WIDER CONSUMER IMPACT

The warning follows rapid growth in use of GLP-1 drugs such as Novo Nordisk's Ozempic and Wegovy. JPMorgan research estimates around 10 million people in the US were taking such medicines last year. The trend has already been felt across consumer goods, with reduced demand for sweets and snacks, more clothing alterations, and a rush by businesses to sell products aimed at managing side-effects.

Drinks groups have generally downplayed the threat, but early spending data suggests an effect.

Market research firm Circana tracked US households between 2024 and 2026 and found that those with a GLP-1 user cut alcohol spending, both at home and when out, compared with households without one.

HEINEKEN'S POSITION

Heineken told Reuters the presentation formed part of its routine engagement with UK hospitality operators, designed to help them understand a changing market. It said it had seen some shifts in behaviour among GLP-1 users and would keep monitoring them through 2027.

The company said users were not giving up alcohol entirely, but tended to choose smaller serves, lower-strength drinks and more premium products, in line with wider trends. It added that its portfolio was well placed to serve that demand.

UK A RELATIVE BRIGHT SPOT

Europe is Heineken's biggest market by revenue with Heineken being the world's second-largest brewer behind AB InBev and has identified Britain, where it owns more than 2,000 pubs, as a comparatively strong performer.

According to a Heineken UK report, beer sales across British pubs, bars and restaurants reached almost £14 billion in the year to February 2026. Less than £300 million of that came from no- and low-alcohol beer.

TVs in Hotels: Why the AVLA Licence Matters for Compliance

AVLA® Audiovisual Licensing Alliance

Television is an important amenity in hotels and other temporary accommodation establishments, and an integral part of the guest experience. But for hoteliers, providing TV to guests involves more than simply installing the equipment and connecting it to a television service.

Offering guests with access to television channels in public venues is different from watching television at home. There are additional legal requirements for communicating in public copyright content in a broadcast.

Hotels therefore need to ensure that they hold the appropriate licences to avoid copyright infringement and potential legal consequences. Having a TV Licence or a pay-TV subscription does not, in itself, provide all the necessary copyright permissions.

The AVLA Licence enables hotels, aparthotels, B&Bs, inns and other similar establishments to provide their guests with access to TV channels featuring audiovisual works from AVLA's repertoire. This comprises hundreds of thousands of films, series, documentaries, cartoons and other shows. Works from AVLA's catalogue are broadcast on a wide range of TV channels, including the main national free-to-air networks.

Obtaining an AVLA Licence is not only an important part of legal compliance; it also supports the audiovisual creative community. AVLA is a not-for-profit collective management organisation representing tens of thousands of audiovisual creators, including producers, authors, performers, directors and visual artists. The licence fees collected by AVLA are distributed to the rightsholders it represents, helping to support the continued production of content and the UK's vibrant creative sector.

For hotels, having the appropriate permissions in place is therefore about more than compliance. It demonstrates respect for creative work and a commitment to fair business practices, while helping to support the creators whose work contributes to the guest experience.

To learn more about AVLA visit **www.avla.uk**

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Our licence is legally required if your property provides guests with access to TV channels featuring films, series, documentaries, shows and other works from AVLA's repertoire.

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Can You Still Hire A Chef From Abroad? The Trade Deal Visa Few Operators Have Heard Of

By Parvez Khan, Solicitor and Senior Immigration Associate, AY&J Solicitors (www.ayjsolicitors.com)



For years, the answer to an empty station in a busy kitchen was often found overseas. According to Home Office data, 6,203 chefs were granted Skilled Worker visas in the year to March 2024, more than any other occupation on the route.

That pipeline has now all but closed. Since 22 July 2025, employers have not been able to sponsor new chefs as Skilled Workers, because the role now sits below the skill level the route demands. Chefs who were sponsored before that date can usually stay on under transitional rules. New recruits from abroad cannot come in this way.

So when the India-UK trade deal came into force on 15 July 2026, many operators thought help had arrived. In part, it has. But it comes through a visa that works nothing like the old system, and one that few in the sector have heard of: the Service Supplier visa.

In my work at AY&J Solicitors, advising restaurants, hotels and other employers on sponsorship, it is now one of the questions I hear most. Can we bring a chef over from India again? The honest answer is yes, but not in the way you might expect.

WHAT IS THE SERVICE SUPPLIER VISA?

In short, it lets an Indian company send its own chef to cook in a UK kitchen under a service contract, for up to 12 months. A self-employed chef based in India can also qualify, as an independent professional holding the contract personally.

The key word is contract. The restaurant does not hire the chef. It buys a service from a business in India, and that business sends one of its own chefs to deliver it. The Service Supplier visa is one of the UK's Global Business Mobility routes, and it has been around for some time. What the trade deal changed is that traditional chefs from India can now use it.

The rules are tight. Under Home Office guidance, a chef sent by an Indian company must already have worked for it for at least 12 months. The chef will usually also need a relevant qualification and around three years of experience, or six years if self-employed. The work must be for a genuine, registered service contract. The stay is capped at 12 months, and it does not lead to settlement. The UK business must also hold a sponsor licence that covers the route. Even a business that already sponsors workers may need to add it to its licence, and the contract has to be registered with the Home Office before the chef can be assigned a certificate of sponsorship.

There is one surprise in the operator's favour. Unlike the Skilled Worker route, there is no minimum salary.

The bigger catch is supply. According to the Home Office, only 1,800 places are available each calendar year, and they are shared between three professions: traditional chefs, yoga instructors and classical musicians. There is no public counter showing how many are left. The cap counts extensions as well as new arrivals. When the places are gone, they are gone until the next year. And not every chef fits: the places are for traditional chefs and chefs de cuisine, not for every role in a kitchen.

WHERE DO OPERATORS GO WRONG?

Most of the mistakes I see come from treating this like the old system.

The first is offering the chef a UK job. That does not fit the route. The chef stays on the Indian company's payroll, and the UK business pays for a service.

The second is leaving the sponsor licence until last. Without one, nothing else can move. The Home Office says most licence applications are decided within eight weeks, but gathering the evidence often takes longer than the wait.

The third is assuming the places will still be there in the autumn. With 1,800 places shared across three professions and no public count, a late application may simply miss out.

And the fourth is planning for the long term. This is a route for a contract of up to a year, not a way to build a permanent brigade.

WHAT HAPPENS IF THE LICENCE IS NOT KEPT IN ORDER?

Getting a sponsor licence is only the start. The Home Office can visit, check pay and hours against what was promised, and suspend or revoke the licence if something is wrong. According to Home Office figures, around 3,100 sponsor licences were revoked in 2025, the highest number since records began in 2012.

One recent AY&J Solicitors case shows how fast it can move. A care home with more than 30 sponsored workers had its licence suspended after two compliance visits. Among the concerns were workers on fewer hours and lower pay than their certificates stated, issues that can just as easily arise in a busy kitchen. Eight staff needed visa extensions within weeks, and none could be sponsored while the licence was suspended. The care home called us the day the letter arrived. Representations went in before the 20-working-day deadline, and the licence was reinstated 35 days after the suspension letter.

The lesson for hospitality is that the rules that matter most are the everyday ones: hours, pay and records.

WHAT SHOULD OPERATORS DO NOW?

Before counting on a chef from India, an operator should be able to answer yes to six questions:

- *Is there a genuine reason to contract an Indian company for a traditional chef service?*
- *Has that company employed the chef for at least 12 months?*
- *Is there a written service contract, ready to be registered?*
- *Does the business hold, or can it apply for, a sponsor licence that covers the Service Supplier visa?*
- *Does the plan still work if the chef can only stay for 12 months?*
- *Is the application going in early in the year, before the places run out?*

Yash Dubal, CEO of AY&J Solicitors, puts it plainly: "Many operators heard about the trade deal and assumed they could hire a chef from India the way they used to. That is not how it works. The places are real, but they come through a contract with an Indian company, they are limited, and the paperwork has to be right first time. Operators who plan early have the best chance of using them."

The trade deal has not brought back the old way of recruiting chefs from abroad. What it has done is open a narrow, workable door for the businesses that prepare. For the right restaurant or hotel, with the right partner in India and a licence in place, it can bring an experienced chef into the kitchen for up to a year.

AY&J Solicitors helps hospitality businesses check whether the Service Supplier visa fits, apply for a sponsor licence and keep it in good order once their chef arrives.

Parvez Khan is a Solicitor and Senior Immigration Associate at A Y & J Solicitors, an SRA-regulated, Legal 500-ranked UK immigration law firm, where he is also the firm's Compliance Officer. He advises employers on sponsor licences, compliance and Global Business Mobility routes.

Best Deep Fryer Cooking Oil Savings Device OiLChef Wins Best Award



OiLChef has been named the Restaurant Solution of the Year Award winner at the 2026 Restaurant & Takeaway Innovation Expo, held at ExCeL London, marking a significant international recognition for the company's innovative restaurant frying technology.

The award recognizes a concept that has made a significant and powerful impact on the restaurant industry through innovation, functionality and design.

OiLChef's technology is designed for professional restaurant and foodservice kitchens, with a focus on improving commercial frying performance, extending cooking-oil life and helping restaurant operators improve operational efficiency.

The recognition comes from one of the UK's major restaurant industry events, which brings together restaurant operators, QSR brands, suppliers, technology companies and industry decision-makers.

A New Approach to Commercial Frying

Deep frying is one of the most important cooking processes across restaurants, quick-service restaurants and foodservice operations, yet cooking oil represents a significant ongoing operating cost for many businesses.

OiLChef was developed to address this challenge by introducing innovative technology directly into the commercial frying process. With today's fast paced society, commercial deep fryers are tasked with being more efficient and sustainable. OiLChef is the solution that can make this happen. This technology is placed inside deep fryers to slow down oxidation and keep the oil from becoming highly viscous. This enables operators to cook at least twice as much food in their regular oil cycle, creating significant savings.

Reduced frying time, operators say that when using OiLChef in their fryers, they can significantly reduce cooking times, and this has a major impact on speed of service. A Chicken Wing Chain used to cook their wings in 13 minutes and now they cook in 9 minutes, saving 4 minutes cook time. The food service industry judges determined that the sustainability aspects and efficiency possibilities is the clear winner and an absolute necessity to the industry that is looking for savings during this time of rising food costs, labor and energy.

The company says its technology can help restaurants extend cooking-oil life while improving frying performance and food quality. OiLChef is designed for professional kitchens ranging from individual restaurants to large multi-location restaurant and QSR groups. Four Lanterns Client Interview

"Winning the Restaurant Solution of the Year Award is an extraordinary milestone for OiLChef," said Sean Farry, CEO of OiLChef.

"We developed OiLChef because we saw an opportunity to fundamentally improve one of the most important and costly processes in a commercial kitchen. To have the restaurant industry recognize our technology at an international event such as the Restaurant & Takeaway Innovation Expo is a tremendous validation of what we have been working to achieve."

"Our objective is much bigger than creating another piece of restaurant equipment," said Sean Farry. "We want OiLChef to become an important technology platform for restaurants around the world — helping operators improve their frying operations while delivering better value, efficiency and consistency."

www.oilchef.com

Sunfly Karaoke

Sunfly is undoubtedly the best-known name in Karaoke, having been formed in 1991. However, technology has come a long way since the 90s.

Sunfly now have over 20000 HD Karaoke videos designed specifically for large screens. All songs have been digitally remastered for consistent audio quality. There are specially curated playlists and international content on all systems.

Sunfly now have a large range of online and offline systems. The most popular in the pub and restaurant market is the Sunfly Showcase Touchscreen System which features an intuitive interface and robust touchscreen designed for frequent use. Available for sale and on lease for just £100 + VAT per month for two years (then £25 per month).

We also have tablet-based systems such as the EVOBOX Club which is available for only £60 + VAT subscription per month, minimum one year.

In addition, we have partnered with SingPods who have a fantastic range of professional systems as well as their famous self-contained pods.

If you have an under-performing function room, you may be surprised to hear how easy and affordable it is to convert part or all of the room to a Private Karaoke room.

Customers can then book online and enjoy 2 or 3 hour timed sessions; bookings are managed with intuitive room management software. Contact us for a free consultancy or for a full build quote. ROI possible within 3 months.

All systems are fully licensed and legal, sales are reported to PRS every quarter. We also provide great 24/7 IT support.

Visit the website today @ **sunflysolutions.com** to view all our other products such as the Satellite Laptop, Wireless Microphones systems as well as apps and bespoke packages.

See the advert on page 2 for details.



From Rosé Season to Roast Season: Updating Your Wine List for Autumn and Winter



Ben Cotts, Key Account Manager at Lanchester Wines, explains how venues can transition their wine offer for the colder months and help customers discover the rich, warming styles that come into their own throughout autumn, Christmas and New Year.

Every season brings its own drinking habits.

As soon as the evenings start drawing in and menus shift from seafood, salads and lighter dishes towards Sunday roasts, game and comfort food, customers begin looking for different styles of wine too. The crisp Sauvignon Blancs, Pinot Grigios and rosés that perform so well throughout the summer don't suddenly disappear, but this is the time of year when fuller-bodied reds, richer whites and wines with a little more warmth and generosity really start to shine.

For operators, it's the ideal opportunity to refresh the wine list, introduce some seasonal food pairings and give front-of-house teams the confidence to recommend something a little different.

Autumn and winter are arguably the easiest seasons for food and wine pairing. Richer dishes naturally lend themselves to richer wines and customers are often more open to recommendations when they're treating themselves.



Sunday lunches remain a staple for many pubs and restaurants and few combinations work better than roast beef and a glass of Rioja which brings layers of ripe plum, dark cherry and gentle spice that sit beautifully alongside roasted meats and rich gravies. For lamb, a generous Barossa Shiraz offers the kind of ripe dark fruit and warming spice that customers instinctively gravitate towards at this time of year.

Game dishes also come into their own during the colder months. Venison, pheasant and slow-cooked casseroles pair well with wines that have plenty of depth but remain approachable. Primitivo is a great example, delivering juicy blackberry and plum fruit, soft tannins and a warming finish that makes it a natural partner for hearty autumn dishes.



Cheeseboards can be one of the easiest opportunities to increase spend. A well-chosen red wine recommendation alongside a sharing board often feels like an affordable indulgence. Valpolicella Ripasso DOC Scuola Grande works particularly well, offering notes of cherry, tobacco and toasted hazelnut that complement mature cheeses beautifully.

Christmas Presents the Perfect Opportunity

The festive period is when customers are most willing to trade up. Whether they're celebrating with colleagues, hosting friends or enjoying a family meal, people are often looking for wines that feel more special than their usual choice.



Turkey is far more versatile than it's often given credit for. While many customers automatically think red wine, a quality Chardonnay can be equally successful, particularly a white Burgundy which combines fresh citrus and orchard fruit with subtle richness, making it a great match for turkey and all the trimmings.

For guests who prefer reds, stay in Burgundy for a Pinot Noir offering elegance rather than power, with bright red fruit, silky tannins and enough freshness to complement festive dishes without overwhelming them.

And of course, Christmas and New Year wouldn't be complete without fizz. While Prosecco remains hugely popular, customers looking to celebrate often welcome the chance to trade up. A simple swap of Prosecco for Prosecco Superiore brings additional complexity and finesse while still offering excellent value compared to Champagne.

Confidence Sells Wine

The biggest opportunity for many venues isn't adding more wines to the list. It's helping staff feel comfortable recommending the wines already there. Customers rarely ask for technical information about tannins or winemaking methods. What they really want to know is whether a wine will go well with their meal and whether it's worth spending a few pounds more.

In many cases, it's these conversations that transform a standard wine sale into a memorable part of the dining experience.

Wines to Consider This Autumn and Winter from the Lanchester Wines portfolio



Crowd-Pleasing Winter Reds

- *Water's Edge Shiraz*
- *Founder's Stone Shiraz*
- *The Brand Malbec*
- *Water's Edge Merlot*

Regional Classics

- *Ala Rossa Primitivo, Puglia*
- *Marcelino Rioja Reserva*
- *Valpolicella Ripasso DOC Scuola Grande*
- *Marco Gavio Chianti DOCG*

Premium Festive Choices

- *Unruly Barossa Shiraz*
- *Marco Gavio Chianti Classico Riserva DOCG*
- *Famille Moutard Bourgogne Pinot Noir*
- *Amarone DOCG della Valpolicella Scuola Grande*

As customers move from rosé season to roast season, the venues that perform best will be those that adapt their wine offer alongside their menus. Good food pairings, strong regional stories and confident recommendations can help turn an everyday bottle of wine into something memorable while delivering valuable additional revenue throughout the busiest trading period of the year.

Lanchester Wines

01207 52 1234
sales@lanchesterwines.co.uk
www.lanchesterwines.co.uk

StreetSmart Launches 2026 Campaign to Tackle Homelessness Across the UK

As the weather turns wet and windy, spare a thought for those facing homelessness across the country. StreetSmart's 2026 campaign launches on 1 November, bringing together restaurants across the UK to raise funds to prevent and tackle homelessness in all its forms, from rough sleeping to housing insecurity among young people.

Now in its 29th year, StreetSmart asks participating restaurants to add a voluntary £1 donation per table to diners' bills throughout November and December. Diners can choose whether to contribute, and thanks to the partnership with LandAid, every donation goes directly towards funding frontline projects tackling homelessness, with no deductions for campaign costs.



Since launching in 1998, the campaign has raised over £16.2 million to support charities across the UK, providing practical help, from meals and emergency accommodation to healthcare, training, housing advice and routes towards finding a permanent home.

Luke French, owner of participating restaurant Joro in Sheffield, speaks from personal experience of why StreetSmart is needed. "Having spent my early years in supported housing, I know first-hand just how important it is to have a safe place to call home. Supported housing is about so much more than putting a roof over someone's head – it provides stability, security, hope and the opportunity to build a better future. That's why the work of StreetSmart and its winter campaign means so much to me personally. Everyone deserves somewhere safe to sleep and the chance to move forward in life. Sometimes, having someone believe in you and offer you a helping hand can make all the difference."

New StreetSmart supporters in 2026 include Joro in Sheffield, Trillium in Birmingham, and 2210 by Natty Can Cook, Cloth Cornhill, Lunette and Bar Blondie in London. They join long-standing supporters including St John, Barrafina, Gymkhana and restaurant groups such as Lina Stores and The Wolseley.

StreetSmart is fully funded by LandAid, the property industry charity working to end youth homelessness. This means 100% of donations go directly to charitable projects, with no deductions for campaign costs. Funds raised stay within the communities where they are collected, so donations raised by participating restaurants in the North East , for example, support local projects tackling homelessness across the region. Government figures show that 123,000 young people aged 18-25 are currently at risk of being without a home. The LandAid partnership with StreetSmart funds projects across the UK providing help to those young people who need it most.

Chef Mark Birchall, whose three Michelin star restaurant Moor Hall takes part each year, says "Unfortunately, homelessness is a very real issue all over the UK. The discretionary £1 donation is a small contribution which can make a huge difference. We are so pleased to be able to support this cause and incredible work that StreetSmart does locally and across the country."

StreetSmart's work is supported by hospitality and media partners, including the MICHELIN Guide, The Good Food Guide, OpenTable, TopJaw, Broadsheet and The Standard, which help raise awareness of the campaign and encourage more people to get involved.

The campaign is open to restaurants, pubs and hotels of all sizes. StreetSmart hopes to build on the £1,178,000 million raised in 2025 and continue supporting local projects tackling homelessness across the UK.

Anna Watkins, Managing Director of Barrafina, says: "StreetSmart is a charity very close to our hearts here at Barrafina. With our restaurants being in central London and us all seeing the devastating impact of homelessness on people's lives every day, we are proud to promote their tireless work in providing shelter and a home as well as tackling the root causes of homelessness."

The 2026 StreetSmart campaign runs from 1 November to 31 December.

The Red Lion, Barnes, is Fuller's Pub of the Year

Fuller, Smith & Turner has announced that The Red Lion in Barnes has been named as the winner of the prestigious Griffin Trophy.

The competition is open to all Fuller's 194 Managed Pub and Hotels, and sees the winner take home the coveted Griffin Trophy itself as well as a £5,000 holiday voucher and money for a staff party. The competition recognises outstanding business success and is awarded to the pub or hotel that best reflects Fuller's strategy, values and purpose of creating experiences that nourish the soul.

The Red Lion is a true Barnes institution and has been run by general managers Angus Mckean and Claire Morgan for the last 22 years. They have never stood still, constantly evolving the business, developing and inspiring amazing team members, delighting their customers and really making their pub famous in the local area and beyond.



Image credit: Fuller, Smith & Turner

Over a busy summer, the pub has played host to football World Cup matches, Shakespeare in the Garden and the pub's legendary Sunday lunches.

This year's Griffin Trophy saw nine pubs reach the final across the three different trading divisions in Fuller's Managed Pubs and Hotels business. The finalists were visited by a judging panel – Fuller's Executive Chairman Simon Emeny, People & Talent Director Dawn Browne and Marketing Director Sam Bourke – who selected winners for each category and the overall Griffin Trophy winner.

Simon Emeny, Fuller's Executive Chairman, said: "The secret to Angus and Claire's success is that they never stand still. They are always asking what's next – creating new reasons to visit, improving the customer experience and continually keeping The Red Lion at the heart of the Barnes community.

"This year, we saw the development of their wonderful garden, which played host to some amazing outdoor screenings of matches during the football World Cup. But this is not just a garden for sport and the addition of a beautiful Italian-style pergola – which has been lovingly maintained by Angus – ensures that this is a garden which, like the pub, is for everyone and has that amazing chameleon-like ability to suit every occasion perfectly.

"Angus and Claire are quite simply the best of hosts and I am delighted to see them collect this award for the second time in their tenure at the pub. If you've never been to The Red Lion in Barnes, you haven't lived!"

Claire Morgan, General Manager of The Red Lion, said: "I am so delighted to see the Griffin Trophy coming back to Barnes again. Every year we look at what we can do differently to make that incremental change to our business that keep us top of mind. It's easy to take your locals for granted – and we never want to do that, so Angus and I are always looking at what we can do to keep the pub fresh, interesting, inviting and relevant.

Angus Mckean added: "Claire and I are a great partnership both personally and professionally, but this award is not just down to us. We have an amazing, and in many cases long-standing, team that work with us – delivering our vision for The Red Lion. They play a key role in our success, and I can't wait to celebrate this fantastic victory with them."

The Red Lion in Barnes is also the winner of its category – Best Premium Neighbourhood Site. The Queen's Head in Bromsgrove won the Best Destination Site and The Counting House in Cornhill was named Best London City Site. The Chequers in Chipping Norton took first place in the new Publican of the Year competition for Tenanted Inns in the Fuller's estate.

Kinedo Set To Make A Statement At HIX

After its inaugural year exhibiting at the HIX show in 2025, bathroom brand, Kinedo, has committed to taking a space again in 2026 at the exhibition's new home at Excel in London.

With a range of products that are highly suited to the hotel sector, the company will be displaying a selection of walk-in showers, contemporary, cuttable shower trays and Kinewall statement wall panels, including the new Signature range.

For brave designers and hoteliers that are looking for bathroom with a difference, the new Kinedo Signature collection is a set of bold patterns that truly create a stand-out space. Imagine a Highland Cow in a Highland Hotel, a Peacock in a Manor House Hotel or a Lion in, well, any room that merits a bit of fun and adventure. These animal-inspired panels join the funky giraffe that debuted at HIX last year and extend a range of other show-stopping designs.



Kinedo's parent company is SFA Saniflo and the stand team will also be able to discuss how Saniflo's world-renowned pumps and macerators can work in conjunction with Kinedo products for installations in awkward spaces. Designed to facilitate the discharge of water waste from bathrooms where there is no existing pipe infrastructure or no gravity drainage, such as lofts and basements, Saniflo products are able to convert redundant space into revenue generating rooms.

The team is looking forward to welcoming customers old and new onto stand J65.

For further information please visit **www.kinedo.co.uk**

Spotlight Shines on North as VisitBritain Hosts Global Tourism Gathering in Manchester

VisitBritain and Marketing Manchester are extending a warm Northern welcome to more than 30 top international travel buyers and media as they host the inaugural 'Spotlight Manchester: Gateway to Northern England and North Wales'.



Image Credit: VisitBritain/Ula Blocksage

Taking place from 5-11 November, the event gives venues, businesses, destinations and experiences from across the North of England and North Wales an opportunity to shine a light on the diversity of their tourism offer. The programme aims to encourage international tourists to explore more of the North, stay longer and spend more, boosting the region's visitor economies.

Delegates from global markets including Australia and New Zealand; Canada; Germany; India; the Netherlands and Belgium; the Nordics; and USA will take part in a series of themed familiarisation visits, showcasing the range of tourism products available to international visitors.

On 10 November, delegates will then join the tourism industry from the North of England and North Wales at a day of one-to-one meetings to build relationships and demonstrate why their regions should feature on even more international visitor itineraries.

Patricia Yates, CEO of VisitBritain, said: "The North of England and North Wales offer a compelling combination of cities, coastlines and countryside, as well as world-class sporting, cultural and heritage experiences.

"Together with Marketing Manchester, we are putting our fantastic Northern venues and businesses in the spotlight for more than 30 overseas tourism professionals from some of our most important inbound markets.

"We look forward to providing them with the knowledge and connections they require to promote new products and expand existing itineraries for inbound tourists from all over the world, driving growth and visitor spending across the North."

Victoria Braddock, Managing Director of Marketing Manchester, added: "We're delighted to be working in close partnership with VisitBritain to deliver another significant piece of activity for top international travel buyers following our recent programme focused on the Indian market earlier this month.

"This time we're on home ground, with the benefit of being able to showcase everything that Greater Manchester and the North of England has to offer in-person, giving delegates the opportunity to experience the destination first-hand and discover the breadth of bookable experiences available across the region.

"As the Global Gateway to the North we can offer visitors not just a fantastic city-region experience, but a great base from which to explore more of the country, encouraging visitors to stay longer and support tourism growth across the UK."

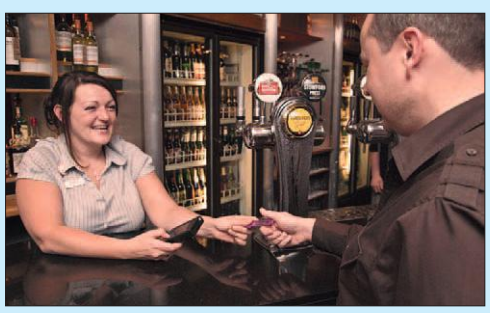
Deter Dine and Dash During the Festive Season

To prevent customers from making off without paying this festive season, hold their bank cards securely while they run a tab with CardsSafe.

The UK hospitality industry faces many challenges, even during the lucrative festive season. Hospitality business managers shouldn't worry about dine-and-dash, either. Too many dine-and-dash cases are reported, but a simple, affordable solution exists. CardsSafe is a deterrent for walkouts because cards are securely stored in lockable units behind the bar.

CardsSafe is a proven and genuine deterrent for walkouts and chargebacks. It helps staff upsell and increases trust between the venue and customers. This is why big brands and independent venues utilise the system, including Young's Pubs, Hilton Hotels, London Golf Club, Lord's Cricket Ground, and many independent restaurants and bars.

Trond Rornes, Director of CardsSafe Ltd., told us. "We've experienced a significant increase in enquiries relating to dine-and-dash. Most recently, a chain restaurant business with 50 venues took on our CardsSafe system because of far too many



cases of customers making off without payment. We offer a solution to a national problem."

The wireless CardsSafe units can sit discreetly behind the bar and work alongside existing POS. In addition, the system does not capture data, so it never breaches GDPR. The tab-keeping system is straightforward to use, so it requires minimal training and helps venues and customers keep tabs securely.

For more information, see the advert on page 9, visit **www.cardssafe.com** or call **0845 500 1040.**



Christmas TREE WORLD

Every Venue Has
How Do

FIND A TREE THAT CAN SURVIVE IN A BUSY VENUE

Trees for hospitality venues should include commercial-grade materials such as heavy-duty cables and large bulbs that can handle years of repeated use.

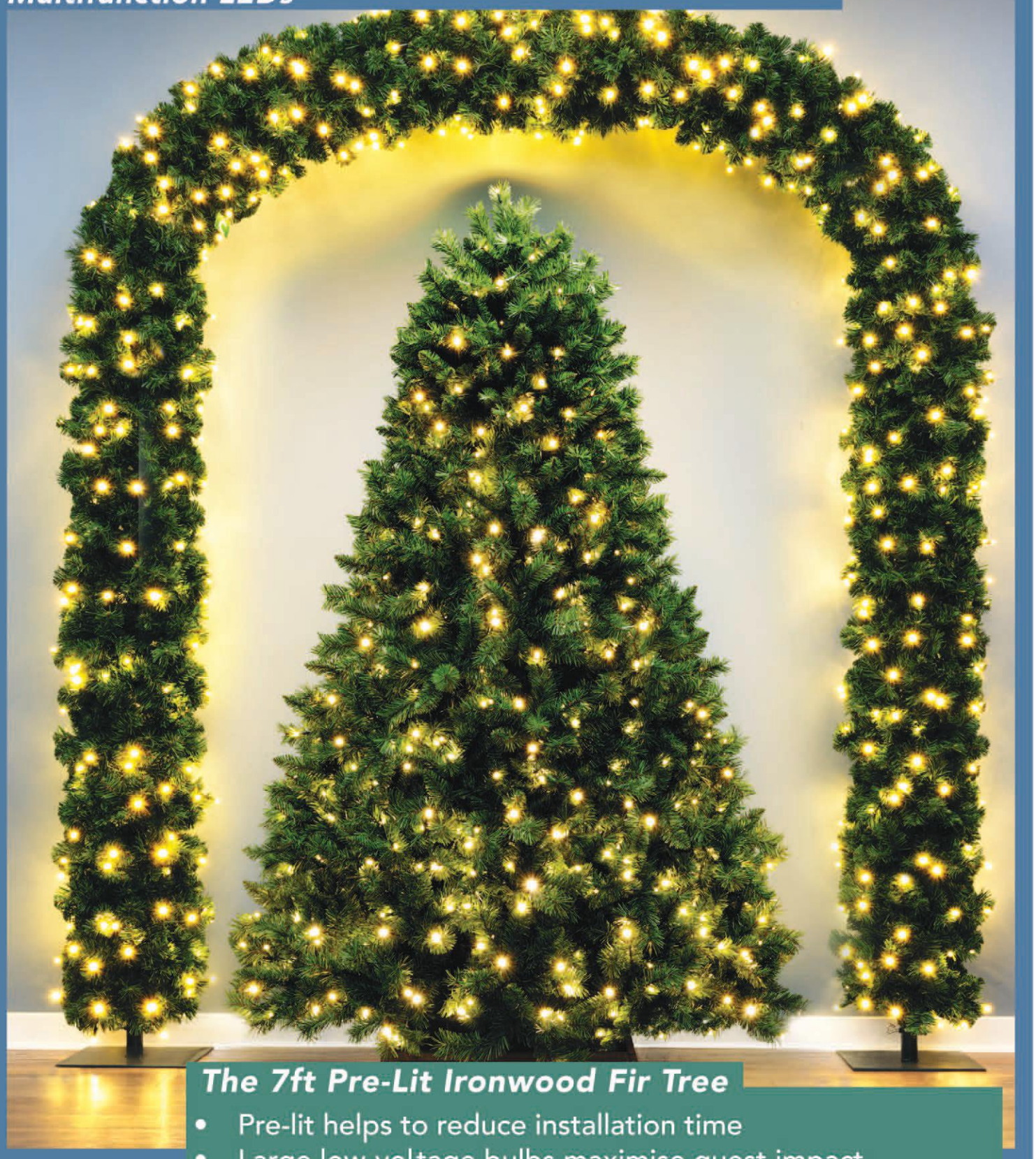
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Your guests will know expert craftsmanship when they see it. Realistic foliage, premium materials that stay strong and natural shapes are essential.

GET THE BEST POSSIBLE PRICE

Good value comes from investing in quality that lasts. Shop early and snap up exclusive discount codes for the best of the best, for less.

The 8ft Pre-Lit Ironwood Fir Archway - Dual Colour Multifunction LEDs



The 7ft Pre-Lit Ironwood Fir Tree

- Pre-lit helps to reduce installation time
- Large low-voltage bulbs maximise guest impact
- Heavy-duty cables withstand repeated use
- Matches with Ironwood Wreaths, Garlands, and Archways

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EXCLUSIVE TO READERS

"By shopping early you can snap up high-end trees with exclusive discount codes"

a Christmas Tree,
o You Make Yours Special?



The 150cm Pre-Lit Ironwood Wreath With Dual Colour LEDs

NO MORE REPLACING YOUR TREE NEXT CHRISTMAS

Our Christmas trees are an investment, not an annual expense. We design our trees to withstand busy hospitality environments - something you can rely on season after season.



The 9ft Pre-Lit Ironwood Garland With Dual Colour LEDs

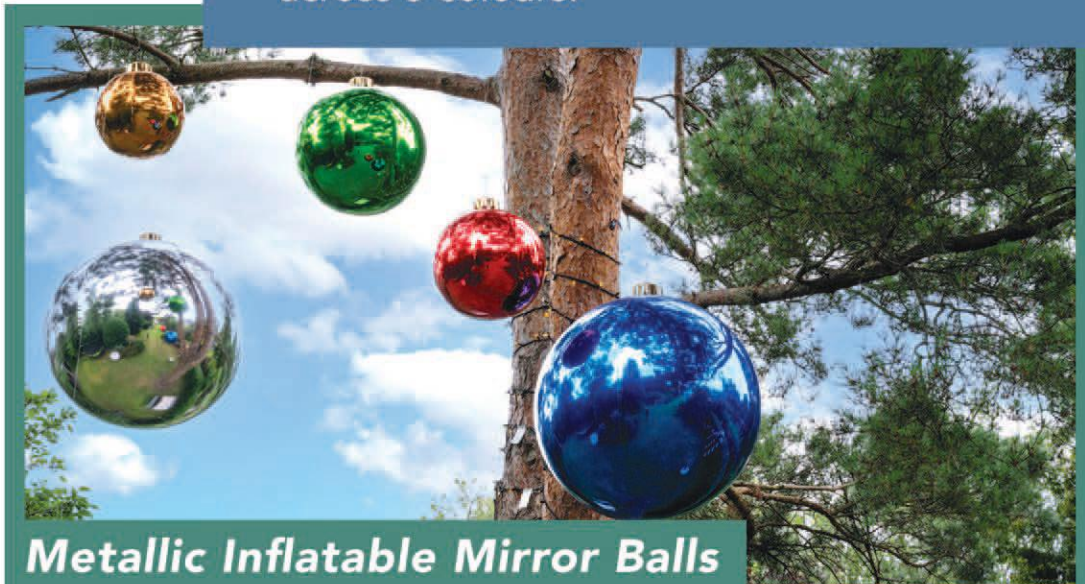
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Time spent decorating is time taken away from running your venue. Our fast-assembly designs and pre-lit options help your team create a professional festive display in a fraction of the time.

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Worrying over stock availability or last-minute decorating? Order as early as a year in advance with us to enjoy the widest choice of commercial displays.

- Inflates in seconds for quick seasonal displays
- Suitable for both indoor and outdoor spaces
- Lightweight and easy to move between locations
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Metallic Inflatable Mirror Balls

SCAN ME

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Products and Services

Box Clever: Pre-Built Low-Carbon Hot Water Systems

Reliable hot water is essential across the catering and leisure sector, supporting everything from food preparation and kitchen hygiene to customer washrooms and cleaning operations. At the same time, operators are under growing pressure to reduce energy consumption and carbon emissions. Adveco's award-winning PPR0008 packaged hot water system has been developed to address both challenges.



Originally designed for UK restaurant developments and refurbishments, the PPR0008 is a compact, offsite-constructed low-carbon hot water system now combining an ADVS-W air source heat pump (ASHP), ARDENT electric boiler, twin hot water cylinders, and intelligent controls within a weatherproof GRP enclosure. Delivered as a complete package, the system can be installed externally or on rooftops, preserving valuable internal space.

For drive-through restaurants, where every square metre of kitchen and dining space directly impacts operational efficiency and revenue potential, the PPR0008 offers a significant advantage. By moving the plant room outside the building, operators can maximise customer-facing and back-of-house areas while benefiting from a highly efficient hot water system. The ADVS-W heat pump provides renewable pre-heating for up to 70% of hot water demand, helping reduce energy costs and carbon emissions without compromising performance.

Public houses and hospitality venues also benefit from the system's flexible, resilient design. Hot water demand can fluctuate dramatically throughout the day, from kitchen service and glass washing to washroom facilities. With 420 litres of stored hot water, rapid recovery and multiple layers of backup protection, the PPR0008 ensures dependable operation during peak trading periods.

Factory-built, pre-plumbed and pre-wired, the system reduces onsite installation time and complexity, enabling quicker project delivery with minimal disruption. Integrated controls provide automated monitoring, fault alerts, backup heating activation and legionella protection.

For restaurants, pubs and leisure venues seeking to decarbonise operations while maintaining reliable service, the PPR0008 delivers a compact, efficient and future-ready hot water system.

https://adveco.co/

See the advert on page 11 for further information.

Sharpening Innovation from Sweden

In a professional kitchen, sharpness isn't a luxury — it's a necessity. From the first prep of the day to the final plating at night, chefs count on their knives to deliver precision. That's where the Tormek T-2 Pro Kitchen Knife Sharpener comes in — a sharpening solution trusted by culinary professionals around the world.



Backed by over 50 years of sharpening expertise, and developed for the intensity of the commercial kitchen, the Tormek T-2 Pro Kitchen Knife Sharpener gives chefs full control over their edge. The machine is gentle on knives — it sharpens, not shortens. Thanks to the slow-rotating diamond grinding wheel and high-precision guide, it only removes minimal steel, preserving the life of your knives while delivering exceptional sharpness.

What sets the Tormek T-2 Pro Kitchen Knife Sharpener apart is its blend of simplicity and professional-grade results. No guesswork. No overheating. Just consistent, razor-sharp edges — time after time. With its low-noise operation and compact design, it integrates seamlessly into even the busiest culinary spaces — and is also suitable for sharpening other blades commonly used in food preparation.

The Tormek T-2 Pro Kitchen Knife Sharpener is designed to handle a wide range of kitchen knives — from large chef's knives to small paring blades — and can also be used to sharpen other common kitchen blades, including mandoline blades and S-blades.

No matter the task, a properly sharpened knife is essential for efficiency and control. The Tormek T-2 doesn't just sharpen knives — it elevates the entire kitchen workflow.

See the advert on page 13 or **tormek.com | Phone: +46 581-147 90 | Email: info@tormek.se**

Fry Food Faster with OilChef

OiLChef has been named the Restaurant Solution of the Year Award winner at the 2026 Restaurant & Takeaway Innovation Expo, held at ExCeL London, marking a significant international recognition for the company's innovative restaurant frying technology.



OiLChef is a true industry disruptor, shaking up the oil and fat industry to the benefit of the food service industry, food processing and food manufacturing industry and their clients!

The award winning OiLChef device is simply self-installed inside your fryer and only takes 3 seconds to insert and only needs replacing every 3 years. This device can increase the life of your oils and fats by as much as three-fold. The technology works at a molecular level to keep the cooking fluid thinner, allowing more efficient heat transfer and acts as a preservative, slowing down the ageing process.

This enables operators to fry food faster at a lower temperature and save money on energy.

Many pubs, hotels, fat food chains and takeaways enjoy these significant savings across the UK and as the one of the most famous golf clubs in the world say "seeing is believing – and we are believing!"

Your customers will enjoy a better flavor profile as the food quality is enhanced because the product remains lighter in colour, crispier, less oily and this increases the hold time of all foods.

Virtually maintenance free, with no breakable parts, OiLChef is a must have for your deep-frying operation.

With a money back guarantee and 3-year warranty, contact OiLChef today and try for yourself and take advantage of free telephone support, and a variety of payment options to suit all budgets.

Visit **www.oilchef.com** or see the advert on the front page for details.

SCAN ME

Robert's Dorset - Reliable Stock, Fast Delivery, Great-Tasting Products

Have you struggled for stock over the past 6-9 months, whether it's for a warming machine, pots for you shelves or jars for self-serve, so many companies can't supply you because they have little or no stock as they don't make anything,

At Robert's Dorset we make our crackling 6 days a week, in multiple flavours.

Why are we different, the best way is to read our reviews on Amazon, TIKTOK, our Website or to pop into any of the 600+ stores, farm shops, petrol stations we supply and ask them. Every flavour is allergen free, yes that includes gluten free and we are 100% Keto but we also produce a high-quality peanut in10 flavours.

ROBERT'S Dorset

The Perfect Snack

HANDMADE IN BRITAIN

Due to current demand you are looking at 7 days from orders placed. If you need stock don't delay, it's simple, email or call, we will get back to you the same day, with a price list and account form.

Contact us via phone **01202 875280** email: **trade@robertsdorset.com** or go to our retail website: **www.robertsdorset.com/trade-enquiries/** and complete trade application form.

See the advert on page 5 for further information.

CLEAN Do The Workwear, So You Can Do The Work

CLEAN Linen & Workwear are one of the UK's most trusted laundry companies. They supply tailored workwear solutions provided by real people. Their comprehensive laundry network means they can service customers throughout England and Wales, providing chefswear, workwear and linen rental services. Whether you operate from a single-site hotel, pub or restaurant or have multiple locations, CLEAN can tailor a workwear rental solution to suit your business requirements. They offer various uniform options to support the entire kitchen brigade, from Executive Chefs to Kitchen Porters.

With their workwear rental service, you can say goodbye to the hassle of purchasing, storing, and maintaining chef and kitchen uniforms. Instead, enjoy the convenience of a hassle-free rental system that provides freshly laundered garments whenever your team need them. By renting with CLEAN, you can avoid upfront purchase costs, spread the payments over your contract, and ensure quality and care with every wash. Delivery is free, and there are no



hidden charges; contracts even include repairs. Each item of clothing can be branded and tailored to the wearer with logos and embroidery. Their managed service prevents issues compiling when supplying your team with work clothes; a convenient locker valet service helps distribute and store uniforms, and they tackle minor repairs early to extend the service life of a uniform. Ultimately, this avoids costly replacements wherever possible as it reduces uniform losses, and uniforms only need replacing when a repair is not safe or cost-effective.

With CLEAN's workwear rental and laundry service, business owners can focus on what matters most — running their business — while CLEAN takes care of the rest.

To find out more: **www.cleanservices.co.uk** or see the advert on page 3.

Hospitality Technology

North East Company Is Leading The Way In Providing Service Robots

A PIONEERING North East company is leading the way in providing a variety of industries with a solution to save money and use staff time more efficiently – thanks to its fleet of robots.

Spark Robotics, based at The Catalyst, Newcastle is becoming the UK's go-to company to supply robots in industries where a solution is needed for repetitive tasks, staffing pressures and labour pressures.

Delivering room service to hotel guests and carrying out cleaning activities in locations ranging from care homes to shopping centres are just some of the diverse tasks that the robots are being purchased to carry out.

They are also being used by amusement arcades, garden centres, casinos and in warehousing and logistics locations, helping organisations which either don't have the staff to carry out these vital tasks or need to free up employees to do other tasks.

SPARK Robotics grew out of parent company, New APEX Ltd, which sold – and continues to sell – electronic point of sale equipment to hospitality and leisure.

Founder Eric Guo recognised the gaps that a variety of industries needed to fill – and realised that bots programmed to carry out those specific tasks could help ease the pressure.

"The aim is not to put people out of a job," he said.



"But to empower them through technology.

"They are a perfect solution at sites like hotels, hospitality venues, logistics sites, shopping centres and large buildings where they manage repetitive work, have staff pressure, consistency requirements and high-volume routines.

"SPARK Robotics helps organisations identify where robots can support those tasks in real working environments."

The company is growing at a fast rate, so much so it will be moving to new premises this autumn.

One of the additional attractions for many organisations is the fact that the robots become a huge talking point – particularly at hospitality sites – and also have the option to be branded or "dressed" so have added value as a marketing tool.

"The robots have so many practical applications," said Eric.

"In hospitality, robotics can support service teams with room delivery or repetitive item movement, while in cleaning, robotics can support teams responsible for large or high-footfall areas.

"The same applies in logistics and large-site operations, where robotics can support repeated movement, cleaning or operational routines.

"We are proud of the rate of growth of the company and the fact that we continue to be able to offer so many solutions across a wide range of industries."

For further information visit **www.spark-robotics.com**

Efficiency at the Heart of Hospitality: Why 3R EPOS is the Operator's Choice

In an industry where margins are under constant pressure and guest expectations are higher than ever, the right operational foundation isn't just a luxury - it's a lifeline. For modern hospitality operators, the goal is simple: reduce administrative friction to focus entirely on the guest experience.

Built on over 60 years of combined industry experience, 3R EPOS offers a bespoke approach to point-of-sale and payment processing. Powered by CES Touch, a market-leading software designed specifically for the daily realities of the hospitality floor. 3R EPOS provides systems that arrive ready to go, pre-configured to minimise setup time and allow businesses to hit the ground running from day one.

Beyond processing transactions, CES Touch provides a comprehensive management suite. Real-time stock control and detailed financial reporting allow managers to move away from guesswork, offering the clarity needed to identify high-margin items and minimise waste. Integrated loyalty features and modules for tableside ordering further empower businesses to cultivate a database of regulars while driving operational efficiency.



In today's economic climate, transaction costs are a critical consideration. By offering competitive merchant rates and a variety of hardware - from fixed terminals to portable units for tableside service - the focus remains on speed and security.

What truly sets 3R EPOS apart is their commitment to partnership. With UK-based support, free on-site installation, and a rapid hardware replacement guarantee, they ensure that the "open" sign stays in the window. In a trade where downtime equals lost revenue, having a reliable, human-centric support network paired with the robust capabilities of CES Touch is the ultimate competitive advantage for any venue, from boutique hotels to bustling restaurants.

To discover a solution tailored to your venue, visit www.3repos.com or call 01992 574 650.

See the advert on page 7 for further information.

Stop Charging Phones Behind The Bar And Start Getting Paid

ChargedUp, the UK's largest phone-charging network, turns one of hospitality's most familiar headaches into an easy new source of income.

"Can you charge my phone?" It's a question every bar team hears, usually at the busiest point of a shift. The phone goes behind the bar, someone digs out a cable, and suddenly your staff are responsible for a customer's £1,000 device and for reuniting them with it at closing time.



ChargedUp puts an end to that. A compact, self-service station sits on your bar or counter, and customers rent a fully charged power bank in under ten seconds with a contactless tap. They carry on eating, drinking and chatting with their phone charging in their hand, then pop the power bank back when they're done.

For operators, the commercial case is simple. It costs nothing. Literally nothing. No charge for hardware, installation, maintenance, liability or support. All ChargedUp needs is a little counter space and a plug socket. Venues then earn a 20% net revenue share on every rental, paid automatically, with top-performing sites making more than £1,000 a year* for next to no effort.

There's no staff hassle either. Stations are 4G-connected and monitored remotely with 99% network uptime, and the ChargedUp team handles everything from installation to upkeep.

It's the safer option, too. No more valuables piled up behind the bar, no trailing cables and no disputes over a missing or cracked phone. And customers leave with enough battery to book a taxi, find their way home or let someone know they're on their way. A genuine duty-of-care win, especially late at night.

With nine years in operation and more than 3,400 sites across the UK – including Greene King, Star Pubs, Marston's and Westfield – ChargedUp runs the country's largest phone-charging network.

Visit **www.chargedup.green** for more information.

**Based on top-performing ChargedUp sites, 2025/26. Earnings are not guaranteed and vary with footfall, usage and agreed revenue share.*

ChargedUp



Beyond the Pint: Why Coffee Deserves a Place on Every Pub's Autumn and Winter Menu



As the nights draw in and temperatures drop, the humble hot drink is becoming one of the most valuable lines on the licensed on-trade menu.

As summer gives way to autumn and winter, the beer garden empties and the demand for something warm takes over. For pubs, that shift is a chance to win new customers and build a revenue stream that does not rely on the bar's busiest hours. Coffee sits at the heart of it.

A CHANGING CUSTOMER, A CHANGING DAY

The traditional picture of the pub customer is out of date. Today's guests include remote and hybrid workers looking for a change of scenery, parents on the school run, older customers seeking a social morning out, and younger consumers who are drinking less alcohol but still want somewhere to meet. Many of them see the pub as a community hub rather than just an evening destination.

Trends are moving in the same direction. Consumers have become more discerning about what is in their cup, from flat whites and oat-milk lattes to cold brew and seasonal specials. The coffee shop has taught the nation to expect quality, and pubs that meet that expectation can capture trade that would otherwise go elsewhere.

THE OPPORTUNITY IS ALREADY WAITING

Recent consumer research puts a number on it. Nearly half of UK coffee drinkers (48%) say they would choose their local pub over a major coffee chain for their morning brew if the pub simply opened earlier. The demand is there, and for many venues the main barrier is the opening time on the door.

Pubs also have a natural advantage over the high street chains. Unlike standard coffee shops, where space is tightly constrained, pubs offer spacious, comfortable seating, large tables and often extensive beer gardens or outdoor spaces. That suits informal meetings, laptop sessions, family catch-ups and dog-friendly visits. With patio heaters and blankets, outdoor areas can keep earning well into the colder months.

WHY COFFEE MAKES COMMERCIAL SENSE

Hot drinks are one of the most attractive categories in the on-trade for several reasons:

- ***Strong margins.*** *The cost of the ingredients in a cup is low compared with the price customers are prepared to pay, which makes coffee one of the better profit earners on the menu.*
- ***Quiet-period trade.*** *Mornings and mid-afternoons are traditionally slow, and coffee fills these gaps without extra stock-holding.*
- ***Food and add-on sales.*** *A coffee customer is a prime prospect for breakfast, pastries, cakes and lunch, lifting average spend per head.*
- ***Seasonal upsells.*** *Spiced lattes, hot chocolates, speciality coffees and festive serves give pubs a reason to promote and a reason for guests to return.*
- ***Loyalty and footfall.*** *The customer who visits for a morning coffee is more likely to return for lunch, a Sunday roast or an evening drink.*

QUALITY IS NOT OPTIONAL

> *"Treat coffee with the same pride as a perfectly kept pint."*

None of this works if the coffee is poor. A mediocre cup does more harm than not serving coffee at all, because customers rarely give a second chance. Quality is what turns a pub into a destination for coffee rather than a convenient stop.

Today's consumers are increasingly savvy about provenance. They view ethical certifications and specialty blends as indicators of quality, and they are willing to pay a premium for them. Pubs that choose a reputable roaster, can tell the story behind the beans, and display credentials can justify higher prices



and stand out from the grab-and-go competition. Investing in a proper commercial machine, a quality grinder and good milk is part of the same equation.

THE TRAINING GAP

Here lies the industry's biggest challenge. Pub staff are often traditionally trained to focus on beer and spirit volumes, meaning coffee can sometimes be treated as an afterthought. Cellar management, line cleaning and perfect pints get the attention, while the coffee machine can often be left to whoever happens to be nearby.

The fix is practical and affordable. Barista training, whether through the venue's roaster, a specialist trainer or in-house coaching, covers dosing, extraction, milk texturing and machine maintenance. Consistency matters, as customers expect the same quality at 8am on a Monday as at 3pm on a Sunday. Well-trained staff also learn to upsell confidently, suggesting a syrup, an extra shot or a slice of cake alongside the order. Treating coffee with the same pride as a well-kept pint is what separates the pubs that earn from it and the ones that merely offer it.

THE BOTTOM LINE

As the colder months arrive, pubs have a clear opportunity: open a little earlier, serve a coffee worth paying for, and back it up with trained, confident staff. With demand evidently there and the space already in place, the humble cup could prove one of the most profitable additions to the autumn and winter trade.

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01409 231166

Elevate Every Cup with Espresso Dark Beans

JDE Peet's UK & Ireland has launched new Douwe Egberts Espresso Dark beans to help operators capitalise on the rapidly growing bean-to-cup market while addressing key consumer preferences around quality perception.

Available in a 1kg bag format, the blend consists of Arabica beans with a touch of high-quality Robusta. Designed for maximum versatility, it allows operators to consistently serve a range of coffees, from full-bodied espressos to velvety cappuccinos, from a trusted brand.

Industry data reveals that beans are set to become the largest coffee format in the out-of-home market by 2029, accounting for one-third of all cups served . This market shift is backed up by new consumer research from JDE Peet's UK & Ireland, which highlights a strong consumer appetite for high-quality coffee beans in out-of-home settings:

- *90% of those surveyed say they can distinguish between a standard/poor coffee and a good quality coffee. Furthermore, 55% say that they consider a venue that serves freshly ground bean coffee to have better overall quality standards.*
- *Over two-thirds of consumers are willing to pay an additional premium to get freshly ground bean coffee over instant coffee, which is overwhelmingly driven by quality and taste .*
- *Critically, the research reveals that displaying a trusted brand is a powerful commercial lever for operators, as showing consumers the origin and brand of the coffee bean increases overall venue trust for 65% of consumers.*



DOUWE EGBERTS

ELEVATE EVERY CUP WITH ESPRESSO DARK BEANS

68% of UK consumers say they would trade up to freshly ground bean coffee*

BOOST YOUR COFFEE PROFIT TODAY



NEW

*Versus instant coffee. Mortar Research (n=2,000), July 2026, commissioned by JDE Peet's UK & Ireland.

Bar and Cellar Equipment

Cellartech Solutions: Keeping the Hospitality Industry Running

From traditional pubs to Premier League stadiums, Cellartech Solutions continues to develop its specialist technical services, combining more than 15 years of industry experience with modern drinks dispense technology, refrigeration and engineering support.

Behind every successful hospitality venue is equipment that customers rarely see but operators depend upon every day. From the perfect pint to reliable cellar cooling and comfortable surroundings, technical systems are essential to maintaining quality, efficiency and customer satisfaction.

For more than 15 years, Cellartech Solutions has built its reputation providing specialist installation, maintenance and technical support to pubs, breweries, restaurants, hotels, sporting venues and hospitality operators throughout England.

With an experienced engineering team and a practical understanding of the hospitality industry, the company offers a comprehensive range of services, including drinks dispense, cellar cooling, refrigeration, air conditioning, equipment refurbishment and premium filtered water systems.

IMPROVING EFFICIENCY THROUGH MULTI-DISPENSE TECHNOLOGY

One area experiencing significant development is multi-dispense technology, particularly within high-volume hospitality environments.

Cellartech has been involved in the installation of advanced multi-dispense systems at major sporting venues, including Premier League football stadiums, where serving large numbers of customers quickly and efficiently is essential.

Working with specialist equipment manufacturers, including Qualflow, Cellartech installs systems designed to improve drink-serving speeds, increase bar throughput and reduce pressure on staff during busy trading periods.

Rob Grant, Director of Cellartech Solutions, explains:

"The hospitality industry is constantly looking for ways to improve efficiency, particularly when staffing costs are increasing. Multi-dispense technology is a great example of how the right equipment can make a real difference.



At large sporting venues, where thousands of supporters want to be served within a short period, improving throughput is incredibly important. We're proud to be involved in bringing this technology into demanding hospitality environments."

COMPLETE TECHNICAL SUPPORT FOR HOSPITALITY

Although drinks dispense remains a core part of the business, Cellartech's services extend considerably further.

The company's cellar cooling division provides new installations, system replacements, fault diagnosis, repairs and preventative maintenance, helping operators maintain suitable storage temperatures and minimise expensive breakdowns.

Cellartech Solutions also operates a specialist refurbishment programme for cooling equipment. Refurbishing and testing suitable equipment can extend its working life while providing customers with a cost-effective alternative to replacement.

More recently, the company introduced Cellartech Water, its fully managed still and sparkling filtered water service, combining premium dispense equipment with installation, filtration, sanitisation and ongoing technical support.

Building upon its established refrigeration experience, Cellartech is also expanding its air conditioning services, offering installation and maintenance solutions for hospitality and commercial environments.

The business additionally supplies mobile event bars for festivals, sporting occasions and temporary hospitality operations, supporting customers beyond their permanent premises.

BUILDING LONG-TERM RELATIONSHIPS

For Cellartech, continued growth is centred on understanding customers' operational requirements and delivering dependable technical support.

Rob adds:

"We've always believed that customers need more than somebody who simply installs equipment. They need a technical partner who understands their business, responds when problems arise and helps them make sensible decisions about their systems.

Whether we're installing drinks dispense equipment at a major stadium, replacing a cellar cooling system or supporting an independent pub, our approach is the same. We want to provide reliable equipment, quality workmanship and a service customers can depend on."

As hospitality continues to evolve, Cellartech Solutions remains committed to investing in its engineers, developing new services and embracing technologies that help customers improve efficiency, maintain quality and reduce operational disruption.

For further information about Cellartech Solutions and its services, visit **www.cellartechsolutions.com**, call **01572 729364** or email **office@cellartechsolutions.com**.

Adams - The Bottled Gas Specialist

Adams Gas are specialist bottled gas distributors and suppliers based in Kent. We have been distributing bottled gas throughout the UK via our large stockist network, for over 25 years.

We offer a local delivery service for bottled gas in Kent, East Sussex and South London.

Adams Gas can offer a cost-effective beer and cellar gas solutions for all small, medium and large businesses looking for a better bottled beer, pub and cellar gas services.

With our own cylinders filled at our own filling depot, you can count on us as gas suppliers to offer the right service, at the right price, when you need it. We can also offer this product on a re-seller basis to breweries, beer wholesalers and shipping companies throughout the UK.

We also Supply:

- *Food Grade Co2 gas cylinders for Coca-Cola Frozen, Fanta Frozen, Tango Ice Blast, and Slushy Jack's frozen drinks machines*
- *CO2 for Glass Frosting. Food grade liquid Co2 for instantly cooling glasses Simply attach your machine to our cylinder for fast effective delivery of food grade Co2 strait into your glass!*

Adams Gas have been proud bottled gas suppliers to the UK for over two decades. We endeavour to provide our customers with premium quality gas to best suit their requirements.

You can discuss your queries with us by phone on **01843 220 596** or free phone **0800 195 4445**. Alternatively, you can send an email to sales@adamsgas.co.uk or simply fill out and submit our online contact form and a member of our team will be in touch as soon as possible. We look forward to hearing from you.



Beer Quality: Protecting Your Profits, Pint by Pint

In a busy pub, every pint matters. Customers expect their favourite beer to be served perfectly, every time. But for operators, maintaining consistently high beer quality isn't just about keeping customers happy. It's about protecting profits, reducing waste and making sure every keg delivers its full potential, entirely.

Beer is hugely valuable, and poor cellar conditions, ineffective cleaning routines together with badly maintained dispense equipment can quickly eat into margins. Excessive fobbing, inconsistent temperatures and beer lost through poor line management all add up. Individually, these losses might seem small, but over weeks and months they can have a significant impact on the bottom line.

The good news is that many of these losses are avoidable.

Getting beer quality right starts long before the pint reaches the customer. From the moment a keg enters the pub to the moment beer is poured at the bar, every stage of the process matters.

A well-maintained cellar, with correctly managed temperatures and clean, efficient dispense systems all contribute to better beer quality and that perfect pint. They also help operators minimise unnecessary waste, improve yields and get more saleable pints from every keg.

At Avani Solutions, we understand the pressures facing today's licensed trade. With rising operating costs and customers expecting value for money, there has never been a better time to look closely at what's happening between the cellar and the glass.

Our focus is simple: helping operators maintain excellent beer quality while protecting the profitability of every pint served. We've saved our customers over 8m pints to date!

Great beer isn't just about how it tastes. It's about consistency, customer confidence and running a more efficient, sustainable business.

Every great pint served is another reason for customers to return.

At Avani Solutions, we're here to help you make every pint count.

Call us today on **01638 563237** or email us **info@avanisolutions.co.uk**

CELLARTECH SOLUTIONS

PRESERVING THE QUALITY OF YOUR CELLAR

HOSPITALITY TECHNICAL SERVICES

KEEPING YOUR DRINKS FLOWING. YOUR VENUE COOL. YOUR BUSINESS RUNNING.

Complete technical support for the hospitality industry.

From drinks dispense and cellar cooling to premium water systems, air conditioning, multi-dispense technology and specialist equipment refurbishment, we help keep your venue running.



DRINKS DISPENSE

INSTALLATION | SERVICE
MAINTENANCE

- ✓ Draught beer and cask ale systems
- ✓ Bar installations and fonts
- ✓ Remote coolers and python systems
- ✓ Line cleaning and hygiene
- ✓ Repairs, servicing and call-outs



CELLAR COOLING

DESIGN | INSTALLATION
SERVICE | REPAIRS

- ✓ Specialist cellar refrigeration
- ✓ Correct storage temperatures
- ✓ New installations and upgrades
- ✓ Fault diagnosis and repairs
- ✓ Energy-efficient solutions



CELLARTECH WATER

FILTERED. CHILLED.
SPARKLING. SUPPORTED.

- ✓ Premium still and sparkling water
- ✓ Professional installation
- ✓ Filter changes and sanitisation
- ✓ Ongoing maintenance and support
- ✓ Reduce single-use bottled water



AIR CONDITIONING

INSTALLATION | SERVICE
MAINTENANCE

- ✓ Wall-mounted split systems
- ✓ Hospitality and commercial venues
- ✓ Installation and commissioning
- ✓ Servicing and diagnostics
- ✓ Repairs and maintenance



MULTI-DISPENSE SYSTEMS

SUPPLY | INSTALLATION
SERVICE | SUPPORT

- ✓ Qualflow multi-dispense equipment
- ✓ Improve drink-serving speeds
- ✓ Increase bar throughput
- ✓ Reduce pressure on staff
- ✓ Training and ongoing support

EXPERIENCED ENGINEERS

Over 15 years of industry experience

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Repairs, testing and longer equipment life

PLANNED MAINTENANCE

Reduce downtime and disruption

FAST TECHNICAL SUPPORT

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COVERING ENGLAND

Hospitality support throughout England



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Kitchen Equipment and Fit Out

ACO Grease Traps, Separators and Recovery Units

Find the right grease unit for your kitchen using our selector

In today's catering market there is an increasing focus on managing Fats Oils and Grease (FOG) in commercial kitchens.

At ACO we recognise each kitchen is unique and so we have developed our grease selector to help commercial kitchen owners identify the right solution for their needs. Answer a few simple questions and receive a recommended solution.

Our recommendation will be based on things like:

- *Location of the unit*
- *Your kitchen equipment set up*
- *Days of operating*
- *Number of meals served*

ACO have a range grease units to cater for all kitchen sizes. From small under-sink grease traps for low volume kitchens to large EN1825 separators that can handle industrial kitchen FOG requirements.

For more information about our Grease range and to download our grease guides visit: **www.aco.co.uk/grease-management**

Find a recommended grease unit for your kitchen using our selector now:

www.aco.co.uk/buy-grease-solutions

Complete our grease survey https://bit.ly/GreaseSurvey and you could win one of 5 x £50 Amazon vouchers



Caterquip - Specialists in Ventilation Systems

Caterquip Ventilation Ltd is proud to be celebrating their 25th Anniversary this year.

This Warwick based company offers nationwide coverage for all your commercial catering needs: free site surveys, quotations and designs (CAD), quality bespoke and standard fabrications, specialist knowledge of catering ventilation systems including input air, odour reduction (carbon filtration and ESP) and sound attenuation. Affiliated members of Constructionline and CHAS, Caterquip Ventilation have a strong hold in the marketplace often advising industry professionals on ventilation systems to a DW172 specification & BSEN:6173.

They have strong relationships with all leading kitchen equipment suppliers, and they offer a kitchen design service to help you build your ideal kitchen.

Projects undertaken have included Olympic Villages, Basildon Hospital, The Mitre Hotel at Hampton Court, The Truck Stop at Anglesey, The Lodge at Old Hunstanton, Colleges, Schools, Hotels, Restaurants and Public Houses. They ensure their systems are compliant with the current guidelines whilst maintaining an efficient and dynamic facility.

With extensive knowledge of manufacturing and installing ventilation systems, they can help you design the best kitchen within the space available.

Call: **01926 887167**, visit: **www.caterquipventilation.co.uk**, email: **info@caterquipventilation.co.uk**



Fridge Seals Direct

Fridge Seals Direct proud to be UK's no1 supplier of replacement fridge and freezer seals. We fabricate for a wide variety of commercial fridge & freezers.

The management team at Fridge Seals Direct have over 30 years of experience in the refrigeration industry and have each spent many of those years installing gaskets and hardware for a range of styles, brands and sizes of fridges.

From restaurant kitchens to food warehouses - we have experience in dealing with fridge & freezers of all sizes and scales. To learn more about fridge seals, be sure to explore our range of extensive guides on how to replace a refrigerator door seals. Otherwise, find your specific guides in how to identify, measure, install or maintain your fridge or freezer door seal.

Our reputation in the industry along with our commitment to providing a high-quality gasket without having to buy from the factory allows us to have competitive pricing and fast turnaround time.

Try us out, order your door gaskets from us and discover a better way to do business. We are here to help you.

www.fridgesealsdirect.co.uk

Caterquip Ventilation

With over 20 years experience in the catering/ventilation industry, Caterquip Ventilation offers a complete 'one-stop shop' service.



Specialists in catering ventilation systems to DW172 specification & BSEN:6173:2001 compliance.

As Constructionline & CHAS accredited members we offer a quality professional service at competitive prices.

Input air systems (tempered or ambient) are a necessity in most new kitchens.

Odour reduction systems (Carbon filtration or ESP technology) and acoustic attenuation are commonplace requirements.

Our Midland-based manufacturing facility offers bespoke items like service distribution units (serviced if required), bars, counters, dishwash tabling etc.

We can offer equipment from Blue Seal, Maidaid Halcyon, Lincat and Rational to name but a few.

Caterquip Ventilation Ltd
Unit 1 Triumph House
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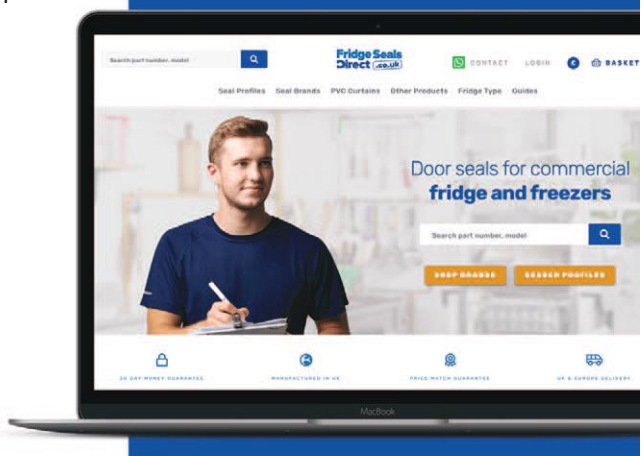
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Find the right grease unit for your kitchen using our selector

In today's catering market there is an increasing focus on managing Fats Oils and Grease (FOG) in commercial kitchens.

At ACO we recognise each kitchen is unique and so we have developed our grease selector to help commercial kitchen owners identify the right solution for their needs.

Answer a few simple questions and receive a recommended solution based on things like:

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ACO have a range grease units to cater for all kitchen sizes, from small under-sink grease traps for low-volume kitchens to large EN1825 separators that can handle industrial kitchen FOG requirements.



ACO Grease traps can fit easily under kitchen sinks

Find a recommended grease unit for your kitchen using our selector now: **www.aco.co.uk/buy-grease-solutions**

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Kitchen Equipment and Fit Out

How Much Time Is Your Team Spending on Hand Polishing Cutlery and Glassware?

Ask almost any restaurant, hotel or pub operator what keeps them awake at night and there's a good chance labour costs will be near the top of the list.

Finding good staff is difficult enough. Making the best use of the team you already have is often an even bigger challenge.

One area that rarely gets much attention is the wash-up area.

At the end of service, it's common to see members of staff standing polishing cutlery or glassware by hand. It's something the hospitality industry has done for years, so most businesses simply accept it as part of the job.

But when you stop and think about it, how much time is actually being spent on polishing?

If a member of staff spends just one hour per day polishing cutlery and glasses, that's 365 hours over the course of a year. For many businesses, the figure is much higher.

Of course, presentation matters. Guests notice dirty glasses, watermarks and poorly presented cutlery. Nobody wants to compromise on standards.

The challenge is finding a way to maintain those standards without tying up valuable staff time.

This is one of the reasons professional polishing systems have become increasingly popular across the hospitality industry.

Instead of spending time polishing by hand, staff can focus on jobs that add value to the business and improve the customer experience.

At The Cutlery Polisher Company, we work with everyone from independent restaurants and pubs to large hotel groups, contract caterers and event venues. Despite their differences, they all tend to tell us the same thing after installing a polisher:

"We wish we'd done it sooner."

The reason is rarely just about the labour saving.

It's about consistency.

It's about taking pressure off the team during busy periods.

It's about knowing that every knife, fork, wine glass and champagne flute is presented to the same standard every time.



Our range includes Nicem cutlery polishers capable of processing 2000-7000 pieces per hour, along with the Cuttlers GP360 Glass Polisher, which can polish a glass in as little as five seconds.

Many customers choose our all-inclusive rental option, which includes servicing, maintenance, training and support. Others prefer outright purchase. The important thing is that businesses can choose the option that works best for them.

The hospitality industry will always be about people. Technology isn't there to replace them. It's there to help them work more efficiently and spend more time where they make the biggest difference: looking after guests.

The question is simple.

How much time is your team spending hand polishing every week? And what could they be doing instead?

To arrange a FREE On-Site Trial, contact The Cutlery Polisher Company on **01474 873 892** or **info@thecutlerypolisher.co.uk** or visit **www.thecutlerypolisher.co.uk**.

See the advert on the back cover for further information.

Kitchen Clearance UK Limited - *High Quality Refurbished Catering Equipment*

At Kitchen Clearance UK, we specialise in supplying top-quality refurbished and B-grade commercial catering equipment from some of the industry's most trusted brands, including Rational, Lincat, Merrychef, Maidaid, Falcon, Foster, Blue Seal, and many more.

We carefully source only the best pre-owned commercial catering equipment, ensuring that each piece is fully refurbished to a high standard and rigorously tested by our expert engineers. All equipment can be viewed if required to see it working and see the quality of the item.

We also supply B-grade catering equipment — items that may have minor cosmetic imperfections or have been used for demonstrations. All B grade items come boxed and complete with all accessories where required, offering a cost-effective solution for high-performance kitchen equipment.

We pride ourselves in excellent customer service, making sure any initial issues are quickly resolved.



COMMITTED TO SUSTAINABILITY

As a green business, we are dedicated to reducing waste in the catering industry by giving high-quality equipment a second life. Before disposing of any catering equipment, reach out to us, it's not only better for your finances but also for the environment.

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See the advert on page 11.



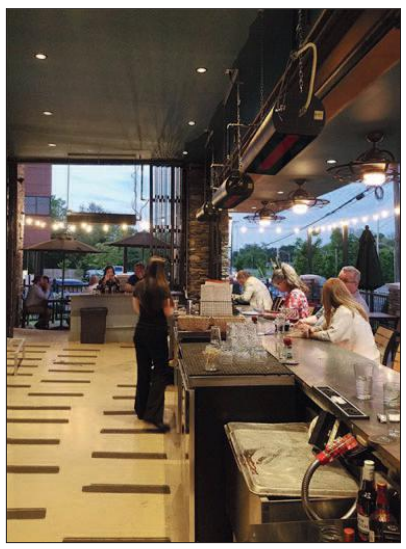
Outdoor Spaces

Maximise The Potential Of Your Outdoor Space With Our Range Of Patio Heaters

As the cold winter months start to make way for the warmer, and hopefully drier spring and summer period, the use of outdoor entertaining spaces starts to increase.

At Space-Ray, we can help you maximise the potential of your outdoor space and extend its use beyond sunset, and the inevitable drop in temperature.

Specialising in heating solutions for external areas, Space-Ray's range of gas fired and electric heaters offer you the option to choose the product best suited to your applications:-



The Coldblocker gas fired radiant heater, is ideal for covered outdoor spaces and is rain proof to IP44. Fitted with a tinted glass front, which not only offers flame protection, it also gives the heater a stylish sleek appearance when not in operation.

The Linea electric radiant heater offer IP55 level of protection along with remote control and glass front, it is ideal for the smaller space where gas is not available, or a viable option.

The Eclipse range of zero glow electric radiant heaters are perfect for those intimate areas where no additional light is required. Ceramic heating elements are utilised, which provide a gentle level of heat from the sleek and stylish fully black heater. Suitable for covered outside areas and offer protection levels of IPX4.

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Outdoor Spaces

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Now with 10% off for a limited time, the Monaco Aluminium Stacking Chair is a firm customer favourite and comes in particularly handy over the festive season when you need to cater for extra customers quickly and easily.

Attractive and easy-to-clean aluminium tables are as popular with staff as they are with customers and right now ours have 15% off. Indoors or out, the Alma Square Table and Alma Round Table offer a level of stability not often seen with aluminium tables, making them perfect for drinks with friends. If you prefer a rectangular option with the added bonus of being easily stackable when not in use, look no further than the Rossa Aluminium Stacking Table.

Need a finishing touch? Our Alma Aluminium Poseur Table is the perfect addition to add interest and extra seating to your venue, especially when it's paired with the clean modern lines of the Monaco Tall Aluminium Bar Stool.

To order or find out more about the range, please visit **www.trentfurniture.co.uk** or call **0116 286 4911**.



Global Canopies - Architectural Outdoor Dining Canopies Built to Drive Revenue

Louvre roof pergolas and retractable roof canopies that turn weather-dependent terraces into year-round trading space

Global Canopies architectural outdoor dining canopies for restaurants, hotels, bars and venues are designed for hospitality operators who want their terrace to work as hard as their dining room, the range lets outdoor space trade in sun, rain and cooler evenings alike.

For most venues, outdoor seating is only as dependable as the forecast. A sudden shower empties the terrace, a cold snap shortens the season, and covers go unused. Our canopies are designed to end that uncertainty.



ONE TERRACE, EVERY SEASON

Adjustable roof systems open fully for sunshine and close to give weather-proof cover, so the same space can serve a lunchtime crowd in summer and a candlelit table in winter. Add integrated lighting, heating and side screens, and the terrace becomes a space guests actively choose to book, not a fair-weather overflow.

THE COMMERCIAL CASE

"An outdoor space that can only be used when the weather allows is a part-time asset," says Francis Carter, Director [Global Canopies]. "A covered terrace that works in every season is a seat count your business can rely on all year. That is where the return comes from."

For operators weighing the investment, the numbers tend to speak for themselves: more usable covers, fewer cancelled bookings, a longer trading season and a stronger evening and private-hire offer. Crave in Bristol was hampered by limited covers in the main restaurant. With their fully enclosed louvre roof dining space, which became a destination in its own right, the problem was solved. (ADD IN THE VIDEO HERE)

WHY OPERATORS CHOOSE GLOBAL CANOPIES

All-Weather Performance: Rain-ready that open for sun and close against showers, with options to enable versatile al fresco and fully enclosed dining.

More Covers, More Months: Turn weather-dependent seating into dependable, bookable capacity from spring through winter.

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Integrated Comfort: Lighting, heating, audio and side screens specified as part of the structure, so guests stay longer and spend more.

Built Around Your Site: Bespoke sizing, planning guidance and professional installation, from survey to handover.

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Louvre Roofs
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Why invest in outdoor space?
- ✓ Increase seating and revenue
- ✓ Extend your trading season
- ✓ Create spaces for dining, drinks and events
- ✓ Make patios, terraces and beer gardens work harder

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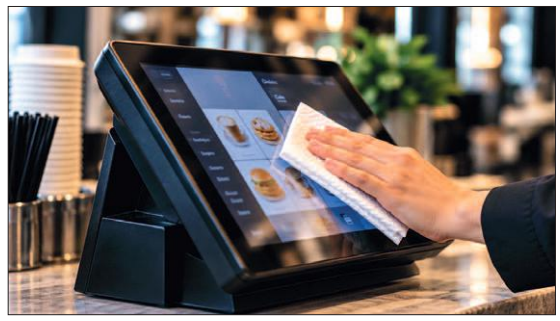
Clean, Clear Screens. Better Service.

From drive-through headsets to self-service ordering kiosks, touchscreen tills and hotel check-in screens, technology plays an increasingly important role in hospitality. But while these devices help deliver faster, more convenient service, how often are they considered as part of everyday cleaning routines?

We notice spotless tables, polished counters and clean floors. Yet the screens and devices touched by customers and staff throughout the day can easily be overlooked.

High-touch technology deserves attention too.

In busy restaurants and cafés, touchscreen tills and ordering tablets are used constantly. Self-service kiosks can quickly accumulate fingerprints, smudges and marks, affecting their appearance and the impression they create for customers.



Drive-through headsets present another challenge. Frequently handled, worn close to the face and sometimes shared between colleagues, they require regular attention as part of established cleaning routines.

For hotels, check-in screens and reception tablets are often among the first touchpoints guests encounter. Keeping them clean and presentable contributes to a positive first impression.

The solution? Make screen cleaning part of everyday operations.

With clear responsibilities, appropriate products and simple routines, hospitality teams can keep their technology looking its best without unnecessarily disrupting service.

Easy Screen™ 70% IPA cleaning wipes offer a convenient solution, with a fast-drying finish designed to help keep compatible screens and equipment clean, clear and ready for use. Always follow equipment manufacturers' cleaning instructions.

From the front counter to the drive-through, looking after your technology is another way of looking after your customer experience.

Clean, clear screens. Better service.

Request your FREE EasyScreen™ samples by emailing **contact@pdi-intl.com.**

Dose Easy – Professional Solutions Done Right



The Dose Easy cleaning concept from Zep introduces the Dose Easy cap, delivering a 20ml dose with each tilt of the bottle, controlling chemical usage and helping your team to optimise cleaning results, whilst you start saving immediately. Dose Easy can also be dispensed via traditional wall mounted dosing systems as well. The high-concentrate Dose Easy products from Zep UK require a low dosage, with maximum results, at an extremely low cost per use, be they dispensed manually or through the dosing system.

Dose Easy concentrated cleaning products offer optimum economic usage via compact packaging, thereby reducing transportation and storage; ensuring lower CO^2 impact and less waste. The comprehensive range delivers a solution for all your institutional cleaning needs, throughout kitchens, bathrooms, washrooms and other public areas.

The Dose Easy range spans disinfectant, sanitary ware cleaning, floor cleaning, glass, multi-surface, bathroom and dishwashing with simple-to-use, differentiated products in distinct pack colours and a clear numbering system.

The Dose Easy Cap offers smaller sites, a compact range of cleaning consumables that are easily stored, without the need for bulky dispensing equipment. However, for the larger facility, Zep can offer a range of controlled dosing systems which connect simply with your water supply and help manage your consumable usage levels, and so, consistently control your costs, even with larger cleaning teams. The Dose Easy cap and the Dose Easy wall mounted systems are easy to operate for staff, consigning overdosing and method errors with cleaning chemicals to be a thing of the past.

To see the Dose Easy range, follow the link: **https://zep.co.uk/product/search.asp?P=dose** or send Zep UK an email to **info@zep.co.uk** or call **0151 422 1000** to speak with a local representative.

Dose easy



Easy Screen™

CLEANING WIPE

CLEAN, CLEAR SCREENS. BETTER SERVICE.



From drive-through headsets to self-service kiosks, keep your hospitality tech clean and ready for action.



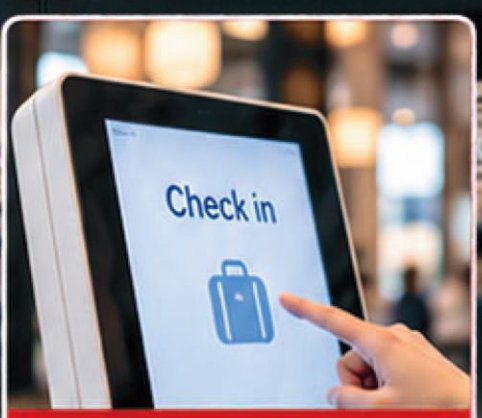
DRIVE-THROUGH HEADSETS



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Tork Issues "Washroom Guide" to Help Hospitality Businesses Unlock Hidden Value

Tork has released new guidance aimed at helping pubs, restaurants and hotels transform their washrooms into assets to enhance user satisfaction and benefit business performance. Based on research which shows that 73% of people will not return to a washroom after a bad experience, Tork's "Washroom Guide", available on its website, provides recommendations on improving inclusive hygiene, environmental sustainability and operational efficiency. According to the survey, a negative washroom experience at a venue can also lead to: 23% of people spending less time there, 13% avoid eating and drinking and 10% will choose not to return to that venue.

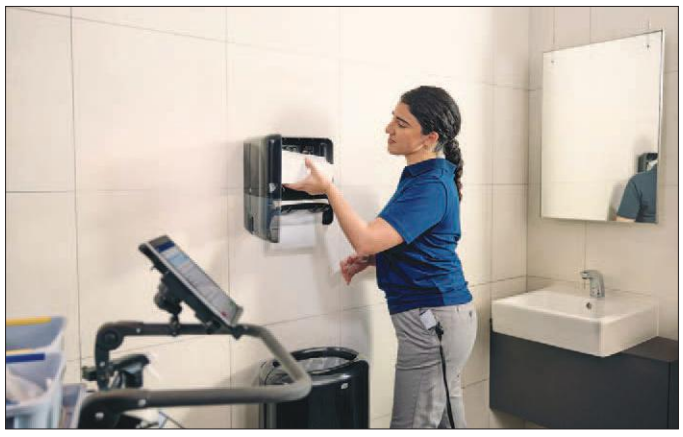
"Our data shows that when washroom users and cleaners' needs aren't met, a business can suffer as people spend less time and/or money there," said Olivia Slater, Commercial Director, Professional Hygiene at Essity. "With three in four people concerned about washroom hygiene,[1] and one in two likely to face barriers to meeting their needs, small, targeted updates to the washroom – the most visited room in a facility – can make a substantial difference for both users and cleaning staff, ultimately benefitting the business."

Recommendations:

1. LEAN INTO INCLUSIVE HYGIENE

Washroom users said that when the following "must have" elements are provided, which exemplify inclusive hygiene, the majority (59%) of people say a business can improve its positive image:

- *Toilet paper and paper hand towels in dispensers that are easy to grasp (67% said these are a "must have")*
- *Spaces and design elements that enable privacy (63%)*
- *Disposal bins in the stall for personal items including incontinence and menstrual products (60%)*
- *Physical accessibility – including grab bars and ramps – for everyone (58%)*
- *The availability of paper hand towels (57%)*



- *Features in public washrooms that enable caregivers to meet their needs (40%) such as changing tables*

2. PROMOTE SUSTAINABILITY

Respondents reported experiencing, without limitation, diagnosed or self-diagnosed physical/cognitive conditions, e.g. eczema, chronic pain, general anxiety, claustrophobia.

The washroom is an overlooked place for reducing environmental impact by businesses, yet 67% of people want washroom managers to prioritise environmental sustainability.[2]

Tork recommends the following actions:

- *Promote sustainability practices with signs in the washroom*
- *Ensure teams understand the importance of responsible sourcing and look for third-party certified products using training and educational assets.*
- *Control consumption with one-at-a time dispensing to reduce waste.*
- *Support sustainability goals – avoid landfill with recyclable packaging and recycling schemes like Tork PaperCircle® paper towel recycling.*

3. SUPPORT EMPLOYEE EFFICIENCY

Investing in washroom features and supporting cleaning teams can improve business revenue. To empower cleaning staff, many of whom feel unsupported1 and enhance guest experiences, Tork recommends:

- *Working smarter with data-driven cleaning that identifies service needs in a facility.*
- *Installing high-capacity dispensers that reduce the need for frequent refills, allowing cleaning staff to focus more on cleaning rather than refilling.*
- *Using compressed towels for refills to serve more guests before cleaners need to refill again.*
- *Sourcing products with ergonomic packaging including Tork Easy Handling® packaging for easier carrying, opening and disposal.*

Olivia continued "By addressing these critical aspects, hospitality businesses can help washroom users and cleaners meet their basic needs and deliver an experience that meets the needs of as many as possible. Investing thoughtfully in inclusive hygiene, sustainability, and operational support not only meets evolving public expectations but also improves business performance."

Tork helps businesses realise the benefit of sustainable hygiene with a focus on four key areas materials & packaging, use & waste, carbon and hygiene for all. It also provides free training and educational assets.

For more steps businesses can take, visit: www.torkglobal.com

[1] Tork Insight Survey 2025, conducted in US, UK, Germany, France, Mexico, Canada, Australia, Spain, Sweden, Netherlands and Poland among 11,500 people from the general public and 1,000 cleaning staff.

[2] Tork Insight Survey 2024, conducted in US, UK, Germany, France and Mexico among 6,000 end-users and 900 businesses

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Design and Refit

A-Boards For Pubs, Bars & Restaurants From Majisign

A passing customer could be your next booking, lunch order or round of drinks. A well-placed A board helps catch their attention, promote your latest offers and give people a reason to step inside. Whether you're advertising a lunch menu, happy hour, live music or a special event, it's a simple way to make the most of passing trade.



A leading UK manufacturer of wooden A boards, chalkboards and display products for over 20 years, Majisign is the perfect partner for your signage and point of sale needs.

Housing an extensive range that includes traditional wooden A boards, chalkboards, poster frames, tabletop displays and printed displays, all available in a choice of sizes and styles and colours, Majisign has affordable and practical options for displaying menus, daily specials, promotions and important information, both inside and outside your venue.

SAVE 10% ON A-BOARDS!

If you're looking to attract more attention to your business, we're offering 10% off all A boards when purchased online.

Simply visit our website, choose your A board and enter code **STANDOUT10** at checkout to receive your discount.

The offer runs until 29 November 2026, making it a good opportunity to replace an old sign or invest in a new one ahead of the busy festive trading period *.

GET NOTICED WITH MAJISIGN!

From independent pubs and cafés to busy restaurants and bars, the right display can help you promote what's on offer and help you make more of passing trade.

Take a look at our range and find an A board to suit your venue while the 10% discount is available.

Visit www.majisign.co.uk, call 01284 724980 or email sales@majisign.co.uk.

Terms and conditions apply. Excludes Shipping. See website for full details.

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Mayfair Furniture

Mayfair Furniture will be celebrating 12 years this year of providing the UK's fastest and affordable commercial furniture. Supplying all kinds of establishments from high end hotel chains to small local takeaways.

We keep in stock a huge variety of items ready for immediate dispatch, and can fulfil a wide range of bespoke orders. We deliver to all areas of the UK, Ireland & Europe.

We are not just a supplier; we understand that from time to time hospitality and leisure establishments like to give themselves a fresh new look. That's why not only do we supply contract furniture, but when it's time for your establishment to go through a refurbishment we also offer a complete clearance service. We'll organise everything from a suitable time and date, professional clearance staff to remove contract furniture whether fitted or unfitted. Along with our sister company Caterfair who provides commercial catering equipment for your kitchens we are the ideal people to speak to when you are looking to refurbish.

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Clean, Secure and Well-Maintained Washrooms Are Essential to Hospitality Success

For pubs, restaurants and hotels, washrooms are far more than a practical necessity. Their cleanliness, condition and privacy can have a significant influence on customer satisfaction, a venue's reputation and the likelihood of guests returning.

While operators naturally focus on food quality, service and the overall customer experience, poorly maintained toilets can undermine even the best hospitality offering. A dirty washroom, faulty fittings or insecure cubicle doors can leave customers questioning the standards of the entire establishment.

Ease of cleaning and long-term durability should therefore be central considerations when designing, refurbishing or maintaining hospitality washrooms. High-quality, hard-wearing surfaces, robust fixtures and fittings, and layouts that allow staff to clean quickly and thoroughly can help maintain consistently high standards, even in busy venues.

Wall-mounted sanitaryware, non-porous surfaces and well-finished flooring can reduce difficult-to-clean areas, while touchless taps, soap dispensers and flushing systems may help minimise contact points. Equally important is the availability of durable replacement parts and straightforward access for routine maintenance, helping operators avoid unnecessary disruption and costly repairs.

Privacy is another essential consideration. Customers expect washroom cubicles to provide a reliable level of security and discretion. Sturdy doors, dependable locks, robust hinges and clear occupied indicators all contribute to a more comfortable experience. Where full-height cubicles are installed, careful attention to ventilation, cleaning access and suitable materials is also necessary.



Inclusive washroom design deserves equal attention. Facilities should be planned to accommodate different needs, with appropriate accessible provision, clear signage and layouts that allow customers to use the space with confidence. In gender-neutral facilities, well-considered cubicle privacy can be particularly important in helping users feel comfortable and secure.

Regular inspections and cleaning schedules remain vital, regardless of the quality of the original installation. Staff should be able to identify faults quickly, replenish consumables and address problems before they become complaints. Clear maintenance procedures can also help ensure that damaged locks, leaking taps and other defects are dealt with promptly.

Ultimately, washroom investment should be viewed as part of a venue's wider commitment to quality, rather than an area where costs can simply be minimised. Cleanliness, reliability and privacy are fundamental customer expectations, and getting them right can support repeat business, protect reputation and contribute to a more positive experience for everyone who walks through the door.

Rearo Transforms Celino's Washrooms with a Stylish, Coordinated Upgrade

Celino's is a well-known name in Scotland's Italian dining scene. Over the years, it has built a loyal following through restaurants and delicatessens that combine generous food with strong, confident interiors.

The Partick venue is busy and well established, with a look that feels deliberate rather than decorative.

When the washrooms were due for renewal, the brief was straightforward: they needed to reflect the same level of quality as the dining space.

A CONSIDERED UPDATE

The existing facilities no longer matched the tone of the restaurant. The aim was not to reinvent the space, but to bring it back into alignment.

A coordinated palette was selected

- *Sangha Wenge Aspire MR MFC cubicles and pilasters*
- *Matching IPS panels*
- *Volcanic Black shadow gaps*
- *Nickel ironmongery*

The darker timber finish adds warmth and depth, while the black detailing keeps the layout sharp and defined.



The result is a space that feels consistent with the wider interior not separate from it.

DELIVERED AROUND DAILY TRADING

With the restaurant operating as normal, the works were planned carefully to avoid disruption.

Manufacture and installation were handled efficiently, allowing the upgraded facilities to be introduced with minimal impact on staff or customers.

THE FINISHED SPACE

The washrooms now sit comfortably within the venue.

They feel joined-up, well finished, and in keeping with Celino's identity, a simple improvement that strengthens the overall experience.

For further information on Rearo, see the advert on the facing page.



Eat, Drink And Be Merry With Chic And Versatile Wooden Tables

Christmas is just around the corner, so it's time to make sure you can accommodate all those festive group bookings! Here at Trent Furniture, we have a fantastic range of wooden tables designed to cater from everything from an intimate festive date to the office Christmas party.



If you're looking for a hardworking all-rounder to take you through Christmas and beyond, the bestselling Shaker Table is the perfect solution. Available as a round, square, rectangular and poseur table in a great range of sizes, it's a stylish, no-fuss option for any dining venue. Not only that, it comes in three attractive wood finishes, and you can even add matching square or rectangular coffee tables to your bar area.

For a classic interiors theme, the Rectangular Wellington Table is a solid choice in terms of both build and aesthetics. Again available in a vast choice of sizes and three wooden finishes to match your décor scheme, this solid hardwood table is designed to last in a busy hospitality environment for years to come. A truly versatile choice, it looks just as good with modern seating such as the Washington Side Chair as it does with a more traditional chairs such as the Straight Leg Captains Chair.



To find out more about our wooden tables, available with delivery well in advance of the festive season, please visit **www.trentfurniture.co.uk** or call **0116 286 4911.**

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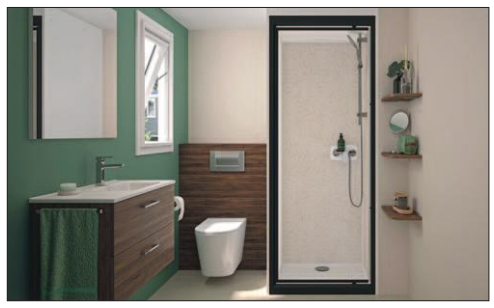
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Design and Refit

New Artemis Shower Cubicle from Kinedo for Compact Spaces

Kinedo has expanded its shower cubicle range with the introduction of Artemis, a practical and stylish solution designed specifically for compact living spaces including mobile homes, caravans, holiday lodges, park homes and modular buildings.

Developed to offer a complete showering solution that is quick to install and easy to maintain, Artemis is sleek and contemporary in appearance, offering the same high-quality solution as the whole Kinedo range. The integrated cubicle package includes a choice of black or white profile, durable 70mm white shower tray, mechanical shower valve, pivot door, a 90mm vertical outlet waste with polished stainless-steel cover. Internal white Kinewall panels are supplied as standard, and these are pre-drilled for rapid installation, helping to reduce installation time on site.



Available in a choice of sizes from 800mm x 800mm to 1200mm x 800mm and heights from 1980 to 2070mm Artemis suits a variety of spaces and can be highly personalised using Kinedo's extensive range of Kinewall decorative wall panels.

Designed with both installers and end users in mind, the Artemis delivers a practical, high-quality showering solution for projects where space is at a premium, without compromising on comfort, functionality or contemporary design.

For further information please visit **https://kinedo.co.uk**

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Five Practical Steps Pubs And Hospitality Owners Can Take Now To Limit Insolvency Threat



Richard Hunt, Director of Liquidation Centre (www.liquidationcentre.co.uk) provides expert insights into the actions pubs and hospitality businesses should consider before pressures become unmanageable.

CARRY OUT COST AUDITS

A cost audit is one of the most vital steps pubs and hospitality businesses can take now to get a grip on their spending. Cost audits can help examine and identify where money is being lost, whether that's on utilities, stock, or outdated supplier contracts. It is the perfect opportunity to separate essential costs from outdated habits and expenses. By doing this, owners can reduce wasteful spending, refine ordering, and gain a clearer picture of where the business stands.

Richard Hunt, Director of Liquidation Centre adds: "For pub owners, margins are tighter than they have been in years. No one opens a pub expecting to worry about insolvency, but the sooner you take a close look at the numbers, the more control you keep. A cost audit can reveal where money is slipping away and fix those pressure points before they spiral."

CONDUCT REGULAR PRICING STRATEGIES

With rising costs continuing to put pressure on the sector, pricing strategies are crucial in ensuring owners are protecting profitability. Regularly reviewing product prices enables pubs to ensure their profit margins align with rising business costs, without alienating consumers.

"Small, meaningful adjustments such as introducing premium menu offerings or rebalancing prices across the menu can boost profitability without impacting every product. Pricing strategies that are clear and well executed help pubs respond more confidently to market pressures, rather than reacting too late, when steep price changes could result in damaging customer trust."

EXAMINE AND RENEGOTIATE LEASES

Managing fixed costs can be even more important than trying to boost sales, especially at a time when consumer confidence and spending are under pressure. When revenue drops and supplier costs rise, fixed expenses like rent can quickly start to feel overwhelming.

"Taking a close look at lease costs can open the door to renegotiation and give businesses more breathing room. It's a practical step that can ease pressure on overheads and help pubs stay resilient during tougher trading periods, while building a bit of financial headroom."

EXPLORE ALTERNATIVE REVENUE STREAMS

Pubs rely heavily on drinks sales, but during times of economic uncertainty, customers tend to spend less, putting pressure on their main source of income. That's why adaptability is vital. Pubs that are willing to explore and diversify revenue streams stand in better stead to cope with economic pressures.

"Transforming the pub into a space that offers more than just drinks can open up new income streams. Quiz nights, daytime co-working offers, lunch deals, or even selling local products can all bring in extra revenue and attract a broader mix of customers."

ENGAGE EARLY WITH LENDERS AND ADVISORS

During difficult trading periods, waiting until it is too late to act is one of the most common and biggest mistakes businesses make. Delaying those difficult conversations only increases the pressure and reduces the likelihood of coming out the other side. By speaking to advisors and lenders at the first signs of trouble, more options are likely to remain available, including restructuring support. Lenders are also generally more willing to work with businesses that are proactive and transparent about their position. Continuing to trade as normal while knowingly facing insolvency can also expose owners to personal liability and reputational damage.

"Insolvency practitioners and advisors can bring experience most operators simply don't have in-house. From cash flow forecasting to landlord negotiations, the key is knowing whether the business is facing a short-term liquidity problem or if there's a deeper profitability issue. This can help to differentiate between a business that may simply have a temporary liquidity problem, one which may need restructuring, or a business with profitability issues. All of these need to be tackled in a unique and accurate way, making this distinction vital."

Richard Hunt, Director of Liquidation Centre, shares his advice for pubs struggling to stay afloat:

"Pubs are under huge pressure at the moment, so it's important to look closely at where money is being spent. Small changes can make a real difference. Reviewing the menu, cutting food waste and focusing on the drinks and dishes customers actually want can help protect profits without having to put prices up across the board.

"Staffing is another area worth looking at. Making sure there are enough staff for busy periods, without paying for extra hours when trade is quiet, can help keep costs under control. But it's just as important to maintain good service and give customers a reason to keep coming back.

"Most importantly, don't wait until things get really bad before taking action. If you're struggling to pay bills, falling behind on tax or constantly worrying about cash flow, take a proper look at the figures and get advice early. The sooner you deal with the warning signs, the more options you may have to turn things around. Leaving it too late can make an already difficult situation much harder to recover from."

Why Use a Specialist Hospitality Consultant?

Answer: because we can help your business to succeed.



With over 30 years of industry experience in the Hospitality sector, The Bowden Group's Managing Consultant David Hunter will work with you to address the following elements:

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Our experts will analyse your entire operation and also its key operating figures if they are available. We then help you to identify strategies to manage costs and overheads associated with the core Profitability of running a Hospitality business.

The largest overhead, even higher than Cost of Sales, is the Labour cost, so, with detailed analysis of your wages and being able to understand "the way your business actually works" we can ensure that you are maximising the labour usage in your business.

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If your business is actually struggling, or if you just feel that it could be doing some things better, give David Hunter a quick call on **07831 407984** to arrange a "Free of Charge" initial consultation (please quote CLH Offer), when David will discuss with you what could be achieved if you ask us to work with you.

Finding Your Perfect Hospitality Investment

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The team at Stonesmith understands that no two hospitality businesses are alike. From traditional country pubs and coastal hotels to contemporary restaurants and boutique guest houses, each property presents unique opportunities and challenges. Their approach centers on listening to clients' individual needs and crafting bespoke marketing strategies that align with specific objectives. This personalized service, combined with their deep knowledge of the regional market, ensures that both buyers and sellers receive guidance tailored precisely to their circumstances.

Choosing Stonesmith means partnering with specialists who genuinely understand the hospitality sector's nuances—from licensing requirements and valuation complexities to the seasonal dynamics that define Westcountry trade.

Thinking of selling or buying? Visit **www.stonesmith.co.uk**

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