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Review Calls for Reform to Tackle Youth Unemployment...

With £170m Potential Saving for Hospitality



Hospitality businesses could save an estimated £170 million annually under proposals to reduce employers' National Insurance contributions for younger workers, as a major Government-commissioned review calls for sweeping reforms to tackle youth unemployment.

Former Cabinet minister Alan Milburn has called for a fundamental overhaul of the way young people are supported into employment and education, with proposals that could provide significant financial relief for hospitality businesses and create more opportunities for younger workers.

The review, published in full today, highlights the scale of the challenge facing the UK, with almost one million 16 to 24-year-olds currently classified as not in education, employment or training (NEET). This represents approximately 13 per cent of the age group.

Milburn, who served as Health Secretary under Tony Blair, has set out an ambition to reduce that figure to around five per cent within the next decade, arguing that urgent action is needed to prevent a generation of young people from becoming disconnected from the labour market.

(CONTINUED ON PAGE 3...)





Editor's Viewpoint

Welcome to the latest issue of CLH News

Hospitality Can Help Solve The Youth Unemployment Crisis – So Let The Industry Get On With It



EDITOR
Peter Adams

The findings of the Alan Milburn review into youth unemployment should prompt some serious reflection across Government, not least about the role that the hospitality and licensed on-trade sector could play in addressing what has become an increasingly worrying national problem.

Almost one million young people aged between 16 and 24 are now classified as not in education, employment or training (NEET). That represents around 13% of this age group, a deeply troubling statistic that should concern us all.

Any initiative aimed at reversing this trend is welcome. But while the Government considers how best to get hundreds of thousands of young people back into education, training and employment, I would suggest that one of the most obvious solutions is already sitting in plain sight.

For generations, pubs, restaurants, hotels, cafés and other hospitality businesses have provided an important first step into the world of work. Indeed, hospitality has traditionally been one of the most accessible entry points into employment, offering opportunities to people who may have little or no previous experience, formal qualifications or clearly defined career aspirations.For a young person who has become disengaged from education or struggled to find a way into employment, that first opportunity can be transformative.

One of the biggest obstacles facing young people entering the workforce is what is often described as the experience trap: employers want experience before offering a job, but how can someone acquire experience without being given that first opportunity?

Hospitality has historically been one of the industries prepared to look beyond a CV and give people that chance. A positive attitude, willingness to learn and reliability can often be far more important than previous employment history.

It is also an industry where progression can be remarkably rapid. Someone starting as a kitchen assistant, glass collector, waiting staff member or bar worker can, with the right training and commitment, progress into supervisory, management and senior operational positions.

The skills developed along the way are equally important. Communication, problem-solving, teamwork, time management, customer service and the ability to work under pressure are transferable qualities that will serve young people throughout their working lives, whatever direction their careers eventually take.

And unlike some employment opportunities concentrated in particular towns or cities, hospitality businesses are found in virtually every community across the country. They offer local employment, a variety of working patterns and opportunities to combine work with further education or other commitments.

All of this makes hospitality an obvious partner in any serious strategy to tackle youth unemployment.

However, there is a rather significant contradiction that Government needs to address.

While ministers talk about getting more young people into work, the hospitality industry is simultaneously having to contend with an increasingly challenging operating environment. Rising employment costs, National Insurance increases, higher wage bills, business rates, energy costs and the cumulative burden of regulation are making it harder for businesses to operate, invest and, crucially, take on additional staff.

It is difficult to encourage employers to create more opportunities while continually increasing the cost and risk of employing people.

The industry does not need to be told that young people need opportunities. Many businesses have been providing them for decades. What they need is an environment in which employing people is commercially viable and expansion is encouraged rather than penalised.

Sometimes the most effective intervention is to remove the obstacles standing in the way of those who are already willing to provide the solution.

Rather than simply offering grants to employers to compensate for the costs Government itself has helped increase, why not address those costs at source? Why not reduce the tax burden, ease business rates pressures, reconsider the cumulative impact of employment legislation and make it more attractive for businesses to recruit and retain staff?

The message to Government should therefore be straightforward: if you genuinely want to tackle youth unemployment, stop making it harder for the businesses that can help solve it.

Stop creating unnecessary barriers, stop piling additional costs onto employers and stop assuming that another grant or initiative is always the answer.

Give hospitality the conditions in which it can invest, grow and employ.

The opportunities are already there. The industry has the experience, the infrastructure and, importantly, the willingness to help.

We should be making it easier for hospitality businesses to open their doors to the next generation, not making it harder.

Sometimes the best employment initiative is simply allowing businesses to get on with creating jobs.

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Review Calls for Reform to Tackle Youth Unemployment

(CONTINUED FROM FRONT COVER)

Among its recommendations is an increase in the threshold at which employers begin paying National Insurance contributions for workers aged 21 to 24, from £5,000 to £10,000.

The proposal has been welcomed by hospitality industry representatives, who have repeatedly warned that rising employment costs are making recruitment increasingly difficult, particularly for businesses traditionally providing entry-level jobs and first employment opportunities.

UKHospitality estimates that approximately 240,000 hospitality jobs would benefit from the proposed change, generating an annual saving of around £170 million across the sector.

The organisation calculates that employers could save approximately £750 annually for each eligible full-time employee.

This would equate to savings of around £15,000 a year for a pub employing 20 young people and approximately £38,000 for a hotel with 50 younger employees.

BOLD RECOMMENDATION

UKHospitality Chief Executive Allen Simpson said the recommendation represented a significant opportunity to reduce employment costs and recognise the industry's contribution to tackling youth unemployment.

He said: "Increasing the employer NICs threshold for young people working in hospitality would be a bold and significant recommendation from Alan Milburn.

"We estimate, conservatively, that around 240,000 jobs in the sector would benefit from the threshold being increased to £10,000, with an annual saving for businesses of £750 per eligible full-time employee."

Mr Simpson said hospitality was uniquely positioned to help address the NEETs challenge, describing it as the largest employer of young people in the economy.

He added that the measure would give businesses "much-needed breathing room" to continue creating employment opportunities across the country.

Urging the Government to introduce the change in April, he said this would represent the earliest opportunity to implement the proposal.

"RETAINING FLEXIBILITY"

Greene King Chief Executive Nick Mackenzie also welcomed the review's recognition of the financial barriers facing hospitality employers, particularly the impact of National Insurance contributions and forthcoming guaranteed hours legislation.

He said the Government should act quickly to increase the National Insurance threshold for 21 to 24-year-old hospitality workers, arguing that doing so would immediately ease some of the pressure on businesses and enable greater investment in employment opportunities.

Mr Mackenzie also supported the review's recommendation for caution over the introduction of guaranteed hours legislation, highlighting the importance of retaining the flexibility that allows pubs to offer seasonal employment.

He said: "With more than one million young people not in education, employment or training, pubs have a unique ability to offer first jobs, flexible employment and engaging careers.

"We are ready to play our part and urge the Government to listen to these recommendations, work with the industry and quickly implement the changes that will help us to create more opportunities in every corner of the country."

MOUNTING COSTS

While welcoming the direction of the proposals, the Night Time Industries Association (NTIA) has warned that the Government's ambitions must be accompanied by measures to protect the businesses expected to provide those employment opportunities.

NTIA Chief Executive Michael Kill said the proposals to improve employment support, apprenticeships and targeted National Insurance relief were welcome, but questioned where the additional jobs would come from while venues continued to close and operators struggled with mounting costs.

He said: "Hospitality and the night-time economy have long provided vital pathways into employment and careers for young people. However, with venues closing, jobs disappearing and many operators focused on survival rather than growth, we must ask a fundamental question: where are these new jobs expected to come from?"

Mr Kill argued that rising taxation, wage costs and operating expenses were undermining the sustainability of businesses expected to recruit and train young people.

He cautioned that National Insurance relief, while potentially helpful, should not be confused with addressing the wider financial pressures facing the industry.

He added that operators needed a more sustainable tax framework, including reform of employment taxation, business rates and VAT.

"Government's ambitions to tackle youth unemployment must be matched by a credible strategy to protect existing businesses and encourage new investment and growth," he said.

"Sustainable businesses are the foundation of sustainable employment. Without the confidence and financial capacity to recruit, train and expand, we risk creating more pathways into work while losing the very businesses and jobs needed to make those ambitions a reality."

WIDER REFORMS

The proposed National Insurance changes form part of a much broader package of recommendations aimed at tackling the underlying causes of youth unemployment.

The review calls for intervention at every stage of a young person's development, from early childhood through to adulthood.

Among its recommendations is a target for 90 per cent of children to be school-ready by the age of five, compared with the current figure of 68 per cent in England. The Government's existing target is 75 per cent by 2028.

It also recommends giving greater prominence to workplace skills within the school curriculum and providing young people with immediate access to mental health support without requiring a formal diagnosis.

The report highlights what it describes as a significant imbalance in Government spending priorities.

During 2024/25, the state spent approximately £25 on youth benefits for every £1 invested in helping young people into employment or education.

Milburn wants that ratio to change substantially, with a target of approximately £2 spent on benefits for every £1 invested in employment support by 2036.

LOST GENERATION

Speaking about the findings, he stressed that the objective was not primarily to reduce the benefits bill, but to improve young people's prospects and ensure everyone had the opportunity to earn or learn.

He warned that without meaningful intervention the country risked creating a "lost generation", describing the issue as a moral responsibility as well as an economic challenge.

While some of the recommendations apply specifically to England, proposed welfare and taxation changes would extend across the UK.

For hospitality, the proposed National Insurance threshold increase represents one of the most immediately significant recommendations, potentially reducing recruitment costs for thousands of employers.

However, with the measures still subject to Government consideration, the industry will be watching closely to see whether ministers translate the recommendations into action, and whether the wider economic and regulatory environment allows businesses to create the jobs the review seeks to deliver.





The Milburn Report: My Views, By Robert Richardson, Chief Executive, Institute Of Hospitality



The Milburn Report, published this week, sets out an ambitious plan to tackle the UK's youth employment crisis, with almost one million young people currently not in education, employment or training. Robert Richardson FIH MI Hon DLitt, CEO of the Institute of Hospitality, has considered the role hospitality can play in turning that challenge into an opportunity.

MAIN: Yesterday's publication of Alan Milburn's review into young people and work marks an important moment in the national conversation about youth employment, and one that deserves serious attention.

The report is ambitious, and rightly so. Its central message is clear: if we are serious about giving the next generation a better start in adult life, we must do more to break down the barriers preventing young people from entering employment, earning while they learn, developing their potential and building rewarding, sustainable careers.

It is an ambition I wholeheartedly support.

The scale of the challenge is difficult to ignore. Nearly one million young people in th UK are currently not in education, employment or training, around one in eight of the 16 to 24-year-old population. Six in ten of those young people have never had a job. The review estimates that, without a significant change in direction, the number could rise to around 1.25 million by 2031.

Those are shocking statistics. But one of the things I found most encouraging in the report was its recognition that this is not fundamentally a problem of young people lacking ambition. More than seven in ten young people who are NEET want to be in work, education or training. The issue is that too many are struggling to find a route into it.

That distinction is important.

I have the privilege of meeting many young people through the Institute of Hospitality, and particularly through our Passion4Hospitality: The Future Leaders Conference each year. Every time I spend time with students, apprentices, graduates and those taking their first steps into our profession, I am reminded of just how much talent, determination and ambition exists among this generation. At our 2026 conference, earlier this month, I met young people who were curious, articulate and incredibly determined to build a future for themselves. They were asking questions, making connections and looking for opportunities to learn. They were not looking for someone to give them a career. They were looking for someone to give them the opportunity to build one.

I came away from that day hugely encouraged.

These young people did not strike me as a generation lacking aspiration. Quite the opposite. They wanted to know where a career could take them, what skills they needed to develop and how they could make the most of the opportunities in front of them.

What they need is a first chance.

That is why I welcome the emphasis the Milburn Review places on rebuilding what it describes as the "first rung" of the labour market. The review estimates that around 500,000 additional employment and education opportunities may be needed by 2036. That is a substantial challenge, and one that cannot be met by government alone.

Employers have a central role to play.

Hospitality is particularly well placed to make a contribution. The review identifies hospitality and retail as the two sectors providing the most entry-level jobs for young people, together accounting for 37% of jobs held by 16 to 24-year-olds.

That is not simply a statistic about the size of our workforce. It is an indication of the opportunity our profession represents.

Hospitality can offer something that is increasingly important in a rapidly changing world of work, the opportunity to develop genuinely human skills. Technology and artificial intelligence will undoubtedly change the way our industry operates, just as they will change almost every other sector. And whilst we should embrace that change and ensure our people are equipped to work alongside new technology, we should remember that hospitality is practally AI proof, because hospitality will always depend on people.

The ability to welcome someone, understand what they need, communicate effectively, work as part of a team, solve a problem, show empathy and create an experience cannot simply be reduced to a technological process. These are skills that have real value in the workplace and will remain important as the nature of work changes.

For a young person entering employment, hospitality can therefore provide much more than a first pay packet. It can provide an opportunity to develop confidence, resilience, communication, teamwork, problem-solving and leadership. It can give someone responsibility at an early stage and, importantly, show them where those skills can take them.

I see that progression among our members all the time.

People who began their careers in entry-level hospitality roles go on to become department heads, general managers, directors, business owners and leaders within our profession. There is no single route through hospitality and that is one of its great strengths. Someone can begin without formal qualifications, discover a talent they did not know they had, undertake professional development and continue to progress throughout their career.

And I speak from practical, personal, experience when I say that a career in hospitality teaches you far more than how to carry food from a kitchen to a table. That is precisely why I believe hospitality has an important part to play in helping the Government achieve its ambition to reduce youth economic inactivity.

The challenge is not simply to get more young people into jobs. It is to create opportunities that allow them to stay, develop and progress.

The Milburn Review recognises this, calling for employers to create more first jobs, youth apprenticeships and meaningful work experience, while asking Government to make those opportunities easier, simpler, less costly and less risky to provide.

I particularly welcome the Review's proposals to reduce the financial barriers to employing young people. Its recommendation of a five-year glide path to lower employer National Insurance costs for 21 to 24-year-olds, beginning with hospitality and retail, recognises the important role these sectors already play in providing entry-level employment.

Equally welcome is the Review's ambition to double the number of young people completing apprenticeships, alongside proposals to reinvest all Apprenticeship Levy receipts, increase incentives for employers and training providers, and recognise the particular challenges facing sectors such as hospitality and retail.

The proposal for targeted financial support is also encouraging. Under the Review, employers recruiting a young person who has been NEET for six months could receive £3,000, with an additional £2,000 premium for employing someone facing substantially greater barriers, such as a care leaver or disabled young person. There is also a proposed £2,000 premium for smaller businesses with fewer than 50 employees.

I strongly support the principle behind these measures, however government must be bold, and immediate, in the action it takes to secure a future for what will otherwise be a lost generation.

If we are asking employers to open more doors, it is right that Government should help make those doors easier to open. For some young people, particularly those facing additional barriers, the difference between an employer deciding that a first opportunity is too difficult or costly to provide and deciding that it is possible may be significant.

The Review estimates that its proposed employment incentive package could create around 170,000 additional job and apprenticeship opportunities. If that ambition can be realised, it would represent a meaningful step forward.

But financial incentives can only ever be part of the answer.

Employers need to be willing to look beyond traditional measures of experience and qualifications. We need to give young people the opportunity to demonstrate what they can do rather than expecting them to arrive with experience they could only have gained by somebody giving them their first opportunity.

We also need to invest in the people who are already working in our industry and give them the skills and confidence to support those coming behind them.

That is where I believe the Institute of Hospitality has an important role.

Our purpose is to support people throughout their hospitality careers. Through professional development, learning, networking, insight and the experience of our members, we can help people not only enter the profession but understand how they can build a career within it.

Our younger members are not simply the future of hospitality. They are already part of its present, and I find their enthusiasm and determination enormously motivating.

The Milburn Review is right to argue that this is bigger than the urgently needed welfare reform. It is about opportunity, participation and the future workforce of our country. It is also about recognising the contribution employers can make.

Hospitality should be part of that conversation not simply because we have a large number of young workers, but because we have an industry capable of giving people a genuine first chance, developing their skills and helping them progress.

The report describes the first rung of the labour market as part of the country's core economic infrastructure. I think that is a very useful way of looking at it.

Every successful hospitality career starts somewhere. It might be a first shift, a first apprenticeship, a first role in a kitchen, a hotel, a restaurant, a pub or an events business. It might be the first time someone discovers that they have the confidence to lead a team or the creativity to build a career they had never imagined.

We should not underestimate the importance of that first opportunity. My career, like many others, was built upon someone being willing to give me a chance.

The young people I meet give me considerable optimism about the future. They are ambitious, resilient and willing to work hard. What they need is the opportunity to show what they can do and the support to build on it.

The Milburn Review provides an important opportunity to rethink how we create those opportunities. I hope Government, employers, educators and professional bodies can work together to turn its ambition into action.

Because if we can give more young people a first chance, and then give them the skills, support and confidence to progress, we will not simply be tackling youth economic inactivity; we will be building the next generation of hospitality professionals and leaders.

And that is something I would very much like to see us achieve.

Robert Richardson FIH MI Hon DLitt

Chief Executive, Institute of Hospitality

Vale of Belvoir Pub Reopens Following £275k Investment

The Rutland Arms in Nottinghamshire has reopened following a £275,000 investment by Punch Pubs & Co.

The pub, located on High Street in Bottesford, has been taken over by new Management Partner Nicky Hibbert.

Nicky expects to hit the ground running. "I was raised in the village so that is going to help me connect with our guests quicker than someone from the outside."

The Rutland Arms will be the first pub Nicky's has taken on with Punch, and she is excited to get started. "Everything is in place for this pub to be successful and cement itself back into the hearts of the community", said Nicky. "In the past the pub has been central to the community, and my plan is to return it to that state and build something really special here."



Punch Pubs has invested £275,000 in the refurbishment and Nicola is delighted with the outcome. She commented: "It's made a real difference. The kitchen has received an upgrade which will really help us deliver the dining experience we want to give our guests. We've installed three new dartboards near the pool table and obviously the whole place has had a lick of paint, giving it a lovey warm feeling throughout."

Mark Gardner Operations Manager at Punch Pubs & Co, said: "The refurbishment has given the pub a new lease of life. It's great to be giving the village a pub it can be proud of and I'm in no doubt Nicky is the perfect person to take it on."

On Nicky partnering with Punch, Mark said: "I'm delighted for her, it's a great opportunity for her to take on a place that is already special to her, and I am so pleased she has come on this journey with Punch."

Government Publishes Revised Tipping Code – Fairness Must "Be Explained, Not Assumed"

The government has published its revised code of practice on the fair and transparent distribution of tips, gratuities and service charges.

A government consultation ran from 19 August to 29 September and drew 36 online and 21 emailed responses, alongside meetings with business groups, unions and tronc operators.

The revised code has now been laid before Parliament and must be approved by a vote in each House. If it passes, commencement regulations will bring the code and the new legal duties into force, which the government expects to happen on Friday 1 January 2027, a date chosen to avoid the Christmas rush.

Several requests from respondents were rejected. Ministers refused calls to let employers deduct admin, processing or card fees from tips, to impose a "one size fits all" split between groups of staff, to ban the automatic addition of service charges to bills, and to move enforcement from the employment tribunal to the Fair Work Agency.

The government also said it does not expect "to introduce any further legislative provisions on tipping in the foreseeable future", suggesting that, once the code takes effect, hospitality businesses should not anticipate further changes in this area.

Tronc distribution platform TiPJAR, says the focus now moves from whether an operator has a tipping policy to whether it can show that the policy is fair.

That Act makes worker consultation a mandatory part of writing or



reviewing a tipping policy.

Policies must be reviewed at least every three years, and an anonymised summary of the consultation must be shared with staff.

The Code cautions that fixed or guaranteed allocations may be unfair, where they concentrate variability on those who do not benefit from them. It further says allocation should rest on objective factors, making fixed or guaranteed awards hard to explain transparently. Operators who wish to continue with these practices will find it very difficult, if not impossible, to justify fixed tronc allocations in a tribunal.

When one role is protected from the ups and downs of tipping, those ups and downs don't disappear. They land on the rest of the team.

The guidance has given further clarity to operators who wish to allocate tips to workers at head offices or in central support roles. The guidance requires that tips are allocated to workers at the place the tips were collected who directly provide service. That means workers who, as part of their job, personally interact with customers or physically and personally prepare, handle, serve or otherwise provide the food, drink, hospitality or experience that the customer directly experiences.

It is very clear that government does not expect head office teams, or central support functions of any kind, to be included in tip distributions. It is hard to see how a tribunal would not conclude these practices are unfair in the context of this new guidance.

Ben Thomas, CEO at TiPJAR, says: "The Code doesn't tell operators exactly how to share tips and it shouldn't. Every business is different. What it does is ask that you can explain your approach using fair, objective factors like role, hours and responsibility, and your team understands it. Guaranteed amounts are much harder to explain on that basis, so operators using them should be ready for questions, from their teams and potentially from a tribunal.

"Fairness isn't a one-off decision. It's a process. It means listening to the whole team, not just the loudest voice, explaining the trade-offs clearly and revisiting your policy as your business changes. That's how we've always believed tipping should work and we're glad to see the rules pointing the same way."

Hospitality Insolvencies Fall as Operators Hang on Over Festive Period

Today's company insolvency statistics show accommodation and food services insolvencies were down 24% from 275 in September 2026 to 210 in October 2026 and fell 32% year-on-year from 307 in October 2025.

Saxon Moseley, partner and head of leisure and hospitality at leading audit, tax and consulting firm RSM UK, said: "Hospitality insolvencies fell to their lowest level since December 2025, pointing to a slowdown in casualties in the sector. Operators are likely to be hanging on to see out the rest of the year and take advantage of stronger discretionary spending over the festive period. While fewer insolvencies is good news for the industry in the short term, businesses need to be prepared for when trading typically cools in the New Year.



Gordon Thomson, restructuring partner at RSM UK, added: "The decline in hospitality insolvencies across the board suggests many of the less viable businesses have already exited the market in previous years. The figures highlight the industry's resilience in the face of current economic headwinds, but caution lies ahead. With significant energy price rises in January, and inflationary and interest rate pressures, operators need to make sure they have a robust plan in place for the New Year. Businesses that are concerned about their viability in 2027 should be seeking advice now before it's too late."

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The Future Of Hospitality: Five Trends That Could Change The Industry In 2027

By David Charlton, Managing Director, HeyGuest (https://heyguest.ai)



As we look ahead to 2027, hospitality operators face familiar challenges. While the Autumn Budget offered some positive signs, particularly around business rates, it was also a missed opportunity to provide more meaningful support for a sector that has faced years of financial pressure. With no reduction in hospitality VAT and employment costs continuing to rise, operators face another challenging year, making it more important than ever to protect margins and maximise every revenue opportunity.

What I expect to change is the role technology plays in addressing these pressures. We've spent years talking about what artificial intelligence can do, but the conversation is shifting towards the difference it actually makes to businesses and their guests.

I remember when hospitality operators questioned whether they needed a website or online booking system. Today, both are part of everyday operations. I believe AI is following a similar journey.

Recent HeyGuest data shows a complaint rate of just 1.5% across AI-handled guest interactions, challenging the assumption that guests don't want to interact with AI. Ultimately, people want their questions answered and bookings made quickly and accurately.

Here are five developments I expect to shape hospitality in 2027.

1. FROM VOICE AI TO CONVERSATIONAL ORDERING

AI will become a more established part of everyday hospitality operations, helping teams manage reservations, answer enquiries and handle booking amendments.

We're already seeing US quick-service restaurant operators experiment with voice AI at drive-thrus, but I think the bigger opportunity lies in what I'd call conversational ordering.

Rather than navigating websites, downloading apps or following structured ordering processes, guests will increasingly be able to place orders and make bookings through natural conversations, whether that's over the phone, WhatsApp or other messaging platforms.

This is particularly relevant for younger consumers, who are already comfortable communicating with brands through messaging apps.

I don't expect traditional ordering processes to disappear overnight, but 2027 could see more operators exploring how conversational AI can make ordering simpler while reducing pressure on frontline teams.

2. THE WAY GUESTS DISCOVER AND BOOK VENUES WILL CONTINUE TO CHANGE

AI is already changing how consumers research restaurants, compare venues and decide where to eat, drink and stay.

I expect this to become more common in 2027, with guests increasingly looking for a simpler journey between discovering a venue and making a reservation.

Looking further ahead, I can see a world where somebody simply asks an AI assistant to book a table at their favourite restaurant, without navigating multiple websites or booking platforms.

That doesn't necessarily mean ChatGPT or other AI assistants will become the next major hospitality marketplaces. Established platforms such as Google already play a significant role in helping consumers discover and book venues, and I expect AI to become increasingly integrated into these existing journeys.

For operators, the priority will be ensuring their business information is accurate, availability is accessible and guests can make bookings easily, regardless of where their journey begins.

3. PERSONALISATION WILL MOVE BEYOND TRADITIONAL LOYALTY SCHEMES

AI is already helping hospitality businesses deliver more personalised experiences. Today, a returning guest can call a restaurant and be recognised by name, with the technology able to access their booking history and preferences. But I think we're only scratching the surface of what's possible.

Imagine a regular guest who used to visit their local bar every Friday for a Negroni but hasn't returned for several weeks. Rather than receiving a generic marketing email, they could receive a personalised WhatsApp message inviting them back, perhaps with an offer based on their previous visits.

Over time, I believe this could fundamentally change how hospitality businesses approach loyalty. Instead of relying on broad customer segments and standard rewards, AI could help operators develop personalised incentives based on individual preferences and behaviour.

For 2027, I expect we'll see more operators looking beyond simply recognising returning guests towards using AI to encourage repeat visits, strengthen relationships and increase customer lifetime value.

4. AI WILL BECOME THE 'BRAIN OF OUR BRANDS'

With margins under pressure, operators will increasingly focus on capturing existing demand rather than concentrating solely on attracting new customers.

An unanswered call, delayed response or abandoned booking can represent lost revenue, yet many businesses still lack visibility of these missed opportunities.

I expect more operators to examine what happens after a guest makes contact, including which enquiries convert into bookings and where potential customers drop out. But I believe AI's role will extend beyond operational efficiency.

We're moving towards a world where AI becomes the 'brain of our brands', helping hospitality leaders make better commercial decisions.

Rather than simply reporting on performance, AI could help operators identify which customers are most likely to return, what might encourage an additional visit and where opportunities exist to increase revenue.

For 2027, I expect we'll see the foundations of this shift, with AI increasingly helping operators decide what actions to take, rather than simply telling them what's already happened.

5. THE HUMAN SIDE OF HOSPITALITY WILL BECOME MORE VALUABLE

There's been plenty of discussion about whether AI will replace jobs, but I think that misses the point of hospitality.

Guests will always value knowledgeable staff, personal recommendations and genuine human interaction. Technology should enhance those experiences, not replace them.

An experienced events coordinator shouldn't spend their day answering questions about opening hours or parking when they could be helping organise a large celebration. Equally, somebody dealing with a complicated complaint shouldn't be forced through an automated process when they need to speak to a person.

As AI becomes more capable, operators will need to decide where to draw the line. Just because technology can perform a task doesn't necessarily mean it should.

The most successful hospitality brands will use AI to improve efficiency, support frontline teams and give their people more time to focus on guests.

Because if we remove the human element entirely, we risk losing what makes hospitality special.

LOOKING AHEAD

I don't believe the biggest changes in 2027 will necessarily come from entirely new technologies. Instead, I think we'll see operators become more confident and selective about how they use the tools already available.

The longer-term potential of AI is enormous, from personalised loyalty experiences to technology that helps shape business strategy. But the immediate priority is demonstrating practical value.

Ultimately, the most important question for hospitality operators in 2027 won't be whether they're using AI, but whether it's making their business better.

Heineken Set to Snap Up 300 Stonegate Pubs in £300m Deal

Heineken has reportedly agreed to buy around 300 pubs from Stonegate Group, in a transaction that would reshape the ranking of Britain's largest pub companies.

According to a report in The Times, the brewer, which operates in the UK pub sector through its Star Pubs & Bars arm, has settled terms for a portfolio understood to be worth about £300m. The report indicated the deal could be completed as early as Monday. Neither company has yet publicly confirmed the agreement.

A BIGGER ESTATE FOR STAR PUBS

Star Pubs & Bars currently has around 2,350 pubs, the majority let to independent licensees. Adding 300 sites would lift its estate to roughly 2,650, and the reports suggest that would move Heineken ahead of Greene King to become the UK's second-largest pub-owning business by number of sites.

The sites involved are said to come from Stonegate's "Platinum" collection, a group of around 1,000 freehold pubs that the company has been exploring selling. That wider package has previously been valued at about £1bn.

STONEGATE'S DELEVERAGING DRIVE

Stonegate, which is backed by TDR Capital and runs around 4,500 sites including Slug & Lettuce and Be At One, has been working to reduce a debt pile of more than £3bn. Much of that borrowing dates back to its acquisition of Ei Group, formerly Enterprise Inns, a deal agreed in 2019 shortly before Covid-19 closed pubs across the country.

The group's most recent accounts described a wider strategy of reshaping the estate and moving towards a more partnership-led model. They also highlighted rising operating costs, including labour, as a particular strain on its managed pubs.

Heineken's interest first surfaced in September, when reports said talks had been progressing since the summer. Other suitors were also understood to be in the frame at that stage, with Terra Firma Capital among those previously linked to the sites. At the time, both Heineken and Stonegate declined to comment in detail on the speculation.

WHAT IT COULD MEAN FOR LICENSEES

For the trade, the key questions will centre on how any transferred pubs are run. Star Pubs & Bars is largely a leased and tenanted operator, and any sites moving across from Stonegate would fall within the same Pubs Code framework that already applies to both businesses. Existing licensees and prospective operators will be watching for detail on terms, investment plans and supply arrangements once an announcement is made.

The deal also comes at a time of sustained cost pressure across the sector, with operators contending with higher energy, wage and employment costs. Consolidation of freehold estates into the hands of well-capitalised brewers is likely to be read by many as a sign of continued appetite for quality pub assets despite that backdrop.

The Cost of Eating Out is Rising at Nearly Three Times the Rate of Food Inflation

The cost of eating out is increasing at nearly three times the rate of food inflation, as a perfect storm of rising labour costs, business rates, and taxes hits the sector, according to new research from Meaningful Vision.

Prices at the UK's top fast food, restaurant, and pub chains have risen by an average of 6.6% year-on-year in the first nine months of 2026, the firm said, compared to the Office for National Statistics' food and beverage inflation rate of 2.4% over the same period – a gap of 4.2%. This time last year, the difference was just 2.5%.

Although last week's Budget included measures to support hospitality providers, Meaningful Vision estimates that the business rates savings will be broadly offset by the additional employer National Insurance generated by next April's wage increases, leaving the sector's overall tax burden largely unchanged. As a result, Meaningful Vision said the pressure on menu prices is likely to continue into 2027.



Maria Vanifatova, CEO of Meaningful Vision, said: "The fact that menu prices at fast-food outlets, restaurants, and pubs are rising almost three times faster than food inflation highlights the pressures facing the sector from wages, business rates, VAT and energy costs, while trying to remain competitive in a highly price-sensitive market.

"The rates relief announced in the Budget will be welcome for the smallest venues, but with wages rising again next April and no change to VAT, it is unlikely to slow price rises for most of the market in the short term. Staff costs account for more than 30% of hospitality turnover, around three times the share in retail. Every rise in the National Living Wage and employer National Insurance, therefore, feeds more directly into menu prices.

"At the same time, hospitality pays around 2.5% of its turnover in business rates, compared with an average of 0.6% across sectors, because pubs, restaurants, and hotels need large premises relative to their sales. Research from the British Retail Consortium found that hospitality paid 82p in business taxes for every £1 of pre-tax profit in 2025/26 – the highest of 11 sectors and well above the 50p average. The Budget's piecemeal measures do little to change that fact."

Despite rising prices, footfall reached its highest point of the year in the third quarter, growing by 0.1% year-on-year and outperforming the same period in 2025. That was helped by the World Cup in July, which saw pubs and fast-food operators register footfall increases of 3% and 1.3%, respectively.

However, Meaningful Vision's analysis – which tracks customer visits, pricing, promotions, and store openings at 60,000 outlets run by brands ranging from Domino's to Wetherspoon's – found the summer boost dissipated by September, with overall footfall weakening -1.4% year-on-year.

The tough trading environment saw many operators pause expansion plans in the third quarter, with 0% growth in the number of outlets across the UK's top 300 fast-food, pub, and casual dining brands tracked by Meaningful Vision – the first time this has happened in five years. Across the first nine months of the year, the market expanded by just 0.3%, compared with 1.0% in the same period of 2025.

While the fast-food sector continued to grow, it did so at a significantly slower pace. Outlet numbers increased by 0.9% over the first nine months, compared with 2.3% a year earlier, while quarterly growth eased from 1.1% between January and March to 0.7% in the three months to October. Greggs has led the way on new site openings in the last 12 months with 53 additional locations – more than double the 23 opened by Popeyes, which was second.

Maria Vanifatova added: "In a tough economic environment, footfall held up well through the summer, supported by major events such as the World Cup, but that momentum has begun to fade. The concern for many operators is that there is only so much scope to pass on higher costs before that begins to impact demand.

"Perhaps the clearest indicator of market sentiment is the slowdown in expansion activity. When businesses pause new openings, it reflects a degree of caution about future trading conditions. While demand for eating out remains strong in the long term, operators are becoming increasingly selective about where and when they invest, with only four regions registering higher growth than a year ago."

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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 offer restaurants, pubs and bars an opportunity to drive revenue and protect margins. But with competition fierce, teams have to work harder to serve guests a perfect experience.

Traditionally, GMs receive data days or weeks after the shift, when the opportunity to act often has passed. Yet, hospitality operators can influence performance throughout the day, from introducing seasonal specials to prioritising specific KPIs. But this 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

Front-of-house staff are the backbone of restaurants, pubs and bars. 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 to upsell. On Monday, the team upsells a high volume of festive drinks. 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. By the time they see the data a week later, the opportunity to act has passed.

Seasonal trading windows are limited, making delays costly. Teams need performance data after every shift, showing progress against upselling targets or wider KPIs. Comparing breakfast, lunch and dinner services helps identify what worked and translate insight into action before the next shift.

UNCOVERING NOT ONLY THE WHAT, BUT THE WHY

Shortening the feedback loop through manager logs helps teams to understand the context behind successes, failures and unusual data points. A staff member may share a successful approach to selling a festive starter, for example, which GMs can then pass to the next shift. Alternatively, labour cost may have increased due to a broken dishwasher or a large party coming in, for example. So while numbers tell teams the outcome of their performance, on-the-ground feedback provides the necessary context.

This feedback should be recorded alongside performance data. After all, strong revenue may suggest success to head office, even when front-of-house teams struggled to prepare a seasonal drink or starter. Capturing context is essential to avoid the misinterpretation of data as it travels across the restaurant floor, all the way up to head office.

MOVING FROM SHIFT-TO-SHIFT TO SEASONAL INTELLIGENCE

Giving teams access to real-time data and a way to record feedback after each shift empowers them to improve performance every day. Combining feedback and data from across labour, sales, manager logs, etc., also allows operators to draw learnings from previous years to inform future seasonal events.

Consolidated data also enables automated reporting. Adding an AI connector allows GMs to interrogate historical data in real time, while structured feedback preserves the reason behind every number. This helps identify patterns and opportunities to drive further revenue.

CONCLUSION

Seasonal success depends on more than a strong promotion or accurate demand forecast. Instead, it depends on how quickly managers understand what is happening, learn from it and act while the opportunity remains.

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.

Flat October for Hospitality as Consumers Remain Cautious Before Christmas

Britain's managed hospitality groups enter the festive season on the back of a stalled October, with like-for-like sales level with the same month last year, the latest NIQ RSM Hospitality Business Tracker shows.

The result, which follows 2.7% growth in September and ends five consecutive months of positive trading, puts added weight on Christmas and New Year as operators contend with rising costs.



The Tracker, which is produced by NIQ, powered by CGA intelligence, in association with RSM, shows marginal growth for both pub and restaurant groups last month. Pubs were ahead by only 0.4%, making October their weakest month since April, while restaurants performed slightly better with growth of 0.8%. Bar groups dropped 3.1% and the on-the-go sector was down 7.9%.

The soft figures indicate that consumers remain very cautious about their spending as household costs continue to rise. Trading was also dented by Storms Austen and Boelo, which kept people in many parts of the country at home over one weekend in mid-October.

While like-for-like performance was flat, new openings have lifted hospitality groups' growth just above Britain's recent rate of inflation. On a total sales basis, including from venues opened in the previous 12 months, October brought year-on-year growth of 3.7%.

The NIQ RSM Hospitality Business Tracker also indicates that trading was slightly better in London than elsewhere in Britain in October. Groups' like-for-like sales rose by 0.7% within the M25, but they were down by 0.3% further afield.

Karl Chessell, director – hospitality operators and food, EMEA at NIQ, said: "A flat October isn't the start to the crucial final quarter that pubs, bars and restaurants would have hoped for. There was more disappointment at the end of the month, when the Budget brought little relief on the high costs that are besieging hospitality. Hopes will now be pinned on a loosening of consumer spending in the run-up to Christmas. For groups weakened by a year of relentless challenges, it could be a make-or-break festive season."

Saxon Moseley, head of leisure and hospitality at RSM UK, said: "Following a robust September, a slowdown in October was not unexpected. Rising inflation continues to squeeze discretionary spending, and much of the month was overshadowed by the anticipation of the Budget. Fortunately, the Chancellor's announcements left the sector relatively unscathed; whilst hopes for a VAT reduction were dismissed, debate around the impact of Employer's National Insurance and the NEETs crisis is gaining traction. Encouragingly, anecdotal reports point to healthy festive bookings, and with consumers still willing to spend on occasion-led experiences, the industry will be hoping October's flat performance was merely a temporary dip rather than the start of a longer term trend."

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.

Check out HFE Signs and special offers here: **www.hfe-signs.co.uk**

Home Office Consults On Automatic Late-Night Extensions For Major Events Up To 2029

The Home Office has launched a consultation on granting extended licensing hours for a package of major sporting and national events through to summer 2029, in a move designed to give the on-trade earlier certainty about when it can open late.

The consultation, published on 19 November, runs until 17 December 2026 and applies to England and Wales. It asks whether a defined list of events should be eligible for national licensing extensions up to the planned end of this Parliament on 9 July 2029.

Previously, the government has consulted separately on each occasion. Ministers say that considering the events collectively will give businesses, police and local authorities more notice, and will cut the burden of responding to multiple consultations.

THE EVENTS

The proposed list covers:

The 2027 Women's FIFA World Cup in Brazil, including all home nation knockout matches and the final

The 2028 Men's UEFA European Championship and 2029 Women's UEFA European Championship, covering all home nation knockout matches, including the final and third-place play-off, plus the finals

The 2027 Men's Rugby World Cup in Australia, and the 2029 Women's Rugby World Cup, covering home nation knockout matches

The final match days of the Men's Six Nations in 2028 and 2029, and the Women's Six Nations in 2027, 2028 and 2029

The opening and closing ceremonies of the 2028 Olympic and Paralympic Games in Los Angeles

Celebrations for the King's 80th birthday on 10 June 2028

The Eurovision Song Contest grand final in 2027, 2028 and 2029

The Home Office is also inviting suggestions for any other events of "exceptional national or international significance". It acknowledges that some may not suit late-night celebration, for example where festivities revolve around families and young children.

DEFAULT HOURS

The proposed default extension would run from 11pm to 1am the following morning, matching the pattern used for most previous orders. It would cover on-sales of alcohol only, such as in pubs and bars, along with late-night refreshment in on-trade premises that already have permission to provide it. Home nations would mean England, Wales, Scotland and Northern Ireland, with unified teams such as Ireland's rugby



side counted where relevant.

The consultation notes that extensions can run beyond 1am where needed, citing this summer's men's World Cup, when matches were shown in full.

Time zones: separate questions on two tournaments

Because Brazil and Australia are many hours from the UK, the paper says the default hours will not work for the 2027 Women's World Cup and the 2027 Men's Rugby World Cup, and puts specific questions on both.

For the football tournament, respondents are asked to choose between two models. Option A would extend hours to 1am for home nations knockout matches kicking off between 5pm and 9pm UK time, and to 2am for those kicking off between 9.01pm and 10pm. Option B would extend hours for all home nations knockout matches kicking off after 5pm until 1am or 30 minutes after the final whistle, whichever is later.

For the rugby, which raises the prospect of very early kick-offs, the consultation asks about allowing premises to open early. It sets out three options: opening from 30 minutes before kick-off for all home nations knockout matches regardless of start time; doing so only where kick-off is at 6am or later; or limiting this to quarter-finals, semi-finals and the final where kick-off is 6am or later.

The paper adds that the Olympic and Paralympic ceremonies and the 2029 Women's Rugby World Cup may need further consultation once exact timings are known.

POWERS AND PRECEDENT

Orders are made under section 172 of the Licensing Act 2003, which allows the Secretary of State to relax hours for up to four days to mark occasions of "exceptional international, national or local significance". The power has been used for the royal weddings of 2011 and 2018, the late Queen's Diamond Jubilee, 90th birthday and Platinum Jubilee, the King's 2023 coronation, the 80th anniversary of VE Day, and a series of football tournaments, most recently the knockout stages of the 2026 men's World Cup.

The paper also points to Temporary Event Notices as an alternative route for licence holders. A TEN costs £21 and must be submitted at least five clear working days before the event. TENs are subject to annual limits and can be challenged by a counter-notice.

ECONOMIC CASE

The consultation frames the proposals within the government's growth agenda and puts hospitality at its centre. It says the sector provided 2.6 million jobs, or 7.1% of employment, in 2023 and contributed £69.5 billion, or 2.8% of the economy. It adds that the licensing regime has enabled more than 200,000 businesses to operate, including over 144,000 on-trade venues.

The Home Office stresses that ministers will weigh support for business against the need to protect the public from late-night crime and disorder, and that the Secretary of State retains discretion to consult further case by case.

EVIDENCE REQUESTED

Respondents are asked to rate the impact of past extensions, both sporting and non-sporting, on businesses and on local communities, including health, crime and disorder, and community cohesion, and to supply supporting evidence. The paper has been sent to bodies including UKHospitality, the British Beer and Pub Association, the Wine and Spirit Trade Association, the Local Government Association, the National Police Chiefs' Council, the Alcohol Health Alliance and the Football Association.

HOW TO RESPOND

The consultation can be completed online via GOV.UK or by email to alcohollicensingconsultations@homeoffice.gov.uk. Postal responses go to Licensing Hours Consultation, Alcohol Team, 5th Floor, Fry Building, Home Office, 2 Marsham Street, London SW1P 4DF. A response document setting out the government's final policy intentions will be published after the consultation closes.





From Purchase to Surplus: Why Hospitality Education is the Cornerstone of Minimising Food Waste

By Professor Edmund Goh, PhD, Assistant Dean, Research and Innovation, at Abu Dhabi Hospitality Academy – Les Roches (www.lesroches.edu)



Food waste in hospitality is often treated as an operational problem, with questions such as 'How much is being discarded?', 'Where does it happen?' and 'How much does it cost?' These are important questions, and operations plays an important role, but perhaps the main question we should be asking is 'Where do tomorrow's hospitality professionals learn their attitudes towards food?'

Hospitality education is where future chefs and hospitality professionals develop essential technical skills, but it is also the foundation for the habits and standards they will carry into their careers. If we want the industry to rethink its relationship with food, education is where that change needs to begin.

Research by Ne'ma recorded an average of 121g of food waste per diner across 13 UAE hotels, comprising 44% of pre-consumer waste and 66% of post-consumer waste. This demonstrates that waste occurs both before food reaches the guest and after service, underpinning the importance of addressing the full food lifecycle. The UAE has set an ambitious goal of reducing food loss and waste by 50% by 2030, aiming to enhance its food safety and security in the process. Achieving that target will depend as much on people and behaviour as it does on technology and process.

Food waste should not be addressed only when food reaches the bin but should be considered from the moment an ingredient is purchased through storage, preparation, cooking, service and surplus management. At Abu Dhabi Hospitality Academy – Les Roches, we are putting this into practice by experimenting with several service and portion-control strategies, including smaller plates, smaller tongs, removing trays and introducing live cooking stations during lunch. These interventions are designed to explore whether changes in the way food is presented and served can influence consumption and waste.

This thinking underpins the Hospitality Education Food Waste Flow Framework (HEFFF), which maps six connected stages of the educational food lifecycle. We are driving this forward at the Academy with our Practical Arts & Events Manager, Chef Leonardo Roman, and in collaboration with Maitha Warshaw, Executive Chef at Capital Catering, ADNEC. It is designed to bring food-waste prevention into the everyday activities of a training kitchen, and centres on a straightforward mindset: prevention first, reuse next.

PURCHASE AND RECEIVING: WHERE PREVENTION BEGINS

Purchase and receiving is where prevention begins. Students can compare what was ordered with what was actually used, calculate expected yields and portions, and consider how ingredients might be shared between classes. Receiving also provides lessons in food safety, specifications, temperature control and shelf life.

STORAGE AND DISTRIBUTION: LEARNING STEWARDSHIP

Storage and distribution, including labelling, stock rotation and expiry monitoring may sound routine, but they are professional behaviours. When a lesson changes or a class is cancelled, students can also be challenged to consider whether ingredients can be reallocated, preserved or used elsewhere rather than discarded.

PRACTICAL SESSIONS: MAKING WASTE VISIBLE

During practical sessions, proposed measures include weighing trimmings and checking yields. Students can distinguish between avoidable and unavoidable waste, while exploring whether suitable ingredients can be repurposed into stocks, sauces or garnishes.

CULINARY PRACTICE: TURNING MISTAKES INTO LEARNING

Overcooked proteins, broken sauces and failed dishes are inevitable parts of culinary education. Instructor checkpoints can help identify problems earlier, while reflection on what went wrong can turn mistakes into learning rather than simply sending food to the bin.

FOOD SERVICE: ALIGNING PRODUCTION WITH DEMAND

Food service connects production with consumption. Smaller presentation portions, controlled serving sizes, small-batch replenishment and live cooking can all be explored as ways of aligning production more closely with actual demand. Measuring what comes back from service can then provide a feedback loop for future decisions.

SURPLUS MANAGEMENT: WHAT HAPPENS NEXT?

Finally, surplus management asks what happens after food has been prepared and served. Where food-safety requirements allow, suitable surplus can be reused, redirected or repurposed. Organic waste can also be separated for appropriate recovery streams.

The important point is that these are not six isolated sustainability lessons, but rather opportunities to develop better professional judgement.

TECHNOLOGY AT THE FOREFRONT

Technology can tell us what is being wasted, but education must help students understand why. Our latest technology is Chef's Eye, a food-waste measurement system that combines digital scales, touchscreen recording and photographs to track discarded food. Its dashboard captures quantities, costs and waste patterns, creating data that can inform future purchasing, production and portioning decisions. Using this data in practical sessions helps students connect individual decision-making with broader operational consequences, turning waste into information that can improve the next session.

The goal is not to create a generation of hospitality professionals who simply know that food waste is undesirable. It is to develop professionals who instinctively ask better questions as essential to professional competence as flavour, technique and presentation.

The food waste problem is not located at one point in the kitchen. It is the cumulative result of decisions made throughout the food's journey from purchase to plate to surplus. If we want hospitality to move from managing food waste to preventing it, we need to start before the waste exists, and that means starting in the training kitchen.

Pishill's Crown Inn to Reopen After Six Years of Closure

The Crown Inn at Pishill, near Henley-on-Thames, is due to reopen its main building next month, more than six years after it last operated as a conventional village pub.

The 17th-century, Grade II-listed property was sold in April 2026 to businessman John Bloomer for £975,000. Bloomer and his wife, Jane, are repositioning it as a heritage pub with a wellness offer.

The pub's own website describes the concept as a venue that moves naturally between dining, celebration, rest and renewal.

The Crown closed in March 2020 during the Covid-19 pandemic. In late 2021 it was bought by a company whose sole director was recently convicted Russell Brand, reportedly for about £850,000 but never reopened under his ownership.

Instead, two planning applications sought changes of use that would have brought office space, a filming studio and a wellness space into the property. The first, submitted in November 2023, was refused by South Oxfordshire District Council in February 2024, along with the accompanying listed building consent.



CAMRA's local branch recorded around 60 public comments on the application, most of them opposed to the change of use. A second application was lodged that same month.

The Bloomers began trading from the pub's thatched barn in the spring, and CAMRA's pub guide recorded the barn serving brunch, lunch and drinks from May. The main building is now in its final stage of refurbishment ahead of the December launch.

The 400-year-old barn is licensed for civil ceremonies. The Crown has long been popular with walkers and cyclists exploring the Chilterns.

Spotless Results at Speed: Winterhalter's Warewashing Advice for Hotels

Dirty glasses and smeared crockery are among the quickest ways for a hotel to lose a guest's confidence. Now Winterhalter has published Hotels: Advice on Warewashing, a practical guide to help hoteliers achieve flawless presentation across every bar, restaurant, breakfast room and event space they operate.

Hotels face a more varied set of demands than most foodservice businesses. Bars, lounges, restaurants, banqueting suites and kitchens each need their own warewashing provision, often with mixed-skill teams and long trading hours. The guide explains how machine specification, water treatment, chemicals, racks, workflow design, training and service support combine to protect glassware, limit repeat washing and control lifetime running costs.

Topics covered include reverse osmosis for sparkling stemware, choosing machines from compact undercounter to high volume conveyor system, managing heat, steam and noise in guest-facing areas, HACCP audit trails, ESG and sustainability, procurement for hotel groups, and flexible finance options including Winterhalter's innovative Pay Per Wash scheme.



"Every hotel is really several businesses under one roof," says Paul Crowley, marketing development manager at Winterhalter UK. "Each needs its own answer to the same question: 'how do you get spotless ware back into service quickly?' We wrote this guide to encourage hoteliers to look at the whole system rather than just the machine, so they can enhance the guest experience and get the best long-term value."

Hotels: Advice on Warewashing can be downloaded at no charge from the Hotels page of the Winterhalter UK website Hotels

For guidance tailored to other types of venue, contact info@winterhalter.co.uk.

Winterhalter provides a total solution for dishwashing and glasswashing, from pre-sales advice to after-sales service, training and maintenance, with sustainability fitted as standard. Alongside its market-leading dish washers and glass washers, the company's range includes utensil washers, advanced water treatment machines, and cleaning detergents and rinse aids. For further details, call Winterhalter on **01908 359000**, visit **www.winterhalter.com/uk-en/** or email **info@winterhalter.co.uk.**

Tom Kerridge Takes Hospitality VAT Reduction Proposals Directly to Treasury

Chef and hospitality operator Tom Kerridge has taken his campaign for a reduction in hospitality VAT directly to the Treasury, presenting ministers with proposals which he believes could stimulate business growth, encourage investment and protect jobs across the sector.

In an update shared on social media on Friday, 13 November, Kerridge revealed that he had held two meetings with Treasury representatives during the previous month, one ahead of the Autumn Budget and another following the Chancellor's announcement.

During the discussions, he presented what he described as a roadmap outlining how even relatively modest reductions in VAT could deliver positive economic benefits for pubs, restaurants and the wider hospitality industry.

Kerridge believes a lower rate of VAT could help businesses improve their financial resilience, reduce the risk of further closures and create the conditions for greater employment, investment and regeneration in communities across the UK.

He explained that the proposals were intended to demonstrate to the Government that reducing the tax burden did not necessarily have to involve a substantial initial change to generate benefits for the industry.

The chef confirmed that he was awaiting a response from the Treasury and intended to maintain discussions with ministers, stressing that the campaign would continue to press for meaningful reform.

Growing Parliamentary Pressure

Kerridge's intervention followed a Westminster Hall debate on Thursday, 12 November, examining the impact of hospitality VAT on businesses, employment and local economies.

The debate was secured by Labour MP Chris Webb, who has been among those supporting calls for a change in the current tax arrangements.

Kerridge subsequently confirmed that he had met with Webb to discuss the campaign and the next steps in encouraging the Government to reconsider its position.

However, the Treasury maintained its opposition to a reduction during the parliamentary debate, highlighting the substantial financial implications for the public finances.

Financial Secretary to the Treasury James Murray told MPs that reducing VAT from the current 20% to 10% across accommodation and food and beverage services would cost an estimated £11 billion annually.

A reduction to 15%, meanwhile, was estimated to result in an annual cost of approximately £5 billion.

The Government's position reflects the difficult balance between providing financial relief to hospitality operators and managing the wider demands on public finances.

The latest discussions come as the campaign for a hospitality VAT reduction continues to attract considerable support from within the industry.

The VATs The Problem petition passed 400,000 signatures in October, underlining the strength of feeling among operators and supporters who believe the existing tax structure places UK hospitality businesses at a competitive disadvantage.

Industry representatives have repeatedly argued that the combination of rising operating costs, employment expenses, business rates and taxation is putting considerable pressure on pubs, restaurants, hotels and other hospitality venues.

Taking to social media operators praised Kerridge for his action saying: "Please push for ALL small businesses as we are crippled too…. Not just hospitality. I am on the line whether mine stays open as the costs too high."

"So much respect for this, going into their world, the treasury, and using your platform in this way. Passion for the industry you love is never ending."

"I never thought I'd see the day hospitality struggled. I certainly never considered it would become impossible to even make ends meet. My family owned a pub for two decades in a village with two pubs.

"They were the beating heart of the community.

"We sold in 2019 just before Covid and it's been barely open since. Same with the other.

With so many pubs willing to adapt and evolve knowing the landscape has changed, to be crucified by rates is just appalling and so short sighted."

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Funding Must Work Better for SME Food and Drink Businesses to Tackle Energy Challenges Finds Research

Scotland's small food and drink businesses face significant financial and operational barriers that could see them frozen out of vital funding to cut emissions from keeping produce cold, according to research from Heriot-Watt University.

Produced with partners including the Scotland Food & Drink Partnership's Net Zero Programme and the Scottish Wholesale Association, the report calls for a coordinated approach involving businesses, government, financial institutions and industry bodies.

The study focuses on the food cold chain, which keeps produce fresh from farm to fridge and is fundamental to getting food to Scotland's communities, hospitality and food service businesses, and public service providers.

The cold chain accounts for an estimated 2–4% of the UK's greenhouse gas emissions.

Professor Bing Xu, director of the Centre for Financing a Sustainable Future at Heriot-Watt University's Edinburgh Business School, said: "Scotland's food industry puts quality produce on our tables every day. But keeping that produce cold uses a lot of energy, around the clock.

"Upgrading refrigeration often requires substantial upfront investment. For SMEs, this can put significant pressure on cash flow, particularly in the current economic climate when businesses face competing financial priorities."

"The challenge is not simply a lack of finance, but a mismatch between available funding and the investment needs of SMEs. Businesses may struggle to identify suitable support and make decarbonisation commercially viable."

"We need a more joined-up approach that combines accessible finance with practical business support and industry collaboration. Industry bodies can play a vital role in connecting SMEs with funding opportunities, facilitating collective action and sharing expertise, helping businesses cut emissions and energy costs while strengthening their long-term competitiveness."

Small and medium-sized enterprises (SMEs) make up around 95% of Scotland's food and drink sector.

The report highlights that achieving net zero requires more than technological innovation and access to finance.

Businesses also have an important role to play in improving energy efficiency, reducing waste and embedding sustainability into their operations and supply chains.

Aligning these business-led initiatives with appropriate financing strategies, industry collaboration and supportive policies can help accelerate decarbonisation while delivering long-term economic and environmental benefits.

While many firms can see the potential benefits of investing in cleaner technologies and more sustainable practices, high upfront costs, uncertain returns and competing business priorities can make investment difficult.

Accessing suitable finance and developing internal capabilities needed to plan and implement investments can present additional challenges, particularly for SMEs.

The report recommends grants and low-cost finance designed for SMEs, with industry bodies able to apply for funding on behalf of groups of firms.

Simon McKeating, partnerships manager for the Scotland Food & Drink Partnership Net Zero Commitment Programme, said: "Our climate transition plan, launched last week, is clear that the challenge is no longer knowing what to do, but making it happen.

"Financial constraints are the biggest barrier the sector faces, and small firms feel that most, particularly in rural and island communities.

"This research gives us evidence from businesses on the ground about what would help, from simpler routes to funding to trusted, practical advice. It's exactly the kind of collaboration between industry and academia we need to turn the plan into action."

The study forms part of the Zero-Emission Cold-Chain (ZECC) project, funded by the Engineering and Physical Sciences Research Council (EPSRC). Led by Dr Xinfang Wang at the University of Birmingham, it brings together Heriot-Watt, Cranfield and London South Bank universities to build cleaner, more resilient food cold chains.

Over 2025 to 2026, researchers held workshops and interviews with Scottish food producers and wholesalers. They also carried out six in-depth case studies, ranging from family-run producers to island wholesalers.

The research follows the launch of Scotland's Food and Drink Climate Transition Plan on Tuesday 3 November. Developed by the Scotland Food & Drink Partnership, the plan sets out priority actions for government and industry to help the £19 billion sector meet Scotland's legally binding 2045 net zero target.



Ylva Haglund, head of sustainability and communications at the Scottish Wholesale Association, said:

"The findings from the Heriot-Watt research really chime with what we've been hearing from our members. Wholesalers want to invest in decarbonisation, but upfront costs and wider commercial pressures remain significant barriers."

"We need practical financial support, greater recognition of wholesale in investment programmes, and a policy environment that gives businesses the confidence to invest in a more efficient and resilient food supply chain."

The report highlights that most cold chain emissions come not from refrigerant gas leaks, as is often assumed, but from the energy needed to run compressors, chillers and freezers around the clock. For smaller firms, the energy bill and the carbon footprint are the same problem.

Most of the firms studied invested in low-carbon refrigeration only when it also brought another benefit, such as lower costs, reduced risk, compliance or meeting customer demands.

Firms that upgrade to meet one major customer's demands also risk a "stranded investment" if that customer later changes supplier.

The report treats practical training and support as just as important as closing the funding gap. It also argues public money should take the risk out of early investment to draw in private capital.

It recommends that industry bodies set up shared platforms bringing together training, data, market insight and best practice.

For firms ready to act now, the report suggests starting small, with savings from energy efficiency and cutting waste used to fund further upgrades.

VisitEngland Announces Fund to Grow Tourism in England

Five cross-regional tourism projects involving 25 Local Visitor Economy Partnerships (LVEPs) across England have secured investment through the Department for Digital, Culture, Media and Sport's (DCMS) £3.38 million Connected Destinations Fund, delivered by VisitEngland.

The successful projects will receive almost £800,000 in the first year and span destinations across England. They include a programme encouraging visitors to explore destinations across North West England through themed itineraries; food and drink-focused visitor experiences across England's Heartland; a Yorkshire-wide product development and travel trade-readiness programme including a new travel trade academy and B2B trade summit; a Northern Saints: Ways of the North initiative centred on six pilgrimage and walking routes; and a 500-mile South West touring route connecting London to Bristol.

The five initiatives, selected following a rigorous application process, will see destinations, Mayoral Strategic Authorities, local authorities and industry partners work together to develop bookable visitor experiences and compelling regional tourism propositions that create more connected visitor journeys, and drive sustainable tourism growth across England.

Tourism Minister Stephanie Peacock said: "Working across regional boundaries is the ideal way to unlock the opportunities for jobs and growth that our tourism industry brings to every postcode. Each of these projects makes a compelling case for visitors to explore more of the country – and to stay for longer."

VisitEngland Chief Executive Patricia Yates said: "England has an outstanding tourism offer, with world-class destinations, experiences and stories found across our cities, coast and countryside. The Connected Destinations Fund is supporting destinations to work together and create compelling, innovative visitor experiences that make it easier for people to explore more of England.



Image credit: VisitBritain/NYMNPA/Ula Blocksage

"These five projects demonstrate the power of partnership, bringing together destinations, mayoral areas, local authorities and industry to develop bookable products and itineraries that showcase the breadth of England's visitor offer. By encouraging visitors to stay longer and travel further, they will help drive regional growth, support local businesses and spread the economic benefits of tourism more widely."

Cllr Glen Sanderson, the cabinet member who leads on tourism and rural growth for the North East Mayoral Strategic Authority, said: "The North East has an incredible story to tell, and our rich history, heritage and traditions of pilgrimage are a huge part of what makes this region so special.

"Northern Saints: Ways of the North is a fantastic opportunity to bring that story to life, connecting Durham Cathedral with the historic routes, landscapes, attractions and communities of the North East from Northumberland right through to the Tees Valley. From our coastline and historic cities to our beautiful countryside, there is so much for visitors to discover along the way.

"We want more people to explore the North East, stay longer and experience more of what we have to offer. By working together and creating new experiences that connect our destinations, we can attract more visitors, support local businesses and create jobs and opportunities in communities right across the region."

The Fund supports LVEPs working collaboratively across regional boundaries to develop visitor experiences that encourage domestic and international visitors to explore more of England's cities, coast and countryside.

By creating stronger regional tourism propositions and more seamless visitor journeys, the programme aims to encourage visitors to stay longer, spend more and discover more destinations, driving economic growth and supporting local communities across England.

The initiatives will draw on VisitBritain and VisitEngland's research and insights to develop market-ready products and experiences that can be promoted to domestic and international audiences, helping to build stronger, more sustainable visitor economies for the future.

AA Survey Reveals Continued Hospitality Investment Despite Rising Costs

Hospitality businesses remain committed to maintaining quality and improving the guest experience despite ongoing economic pressures, according to the findings of the AA Stay Ahead Industry Survey 2026.

Conducted by AA Hotel and Hospitality Services, the survey explores how hospitality operators are responding to changing customer behaviours, booking patterns, marketing challenges, investment priorities and sustainability.



INVESTMENT REMAINS A PRIORITY

The findings reveal a cautiously optimistic industry, with 92% of businesses investing in their operations over the past 12 months. However, just 55% are confident in demand for their business over the coming year.

Refurbishment and upgrades were the most common investments, reported by 67% of respondents, followed by technology and automation (41%), marketing (36%) and customer experience (34%).

Sustainability also remains on the agenda, with 59% of businesses either having a sustainability plan or working towards one. However, the cost of implementation remains a significant barrier, cited by 73%.

More than seven in ten businesses (71%) reported customers booking later, while 56% said customers were spending less. Around a third reported greater use of offers and discounts, and 34% had experienced an increase in cancellations.

These changing behaviours are making it harder for operators to forecast demand and plan ahead.

MARKETING AND DIRECT BOOKINGS UNDER PRESSURE

Building customer loyalty remains a key priority, with excellent customer service and personal relationships widely used to encourage repeat visits and attract new audiences.

However, marketing investment remains mixed. While 42% of businesses reported no significant change in their marketing budgets, just 29% had increased spending over the past year and 19% had reduced it.

More than a third (37%) have no dedicated marketing resource, while 47% identified competition from online travel agencies (OTAs) as a barrier to increasing direct bookings.

SUPPORTING THE INDUSTRY TO STAY AHEAD

Commenting on the findings, Simon Numphud FIH, Managing Director at AA Hotel and Hospitality Services, said:

"These results show that hospitality businesses are continuing to invest despite the pressures they are facing, a positive sign of the sector's determination to adapt and continue to succeed. But rising costs and more cautious customers leave operators with a lot to balance.

"The marketing findings are particularly interesting. More than a third of businesses have no dedicated marketing resource, yet a clear and consistent strategy to maintain visibility and communicate what makes a business distinctive is more important than ever. Marketing needs to be viewed as a core business investment, with the right resource essential to building brand recognition, strengthening customer relationships and driving bookings.

"Businesses also need to give customers compelling reasons to book directly and return. A good experience, clear value for money and strong customer relationships can all make a big difference, particularly when customers have so much choice about where and how they book."

Seafood Pub Company Reopens Hesketh Arms Following £1million Refit

Seafood Pub Company, the pub group co-owned by Joycelyn Neve and Dermot King, has reopened The Hesketh Arms in Rufford, West Lancashire, following a £1m refurbishment.

It is the largest single-site investment in the company's history. The pub reopened on earlier this month after closing at the end of September for the works.

The first phase has increased capacity to 160 covers and added an open kitchen with a pizza oven, a separate outdoor dining terrace and a family-friendly outdoor area. The pub now serves food all day from 12pm, and the increased capacity and move to all-day trading has created more than 20 new jobs.

A second phase, planned for next year, will add ten bedrooms. This will bring The Hesketh Arms in line with most of the estate, which operates as pubs with rooms.

Neve, Founder and Managing Director, said: "The Hesketh Arms is our biggest single investment to date and our first major project for some time. We have kept what makes it a strong community local, while building a destination dining offer that can trade all day. Phase two will add ten bedrooms next year.



Image credit: The Hesketh Arms / Seafood Pub Company

"Alongside that we are actively looking for new sites in 2027 as well as continuing to invest in our existing estate. We are six pubs and growing, and this project shows the level we want to invest at as we grow."

Dave Welding, general manager of the Hesketh Arms, said: "When we reworked the outside space, we discovered the original cobblestones under the tarmac and have now made them a feature of the garden.

"We're not entirely sure of the history of the cobbles, but they are clearly a feature of the original Grade-II listed pub, and so we're thrilled to now have them front and centre for our guests to enjoy when they use our new outdoor spaces."

The project is the largest single-site investment to date by the company, which operates five other pubs across Lancashire and Yorkshire.





Pubs are Fuller but Drink Sales Falter as Food Drives Hospitality Spending Growth

UK draught beer and cider volumes fell 2.5% year-on-year in October, reversing September's return to growth, according to the latest Market Watch data from The Oxford Partnership and Vianet.

Unsettled weather and two named storms contributed to challenging trading conditions, with average rate of sale declining 0.4% compared with October 2025.

Despite the downturn, consumer engagement remained encouraging. Average pub occupancy reached 66.2%, up 3.5 percentage points year-on-year, while dwell time increased by 12 minutes to 154 minutes. However, the number of operating venues fell from 99,554 to 99,130.



Rural venues experienced the sharpest decline in rate of sale at -2.7%, followed by Suburban (-0.9%), London (-0.2%) and City (-0.1%), suggesting that more urban locations proved relatively resilient to the challenging conditions.

Consumer spending also remained ahead of last year, although growth continued to be driven predominantly by food. Average spend per head increased 2.8% to £26.80, with food spend rising 4.3% to £32.35, compared with just 0.5% growth in drink spend to £20.89.

The growing gap between food and drink spending suggests that the nature of hospitality visits may be changing. Consumers are continuing to go out and spend more, but that additional expenditure is being driven predominantly by food rather than alcohol. With draught volumes declining despite higher occupancy and longer visits, the findings raise an important question for the sector: are consumers increasingly treating pubs as places to eat and socialise, rather than primarily to drink?

While October's monthly performance disappointed, longer-term category trends offered a more positive picture.

Cider emerged as the strongest-performing category, with rate of sale increasing 6.5% on a Moving Annual Total (MAT) basis, overtaking Stout (+5.4%). World Lager continued to perform strongly at +4.9%, while Premium Lager increased 2.4%.

Craft also showed further signs of recovery, reaching +1.6% MAT following its return to growth in September. However, traditional categories remained under pressure, with Core Lager down 3.7% and Ale declining 3.6%.

Alison Jordan, CEO of The Oxford Partnership, commented: "What's particularly interesting about October's figures is that consumers haven't stopped going out. Pubs are fuller, people are staying longer and they're spending more, but increasingly that spending growth is coming from food rather than drink.

This suggests we may be seeing a shift in how consumers are using pubs. They're still important social destinations, but drinking isn't necessarily the main reason for every visit. For operators, that's encouraging in terms of attracting customers, but it also presents a challenge for drinks suppliers who need to understand how their brands fit into these changing occasions.

As we approach the crucial Christmas trading period, the opportunity will be to capitalise on those visits and give consumers more reasons to choose a drink alongside their food or social occasion."

Despite October's setback, year-to-date rate of sale remains 0.6% ahead of 2025, while total-market MAT rate of sale has improved to +0.5%, suggesting the market retains some positive momentum heading into the final months of the year.

Shrewsbury Pub Reopens to the Community Following £472,728 Makeover

The Charles Darwin, located on Sutton Road in Shrewsbury, officially reopened on Thursday 12th November, following a significant investment of £472,728. The pub is part of Proper Pubs, the community wet-led operator division of Admiral Taverns and is the 250th Proper Pub to open across England, Scotland and Wales.

The pub will be run by Samantha Morton, an experienced pub operator who is moving from the successful Bear in Stafford. Her aim is to inject new life into the Charles Darwin and bring it back into the heart of the community.



Samantha Morton, Operator of The Charles Darwin, said: "It's been amazing watching the refurbishment come to life at The Charles Darwin which looks beautiful. It was a joy to reopen and show off its brand-new look to the community. It was a huge success, and we've already had great feedback from customers so we're looking forward making sure it is re-established as the proper community pub it should be. "Once again, I'd like to thank the Proper Pubs team for all their support throughout this journey, and I look forward to making the local community proud!"

The operator has a busy schedule of entertainment planned for customers to enjoy including full sports coverage, regular live music with DJs and karaoke, pool and darts teams, racing, quiz nights, and games nights to entertain the locals. There will also be a kids darts afternoon on a Tuesday for 8–16-Year-olds supervised by parents, easy walking groups, a men's mental health walking group, a "knit and natter" session, community litter picking once a month and the pub is planning to host a food van in the car park each Saturday.

Samantha is also hoping to support all aspects of community life by collecting food to donate to the local foodbank as well as raising money to have a lifesaving defibrillator installed outside the pub. Going forward, she also plans to sponsor local charity, the Life of Riley, for the next 12 months, with all charity fundraising proceeds going to the charity, including run events such as a Christmas market in December, and hosting a charity box on the bar at all times for customers to donate any loose change.

Nathan Wall, Managing Director for Proper Pubs, said: "It's a pleasure to have Sam and John at the helm of The Charles Darwin, and we are delighted that the opening night was a great success! They are brilliant operators and will do a fantastic job at ensuring the pub supports the local community. On behalf of myself and the Proper Pubs team, we'd like to thank Samantha and John for all their hard work, and we wish them the very best for the future!

The Charles Darwin marks our 250th pub opening so far which is a key milestone for us in our journey to becoming the number one community pub operator in the country. We're continuing to focus on developing really good quality pubs across the estate, bringing people together in local areas and creating vibrant social hubs which support their communities."

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.

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

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London's Nightlife Cannot Continue to Be the Collateral Damage of Repeated Transport Strikes Says NTIA

As London faces another round of industrial action across its transport network today, the Night Time Industries Association (NTIA) has expressed growing frustration at the relentless pressure being placed on the capital's nightlife and hospitality businesses.

Strike action affecting London's Underground network, alongside further planned industrial action over the coming months, threatens to undermine consumer confidence, disrupt staff journeys and reduce footfall at a critical trading period for London's night-time economy.

For businesses already contending with rising operating costs, increased taxation, staffing pressures and fragile consumer spending, repeated transport disruption represents yet another challenge beyond their control.

Michael Kill, CEO of the Night Time Industries Association (NTIA), said: "There is a growing sense of frustration and exhaustion across London's night-time economy. Businesses are being hit from every direction, and once again, they are being forced to absorb the consequences of disruption entirely outside their control.

"We fully recognise the right of workers to take industrial action, but we cannot ignore the devastating knock-on effects that repeated transport strikes have on hospitality, nightlife and the thousands of people



whose livelihoods depend on these sectors.

"Every time London's transport network is disrupted, businesses lose customers, staff struggle to get to work, and venues face the prospect of another night of lost revenue. These are not losses that can simply be recovered the following day.

"We are approaching one of the most important trading periods of the year, when many businesses depend on strong weekend revenues to sustain themselves through the quieter months ahead. The prospect of further strike action creates uncertainty, damages confidence and places yet more pressure on an industry already operating on incredibly tight margins.

"Nightlife businesses cannot continue to be the collateral damage of disputes they have no influence over. We urgently need all parties to recognise the wider economic consequences of prolonged industrial action and work towards meaningful resolutions.

"London's night-time economy is a vital part of the capital's cultural identity, employment base and economic strength. It deserves stability, support and a transport system that enables it to thrive, rather than another obstacle to overcome.

"The cumulative impact of these pressures is becoming unsustainable. Businesses are being asked to withstand an almost relentless cycle of economic challenges, policy pressures and operational disruption, with very little opportunity to recover.

"Without greater consideration for the businesses and workers affected, we risk further undermining an already vulnerable sector at precisely the time when it needs confidence, stability and support the most."

Heartwood Collection Acquires The Abbey Field, Kenilworth

Hospitality group Heartwood Collection has acquired The Abbey Field in Kenilworth, Warwickshire.

The pub will undergo a multi-million-pound refurbishment before reopening in Autumn 2027 as The Kingfisher of Kenilworth, a 24 bedroom 'pub with rooms'.

The extensive refurbishment will transform its bar and dining areas into warm, welcoming spaces with Heartwood's signature charm and space for 200 guests. Guests will enjoy seasonally changing menus and a carefully curated drinks list, alongside a beautifully landscaped terrace for a further 88 guests.

The new name takes its inspiration from the historic Abbey Fields parkland at the heart of Kenilworth, where kingfishers are among the birds recorded along the Finham Brook. Abbey Fields is also home to the ruins of St Mary's Abbey, an Augustinian priory founded in the 1120s, and lies a short walk from the picturesque Kenilworth Castle.



The Kingfisher of Kenilworth will join Heartwood Collection's growing portfolio of characterful pubs and pubs with rooms. It will sit alongside The Angel Inn in nearby Leamington Spa, which the group acquired in October and which will also reopen in 2027, and Heartwood Inns' two existing pubs in the county: The Black Swan in Henley-in-Arden and The Red Lion in Stratford-upon-Avon.

Once open, alongside other planned openings, Heartwood Inns will have 40 pubs, of which 12 will have bedrooms.

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 Abbey Field from Greene King and to be growing our presence in Warwickshire. Kenilworth is a wonderful town with a rich history, and we wanted a name that celebrates what makes it special. We look forward to restoring the pub and welcoming guests to the newly named 'Kingfisher of Kenilworth' in Autumn 2027."

North West Hotel Spa Resort Wins National Award

A spa hotel resort in the Lake District has won a national industry award for excellence.

Low Wood Bay Resort & Spa picked up the Best Resort Spa accolade at the 2026 Good Spa Guide awards ceremony at Sopwell House in Hertfordshire.

The spa resort on Windermere pipped 15 other contenders from across the country to win the prestigious award category.

The Good Spa Guide awards celebrate excellence across the industry, with over 350 entries across ten regions, five spa types and five specialist categories. This year's awards featured a specially assembled new judging panel of highly experienced industry experts who worked alongside the organisation's 'spa spies' to closely appraise each shortlisted venue.

Around 260,000 public votes from spa consumers were combined with the judging panel's scores to decide the overall winners. The national best spa resort award reinforces Low Wood Bay's status as a leading UK spa venue.



Gary Tennant from English Lakes Hotels Resorts & Venues says: "This is the third year running that the team at Low Wood Bay has won an award at the event, but it's the first time we've led the field home for one of the national categories.

"We were up against some amazing competition from venues all over the UK and other finalists representing the cream of the crop in terms of spa industry excellence.

"The spa team here continues to deliver a warm, attentive service for our guests and they thoroughly deserve to celebrate this national success."

The hotel group's operations director Michael Kay adds: "To be recognised as the UK's Best Resort Spa is a fantastic achievement and something we are incredibly proud of. What makes Low Wood Bay special is not simply our spa facilities, but the wider wellness experiences we offer across the resort, all set against the stunning backdrop of Windermere.

"This award is a wonderful recognition of the passion and dedication of our team, which works tirelessly to create memorable experiences for our guests. A huge thank you to everyone who has contributed to this achievement and supported us along the way."

TVs in Hotels: Why the AVLA Licence Matters for Compliance

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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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Live-Fire Pays Dividends

By Lester Manley, founder and Managing Director of Trailblazer BBQ, a UK-based authority on commercial charcoal and live-fire cooking (www.trailblazerbbq.com)



The oldest way to cook is the newest way to win!

In a competitive hospitality market, great food alone isn't always enough. Customers want memorable experiences, authenticity and a reason to choose one venue over another.

Live-fire cooking offers all three.

Guests are choosing where to eat based on how the food is cooked, not just what the food is. Lester Manley, founder of Trailblazer BBQ Ltd, explains why live-fire cooking over charcoal, the oldest cooking method there is, is moving from "niche to necessity", and why it costs far less to get started than most operators assume.

A TERM WORTH OWNING

A recent trends report named live-fire among the key trends shaping British dining, and US consumer research found "live-fire" on a menu carried the highest purchase intent of any dish description tested.

Simply put, live fire means cooking with the heat, flame and smoke of burning fuel rather than a gas burner or electric element. Here lies the paradox: it is our most ancient cooking method, and right now the most modern trend in hospitality. In an age of induction hobs and water baths, guests crave something primal, honest and real. For pubs, hotels, restaurants and outside caterers competing for the same guests, that ancient appeal is a thoroughly modern point of difference.

WHY CHARCOAL IS THE FUEL THAT MATTERS

Wood gets the headlines, but charcoal does the work. Good lump-wood charcoal burns hotter, cleaner and more consistently than raw logs, which is why professional kitchens rely on it.

- *Intense, dry heat. Fierce radiant heat sears quickly and builds a proper crust and caramelised flavour that gas simply cannot match.*
- *Flavour you can't fake. As fats and juices drip onto the embers they vaporise and rise back into the food, creating the smoky depth guests remember and come back for.*
- *Control. With the right equipment and a chef who can manage heat zones, charcoal is remarkably predictable, holding steady temperatures for hours.*
- *Theatre. Glowing embers and the sound of the sear sell dishes before they reach the table.*
- *Provenance. Sustainably sourced charcoal gives a responsible story today's guests increasingly want to hear.*

ONE FIRE, THREE MENU OPPORTUNITIES

Charcoal's real strength is its versatility, covering three distinct styles of cooking.

Grilling is the fast, high-heat end: steaks, chops, fish, flatbreads and vegetables, cooked to order in minutes. It suits busy service and turns everyday ingredients into signature dishes.

Smoking adds aromatic wood to the charcoal bed, layering flavour into proteins and even cheese and bringing a premium note to familiar dishes.

Low and slow is the patient art of cooking cheaper cuts such as brisket, pork shoulder and short rib at gentle temperatures for hours until they melt. This is where the economics get interesting: lower-cost cuts become high-value dishes, with much of the work done before service starts.

THE CHALLENGE: PERCEPTION, NOT PRICE

Most operators we speak to assume charcoal is expensive, hard to use and dirty. They picture a five-figure oven, a kitchen rebuild and a specialist chef, and that perception stops too many good kitchens from even trying.

The genuine questions are practical: ventilation must be right, staff need to learn fire management, and fuel must be stored and handled safely.

None of these is a barrier when the equipment is designed for the job. Purpose-built charcoal units, engineered around commercial extraction and safety from the start, remove most of the guesswork. Compact tabletop grills start from a few hundred pounds, and outdoor units can bring live fire to a beer garden or terrace without touching the main kitchen.

In more than 13 years designing and manufacturing commercial charcoal equipment, Trailblazer has learned that the key is matching equipment and menu to what the venue actually requires, rather than investing in capacity or complexity it doesn't need.

THE OPPORTUNITY: A GAME CHANGER

Put "cooked over charcoal" or "char-grilled" next to a dish and its perceived value rises. Guests will pay more for a flame-grilled steak, a smoked platter or twelve-hour brisket than for the same ingredients cooked any other way.



For a pub, it can be the reason to choose you over the place down the road. For a hotel, it creates destination dining, terrace events or a wedding feature. For a restaurant, it can define the whole menu. Start small with one or two charcoal dishes, prove the demand, then build on it. Define the whole identity of the menu.

UNDER-UTILISED OUTDOOR SPACE? PUT IT TO WORK

If you have a beer garden, courtyard, terrace or car park corner sitting half-empty, live fire is one of the quickest ways to turn it into income. An outdoor charcoal unit needs no kitchen refit or extraction, and the sight and smell of the fire pulls guests in from the street. Weekend grill menus, summer smokehouse nights, private parties and wedding receptions all become possible from the same set-up.

It also takes pressure off a busy kitchen: rather than extending the existing cooking line, you can run a separate outdoor offer built around your space and demand. Space you already pay for starts paying you back!

LIGHT THE FIRE

Live fire is a modern trend built on an ancient practice, which is exactly why it will last: it is cooking guests can see, smell and taste. The operators who put charcoal on their menus now will be the ones others are measured against. The question is no longer whether live fire belongs in your kitchen, but how soon you light it. It gives a whole new, positive meaning to the saying- "out of the frying pan, into the fire!"

Amber Taverns Pushes Ahead with Two Pub Openings

Amber Taverns is pursuing growth on more than one front as it closes in on its 200th pub, with a brand-new build in Thornaby and a landmark first for the business in Bromley.

In Thornaby, the operator has invested £1.4 million converting two former retail units at The Pavilion Shopping Centre into The Aviator, a newly created pub that turns vacant high street space into a destination for the community.

Meanwhile, a six-figure refurbishment of the former Fuller's Barrel & Horn in Bromley will shortly see the site reopen as The Saving Grace. The opening marks a significant step for the company, becoming Amber's first pub inside the M25.

The Aviator, which opened on Monday 9 November, has created 14 new jobs and brings a substantial new leisure offering to Thornaby. The Aviator is operated by Daniel Scott, who was born and raised in Thornaby and brings 23 years' hospitality experience to the role. He leads a team of 14 newly recruited employees.

Meanwhile, The Saving Grace on Bromley High Street is preparing to welcome customers in mid-November following a six-figure transformation of the former Fuller's Barrel & Horn.



The refurbishment includes reconfigured trading areas, a new bar, upgraded audio-visual facilities and improvements to the operator's accommodation. The Saving Grace will be operated by Aleks Busarova, an experienced hospitality operator who will oversee the launch and development of the venue.

Richard Lewis, CEO of Amber Taverns, said, "We've never believed there's only one way to create a great pub. Sometimes it's about taking an established local and giving it a new lease of life. Other times, as we've shown in Thornaby, it's about seeing the potential in a property that wasn't a pub at all. Both openings are exciting for different reasons. The Aviator shows just what can be achieved with the right investment and imagination, while The Saving Grace takes us inside the M25 for the first time, opening up opportunities in a market we've been keen to enter.

"As we approach our 200th pub, there's a real sense of momentum across the business. We're ambitious, but we're not interested in growth for growth's sake. It's about finding places where we can create something special, backing great operators and giving people a fantastic local that combines a great atmosphere, quality facilities and genuinely affordable drinks."

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.

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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

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Star Pubs Marks Major Milestone with Opening of 250th Just Add Talent Pub

Star Pubs marked a major milestone this weekend with the reopening of its 250th Just Add Talent (JAT) managed operator pub, The Pig on the Wall, Droylesden, well ahead of the company's end of year target.



The Pig on the Wall will be Star Pubs' 23rd Just Add Talent in the north west of the country.

A £212,000 investment was spent converting The Pig on the Wall into a JAT community pub with a food offer and live sports. Funds were spent on a top-to-toe internal redecoration with new furniture and TVs, the installation of a new commercial kitchen, upgraded accommodation and an external makeover including new signage and a revamped beer garden with Cruzcampo furniture.

Caren Geering Central Operations Director says: "The Pig on the Wall is ideally suited to becoming a JAT pub as it is located in the heart of the community and is the only pub within a 10-minute walk of it. The addition of TVs showing live sports and focus on food now ensure there's something for everyone. The new look, offer and much respected new operators with their local connections are a winning combination for the pub and residents.

"Our JAT pubs are community focussed, hosting events and raising funds for good causes. The low-cost and low-risk model with high levels of support and earnings potential ensures our JAT pubs are a popular choice for prospective operators. Our close involvement in the running of these pubs provides much valued insight which we share with our wider L&T estate alongside great deals that we've negotiated for our JAT pubs."

The new operator running the pub on behalf of Star Pubs is publican Sylvia Morris, who has over 40 years' experience in the pub industry, including running pubs in Droylesden for 17 years. She will be running the pub with her son, Matthew. Matthew started work as a bottle washer aged 16 and will be responsible for back-office functions.

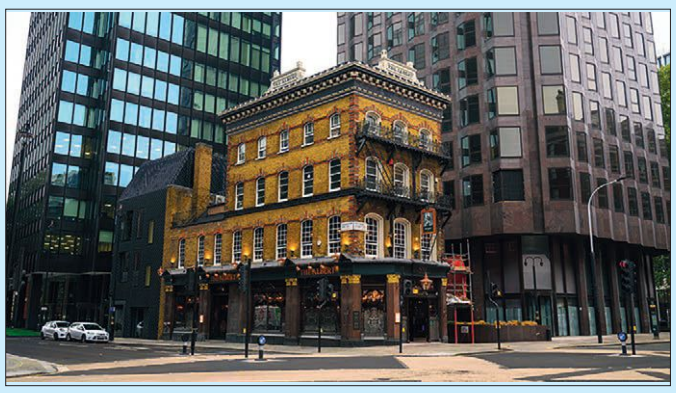
Sylvia says: "In the past I have been responsible for everything. The JAT model takes this pressure off, enabling me to put all my energy into building the business, service delivery and making customers happy. The joy of JAT is that there's a team behind you, there's always someone to speak to. It's well-structured and there are clear expectations of what is required of operators. It provides me with security, and the ability to enjoy the front-of-house, what I love doing most.

"After 40 years in the trade I didn't think I'd learn anything from the training – I was wrong. It was really beneficial as so much thought has gone into every aspect of running a JAT pub. My eyes were opened, in a nice way.

"I don't intend retiring any time soon, but this will be my last pub, and running a JAT pub in Droylesden will be a nice end to my career. Taking on The Pig on the Wall also brings me back to the town where I first started in the industry and where I have family still."

Historic London Pub Reopens After £1m Greene King Investment

Historic London pub, the Albert, located on Victoria St, has reopened following a £1m investment from Greene King.



The investment has transformed the exterior and interior of the Albert whilst retaining its historic Victorian charm, elevating the well-known pub into a flagship site within the pub and brewer's Greene King pubs portfolio.

Jodie Tate, Chief Operating Officer for Greene King, said: "The Albert has always been an important part of Greene King pubs and its location in the heart of Victoria makes it a go-to pub for those travelling in and out of Westminster.

"This £1m investment has enabled us to elevate this historically-significant site – which has stood proud on Victoria St since 1862 and retains its House of Commons Division Bell, which would call MPs back to the Palace of Westminster – into one of the jewels in our crown.

"We've retained the charm of the Albert, preserving a slice of Victoriana amongst the skyscrapers, whilst transforming it for the modern-day guest, whether they're visiting for drinks, dinner, business meetings or to enjoy live sport."

The investment brings a complete interior and exterior overhaul to the Albert, including a stunning external refurbishment, which takes the pub back to its roots with new signage, brickwork and detailing.

Inside, storytelling has been brought to life throughout the pub, with a re-designed space for the Albert's famous portrait gallery of past politicians and royal memorabilia. New seating has been added, the bar areas improved, alongside the kitchens, and accessibility throughout the pub has been redesigned to improve customer flow and an accessible toilet has been added.

The second floor of the Albert has been redesigned, moving it away from an event space and creating an extension of the downstairs pub area and more space for customers to meet, eat, drink and relax.

The Albert is a former gin palace and dates back to 1862. It was one of a select few non-Governmental buildings to house a telegraph-wired division bell, which signalled to MPs in the pub that they have exactly eight minutes to return to Westminster to cast their votes.

The pub also houses the Prime Minister's Gallery; a collection of portraits and photographs honouring past British leaders – many of whom were customers at the iconic pub.

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**

Wetherspoon to Open New Pub in London's West End in London Trocadero

Pub operator JD Wetherspoon is set to open its new pub in London's West End on Tuesday 17 November, creating 100 new jobs.



The pub, named Piccadilly Hall, will open on the site of the former Coyote Ugly bar in the London Trocadero on Shaftesbury Avenue, near Piccadilly Circus, following a £2.7 million development project.

The opening forms part of property owner, Criterion Capital's, wider plans to repurpose the Trocadero, bringing new uses to one of London's best-known entertainment buildings.

Piccadilly Circus gets its name from Piccadilly Hall, which once occupied part of the London Trocadero site, and the new pub's name recalls this history.

In the early 17th century, a tailor named Robert Baker bought a large tract of land in the area, where he built a substantial property known as Piccadilly Hall.

It will be managed by Hamid Da Silva, who was previously pub manager at The Barrel Vault (a Wetherspoon pub in St Pancras International Station, London).

Hamid said: "My team and I are looking forward to welcoming customers into Piccadilly Hall.

"We are confident that the pub will be a great addition to the area, offering great value food and drink for local people, workers, theatregoers and visitors from around the world."

The opening continues the Trocadero's longstanding association with London's hospitality industry. In 1896, J. Lyons & Co transformed the former Trocadero Music Hall into a restaurant, which became a popular destination for Londoners and visitors to the West End.

The pub opening marks the latest stage in Criterion Capital's ongoing redevelopment of the building, which is also home to its flagship Zedwell Piccadilly Circus hotel.

Criterion Capital Group CEO, Vaq Farooq, said: "Our food and beverage offering is expanding rapidly, and we are thrilled to be partnering with JD Wetherspoon.

"We are especially excited that Piccadilly Hall will be housed in the Trocadero, a building with a long history as a destination for dining and entertainment.

"Since bringing Zedwell to the Trocadero in 2020, we have continued to look for creative ways to make use of the space.

"Together, Zedwell's affordable accommodation and Wetherspoon's reasonably priced food and drink will offer visitors a more accessible way to experience central London."

Sodexo Volunteers Visit Ayrshire Charity To Share Expertise and Support Growth Of Community Café

A team of Sodexo volunteers visited River Garden Auchincruive, a charity supporting people recovering from drug and alcohol addiction, to provide valuable practical support to residents, staff and local volunteers.

The River Garden's approach focuses on engaging residents in meaningful work through horticulture, woodcraft workshops and its Bothy Café to support them in their recovery and provide opportunities for future employment.

Sodexo's team of volunteers included chefs and general services managers and together they worked with residents and volunteers working in the Bothy Café to review its practices such as labour and menu management, helping them to better manage costs to generate more income for the charity.

Two culinary masterclasses were held for residents in the café providing not only useful cooking techniques but also ways they can prepare healthy, nutritious meals on a budget; how they can make the most of store cupboard staples; reduce food waste and manage food costs. Practical skills to support independent living for the residents when they have completed the programme and reintegrate into society.

David Ward, member of Sodexo UK & Ireland's Senior Culinary Leadership Team said: "The visit to River Garden was inspiring. Seeing the grounds, the great community café and meeting the staff, volunteers and residents gave us a true understanding of the need for places like River Garden.

"Residents are learning how to grow produce and are using what they grow, alongside other local ingredients to create delicious dishes for visitors in the Bothy Café. It was great to be able to share our knowledge and experience and help review their practices in areas such as labour management, menu development and find ways to improve processes for the café so it runs more efficiently and ultimately makes more profit for River Garden.

"We were also able to share culinary skills and recipes the residents can take away with them. Our chefs are passionate about their craft, but just as importantly they love sharing their knowledge and helping others develop their skills and confidence in the kitchen. This two-day visit is only the start, our team will keep in touch with River Garden and organise follow-up visits to continue to support the charity, its residents and staff."



Sodexo has a strong presence in Scotland delivering food and facilities management services to clients ranging from independent schools, government agencies and energy companies. The Sodexo volunteers included: David Ward, Sandro Ventisei, Jordan Lowe, Glen Miller, Lisa Pitcairn, Yvonne Slattery, Billie Hyslop, Adam Batterham, Lucy Wheelton and Laura Wilison.

Hugh Hill, Depute CEO/Director of Services and Development, Simon Community Scotland added: "Partnering with the Sodexo has been a fantastic experience for the Bothy Café. Over the two days, their team worked closely with us to review our operations, identify our pinch points, and map out potential improvements to ensure every customer has a highly positive experience.

"Beyond the operational support, the amazing Laura Wilison led two fabulous demonstration sessions with our residents, sharing her skills through savoury and a sweet dish. We want to extend a huge thank you to all of the Sodexo team. You brought not just your outstanding expertise to River Garden, but a genuine love of food and incredibly big hearts."

As a purpose-led business Sodexo understands the positive impact supporting people and strengthening places has on local communities. The company prioritises community impact through a comprehensive volunteering policy where its employees receive three paid days to support local and national charities aligned to its commitment within its Social Impact Pledge 2030.

River Garden supports people recovering from drug and alcohol addiction through a holistic six-month residential programme based around purpose, professional therapeutic care and community. It works in partnership with Simon Community Scotland which supports people experiencing, or at risk of, homelessness across Scotland through accommodation, care, information, advice and other support services.

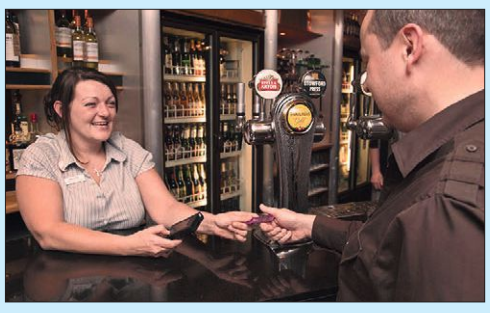
Deter Dine and Dash During the Festive Season

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.**

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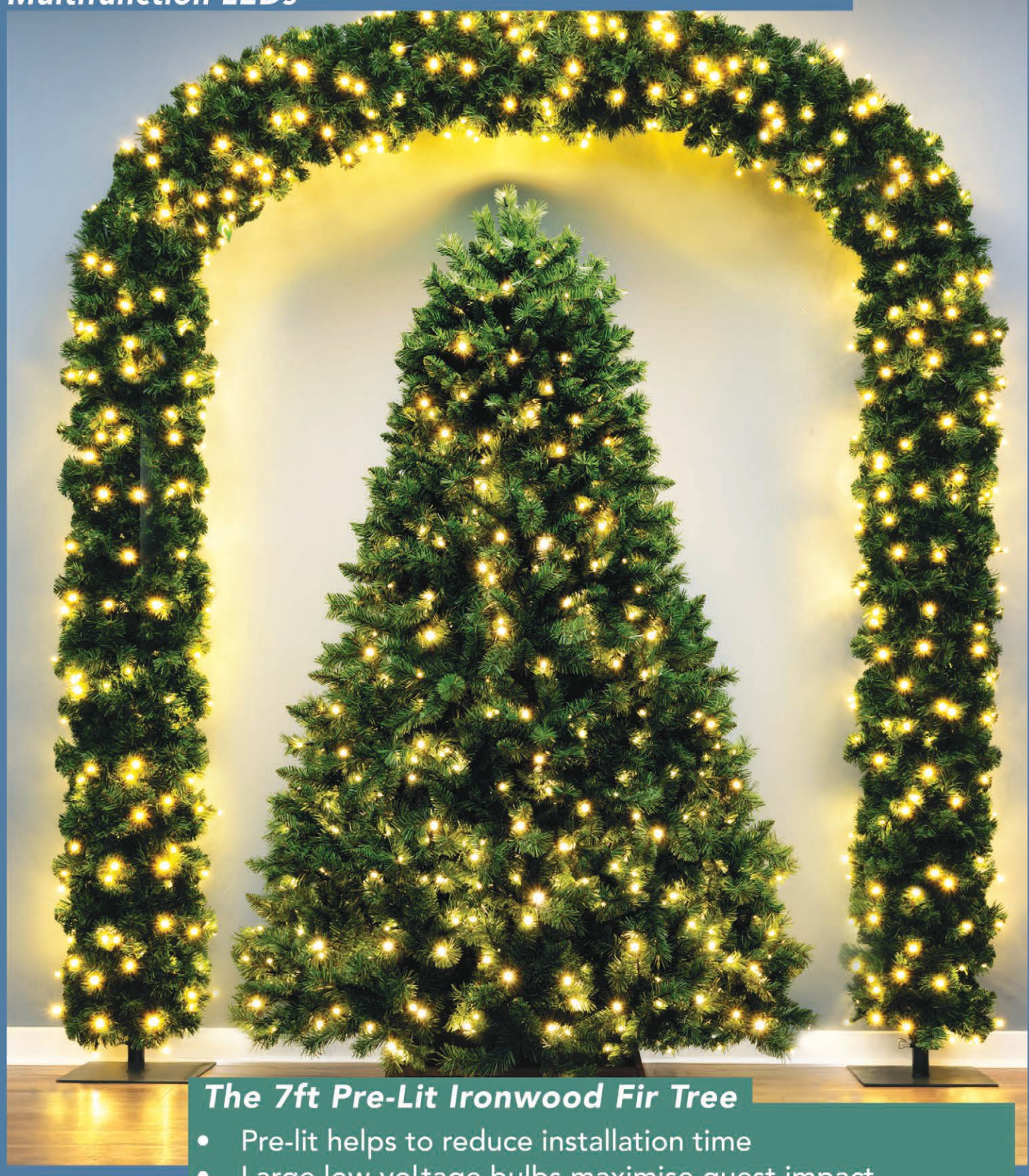
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The 9ft Pre-Lit Ironwood Garland With Dual Colour LEDs

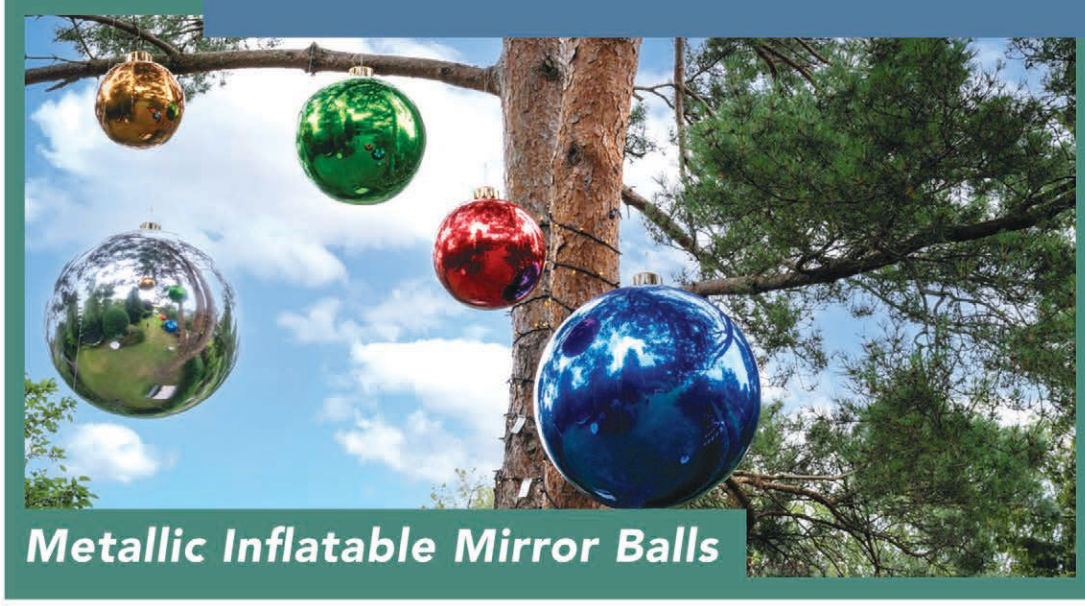
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Reliable hot water is essential across the catering and leisure sector, supporting everything from food preparation and kitchen hygiene to customer washrooms and cleaning operations. At the same time, operators are under growing pressure to reduce 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

EQUIPMENT REFURBISHMENT

Repairs, testing and longer equipment life

PLANNED MAINTENANCE

Reduce downtime and disruption

FAST TECHNICAL SUPPORT

Responsive engineers when you need us

COVERING 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.

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



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

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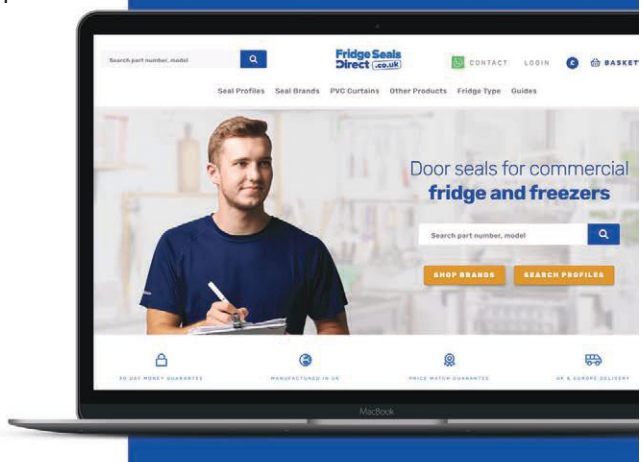
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Kitchen Equipment and Fit Out

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.

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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.



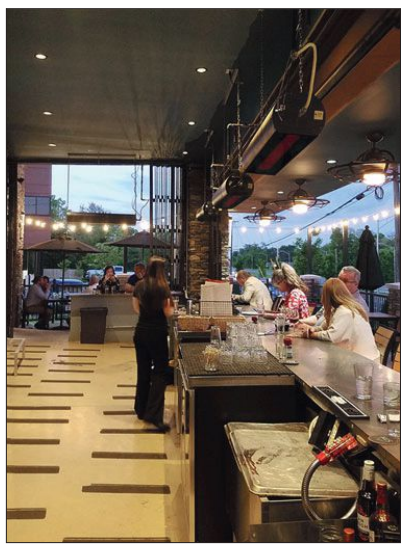
Outdoor Spaces

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

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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.

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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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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**.



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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

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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.

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?

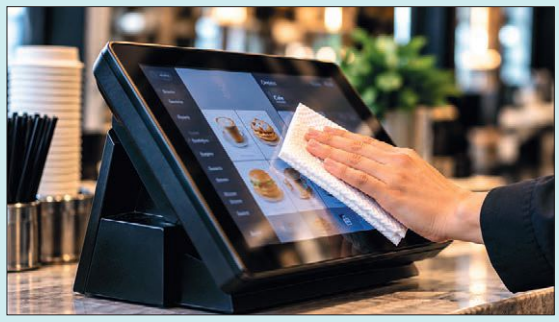
We notice spotless tables, polished counters and clean floors. Yet the screens and devices touched by customers and staff throughout the day can easily be overlooked.

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.

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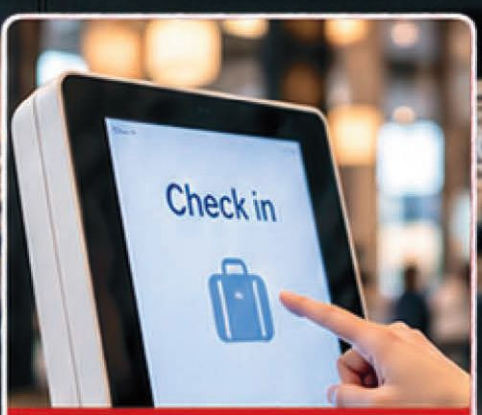
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Tork Issues "Washroom Guide" to Help Hospitality Businesses Unlock Hidden Value

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.

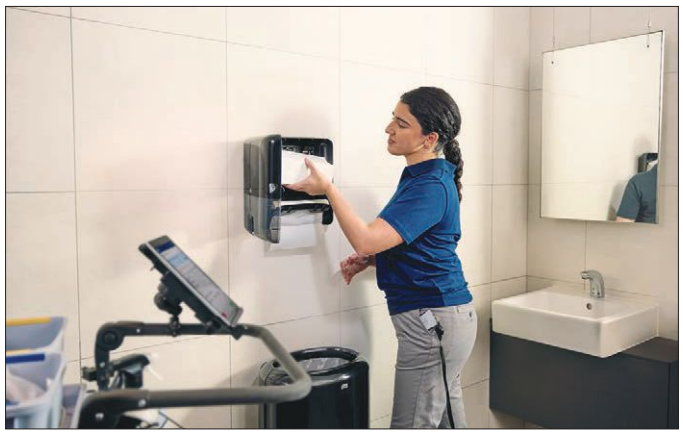
"Our data shows that when washroom users and cleaners' needs aren't met, a business can suffer as people spend less time and/or money there," said Olivia Slater, Commercial Director, Professional Hygiene at Essity. "With three in four people concerned about washroom hygiene,[1] and one in two likely 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.

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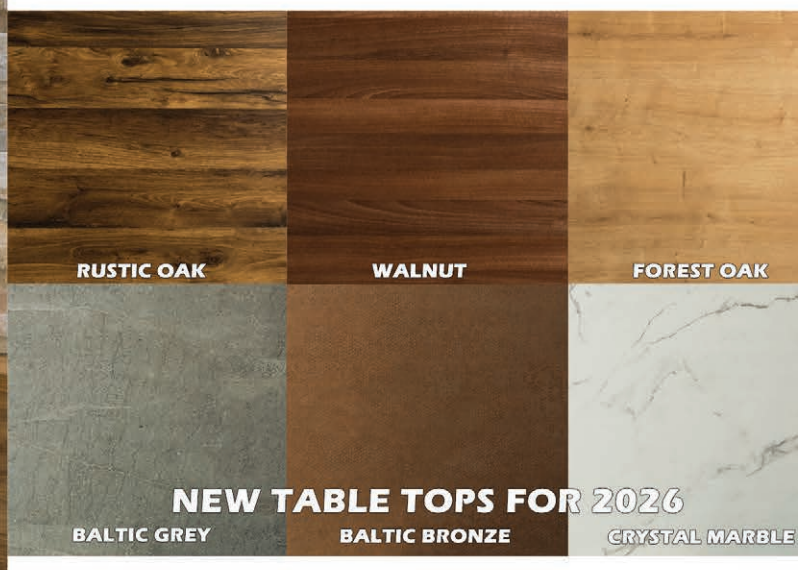
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Clean, Secure and Well-Maintained Washrooms Are Essential to Hospitality Success

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

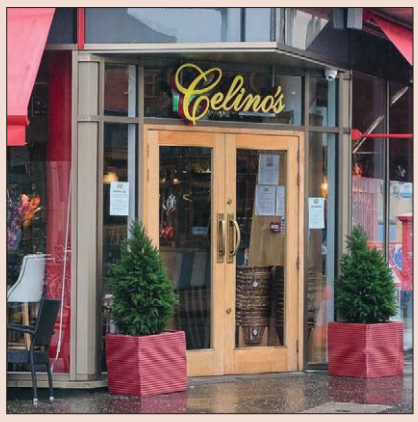
The existing facilities no longer matched the tone of the restaurant. The aim was not to reinvent the space, but to bring it back into alignment.

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.



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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.



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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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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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Managing people brings with it a whole set of new skills that are now needed more than ever. From "Managing the Managers" through to Service and Kitchen staff, your team needs careful and skilful Management, Motivation, guidance and Development.

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.

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For over three decades, Stonesmith has established itself as the South West's premier business transfer agent, specialising in the sale of licensed, hospitality, and catering businesses throughout Devon, Cornwall, Somerset, and Dorset. Whether you're an aspiring publican seeking your first freehold pub, an experienced hotelier looking to expand your portfolio, or an entrepreneur wanting to enter the thriving restaurant sector, Stonesmith's unrivalled local expertise makes them the natural choice for navigating the Westcountry's dynamic hospitality market.

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.

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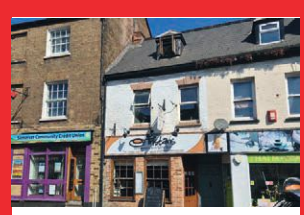
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