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"Shocking" Visitor Levy Bill Lands in Parliament...

As UKHospitality Warns of 33,000 Job Losses



Hoteliers, B&B owners and pub landlords across England face a significant new cost and compliance burden after the government formally introduced the Visitor Levy Bill in the House of Commons earlier this week.

The legislation would give mayors the power to charge an overnight stay levy on guests in hotels, holiday lets and other accommodation, with no cap on the rate they can set.

The bill follows Prime Minister Andy Burnham's pledge in September to hand mayors the power to add fees to overnight stays.

(CONTINUED ON PAGE 3...)

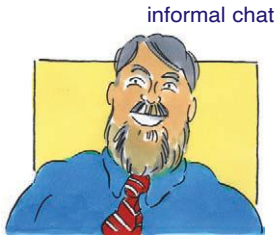
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Editor's Viewpoint

Welcome to the latest issue of CLH News



EDITOR
Peter Adams

A TAX ON THE VERY PEOPLE WE WANT THROUGH OUR DOORS

I cannot mask my opposition to yet another tax, and I despair at this one.

It really is as though we have elected robber barons who sit around a table and see higher taxes as the answer to everything.

The Visitor Levy Bill, introduced in the Commons this week, would let mayors charge an overnight stay levy on guests in hotels, holiday lets and other accommodation. There is no cap on the rate.

The government points out that ten mayors have said they would not go above 5%, but a promise from ten mayors is not a legal ceiling, and anyone who has run a business knows how long a "modest" charge stays modest.

Since my early working days I have felt that holiday pay should be tax free. In my humble opinion, it would put money directly into workers' pockets just as they are planning to spend it. It would be a targeted stimulus for domestic tourism, leisure and hospitality, and it would cost the government very little compared with what it would give back in spending.

Instead we have a government that wants to take more before you have even reached your destination.

For balance, we have included comments from the mayors who back the levy.

There were plenty more. To borrow a well-known phrase, "they would say that, wouldn't they?"

Any tax that puts more money into their coffers will be warmly welcomed. Sadiq Khan calls it "a modest levy". Bev Craig points to Manchester's City Visitor Charge, which she calls a "resounding success". But Manchester's scheme was industry-led, a £1 per room per night charge raising £2.8m for street cleaning. That is a very different animal from an uncapped percentage levy set by politicians. Accommodation providers would collect it, account for it and be answerable for it, with tax-style enforcement powers behind it.

The independent evidence is not comforting. Oxford Economics found that a 5% holiday tax would cost 33,000 jobs, add £1.6bn to holidaymakers' tax bills and cost the Treasury almost £700m.

UKHospitality's Allen Simpson points out that mayors could spend the money on whatever they like, with no legal requirement to benefit the sector that generates it.

The government has had to clarify that nobody will be jailed for an honest mistake, after reports of up to 14 years' imprisonment for deliberate evasion. That this clarification was needed at all tells you something about the mood in which this has been drafted.

It is also wrong in principle. Taxing hospitality again, at a time when the sector is on its knees, is not clever fiscal policy.

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

That tells its own story. Add another tax on accommodation and the knock-on effect will be severe.

Visitors, whether travelling for leisure or business, eat out, drink out and spend in our venues. Make the stay dearer and the trip shorter, or cancel it altogether, and it is the local pub, restaurant and bar that feel it first.

Finally, a word on a very different kind of community spirit. Marston's pubs have joined forces for a 1,100-mile "Pass the Poppy" trek, a wonderful initiative and exactly what this industry does best.

Here at CLH News, we also produce a sister title for the care sector. Every year it publishes a supplement commemorating all those who served in conflicts and supported our armed forces and who now live in care settings. Please do visit **www.thecareruk.com.**

I'd urge every operator to make their voice heard when consultations open. Silence will be taken for consent.

I would encourage all our readers to follow us on X/Twitter @CLHNews and visit our website at **www.catererlicensee.com** to sign up for our e-newsletter.

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

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"Shocking" Visitor Levy Bill Lands in Parliament

As UKHospitality Warns of 33,000 Job Losses

(CONTINUED FROM FRONT COVER)

The levy would be charged as a percentage of the accommodation price rather than a fixed nightly sum, with the rate left to each mayor and foundation strategic authority. The government said ten mayors have already indicated they would not set it above 5%.

Any authority wanting to introduce a levy would first have to publish a draft plan and impact assessment, open to comment from residents and businesses. The plan must set out proposed rates, thresholds and exemptions, and authorities must consult local firms before making final decisions.

Member councils of a strategic authority could propose amendments, which the mayor would be obliged to consider. In areas without a mayor, a levy could only proceed with unanimous agreement. In London, the London Assembly would hold the right to formally consult on any proposal.

SCOPE AND EXEMPTIONS

The levy would apply to the first 28 consecutive nights of a stay. Occasional hosts, such as those letting a spare room, would only become liable once their earnings pass a threshold that local areas could adjust.

Exemptions would cover student accommodation, care homes, children's homes, school boarding houses, temporary accommodation, shelters and refuges. Local authorities could add further exemptions.

Collection and Enforcement

Accommodation providers would be responsible for accounting for and paying the levy. The government will issue guidance on registering, paying and reporting, and strategic authorities will also support providers with compliance. How enforcement powers are used would be up to local leaders, who are expected to apply them proportionately. The powers are standard tax powers, in line with those that apply to national self-assessed taxes.

BENEFITS

Housing, Communities and Local Government Secretary Angela Rayner said: "Millions of people visit our wonderful towns and cities each year, and it's right that our communities should be able to feel the benefit of that footfall.

"Every pound raised through these levies will stay in the local area. Whether that's better transport, thriving high streets, or more attractions that keep visitors coming back.

"This is about giving mayors and local leaders the choice to invest back into what matters most to local people, while protecting lower-cost stays and making sure businesses have their say."

Labour mayors, who have lobbied for the power for some time, welcomed the bill.

Mayor of London, Sadiq Khan, said: "After years of lobbying, I wholeheartedly welcome this Bill, which would give London greater freedom to raise and invest new funding locally.

"A modest levy could support our hugely successful visitor economy, creating benefits for Londoners, businesses and visitors alike, as well as helping to cement London's reputation as one of the world's leading destinations."

Some English destinations already run similar schemes through business improvement districts. In Greater Manchester, a £1 per room per night charge introduced in 2023 raised £2.8m, which went towards street cleaning.

Bev Craig, Mayor of Greater Manchester said: "In Greater Manchester, we campaigned for an Overnight Visitor Levy to boost our region and give mayors the powers to raise additional funds through a modest levy on overnight stays. This would give us access to new funding that we can reinvest into our places to support our visitor economy, improve public services and drive good growth.

"In Manchester we pioneered a similar scheme in recent years which has been a resounding success. Our industry-led City Visitor Charge has shown that the model can work, generating millions of pounds that has been invested back into things like street cleaning and our work to attract major events, with widespread support from the hospitality sector."

JOB LOSSES

Independent economic analysis by Oxford Economics found that a 5% holiday tax would cost 33,000 jobs, increase tax for holidaymakers by £1.6b and cost the Treasury almost £700m.

UKHospitality chief executive Allen Simpson was strongly critical. He said: "It's genuinely shocking to see the government bring forward legislation to hike the cost of a family holiday and risk 33,000 jobs, because that's exactly what its Holiday Tax Bill will do.

"Mayors will be able to introduce an uncapped holiday tax on Brits and then spend the funds on whatever they like, with no legal requirements to even use the funds to benefit hospitality.

"It is hard-working families that will be forced to pay more for their summer break to prop up local government finances. It is people in coastal and rural communities that rely on hospitality and tourism who will lose their jobs."

UNREALISTIC

Joss Croft OBE, CEO, UKinbound said: " The proposed implementation timeline for an England Overnight Visitor Levy is a significant red flag for the visitor economy.

"The industry needs a minimum 18-month implementation period once the details have been finalised. Businesses are already contracting and selling holidays for 2028, making the proposed timetable unrealistic. Any authority considering a levy must undertake robust economic impact assessments before implementation begins. Scotland's experience has shown just how complex visitor levy implementation can be, and England cannot afford to rush it."

PENALTIES CLARIFIED

Following reports that operators who deliberately evade the levy could face up to 14 years in prison and have to repay it for up to 20 years, the government issued a clarification. A spokesperson said: "No one will go to prison for an honest mistake or a minor breach like an occasional error when collecting the levy.

"Just as is the case for other charges, like VAT, prison would only be considered in the most serious cases, including where the levy has been deliberately evaded. And only in serious cases could money be recovered over a longer period as long as 20 years. Sentencing decisions are always a matter for the courts."





No-Shows: The £17.6bn Hospitality Cost Hiding In Plain Sight



Percipient's Leo Murillo explains why understanding every ingredient of the customer experience is essential to tackling lost bookings and protecting profitability (www.percipient.co.uk).

For hospitality businesses, an empty table is rarely just an empty table. It represents lost revenue, wasted preparation, under-utilised staff and an opportunity that another paying customer could have taken. Yet no-shows remain a persistent and costly problem for the sector, with UK hospitality businesses estimated to lose approximately £17.6 billion in revenue annually as a result.

With around 14% of guests failing to honour bookings without informing the venue, the scale of the challenge is significant. And at a time when operators are already grappling with rising food, energy and labour costs, every missed booking puts further pressure on increasingly tight margins.

While deposits, pre-payments and cancellation policies can help reduce the financial impact, they only address part of the problem. To tackle no-shows effectively, hospitality businesses need to look beyond the booking itself and understand the wider customer experience, alongside the operational and financial factors that influence it.

A CONNECTED VIEW

A no-show might appear to be a straightforward issue: a customer makes a reservation but simply doesn't turn up. However, the reasons behind it can be far more complicated, and operators need granular insight into every ingredient that makes up the customer experience, from the initial reservation through to pricing, promotions, service levels, staffing and payment.

For example, are no-shows more common at particular times of the week, for larger party sizes or following certain promotional offers? Are there particular sites, service periods or customer segments where the problem is more pronounced?

Without this level of detail, businesses risk treating every no-show in the same way, potentially introducing blanket policies that inconvenience loyal customers without addressing the underlying causes.

The challenge for many hospitality operators is that the information needed to answer these questions is often spread across multiple systems. Booking platforms, EPOS, payroll, purchasing and financial management tools may all hold valuable pieces of the puzzle, but if they operate in isolation, building a complete picture becomes difficult.

This is where having access to connected, real-time financial and operational information becomes so important.

With the right platform, hospitality businesses can bring financial data together to gain greater visibility into performance across sites, departments and revenue streams. Rather than relying on historical reports or manually consolidating spreadsheets, management teams can interrogate performance in greater detail, identify emerging patterns and understand the financial implications of operational decisions.

Crucially, this insight can help operators move from simply recording the cost of no-shows to understanding their wider impact. What does an unoccupied table mean in terms of lost covers, wasted ingredients, labour costs and potential profit? Which sites are most affected? And where could changes to booking policies, customer communications or resource planning make the greatest difference?

PROTECTING THE EXPERIENCE AS WELL AS THE MARGINS

Of course, introducing deposits or pre-payment requirements can be an effective way to encourage customers to honour reservations and provide some protection against lost revenue. But these measures need to be applied intelligently.

The answer lies in using better information to make more informed decisions. If data shows that certain booking types or periods carry a higher risk, operators can tailor their approach accordingly, perhaps introducing deposits for larger parties or particularly high-demand occasions while keeping everyday reservations more flexible.

The same insight can also help businesses manage the operational consequences of no-shows, from adjusting staffing and stock requirements to identifying opportunities to fill cancelled tables or accommodate walk-in customers.

Because while hospitality is an industry built around customer experience, delivering that experience profitably depends on understanding the detail behind every transaction, interaction and operational decision. The businesses best placed to tackle no-shows will be those that stop treating them as isolated incidents and start using granular insight to understand the bigger picture.

Because an empty table may be the most visible symptom, but the real opportunity lies in understanding everything that happens around it.

Master Innholders Unveil GM of the Future 2027 Shortlist

Five talented hotel professionals have been shortlisted for the 2027 GM of the Future, the Neil Bannister Scholarship, recognising the next generation of leaders shaping the future of the hospitality industry.

Created by the Master Innholders, the award is designed to support hotel professionals with the potential to become general managers while also celebrating those who have demonstrated a commitment to their own development, their teams and the wider industry.



The five hoteliers shortlisted for the 2027 GM of the Future, the Neil Bannister Scholarship, are:

- *Niels Boulter, Hotel Manager at Miiro Templeton Garden Hotel*
- *Eslam Okasha, Director of Rooms at The Grand Hotel York*
- *Alessandro Passaglia, Food & Beverage Manager at the Aviator Hotel*
- *Conor Sedgwick, Lake House Manager at Gilpin Hotel & Lake House*
- *Alex von Ulmestein, Deputy General Manager at Cliveden House and Spa*

The shortlisted candidates will be invited to attend the Hotel Leadership Conference, taking place on 11–12 January 2027 at JW Marriott Grosvenor House London, with the winner and runner-up to be announced at the black-tie dinner at the end of day one.

The winner will receive a fully funded place on Cranfield University's 12-month Talent Development Programme, valued at over £15,000. Designed for high-potential managers, the programme focuses on organisational awareness, effective leadership, strategic thinking and emotional intelligence, equipping participants with the skills to take the next step in their careers.

The runner-up will receive a place on Cranfield's Impact and Influence Programme, a two-day course that helps participants tackle a specific leadership challenge and develop their ability to influence others.

Commenting on this year's shortlist, Zoe Jenkins MI, Chair of the Master Innholders and General Manager of Coworth Park, said: "It's fantastic to see our five talented hoteliers recognised on this year's shortlist. Getting to this stage in your career takes real dedication, and each of our shortlisted candidates has plenty to be proud of. It's always encouraging to see people with the ambition to push themselves further, and I'm excited to see where their careers take them.

"Stepping into a general manager role is a big milestone, and the right support and development can make a real difference along the way. I hope the GM of the Future Award gives these hoteliers fresh inspiration as they work towards their goals. They're the future of our industry, and I'm really looking forward to celebrating with them at the Hotel Leadership Conference."

Shepshed Community Pub Reopens Following Extensive Refurbishment

Community pub, the Bull & Bush on Sullington Road in Shepshed officially reopen on Saturday 31st October following a transformational combined investment of over £230,000 from the licensee, Craig Issacs and Admiral Taverns.

Internally, the pub has undergone a full refurbishment to include upgraded fixtures and fittings, a redesigned bar area and new decoration throughout. These upgrades have elevated the Bull & Bush's atmosphere and further expanded its offering to ensure it welcomes everyone and caters to all tastes.

Externally, the Bull & Bush has been completely revamped to include brand new signage and lighting as well as a fresh coat of paint to greet visitors. In addition, the pub boasts a newly updated, spacious beer garden complete with an undercover area so that it can be enjoyed all year round.

Passionate manager, Helen Tyler, brings a wealth of knowledge and expertise to the pub having worked in the pub industry for almost three decades before taking over as the manager at the Bull & Bush 18 months ago. Going forward she is committed to creating a family-friendly hub that brings people together and supports all aspects of community life.



Helen Tyler, manager at the Bull & Bush, commented: "The Bull & Bush has always been a real community pub, and seeing it reopen with a fresh new look has been really special.

"We've given the whole pub a makeover inside and out, and I'm especially excited about the new beer garden, which everyone can now enjoy all year round. While the pub might have a fresh new look, its heart hasn't changed and we are still focused on being a warm, welcoming place for the whole community.

I'd like to say a huge thank you to my brilliant team and my family for all their hard work and support during the renovation. I'd also like to thank the team at Admiral Taverns, who have been incredibly helpful throughout the whole process, and Thomas Young for helping us celebrate by cutting the ribbon."

The Bull & Bush celebrated its reopening in style with an opening night party. Earlier in the day, local Paralympian and Commonwealth gold medallist Thomas Young performed the official ribbon cutting ceremony.

Robert Stubbing, Business Development Manager at Admiral Taverns, added: "Helen has done a fantastic job at the Bull & Bush since taking over as licensee, and it has been brilliant to see her celebrate the reopening of the newly refurbished pub. The Bull & Bush is a wonderful community spot that is now even better placed to serve Shepshed. On behalf of myself and everyone at Admiral Taverns, I would like to wish Helen and her team the very best for the future."

Extended Summer Season Provides Boost to UK Hotel Industry

he extended summer period, helped by unseasonably warm weather, provided a boost to hoteliers in September but there are tougher months ahead for the sector, according to the RSM UK Hotels Tracker.

The data, which is compiled and produced by Hotstats and analysed by RSM UK, shows occupancy of UK hotels rose from 85% in September 2025 to 85.6% in September 2026 and was up marginally from 87.2% to 87.6% in London.

Average daily rates (ADR) of occupied rooms in the UK increased from £166.41 in September 2025 to £176.70 in September 2026 and jumped from £242.60 to £259.89 in London. As a result, revenue per available room (RevPAR) in the UK was also up from £141.52 in September 2025 to £151.28 in September 2026 and from £211.56 to £227.65 in London.

Gross operating profits of UK hotels rose slightly from 41.1% in September 2025 to 41.4% in September 2026 and was flat at 44.8% in London.

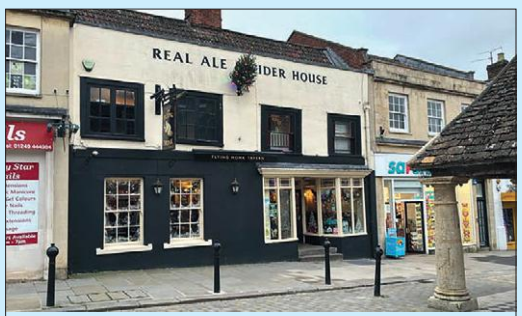


Chris Tate, partner and head of hotels at RSM UK, said: "The unseasonably warm weather throughout September and into October meant hoteliers reaped the benefits of an extended summer period. However, even with a boost to occupancy and room rates, UK hotels only saw a marginal increase in profit margins, while margins remained flat in London. Hoteliers are working incredibly hard to stand still as cost pressures continue to bite. One positive is the sustained demand from consumers, as without that, hoteliers will have seen profitability deteriorate.

"As we enter the colder months, combined with a sharp drop in consumer confidence in October, hoteliers will be feeling nervous about the months ahead. Another increase in the minimum wage announced in the Budget will be a further cost the industry needs to swallow. The hospitality sector is a huge employer of younger workers, but continued rises in wages, may mean employing this generation will simply become too expensive. The Chancellor's cost of living support towards energy bills is welcome news, helping to put a bit more money in peoples' pockets, but whether they choose to spend that on luxuries such as hotel stays is less certain."

Thomas Pugh, chief economist at RSM UK, added: "Strong occupancy rates match the broad trend of solid consumer spending so far this year despite higher inflation and weak wage growth, which have dragged on households' real incomes. Indeed, all the evidence suggests that households continue to smooth through the hit from higher energy prices through lower savings. Furthermore, the cost-of-living measures announced in the Budget will provide some support to real incomes, which helps to reaffirm our view that growth will hold up through the next six months or so, albeit at a more subdued pace.

"The backdrop of stronger than expected demand will make it easier for firms to pass on higher input costs to consumers. Indeed, hoteliers have already raised average daily room rates by 6.2% y/y, which has helped to provide some protection for margins against higher wage and energy costs. For the Bank of England, we think resilient demand and an improving labour market means the Monetary Policy Committee has run out of reasons to stay on hold, so we expect a hike on Thursday to help to limit the emergence of second-round effects."



Punch Pub & Co. Acquires The Flying Monk Pub In Chippenham

Pub company Punch Pubs & Co has added to its growing portfolio with the acquisition of the Flying Monk in Chippenham.

The pub on Market Place will undergo a refurbishment in early 2027 and join Punch's Unity Social business unit.

Speaking about the acquisitions, Punch Pubs & Co Acquisitions Manager, Neil Comley, commented: "This is an exciting opportunity for Punch, and I'm delighted to welcome the Flying Monk into our Punch family. As always, it remains our priority to ensure the pub continues to thrive at the heart of the community and we're thrilled to have the keys."

Punch Pubs Operations Manager, Dominic Gooder added: "The Flying Monk is a popular high street pub with massive potential. We are delighted to acquire this well-known and beloved pub and hope to build on its strong reputation. Next year we will be transforming the look of the pub but keeping in mind everything that makes it special."

Image cedit: Punch Pubs & Co

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When an AI Answer Points To Your Venue, What Happens Next?

By Marco Lobo, founder of schmitdy.com



A guest in London asks where to take a group of 12 after a show. The answer names a pub, but links to the wrong branch. That branch has a smaller dining room and stops serving food earlier. The recommendation has worked in one sense and failed in the one that matters to the guest.

For operators, the useful question is no longer just whether an AI product mentions a venue. It is whether the guest can check the detail they care about and complete the next step.

THE ROUTES ARE NOT ALL THE SAME

ChatGPT can search the web for current information and local places. For eligible users, it can also show restaurant availability from booking partners, including OpenTable. A correct venue page matters, but so does the live booking record: a table that appears available in an answer still needs a completed reservation.

Google presents two different routes. AI Overviews appear within Search on some queries, with links that can take a guest to a venue's site. Gemini's place-finding feature can use public Google Maps information to show a restaurant's hours, website, rating or menu. An accurate web page does not excuse an out-of-date Maps listing, or vice versa.

Claude can use web search when that feature is on and provide source links. Grok may search the web and public X posts. A recent post about a venue may help a guest discover it, but neither a post nor a generated answer should be treated as proof of today's access, service hours or table availability.

These products change, and their answers vary with the question, location and features available to the user. There is no single ranking to win. The common need is a reliable public record that a guest can follow.

GIVE EACH BRANCH ITS OWN FACTS

The hard cases are specific: step-free entry but no accessible toilet; a menu served until 10pm at one site and 9pm at another; a private room that seats 10, not 14. A group-wide claim of "accessible" or "open late" hides the distinction.

Each venue page should give the address, phone number, service and kitchen hours, current menu, dietary and access details, group capacity and the correct booking route. Say what an access claim means in practice. Where a detail changes often, give it an owner and a date to check it again.



Make the same facts agree with Google Business Profile, booking partners and other listings. Google's guidance asks businesses to keep accurate, location-specific profiles. Its local-business markup can describe hours, address and menu, but markup must match what a person can see on the page. It is a way to state facts clearly, not a promise of an AI mention.

TEST THE HANDOFF, NOT JUST THE MENTION

Take five real guest questions from calls, bookings and front-of-house staff. Ask them across ChatGPT, Google Search's AI Overviews when one appears, Gemini, Claude with web search, and Grok. Record whether each product names the right branch, which source or link it gives, and whether the answer gets a material fact wrong. An absent AI Overview is not a failed venue result; Google does not show one for every query.

Then follow the route as a guest would. Does the link reach the right branch? Can they confirm the detail that drove the choice? Does the booking path accept the party size and time, or does it send them somewhere else? For a phone-only or unusual request, is there a clear number to call?

One person should own corrections across the site, Maps, booking systems and listings. Front-of-house staff need an easy way to flag a wrong answer or a guest who arrived with the wrong expectation. The test is simple: not just being named, but helping the right person reach the right door with a booking that holds.

Admiral Taverns Appoints Carol Campbell as Managing Director of its Leased and Tenanted Division

Admiral Taverns has announced the appointment of Carol Campbell as Managing Director for its Leased and Tenanted Division. She succeeds Ian Ronayne who, having been with the business for nine years has announced his intention to retire in 2027.

Most recently Carol was Managing Director of Stonegate Group's managed estate with responsibility for the Group's Slug & Lettuce, Be At One Cocktail Bars, and Popworld businesses, as well as number of unbranded formats. Carol also brings extensive retail experience from the UK and internationally, including as Retail Director at home improvement retailer Wickes and in a range of senior leadership roles at grocer ALDI.

As Managing Director of Admiral's Leased and Tenanted division, Carol will be responsible for the Group's leased and tenanted community pubs across the UK, working closely with Chief Executive, Chris Jowsey and the wider Admiral team.



Chris Jowsey, Chief Executive Officer of Admiral Taverns, commented: "We are delighted Carol will be joining the Admiral team. Her impressive leadership record speaks for itself, and her skills and experience will be invaluable as we continue to grow the division of sustainable community pubs. Carol has a strong sense of community purpose and is perfectly placed to lead our team in supporting Admiral's entrepreneurial licensees as they continue to deliver positive impact in their neighbourhoods, up and down the UK.

I'd also like to take this opportunity to thank Ian for his commitment to the business over the past nine years. His contribution has been invaluable during a period which has seen us significantly strengthen and grow our Leased and Tenanted estate, increase our capex investment programme and continually achieve high ranking and advocacy from our licensees in our journey to become the UK's leading community pub company. We wish him all the best in his retirement, and he goes with our profound thanks and gratitude."

Carol Campbell added: "What drew me to Admiral was its clear belief in community pubs and the people who make them work. I'm delighted to have the opportunity to join a growing company with such a focus on relationships, backing talented licensees to build successful businesses with their own character and a real connection to their communities. I'm excited to get started and work with the Admiral team to build on the excellent foundations Ian has helped create."

Ian Ronanye said: "Admiral Taverns is a champion of community pubs, and a real community in itself. It's been a pleasure to be a part of this team through the last nine years as we've grown to over 1,300 pubs today and achieve continued industry endorsement for our approach. My sincere thanks must go to all our licensees as well as the Admiral team, who together have made my time with the business so enjoyable, and I wish Carol and Admiral continued success in the coming years.

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**

Pub Boss Warns Budget Alcohol Duty Rise Could Add Up To 25p To A Pint

A pub operator whose venue sits in the Chancellor's own constituency has warned that this week's rise in alcohol duty could add as much as 25p to the price of a pint.

Joe Harper, whose Harper Inns group runs the Earl of Stafford in John Healey's patch, criticised the Budget decision to raise alcohol duty by a record 4.5% from February.

Speaking to The Telegraph, Harper said a 5p duty increase on the operator's side translates to between 20p and 25p by the time it reaches the bar. He likened the pressure to the post-Covid price rises driven by the energy shock after Russia's invasion of Ukraine, and said such increases were impossible to justify to customers.

The Chancellor also confirmed a 3.9% rise in the National Minimum Wage, lifting the hourly rate from £12.71 to £13.21. The move is likely to weigh heavily on hospitality, where a large share of staff are paid at or close to the minimum.

Harper estimated the wage rise alone would add £70,000 a year to his group's costs. He invited the Chancellor to join him for a pint at the Earl of Stafford so he could set out his views in person.

The Budget did include some support for the sector. The Government said it would provide £10m of duty relief for more than 2,000 small brewers. However, operators say it does little to offset the wider cost increases facing pubs.

Chris Jowsey, chief executive of Admiral Taverns, which has around 1,400 pubs, said he would not be surprised to see beer prices rise by



roughly 20p over the next six months.

Simon Dodd, chief executive of Young's, confirmed the pub company would pass on the increase. He said Young's plans to raise prices next year in line with duty, decided pub by pub.

Alcohol duty is usually uprated each year in line with RPI inflation, both to raise revenue and to discourage excessive drinking. The new rate takes effect on 1 February 2027. Last year, then-Chancellor Rachel Reeves raised duty by 3.66%.

Pubs and industry campaigners had lobbied for a freeze, arguing that struggling venues needed relief.

Miles Beale, Chief Executive of the Wine and Spirit Trade Association, said: "It's a breath-taking hike. No-one will be toasting this record breaking 4.55% RPI increase on top of rising inflation – most of all British consumers who will be paying for this. Instead of providing breathing space in a cost of living crisis the Chancellor's alcohol tax hikes will further suffocate British business and serve up nothing for consumers.

The only way to give families and businesses some support in an economic crisis is to stop the hikes, look at the numbers and listen to those being impacted. The old tactics are not working for anyone. Increasing alcohol duty is not boosting Treasury funds, but it is closing down businesses and pricing consumers out of a bit of joy in their shopping basket.

If Government is serious about providing growth in every postcode it has stop piling on the pain for businesses and consumers across the country and show its support to the UK drinks sector. "

The impact of the largest alcohol tax hike for 50 years, has meant wine volumes sales are down 8% since 2023 and spirit volumes down 15%.**

With RPI set at 4.55% tax will go up by 14p on a bottle of Prosecco, 18p on a bottle of 14.5% abv red wine and 49p for a bottle of gin, from 1 February next year.

When the duty increases kick in tax on a bottle of 14.5% red wine will have gone up by £1.50 (56%), port will have gone up by £2.19 (61%) and a bottle of gin will have risen by £2.15 (25%) in the three and half years since the introduction of the UK's new alcohol taxation system in August 2023.

Oswestry Community Pub Officially Reopens Following Makeover

The Boars Head, located on Willow Street in Oswestry, officially reopened on Thursday 29th October following an investment of over £450,000. The pub is part of Proper Pubs, the community wet-led operator division of Admiral Taverns.

Behind the bar is community hero, Sam Morris, who brings a wealth of industry experience and local knowledge to The Boars Head. Sam's expertise, combined with his energy and enthusiasm, will enable him to create a lively social hub for local residents to enjoy, further cementing the pub at the heart of the local community.

Inside, the pub has undergone a full refurbishment to include new flooring, lighting, decor, furniture and fixings – which has breathed a fresh lease of life into the pub. In addition to these upgrades, a new dancefloor has been installed.

Outside, the pub has been completely transformed to include an extended beer garden complete with a new outdoor stage and giant



screen, making it the perfect destination to enjoy live music and sport.

Sam Morris, Operator of The Boars Head, said: "It's been fantastic to finally re-open the doors at The Boars Head, and the response from customers so far has been brilliant. It's great to see people enjoying the pub's new look and making the most of our new dancefloor! A huge thank you to the whole team at the pub, and to the team at Proper Pubs for helping make it all possible."

Matthew Gurney, Operations Director for Proper Pubs, said: "It's been a pleasure working with Sam and the team on the refurbishment of The Boars Head, and it's brilliant to now see the pub open and full of life. The opening party was a fantastic night, and the community's support has been great to see. On behalf of myself and the whole team at Proper Pubs, we'd like to wish everyone at The Boars Head every success for the future."

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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!"

Toque d'Or 2027 Asks Future Hospitality Stars to Shape Tomorrow's Menu

Nestlé Professional has opened registration for the Toque d'Or 2027 competition.

Lecturers are invited to register their college and put forward budding front-of-house and back-of-house superstars for this year's competition.

The theme for 2027, 'Tomorrow's Table', challenges students to look at the food and drink trends shaping the industry today and use them to imagine what customers might want next.

This year there's an added twist – to progress to the National Heats, rather than simply developing a dish or drink, students will be asked to devise their own street-food concept. Both front-of-house and back-of-house entrants will need to think beyond what's on the plate or in the glass, creating a concept that could capture the attention of tomorrow's customers and, more importantly, keep them coming back for more.



This year, Toque d'Or will also introduce a 'Rising Star Award', recognising the strongest front-of-house and back-of-house students aged under 18 years old who take part in the entry challenge. The award creates an opportunity to celebrate emerging talent at an earlier stage of their hospitality journey. The two winning students will be invited, alongside their lecturers, to attend the Toque d'Or Awards and celebrate their achievements with the wider competition community.

Now in its 39th year, Toque d'Or gives students an opportunity to explore their ideas in a practical setting, develop new skills and give them a unique platform to launch their careers, following in the footsteps of Toque d'Or alumni such as Lily Stock and Antonia Macfarlane. It's also a fantastic opportunity for lecturers to celebrate their students and showcase the incredible talent at their college.

Lorenzo Vigano, Managing Director at Nestlé Professional, said: "Toque d'Or has always been about looking to the future, harnessing the next generation of talent and encouraging them to explore the trends that will shape the industry in the years to come. With 'Tomorrow's Table', we're encouraging students to think differently about what hospitality could look like in the future.

"This is a truly unique chance for students to get creative, challenge themselves and gain experience that goes beyond the classroom. We know how much potential there is in young people entering the industry, and we're excited to see what they bring to this year's competition."

For those progressing through the competition, the excitement continues at the National Heats in March, hosted in Nestlé Professional's newly built state-of-the-art kitchen at its Gatwick head office. Up to 48 students will compete for one of 12 places in the Grand Finals in May, where they'll have the chance to put their skills to the test before two overall champions are crowned.

And the reward for going all the way? A culinary trip to the Netherlands in July, where the winners will get to discover new food experiences and take inspiration from a different hospitality scene.

It's an experience last year's champions, Nathan Derek Short and Declan Sloan, know well. The pair recently returned from their own prize trip to Scandinavia, having explored the region's food culture and gained fresh inspiration for their careers.

Nathan Derek Short, Back-of-House Toque d'Or winner 2026: "Toque d'Or gave me the chance to do things I wouldn't normally get to experience in a classroom. I learnt so much throughout the competition, and the trip to Scandinavia was an incredible way to finish it. If you're thinking about entering, I'd say go for it! You'll meet some brilliant people and come away with so much more confidence in what you can do."

Lecturers have until 14th January 2027 to register their students for this year's competition. Registrations are open to front and back-of-house students studying at Levels 2, 3 or 4, or equivalent Scottish qualifications, at eligible further education colleges across the UK and Ireland.

For more information and to register, visit **www.nestleprofessional.co.uk/toque-dor**

Brits Are Finding New Reasons to Dine Out in 2027

OpenTable has unveiled its 2027 Dining Trends Report, revealing the habits shaping the nation's restaurant scene including emerging dining hotspots, a growing appetite for everyday dining and becoming a familiar face at a favourite restaurant.

Dining at UK restaurants on OpenTable has increased by 10% year-over-year in 2026, with groups of six or more dining increasing by 18% year-over-year.[1] Looking ahead, 65% of Brits expect to dine out just as often or more in 2027, with diners planning to eat out an average of five times a month, rising to nine times among Gen Z.[2] Meanwhile, 71% of Brits anticipate spending the same or more on dining out next year.[2]

While London has long been known as the foodie hotspot, cities beyond the capital are making their mark. Nottingham recorded an 87% year-over-year increase in dining on OpenTable, followed by Sheffield (+60%) and Edinburgh (+22%).



"The UK's appetite for dining out shows no signs of slowing down, but what diners want from restaurants is evolving for 2027," said Sasha Shaker, Senior Director at OpenTable in the UK and Ireland. "Whether it's treating themselves after a small win, enjoying a meal before a gig or returning to a familiar favourite, diners are looking for experiences that feel worthwhile. For restaurants, it's not just about attracting diners through the door, but creating the kind of experience that keeps them coming back."

HOW BRITS WILL DINE IN 2027

- *Restaurant hype is meeting its match: 62% of Brits admit they have been more interested in a restaurant because reservations felt exclusive, yet 67% would rather dine elsewhere than queue for a table. In 2025, Brits were willing to queue an average of 29 minutes for a restaurant,4 but patience is wearing thin, with diners this year willing to wait just 22 minutes before making other plans.*
- *Making a meal of life's little wins: Birthdays and anniversaries aren't the only occasions worth celebrating. In the past year, Brits have celebrated these 'micro-occasions' with a meal out: reunions with friends or family (30%), simply wanting to treat themselves (25%) and receiving good news (20%). This trend is set to continue, with over two thirds of diners (68%) expecting to celebrate the smaller everyday moments at restaurants the same or more often in 2027.[2]*
- *The new dining flex is being a regular: Familiarity is becoming part of the appeal of eating out. Over a third of Gen Z (36%) want to establish themselves as a restaurant regular in 2027, compared to 21% of Brits overall. Convenience (26%), supporting local businesses (23%) and enjoying perks (22%) are among the top reasons why. Restaurants are embracing the appetite for familiarity, with 71% greeting their regulars by name and 70% remembering their diners' usual order.5*
- *From gig nights to sporting events, the experience matters: Restaurants are increasingly becoming part of a wider experience. In 2027 30% of UK diners say concerts, sporting events and other live entertainment will encourage them to eat out more often, while 27% want to see more experiential dining in 2027. This year, OpenTable Experience dining rose by 37% year-over-year in the UK.*

THE UK'S TOP 100 RESTAURANTS FOR 2026 REVEALED

OpenTable has unveiled its Top 100 Restaurants in the UK for 2026, shining a spotlight on standout dining destinations across the country. Compiled using more than 860,000 reviews from verified OpenTable diners alongside dining metrics, the annual list celebrates restaurants that have impressed guests throughout the year.

CAMRA Issues Warning to Potential Developers Regarding Sale of Pubs

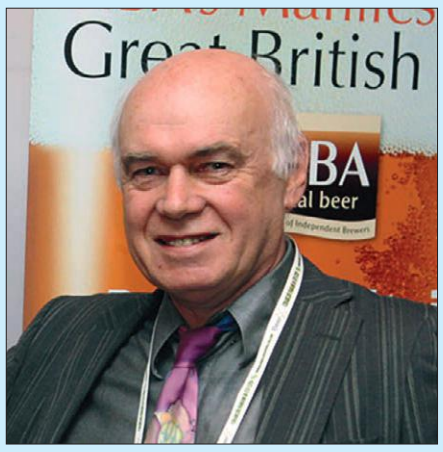
CAMRA has urged prospective buyers considering pubs for conversion to take care when reading sales listings, as some of the language used may not reflect the planning position.

Since 2017, any change of use of a pub in England requires planning permission, which means the decision on whether non-pub use is acceptable rests with the local planning authority rather than with sellers or developers.

In addition to that, the Government has recently updated the National Planning Policy Framework, which provides the overall rules that local authorities need to apply when deciding on planning applications.

This has strengthened the protections that already apply to pubs, so that an applicant wanting to convert a pub must demonstrate that there is no reasonable prospect that the building can remain a pub due to lack of community support or because the pub isn't commercially viable.

To argue that a pub isn't viable, evidence that reasonable steps have been taken to market the property for its existing use as a pub without success for at least 12 months is needed.



CAMRA's National Planning Adviser, Paul Ainsworth. Image credit: CAMRA

The pubs, all currently owned by Sam Smith's, are listed for sale with Fleurets, and include statements in the listings that the sales are for 'non-pub use only'.

Some are now marked as 'sold subject to contract', but CAMRA is warning potential developers that conversion could be impossible or highly costly, with the current listing arrangements running contrary to the new planning rules, meaning that local authorities will have to reject the applications.

CAMRA's National Planning Adviser, Paul Ainsworth, wrote to Sam Smith's last month, warning that the sales listings were not compatible with the new National Planning Policy Framework. To date, no response has been received.

Paul Ainsworth said: "Firstly, it is entirely shameful that Sam Smith's, who claim to be a proud brewery with community focussed pubs, are resorting to these tactics. Secondly, we don't see how this will possibly work with the new planning rules. Other pub operators need a fair shot at taking on these pubs first, or local people who want to explore community pub ownership.

"Unfortunately, as Sam Smith's have not sent a response to my letter, we have now raised this directly with the listing agents and the Department for Housing, Communities and Local Government."





Signing A Lease? Four Costly Mistakes Hospitality Operators Can Avoid

By Alan Browning, Commercial Property Partner at Streathers Daynes Smith (www.streathersdaynessmith.co.uk)



"Do I really need a solicitor to review the lease?" As a commercial property solicitor acting for restaurants, pubs, bars and cafés, you would be surprised how frequently I am asked this question.

My answer is always the same: Yes. Absolutely.

I understand why operators ask the question. You've found the right site. You've agreed the rent.

You've negotiated the key commercial points. You're keen to get in and start trading.

The problem is that many of the most important lease obligations are buried in the details.

A lease is often one of the biggest commitments a hospitality business will ever make. Unlike a supplier contract that can be changed relatively easily, a lease can tie you into a premises for years. A few seemingly harmless clauses can end up costing far more than the legal fees you were trying to save.

Over the years I've seen hospitality businesses caught out by provisions they didn't fully understand. Here are four areas that deserve particular attention.

IS YOUR BUSINESS MODEL ACTUALLY ALLOWED?

This might sound obvious, but before signing a lease, make sure it actually allows you to run the business you want to run. Many hospitality operators focus on rent, location and footfall, but overlook restrictions hidden in the lease.

I have reviewed leases containing restrictions on everything from outdoor seating and customer noise through to deliveries and opening hours.

Take outdoor seating, for example. Many operators rely on additional covers during the summer months. Others build their entire concept around creating a lively atmosphere both inside and outside the premises. If the lease restricts external seating, customer areas or noise levels, that could have a direct impact on turnover.

Likewise, many modern hospitality businesses depend on takeaway and delivery sales. If the user clause within the lease is too restrictive, you may discover that what you assumed was permitted is not allowed at all.

I've also encountered situations where restaurant operators were surprised to learn that installing extraction equipment or air conditioning required landlord consent.

Before signing, ask yourself a simple question: Can I operate the business exactly as I intend to from this premises? If the answer is anything other than a clear yes, further investigation is needed.

DON'T RELY ON INFORMAL AGREEMENTS

A common issue I encounter is where a tenant has been reassured by a landlord that a particular arrangement will be "fine".

Perhaps the landlord has said they're happy for customers to use an outside area, and additional storage can be utilised. Or certain alterations won't be an issue and you won't have to remove alterations at the end of the term.

The difficulty is that these informal arrangements often work well while the relationship is positive. Problems arise when circumstances change.

The landlord may change their position. The property may be sold to a new owner. Management changes. The business relationship deteriorates. At that point, the existing or new landlord is unlikely to be interested in conversations that took place years earlier.

If something is important to your business, it should be properly documented either within the lease itself or in a separate legally binding document.

A handshake can be valuable. A written agreement is vital.

THE HIDDEN COST OF REPAIR AND DILAPIDATIONS LIABILITY

In my experience, this is one of the least understood risks for hospitality tenants. Few clients spend time thinking about what condition they may be required to keep the property in throughout the term.

Many leases require tenants to keep premises in "good and substantial repair". Those words can carry a lot of weight.

In some cases, they may effectively require a tenant to hand the property back in a better condition than when they first took occupation. That becomes particularly important where you're taking on an older building.

At the end of a lease, landlords often identify works and dilapidations that they say the tenant should carry out or pay for. These claims can include repairs, redecoration, roof works, replacement of equipment and a host of other items.

The figures can sometimes come as a genuine shock. I've acted for clients who spent years building successful businesses only to receive a substantial dilapidations claim when they eventually left the premises.

A properly negotiated lease and, where appropriate, a Schedule of Condition can significantly reduce the risk of unwelcome surprises further down the line.

PLAN YOUR EXIT BEFORE YOU ENTER

When taking on new premises, most operators understandably focus on the opportunity in front of them. Very few are thinking about how they may leave.

The unfortunate reality, however, is that not every hospitality venture succeeds.

Even successful operators may decide to relocate, expand, sell the business or move in a different direction.

That's why flexibility matters.

Where possible, it's worth considering whether a shorter lease term or a tenant break clause is appropriate. A break clause can provide a valuable safety net, allowing a tenant to exit the lease early if the premises are no longer working for the business.

It's also important to think about what happens if you decide to sell.

Any buyer carrying out due diligence will review the lease with a completely fresh pair of eyes. They will be looking for unusual restrictions, expensive obligations and anything else that could affect the future operation of the business.

I've seen proposed sales delayed, renegotiated and, in some cases, abandoned because issues within the lease were only identified once the buyer's advisers became involved. A lease should not simply work for you today. It should also be attractive to the person who may eventually buy the business from you.

FINAL THOUGHTS

Most hospitality operators spend significant time choosing the right location, designing the fit-out and refining their concept.

The lease deserves the same level of attention.

A lease will govern your relationship with the property for years to come and can have a direct impact on profitability, flexibility and ultimately the value of your business.

The best time to identify a problem clause is before signing, not after. And that's exactly why the answer to that original question remains the same. Do you need a solicitor to review the lease? Absolutely, every time.

Phoenix Tavern to Rise From Ashes as Kent Restauranteur Relaunches Faversham Pub

Dev Biswal, the owner-chef of The Cook's Tale (formerly The Ambrette) restaurant and Marrakesh Café in Canterbury, has acquired the fourteen-century Phoenix Tavern in Faversham, in time for Christmas.

The pub closed the two AA-rosetted kitchen six months ago, but has remained opened for drinks, with reduced hours.

Biswal will open for drinks on 17th November and operate a full kitchen service from 1st December. The pub will also let a family room for overnight guests from the New Year.

The Phoenix Tavern is a characterful, historic pub located on picturesque Abbey Street in the market town of Faversham, in north Kent.



Chef Biswal's innovative approach to contemporary Indian cuisine has earned recognition from national and international awards organisations, including Michelin. At his new venture, he will serve a modern gastropub interpretation of traditional English pub food alongside authentic Indian dishes, show-casing Kent's wealth of local produce.

The project will create 12 new entry-level jobs for trainees with little or no experience in the hospitality sector.

With the prohibitive cost of a university education, with AI technology destroying many graduates' employment prospects, Biswal is urging school and college leavers to consider a career in hospitality.

Biswal's business partner, Frank Ward, who will be the pub's new landlord said Frank Ward said, "For ambitious, hard-working youngsters who are keen to learn, the opportunities and rewards are tremendous," he said, adding; "International travel, working on private yachts, cooking in top ski resorts are all very real possibilities.

Questioned as to the wisdom of taking on a pub, when the news of full of doom and gloom about the hospitality sector, Biswal said; "It's a good time to be negotiating with suppliers – there's deals to be done – the UK is still the 5th richest economy in the world."

While many independents are seeing a squeeze on margins, a fall in sales due to rising costs, and fewer customers, several large chains are reporting higher profits.

"A lot of pubs and restaurants are falling to control costs," said Biswal. A serial entrepreneur, who also leads the Odyssey Advisory Group restaurant consultancy business, Biswal offered: "When we take on a new client, we invariably identify immediate savings, usually running into the thousands, by eliminating waste and cutting unnecessary costs, without reducing the quality of the customer experience."

Greene King Wins Most Impactful Collaboration Project at WiHTL Awards

Greene King has won the Most Impactful Collaboration Project award at the WiHTL Inclusion in Awards for its Releasing Potential programme, recognising the company's collective work with its partners to create sustainable employment opportunities for prison leavers.

The WiHTL Inclusion in Awards recognise organisations, teams and individuals helping to advance inclusion and drive positive change across the hospitality, travel, leisure and retail sectors.

The award, presented on Tuesday 3 November, celebrates the collaboration behind Releasing Potential, which brings together government, prisons, charities, education providers and other organisations to help people leaving prison overcome barriers to employment and build sustainable careers in hospitality.

Greene King's Releasing Potential programme is delivered with the support of a wide network of partners including the Ministry of Justice, New Futures Network, Scottish Prison Service, Department for Work and Pensions, prison education providers Novus and PeoplePlus, Employment Advisory Boards, local councils and charities including Only A Pavement Away and Recruitment Junction, alongside more than 75 prisons and Greene King suppliers.

Since its launch in 2019, Releasing Potential has supported 373 prison leavers into employment with Greene King. More than 150 candidates have also been supported through its four prison Training Academy kitchens across the UK, helping participants develop the skills they need for employment through practical training and accredited qualifications.

Kat Harper, Director of Sustainability at Greene King, said: "This award is a reflection of the strength of the partnerships behind Releasing Potential. Our partners bring different expertise and support, and we share a common ambition to help people leaving prison overcome barriers to finding employment and build a positive future.



"Stable employment can play an important role in helping people rebuild their lives and reduce the likelihood of reoffending. By working together, we can give people the support they need to sustain employment and succeed."

Only A Pavement Away is one of Greene King's charity partners, providing wraparound support, including practical help with accommodation and travel arrangements, alongside ongoing well-being support to help prison leavers make the transition from custody into employment.

Greg Mangham, CEO and founder of Only A Pavement Away, said: "Partnerships like this show what can be achieved when charities, employers, prisons and government work together with a common purpose. Getting a job is a hugely important step for someone leaving prison, but we know that employment alone isn't always enough. Having the right support around that individual can make a real difference to helping them build confidence, overcome challenges and establish a sustainable future.

"Our partnership with Greene King is about combining genuine employment opportunities with that wider support, and Releasing Potential demonstrates the role hospitality can play in giving people a second chance. We're delighted to see that collaboration recognised and hope it encourages even more employers across the sector to consider the talent and potential of people leaving prison."

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Sexual Harassment at Work: Why Employers Must Now Do More to Protect Their Staff

By Bobby Ahmed, Managing Director/Solicitor, Neathouse Partners (www.neathousepartners.com)



Businesses are being urged to review their sexual harassment policies, staff training and workplace procedures following new legal duties introduced under the Employment Rights Act 2025.

The changes, which came into force on 30 October 2026, mean employers must now take "all reasonable steps" to prevent sexual harassment, rather than simply "reasonable steps". Employers also face a new legal responsibility to protect staff from harassment by third parties, including customers, clients, suppliers and members of the public.

For small businesses, the message is clear. Having a policy in the staff handbook is no longer enough. Employers need to identify where harassment could happen, put sensible safeguards in place and be able to demonstrate what they have done to protect their employees.

The law expects employers to take action before problems arise, rather than waiting for a complaint.

WHAT HAS CHANGED?

Since October 2024, employers have had a legal duty to take reasonable steps to prevent sexual harassment at work under the Worker Protection (Amendment of Equality Act 2010) Act 2023.

The Employment Rights Act 2025 strengthens that duty by requiring employers to take all reasonable steps.

Although the difference in wording may appear small, it raises the standard expected of businesses.

Employers must now consider every preventative measure that would be reasonable in their particular circumstances. Taking some sensible precautions may not be sufficient if other reasonable measures have been overlooked.

What counts as reasonable will depend on factors such as the size of the business, its resources, working arrangements and the risks employees face.

For example, a small office with five employees will have different risks from a busy restaurant employing 50 people. However, both businesses must assess the risks and take appropriate action.

Importantly, the duty applies regardless of the size of the organisation. Small businesses are not exempt.

PROTECTION NOW EXTENDS TO HARASSMENT BY CUSTOMERS AND CLIENTS

One of the most important changes concerns harassment by people who do not work for the business.

Under the new legislation, employers can be held responsible where an employee is harassed by a third party in the course of their employment and the employer has failed to take all reasonable steps to prevent it.

This protection covers sexual harassment and other forms of harassment prohibited under the Equality Act 2010.

Third-party harassment could include a customer making repeated sexual comments towards a waitress, a client sending inappropriate messages to an employee, or a member of the public making racist remarks towards a receptionist.

The fact that the person responsible is not employed by the business does not remove the employer's responsibilities.

This is especially relevant for businesses operating in hospitality, retail, healthcare, leisure and other customer-facing industries.

Employers should consider what they would do if a customer behaved inappropriately towards a member of staff. Would the employee know who to report it to? Would the manager intervene? Could the customer be asked to leave or refused further service?

These questions should be addressed before an incident occurs.

WHAT SHOULD EMPLOYERS BE DOING?

There is no single policy or procedure that will satisfy the law for every organisation. However, there are several practical measures businesses should now have in place.

1. Carry out a sexual harassment risk assessment

Employers should start by identifying where sexual harassment could occur within their business.

This means looking at day-to-day working arrangements and considering situations that could place employees at greater risk.

For example, businesses should consider lone working, late-night shifts, alcohol at work-related events, contact with customers, workplace social occasions, business travel and relationships where managers have considerable authority over junior employees.

The assessment should identify the risks, the precautions already in place and what further action is needed.

It should also be reviewed when working arrangements change or concerns are raised.

A written risk assessment provides useful evidence that the business has considered the issue and taken preventative action.

2. Review your sexual harassment policy

Every employer should have a clear, accessible policy explaining what sexual harassment is, the behaviour that will not be tolerated and how concerns should be reported.

The policy should include examples of inappropriate behaviour, including unwanted touching, sexual comments, suggestive messages, inappropriate jokes and unwanted advances.

It should make clear that harassment can occur through emails, messaging platforms, social media and at work-related events, as well as in the physical workplace.

The policy should also address harassment by customers, clients, contractors and other third parties.

Crucially, employees should understand what happens after a complaint is made, who will investigate it and what protection is available against victimisation.

Policies should be communicated to staff rather than simply stored in a handbook that nobody reads.

3. Provide practical training to staff and managers

Training is another important part of prevention.

Employees should understand what constitutes sexual harassment, how to report concerns and how to respond if they witness inappropriate behaviour.

Managers require additional training so they can recognise warning signs, respond sensitively to complaints and take appropriate action.

Training should use practical examples relevant to the business.

For example, restaurant staff may need guidance on dealing with customers who make inappropriate comments, while office managers may need training on handling complaints involving senior colleagues.

Employers should keep records showing when training was delivered, who attended and when refresher training is due.

A one-off training session should not be treated as the end of the process.

4. Make reporting concerns straightforward

Employees must feel able to raise concerns without fearing that they will lose their job, be treated differently or damage their career prospects.

Employers should provide a clear reporting process, ideally allowing employees to approach someone other than their immediate line manager.

This is especially important where the complaint involves a manager or business owner.

Employees should also know that they can raise concerns about conduct they have witnessed, even if they were not personally targeted.

Small businesses may not have a dedicated HR department, but they can still nominate an appropriate person to receive complaints or arrange independent HR support.

Concerns should be treated seriously, handled confidentially as far as possible and properly recorded.

5. Act promptly when complaints are made

Employers should not dismiss inappropriate behaviour as workplace banter or assume that an employee is being overly sensitive.

A complaint should be assessed promptly and, where necessary, investigated fairly and impartially.

Both the person raising the complaint and the individual accused should be treated fairly.

Depending on the circumstances, employers may need to introduce temporary safeguards while an investigation takes place.

Where misconduct is established, appropriate disciplinary action should follow. Serious cases may amount to gross misconduct and justify dismissal, provided a fair process has been followed.

Employers should also consider whether further training, supervision or changes to working practices are necessary to prevent a recurrence.

Where the allegation concerns a customer or client, appropriate action might include issuing a warning, refusing further service or restricting contact with particular employees.

6. Keep records and review whether your measures work

One area businesses sometimes overlook is the importance of keeping evidence of the steps they have taken.

If an employment tribunal or the Equality and Human Rights Commission examines a business's preventative measures, the employer may need to explain what action was taken and why.

Useful records include risk assessments, staff training attendance, policy updates, complaints, investigation outcomes and reviews of workplace procedures.

However, paperwork alone does not establish compliance. Employers must ensure that their arrangements are effective in practice.

For example, if several employees report inappropriate comments from the same customer, the employer should review why the behaviour is continuing and what additional safeguards are necessary.

Regular staff feedback can also help employers identify problems that may not have resulted in formal complaints.

WHAT HAPPENS IF EMPLOYERS FAIL TO COMPLY?

Failure to meet the preventative duty can result in enforcement action by the Equality and Human Rights Commission.

Where an employee brings a successful sexual harassment claim and the tribunal finds that the employer has breached its preventative duty, compensation can be increased by up to 25%.

Employers may also face employment tribunal claims arising from harassment by third parties where they have not taken all reasonable preventative steps.

Beyond the legal consequences, a poorly handled harassment complaint can damage employee confidence, increase staff turnover and harm a business's reputation.

For smaller employers, the financial and operational consequences of defending an employment tribunal claim can be substantial.

PREVENTION MUST BECOME PART OF EVERYDAY MANAGEMENT

The changes do not mean employers are expected to guarantee that harassment will never occur.

The law recognises that organisations cannot control every individual's behaviour.

However, employers must be able to show that they have considered the risks and taken all the preventative steps that it would have been reasonable for them to take.

For a small business, that does not necessarily require expensive systems or lengthy policy documents.

A sensible starting point is to review existing policies, carry out a documented risk assessment, speak to employees about potential concerns, provide appropriate training and ensure managers understand how to deal with complaints.

It is also important to look beyond the business's own employees. Customers, suppliers, contractors and clients should not be allowed to behave in ways that would be unacceptable from a colleague.

The strongest approach is one where employees know inappropriate behaviour will be challenged, complaints will be taken seriously and managers will act when problems arise.

Ultimately, the question employers should be asking is not simply whether they have a sexual harassment policy, but whether they can demonstrate that they are doing everything reasonable to protect their staff.

With the stronger legal duties now in force, businesses that have not reviewed their arrangements should make this a priority.

If you require assistance with reviewing your sexual harassment policies, carrying out a workplace risk assessment or auditing your existing procedures to ensure they meet the new legal requirements, contact Neathouse Partners.

Restaurants' Delivery Sales Strengthen In September After Tough Summer

Restaurants have made a solid start to Autumn delivery and takeaway sales with like-for-like growth of 2.3% in September, the latest NIQ Hospitality at Home Tracker shows.

It is the Tracker's highest point since June and follows a challenging Summer when consumers headed outdoors in heatwaves. With the weather cooling they have now stepped up their at-home spending. However, growth remains below the UK's 3.5% rate of inflation in September, as measured by the Consumer Prices Index.

The pattern of modest growth is echoed in the latest figures from the separate NIQ RSM Hospitality Business Tracker, which indicated like-for-like growth of 2.6% for managed restaurants in September-the highest figure for nearly two years.

September's trends are even more positive on a total basis. Including sales at restaurants opened in the last 12 months, or where deliveries and takeaways were added for the first time, revenue jumped 11.8%



ahead of the same month in 2025-more than three times the rate of inflation. The rollout of delivery offers reflects restaurant leaders' sustained confidence in the future of direct-to-door sales.

The Hospitality at Home Tracker also highlights the long-term migration of sales from takeaways to deliveries. Revenue from takeaway and click-and-collect orders dropped year-on-year for the 18th straight month, by 6.3%. By contrast, delivery sales rose 5.8% on a like-for-like basis, powered by orders from third-party platforms.

Combined delivery, takeaway and click-and-collect sales accounted for just over a fifth (20.9%) of all spending with restaurants in September, with deliveries attracting nearly three quarters of this revenue.

Karl Chessell, Director – Hospitality Operators and Food, EMEA at NIQ, said: "Restaurants won't be getting carried away with like-for-like growth of 2.3% in September, but they will feel relieved about an uptick in demand after a quiet July and August. It's also pleasing that at-home sales growth doesn't appear to be coming at the expense of eat-in trade. The latest figures raise hopes that consumers will loosen their spending in hospitality in the final quarter, though competition is going to be intense and rising costs will make profits hard-earned. As the run-in to Christmas begins, there's all to play for in restaurant deliveries."

Marston's Pubs Join Forces on 1,100-Mile Pass the Poppy Trek

Marston's Pass the Poppy challenge is underway, taking a specially created 3D poppy on a 20-day journey across our pub estate in support of the Royal British Legion's Poppy Appeal.

The challenge which started on 23rd October and finishes on Remembrance Day, sees the poppy travelling from pub to pub across the country, with Marston teams and communities coming together to support each leg of the journey while organising local fundraising events along the way.

The poppy's journey was kicked off by a very special guest, 106-year-old World War Two veteran Howard Hodgson, who was our guest of honour at the Springfield in Darlington.

Arriving at the pub in an army issue Land Rover, Howard joined the Springfield team and local community for an afternoon of fundraising, wartime songs, shared stories and remembrance.

There was another milestone to celebrate too. With Howard turning an incredible 107 this month, his care home arranged for 107 birthday cards from people and places across Darlington to be presented to him at the pub.



Image Credit: Marston's PLC

From Darlington, the poppy is making its way through Marston's five operating divisions – North, Midlands, East, South East and South West – before finishing at the Otter in Newbridge, South Wales, on Remembrance Day.

Along the route, Marston's teams and local communities are finding their own ways to move the poppy between pubs, with veterans, bikers, runners and walkers all helping it on its way.

Each stop is an opportunity for pubs to do what they do best: bring people together. From veterans' breakfasts and community raffles to remembrance quizzes, live music and special handovers, pubs across the route are putting their own stamp on the challenge while raising vital funds for the Royal British Legion.

By the time it reaches the end of its journey on 11th November, the poppy will have travelled more than 1,100 miles across the Marston's estate, connecting pubs and communities with one shared purpose.

Pass the Poppy forms part of Marston's wider Raise a Glass campaign, which is now in its third year, having raised more than £220,000 to date in support of the Royal British Legion's Poppy Appeal.





Beyond Sustainability: The Three Archetypes of Regenerative Hospitality

By Dr Francesco Derch, Associate Professor & Head of SPARK Innovation Sphere by Les Roches (www.lesroches.edu)



The dominant business paradigm of the last three decades has been built on a simple assumption: that economic growth and environmental or social impact exist in tension, and that the most responsible organisations can do is minimise the damage they create.

That assumption is now being challenged. As hospitality navigates growing environmental pressures, resource constraints and changing stakeholder expectations, many of the industry's traditional sustainability approaches are starting to reveal their limitations. Reducing waste, lowering emissions and improving efficiency remain important, but they do not, by themselves, create healthier ecosystems, stronger communities or more resilient destinations.

Through research conducted at the Regeneration Lab, we have been exploring a different question: what would hospitality look like if regeneration, rather than mitigation, became the organising principle of the business model itself?

Regenerative hospitality does not focus on doing less harm. It focuses on creating measurable positive value for destinations, communities and natural systems. The result is not a new sustainability framework. It is a fundamentally different way of creating value.

For years, sustainability has been the industry's preferred answer to environmental and social challenges. Hotels have reduced waste, improved energy efficiency and published increasingly sophisticated ESG reports. These efforts matter. But they are also revealing an uncomfortable truth: doing less damage is not the same as creating positive impact.

As destinations around the world confront climate change, biodiversity loss and growing pressure on local communities, a new model is emerging. It is called regeneration.

Unlike traditional sustainability, regenerative hospitality does not focus on reducing negative outcomes. It focuses on generating positive ones. It asks a different question: can a hospitality business leave a destination stronger than it found it?

This shift can be visualised as a progression from degenerative and extractive tourism models towards business models that actively restore environmental, social and economic systems. Recognising this distinction is critical because regeneration is not simply a more advanced version of sustainability. It is a fundamentally different way of creating value.

BEYOND SUSTAINABILITY

Regeneration is not a certification, a checklist or a marketing campaign. It is a business model.

Rather than treating environmental and social initiatives as activities that sit alongside operations, regenerative organisations build them into the core of how they create value.

To help hospitality leaders navigate this transition, research conducted through the Regeneration Lab identifies three distinct archetypes of regenerative hospitality. Together, they demonstrate that regeneration is not a single operating model, but a spectrum of strategic choices that organisations can adopt depending on their context, assets and ambition.

ARCHETYPE 1: REGENERATION AS THE BUSINESS

In the first model, regeneration is not part of the experience. It is the experience.

The best example comes from Italy's Albergo Diffuso model. Rather than constructing large resort complexes, these properties restore historic village homes and transform them into a distributed hospitality network supported by a central management structure.

Guests enjoy an authentic stay, but the real impact goes much deeper. Local employment is strengthened, historic architecture is preserved, small suppliers are supported and communities facing depopulation gain new economic opportunities.

Through local employment, the restoration of historic buildings and the support of independent artisans and producers, the model creates economic value while actively preserving cultural heritage and helping reverse depopulation trends in vulnerable communities.

In this model, commercial success and regeneration are inseparable. The business only succeeds if the community succeeds.

ARCHETYPE 2: REGENERATION THROUGH OPERATIONS

The second model may look like a conventional hospitality business from the outside. Guests still experience a luxury resort, premium service and world-class facilities.

However, behind the scenes, regeneration is embedded throughout the operating system.

A strong example is Toscana Resort Castelfalfi in Italy. The resort's value proposition is closely linked to restoring and maintaining a vast rural landscape.

Guests are effectively investing in the health of the territory through their stay. Regenerative agriculture, biodiversity restoration and long-term stewardship of the landscape are embedded directly into the resort's operating model rather than treated as separate sustainability projects.

Guests are not simply purchasing accommodation; they are directly supporting the restoration of the destination itself.

ARCHETYPE 3: REGENERATION THROUGH REINVESTMENT

The third approach is perhaps the most accessible for larger hospitality groups.

Here, hotels operate through traditional commercial models, focusing on performance, occupancy and profitability. However, a structured portion of the value they generate is redirected into environmental and social regeneration projects.

Barceló Hotel Group's REGEN initiative offers a useful example. Commercial success becomes a mechanism for funding conservation programs, community development projects and ecosystem restoration efforts.

This model may be particularly relevant for large hospitality groups seeking to accelerate regenerative impact without completely redesigning existing operating structures. While the impact may sit outside the property's daily operations, the funding mechanism remains directly linked to the business's economic success. The impact is less directly embedded in the guest experience, but it remains strategically linked to business performance.

For many established hotel companies, this model may represent the most realistic starting point in their regenerative journey.

WHY THIS MATTERS

These three approaches differ in execution, but they share a common principle: regeneration is not treated as an external obligation. It is incorporated into how value is created.

This distinction is becoming increasingly important. Travellers are paying greater attention to the impact of their choices. Investors are looking beyond short-term financial performance, and destinations increasingly expect tourism businesses to contribute positively to local communities and ecosystems.

As a result, regeneration is shifting from a niche sustainability discussion to a strategic business conversation.

The three archetypes outlined here will not look identical in every market or destination.

Different tourism ecosystems will require different approaches. However, they share one important characteristic: they move regeneration from the margins of business strategy to its centre.

THE NEXT COMPETITIVE ADVANTAGE

For decades, hospitality organisations have competed on product, service and location.

The next generation of competitive advantage may come from something different: the ability to actively strengthen the communities, destinations and ecosystems that make hospitality possible.

The question is no longer whether sustainability matters. The question is which regenerative path organisations are willing to pursue. Because the future of hospitality may not belong to the companies that learn to do less harm. It may belong to those that learn how to create more good.

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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Travel In 2027: The Year Of The Anti-Optimised Holiday

Lemongrass Marketing's 2027 Travel Trend Report reveals travellers are moving away from bucket lists, biohacking and AI-generated itineraries towards deeper, slower and more emotional experiences.

Forget the jam-packed travel itinerary. In 2027, travellers will be less interested in seeing and doing more – and far more interested in feeling better, going deeper and experiencing travel on their own terms.

That is the headline finding from Lemongrass Marketing's 2027 Travel Trend Report, which identifies 15 interconnected trends set to shape the global travel and hospitality industry over the next 12 months.

The report reveals a fundamental shift in traveller behaviour: after years of optimisation, hyper-personalisation and pressure to make every trip count, people are increasingly seeking restoration over achievement, depth over volume, connection over consumption and trust over noise.

Five overarching forces sit behind the trends: Human Sustainability; Depth and Meaning; Joy and Connection; Trust in an AI World; and Intentional Consumption.

The Lemongrass Travel Trend Report brings together perspectives from a diverse panel of leading voices across travel and beyond, from travel explorer and author Levison Wood, academics Esther Sternberg M.D. and Prof. Dr. Willy Legrand, and bookshop pioneer Starlin Marot, to wellness experts, leading travel editors and travel futurists –whose insight and commentary help unpack the forces shaping the traveller of tomorrow.

IN 2027, THE TRAVELLER IS ASKING: "HOW DO I WANT TO FEEL?"

Mirjam Peternek McCartney, CEO and Founder of Lemongrass Marketing, says: "For years, travel has been caught up in the language of optimisation - more destinations, more experiences, more personalisation and more efficiency. But our 2027 trends suggest that travellers are beginning to ask a much more human question: how do I want to feel?

"This isn't a rejection of technology, luxury or ambition. It's a recalibration. People want travel that gives something back – whether that means feeling calmer, understanding a place more deeply, connecting with other people, or simply having the freedom to enjoy a moment without having to maximise it.

"The really interesting thing is how interconnected these trends are. AI makes human judgement more valuable. A desire for restoration drives slower travel. Information overload creates a hunger for depth and expertise. Economic uncertainty makes luxury more intentional."

THE FIVE HEADLINE TRAVEL TRENDS FOR 2027

1. The anti-optimised holiday

The era of the jam-packed itinerary is losing momentum. Travellers are tiring of holidays that feel like another productivity exercise and are instead looking for simpler itineraries, longer stays, fewer destinations and more unstructured time. The ultimate luxury? Permission to do nothing.

2. Nervous system design

Wellness is moving beyond treatments, diagnostics and biohacking. Hotels and destinations will increasingly design the entire environment around restoration, from lighting and acoustics to nature, nutrition, movement and human connection.

The best wellness experience may increasingly be the one guests barely notice – because they simply feel better.

3. From bucket list to depth list

AI can now tell us almost everything about a destination before we arrive. The result is a growing appetite for what algorithms cannot replicate: genuine understanding and human judgement.



Expert-led experiences, cultural trails, literature, history, architecture, workshops and local conversations will increasingly replace the pursuit of "hidden gems" and checklists.

4. Epistemic vigilance and the AI trust gap

As AI makes destination research almost effortless, trust becomes the new differentiator.

Travellers are becoming more alert to AI-generated information, synthetic imagery and sponsored recommendations – increasing the value of first-hand knowledge, local expertise and human judgement.

In 2027, trust, "we've been there and seen it first-hand", may become one of the most powerful assets a tour operator or travel agent can have.

5. Luxury's great trade-off

Luxury is not disappearing. It is becoming more strategic. Travellers are increasingly deciding where to splurge and where to save – perhaps flying economy to stay in an exceptional hotel or choosing one extraordinary holiday over several average ones.

Understanding what a traveller will compromise on, and what they absolutely will not, will be key.

THE TEN SUPPORTING TRENDS TO WATCH

Alongside these five overarching shifts, the report identifies ten further trends that reveal how the changing relationship between people, places, technology and consumption will play out across the industry.

6. Male reset

A changing conversation around masculinity is creating a new travel market for men seeking physical, emotional and mental wellbeing. Fitness, nature, mindfulness and outdoor experiences are increasingly being used to facilitate connection, resilience and meaningful friendship, rather than simply performance.

7. From coolcations to adapted destinations

Climate change is changing not just where people travel, but what they expect destinations to be able to cope with.

Rather than simply escaping heat, travellers will increasingly value adaptable destinations with resilient infrastructure, flexible experiences, strong local knowledge and tourism businesses able to respond when conditions change.

8. Citizen science

Travellers are moving from observing nature to actively participating in its protection. Wildlife monitoring, water sampling and recording species can transform nature-based travel into something more meaningful – giving guests a role in conservation while creating a deeper connection with the places they visit.

9. Earned travel

Convenience has become ubiquitous – and that is precisely why travellers are beginning to crave friction.

From navigating remote landscapes to embracing independent discovery, serendipity, uncertainty and effort are becoming part of the appeal. The journey is no longer simply about getting somewhere; the discovery itself is the experience.

10. The joy economy

Against a backdrop of geopolitical uncertainty, economic pressure, climate anxiety and digital overwhelm, travellers are actively seeking joy.

Not performative happiness or luxury for luxury's sake, but play, surprise, connection and experiences that make people feel genuinely alive. Travel is increasingly becoming a form of emotional restoration.

11. Mystic outlands

Fantasy, folklore and storytelling are pulling travellers towards atmospheric landscapes that offer wonder and escape.

Dark skies, ancient forests, literary connections and folklore-rich destinations are becoming powerful tourism assets as travellers seek to step into another world, not simply another destination.

12. Female narratives

Travel is increasingly being experienced through voices that have historically been overlooked.

Female guides, historians, conservationists, chefs, artists, entrepreneurs and community leaders are bringing new perspectives to destinations – shifting the question from simply where are we going? to who gets to tell the story?

13. The giving journey

Travellers increasingly want to leave places better than they found them, but meaningful contribution needs to be locally led.

The opportunity for travel brands is to connect guests with credible conservation and community initiatives, making positive participation accessible without falling into the pitfalls of traditional voluntourism.

14. Journeys without sacrifice or sermon

Sustainable travel is shedding its association with compromise.

Rail, for example, is increasingly attractive not simply because it is a more responsible option, but because the journey can be more comfortable, scenic, flexible and enjoyable.

Sustainability wins when it delivers the better experience – not when travellers are told they should choose it.

15. Near is the new far

Distance is losing some of its aspirational power. With time, cost and continuing global uncertainty increasingly influencing decisions, domestic, regional and short-haul travel is gaining appeal.

Staycations, rail journeys, off-season breaks and nearby international destinations offer flexibility, lower logistical stress and the ability to escape without spending hours getting there.

TRAVEL'S NEXT CHAPTER IS MORE HUMAN

The 2027 Travel Trend Report from Lemongrass ultimately points to an optimistic shift. Travellers are not retreating from the world. They are recalibrating their relationship with it – choosing fewer but deeper experiences, prioritising wellbeing without turning it into another performance, questioning what they are told and placing greater value on genuine human connection.

For the travel industry, the message is clear: the next generation of successful travel experiences will not simply be more personalised, more luxurious or more technologically advanced. They will be more meaningful.

Mirjam Peternek McCartney concludes: "The opportunity for travel brands in 2027 is to stop thinking about trends in isolation and start responding to the deeper human needs connecting them. Perhaps that's the most hopeful trend of all."

The Lemongrass Marketing Annual Travel Trend Report 2027 can be accessed here

TVs in Hotels: Why the AVLA Licence Matters for Compliance

AVLA®
Audiovisual Licensing Alliance

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

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

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

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

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

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

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

TVs in your hotel? Are you sure you don't need an AVLA licence?

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

You will almost certainly need it, even if you only offer free-to-air channels or already hold other licences.

Support the creative community. Respect copyright.

Check it now

www.avla.uk

AVLA
Audiovisual Licensing Alliance

Tourism Businesses Face Continued Pressures as Confidence Falls

New figures unveiled at Cumbria Tourism's November Members' Meeting show continued pressure on tourism businesses across the county, with rising costs, reduced consumer spending and concerns around future viability all weighing on confidence.

The latest Cumbria Tourism Business Tracker Survey, sponsored by Lamont Pridmore, conducted just ahead of the latest Budget, shows that 80% of businesses are concerned about increased costs.

Almost three quarters, 74%, are concerned about the wider economic climate and its impact on consumer spending, while 62% are concerned about high energy costs and 61% about inflation.

Concerns around business rates have also continued to increase. More than half of businesses, 54% are now concerned about business rates.

More than half, 52%, are also concerned about guest numbers, while 60% are worried about passing increased costs on to customers.

Six in ten said they had been adversely affected by changes to National Insurance contributions, while the same proportion reported a negative impact from changes to business rates. Half said changes to the National Insurance threshold and National Minimum Wage had negatively affected their business.



Image credit: Cumbria Tourism

Overall, 64% said changes announced in the November 2025 Budget had reduced their profits.

Half of respondents said they were holding back investment plans, while 48% said they would try to absorb additional costs.

The impact is also being felt in staffing decisions. More than one in five businesses, 22%, said they planned to reduce staffing levels or stop recruiting, while 20% expected to reduce or stop planned pay increases.

There are also growing concerns around longer term viability.

While 77% of businesses remain confident about surviving the next six months and 68% are confident about reaching the end of 2027, confidence falls significantly over a longer period.

Just 41% said they were confident about their survival over the next five years.

Meanwhile, 17% said they were considering selling their business and 14% feared their business could be at risk of closure.

Gill Haigh, Managing Director of Cumbria Tourism, said: "These latest findings show just how challenging conditions remain for many tourism businesses across Cumbria.

"Businesses are continuing to deal with rising costs at the same time as visitors are being more careful about how and where they spend. That combination is having a very real impact on confidence, staffing and future investment.

"What is particularly concerning is the fall in confidence over the longer term. Tourism businesses have shown enormous resilience over recent years, but we are increasingly hearing from businesses that difficult decisions are having to be made.

"Cumbria's visitor economy supports 71,000 jobs and plays an important role in communities right across the county. These findings give us an important picture of what businesses are experiencing and will help inform our work with partners to make sure their concerns are understood and inform decision making."

The survey is sponsored by Cumbria Tourism Strategic Partner Lamont Pridmore, whose Chief Executive Graham Lamont said:

"The latest findings paint a sobering picture of the pressures facing Cumbria's tourism businesses. Rising operating costs, ongoing recruitment challenges, weaker forward bookings and continued economic uncertainty are all taking their toll on business confidence across the sector. While tourism businesses have shown remarkable resilience, many are now having to make difficult decisions around investment, recruitment and future growth plans.

"The Tracker shows that confidence has weakened significantly over the longer term, with more businesses questioning their future viability and some even considering exiting the sector altogether.

"The impact of measures announced in the 2026 Budget will support some businesses, particularly the changes to Business Rates Relief and the removal of the standing charge on gas bills, but rising employment and labour costs are set to continue, adding to business concerns, reducing profitability and making it harder for businesses to plan with certainty.

"The recent Budget changes have, on balance, increased cost pressures rather than eased them overall. At a time when many businesses are focused on survival as much as growth, creating the right environment for investment and long term sustainability has never been more important."

Care Group Chef Wins National Award For Outstanding Contribution To Care Catering

A care group chef has been recognised for her outstanding contribution to care catering, winning the Our Care Catering Hero Award at the 2026 National Association of Care Catering (NACC) National Awards.

Jane Oliver, Senior Relief Chef at Cinnamon Care Collection, was recognised for more than 45 years of experience in catering, including over three decades spent supporting people in care settings. Throughout her career, Jane has demonstrated an unwavering commitment to residents, combining her culinary experience with a personal approach to mealtimes that puts individual preferences, dignity and enjoyment at the heart of her work.



Working across Cinnamon Care Collection's homes, Jane provides support wherever it is needed, often stepping into challenging situations to help teams maintain high standards and consistent catering services. She takes time to understand residents' individual needs, adapting meals to reflect cultural and dietary requirements and preparing favourite dishes to make mealtimes more personal. She also shares her knowledge generously, mentoring chefs and supporting catering teams to develop their skills and confidence.

Jane's dedication was particularly evident during the COVID-19 pandemic, when she made the decision to live within a care home for more than six months to help ensure residents continued to receive consistent meals and support during an exceptionally challenging period. Her commitment reflects her understanding that food is about much more than nutrition; mealtimes can provide comfort, enjoyment and an important opportunity for social connection.

The award also recognises the lasting impact Jane has had on residents and their families. One relative recalled how much their mother loved Jane's cooking, describing a special Resident of the Day meal as one of the last meals she truly enjoyed. The family said Jane brought "dignity, joy, and humanity" to everything she did.

Jane said: "I'm absolutely delighted to receive the Our Care Catering Hero Award. Throughout my career, I've always believed that the most important thing is making sure residents enjoy their food and feel cared for. Something as simple as preparing a favourite meal can make a real difference to someone's day, and that's what makes this job so rewarding. I've also been fortunate to work alongside so many wonderful colleagues and I'm proud to have been able to support and share my experience with other chefs along the way. It's a real honour to have that work recognised."

Lee Joyner, Executive Chef at Cinnamon Care Collection, said: "We are incredibly proud of Jane and this well-deserved national recognition. Her dedication to residents, her willingness to support colleagues and her commitment to maintaining high standards wherever she works embody the values we strive to uphold across our homes. Jane understands the difference that good food and thoughtful, personal service can make to residents' everyday lives, and her experience and generosity have had a lasting impact on the teams she supports. We are delighted to see her contribution celebrated in this way."

Cinnamon Care Collection congratulates Jane on this achievement and thanks her for the care, professionalism and experience she continues to bring to residents and colleagues across its homes.

Sunfly Karaoke

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

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

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

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

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

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

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

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

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

See the advert on page 2 for details.



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



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

Every season brings its own drinking habits.

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

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

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



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

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



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

Christmas Presents the Perfect Opportunity

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



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

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

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

Confidence Sells Wine

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

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

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



Crowd-Pleasing Winter Reds

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

Regional Classics

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

Premium Festive Choices

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

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

Lanchester Wines

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

Wetherspoon Reports 8.2% Like-for-Like Growth as Tim Martin Warns on Pub Labour Costs

J D Wetherspoon has reported like-for-like (LFL) sales growth of 8.2% for the first 14 weeks of its financial year, as chairman Tim Martin used the trading update to argue that rising labour costs hit pubs far harder than supermarkets.

The figures cover the 14 weeks to 1 November 2026, comprising the first quarter and a further week. Total sales were up 9.1% year to date.

Bar sales rose 9.4%, food sales rose 6.8% and slot and fruit machine sales rose 7.1%. Hotel room sales fell 1.4%.

In September, the latest month for which data is available, the NIQ RSM Hospitality Business Tracker reported industry LFL sales growth of 2.7%, against 9.9% for Wetherspoon. The company said it has now outperformed the tracker for 49 consecutive months.

Growth has eased slightly during the period. The company reported LFL sales of 8.6% for the first nine weeks of the quarter in its recent annual results, but said the most recent five weeks came in at 7.5%.



Net debt at the end of the first quarter stood at £736m, down from £756m at the same point last year.

Excluding franchises, Wetherspoon has opened six pubs so far this financial year: at Manchester Airport (Terminal 2), Heathrow Airport (Terminal 2), Crewe in Cheshire, Ferndown in Dorset, Dibden Purlieu in Hampshire and Kempston in Bedfordshire.

The company expects a further five to ten managed openings this financial year. It sold one pub in the period and now has 797 trading managed pubs.

A total of 25 pubs now operate as Wetherspoon franchises, two of which opened in the year to date. The company estimates a further 10 to 15 franchised openings this year.

The update includes a section in which Wetherspoon sets out its case that labour cost increases affect pubs more than supermarkets, responding to repeated assertions on the issue from trade body UKHospitality.

Using an average pub pint price of £5.34 in May, the company calculated a net price of £4.45 after VAT. With labour costs at around 38% of ex-VAT sales (Marston's annual report shows 37.7%), it put the labour cost of a pint at about £1.68.

For supermarkets, it took an average pint price of £1.40, or about £1.17 excluding VAT. Citing wages at around 13% of sales (Tesco's accounts show 12.8%), it estimated the labour cost of a supermarket pint at about 15p.

On that basis, Wetherspoon said a 10% rise in labour costs would add about 17p to the cost of a pub pint, compared with about 1.5p in a supermarket. It said this has widened the price gap between the two in recent decades and was a major factor in pubs losing half their beer sales to supermarkets since the millennium.

The company added that the "service element" of a pub pint means far more jobs per pint or meal than in a supermarket, and argued that successive Conservative and Labour governments have pushed up the cost of pub drinks and meals relative to supermarkets, reducing the number of jobs in the economy. It also pointed to the VAT advantage supermarkets enjoy, paying zero VAT on food while pubs and restaurants pay 20%.

Whether the effect is desirable, the company said, is "above all, a question for the public", asking to what extent people want pubs to retain their place in the UK's social fabric.

Tim Martin said: "The company has had a good start to the financial year. There are still three quarters to go and profit forecasts are very dependent on the level of sales growth. We are comfortable with current market expectations, once adjusted for the 53-week period."

The company-compiled consensus of seven analysts puts FY27 profit at £76.4m on a 53-week basis. The financial year runs to 1 August 2027.

The next trading update is expected on 20 January 2027.

Nick Mackenzie to Step Down as Chief Executive of Greene King

Greene King has announced that chief executive Nick Mackenzie will step down at the end of February 2027 as part of a planned succession process. He will be succeeded by Clair Preston-Beer, currently the company's chief digital and commercial officer.

Mackenzie, who has led the business for almost eight years, said the time was right to hand over the reins following the launch of Greene King's 2030 strategy, which includes new plans for its pub estate and brewery. He will remain on the board of Greene King Ltd to support the transition.

As part of Greene King's long-term succession planning process, Clair Preston-Beer will succeed Nick in March 2027 and become Greene King's first female CEO in its 227-year history. Clair joined Greene King in 2020 as Managing Director of Greene King pubs before being appointed to Chief Operating Officer in 2024 and Chief Digital and Commercial Officer in 2026.



Over this time, she has overseen all commercial, digital and technology functions for the group. During the past six years, Clair has been instrumental in shaping the company's new strategy and implementing operational change across the business including its digital transformation and development of Greene King's loyalty programme.

Nick Mackenzie, Chief Executive Officer of Greene King, said: "It has been the privilege of my career to lead Greene King for nearly eight years. This is a very special company, with very special people who care deeply about their teams, customers and the communities they serve up and down the country.

"I have loved every minute and would like to thank everyone in the business, and all our partners for their support, dedication and belief in this amazing company.

"I am delighted that Clair will be taking the reins and having worked closely with her for the last six years, I know she shares my passion for the industry and is an exceptionally qualified successor to take Greene King forward and deliver the next chapter in its long and illustrious history. The business is in great hands."

Clair Preston-Beer, Chief Digital and Commercial Officer of Greene King, said: "I'm honoured to be appointed as CEO of Greene King. I love our pubs, I love our people and I am passionate about ensuring they remain the ultimate social host for generations to come. I am inspired by the energy of our 38,000 team members who drive this 227-year-old business forward.

"We have an ambitious strategy in place that is focused on growing share in a challenging environment. We will continue to strengthen our core brands and ensure our digital services become central to the everyday experience of our valued customers. We have prioritised investment in data and AI to ensure that every pub is easier for our teams to run, every customer experience more personal and every decision better informed. There is so much to be excited about for the future of this historic pub company and brewer.

"I would like to thank Nick for the opportunity to join Greene King and for his support over the last six years, he has been an exceptional leader and I have thoroughly enjoyed working with and learning from him."

Gerald Ma, Executive Committee Member at CK Asset Holdings, Greene King's owner, said: "On behalf of the board, I would like to thank Nick for his outstanding contribution to Greene King during what has been a challenging period for our industry and pubs. Nick has not only driven significant operational, cultural and strategic change within our business, but has been relentless in his backing of pubs, collaborating with government and trade bodies to successfully deliver positive impact for the sector.

"Reflecting our effective long-term succession planning, we have identified a proven and dedicated leader in Clair Preston-Beer. Clair has a fundamental understanding of our business and has played a significant role in shaping Greene King's progress in her leadership roles to-date. Greene King is in a strong position, and we are looking forward to the future under Clair's leadership."

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**

Bold Future for Venue Hospitality as Restaurant Associates Venues Join Company of Cooks

Two of the most respected names in British venue hospitality have come together.

Restaurant Associates Venues and its teams have joined Company of Cooks, creating one specialist brand dedicated to delivering exceptional food, drink and experiences to clients and customers in distinctive cultural, heritage and leisure destinations.

The move brings together shared expertise, creativity and a deep understanding of what makes every venue unique. With the character of each place at its heart, the combined team will build on strong foundations, raise standards and create thoughtful hospitality that feels authentic to its setting and memorable for every guest.

The new chapter comes as Company of Cooks marks its 30th anniversary. Since opening in London in 1996, the business has grown by staying true to a simple belief in celebrating craftmanship, creativity and community.

Bringing the teams together harnesses the depth of expertise across the business and reinforces a shared commitment to the highest standards. The team will establish centres of excellence where specialists share knowledge and best practice to drive innovation in hospitality. By sharing ideas, developing talent and challenging convention, they will continue to push the boundaries of hospitality and deliver exceptional experiences for every client, venue and guest.

Dirk Talsma, Managing Director of Company of Cooks, said: "I am incredibly excited about this next chapter. Company of Cooks' 30-year heritage is built on integrity and the belief that brilliant hospitality starts with brilliant people. Bringing our teams together is a natural evolution, strengthening our operational expertise, culinary innovation and event sales capability, alongside greater investment in our people and client locations.

"Our ambition is to become the UK's most admired hospitality partner for cultural destinations, heritage event venues and visitor attractions. We are structured to give clients, guests and venues outstanding support while investing meaningfully in our teams. That means great training, genuine career opportunities and a supportive culture where people feel valued. When we care for our people, they bring creativity, confidence and craft to every guest experience."



Matt Thomas, CEO, Workplace + Leisure, Compass Group UK & Ireland, said: "We have long admired Company of Cooks and what it stands for. As our market evolves, we need to keep developing our people and challenging our thinking, so we continue to earn the trust of the clients and customers we serve today and those we will welcome tomorrow. Company of Cooks has an important place within the Workplace + Leisure sector, alongside distinctive, thoughtful brands that can share expertise while staying true to their own identities. My job is to give this leadership team the resources, investment and talented people they need to uphold the highest standards and deliver on our promises. That is what matters: backing our people to do what they do best, and making sure our clients and customers see the difference."

Deter Dine and Dash During the Festive Season

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

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

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

Trond Rornes, Director of CardsSafe Ltd., told us. "We've experienced a significant increase in enquiries relating to dine-and-dash. Most recently, a chain restaurant business with 50 venues took on our CardsSafe system because of far too many cases of customers making off without payment. We offer a solution to a national problem."



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

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



Christmas TREE WORLD

Every Venue Has
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FIND A TREE THAT CAN SURVIVE IN A BUSY VENUE

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

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

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



The 7ft Pre-Lit Ironwood Fir Tree

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

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EXCLUSIVE TO READERS

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

a Christmas Tree,
You Make Yours Special?



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

NO MORE REPLACING YOUR TREE NEXT CHRISTMAS

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



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

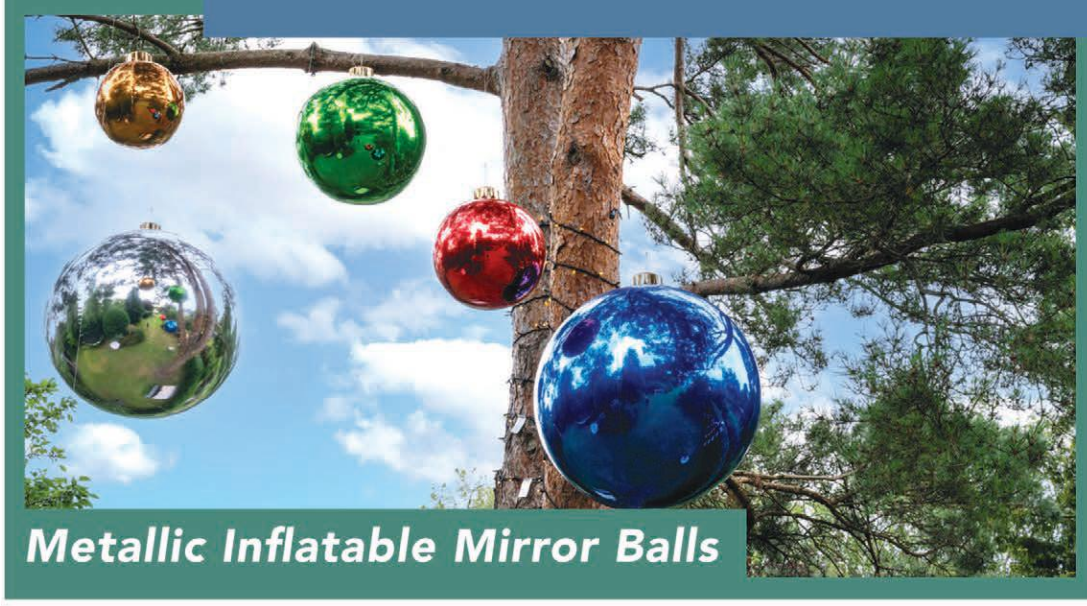
NO MORE ENDLESS ASSEMBLY TIME

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

DON'T PANIC COME DECEMBER

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

- Inflates in seconds for quick seasonal displays
- Suitable for both indoor and outdoor spaces
- Lightweight and easy to move between locations
- Available in 40cm, 60cm 80cm and 100cm across 5 colours.



Metallic Inflatable Mirror Balls

SCAN ME

Shop with the commercial Christmas specialists

www.christmastreeworld.co.uk

Products and Services

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

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



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

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

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

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

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

https://adveco.co/

See the advert on page 11 for further information.

Sharpening Innovation from Sweden

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



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

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

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

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

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

Fry Food Faster with OilChef

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



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

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

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

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

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

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

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

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

SCAN ME

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

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

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

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

ROBERT'S Dorset

The Perfect Snack

HANDMADE IN BRITAIN

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

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

See the advert on page 5 for further information.

CLEAN Do The Workwear, So You Can Do The Work

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

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



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

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

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

Hospitality Technology

North East Company Is Leading The Way In Providing Service Robots

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

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

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

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

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

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

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



"But to empower them through technology.

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

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

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

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

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

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

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

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

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

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

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

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

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



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

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

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

See the advert on page 7 for further information.

Stop Charging Phones Behind The Bar And Start Getting Paid

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

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



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

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

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

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

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

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

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

ChargedUp



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



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

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

A CHANGING CUSTOMER, A CHANGING DAY

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

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

THE OPPORTUNITY IS ALREADY WAITING

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

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

WHY COFFEE MAKES COMMERCIAL SENSE

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

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

QUALITY IS NOT OPTIONAL

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

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

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



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

THE TRAINING GAP

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

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

THE BOTTOM LINE

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

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01409 231166

Elevate Every Cup with Espresso Dark Beans

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

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

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

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



DOUWE EGBERTS

ELEVATE EVERY CUP WITH ESPRESSO DARK BEANS

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

BOOST YOUR COFFEE PROFIT TODAY



NEW

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

Bar and Cellar Equipment

Cellartech Solutions: Keeping the Hospitality Industry Running

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

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

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

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

IMPROVING EFFICIENCY THROUGH MULTI-DISPENSE TECHNOLOGY

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

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

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

Rob Grant, Director of Cellartech Solutions, explains:

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



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

COMPLETE TECHNICAL SUPPORT FOR HOSPITALITY

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

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

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

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

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

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

BUILDING LONG-TERM RELATIONSHIPS

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

Rob adds:

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

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

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

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

Adams - The Bottled Gas Specialist

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

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

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

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

We also Supply:

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

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

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



Beer Quality: Protecting Your Profits, Pint by Pint

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

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

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

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

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

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

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

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

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

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

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

CELLARTECH SOLUTIONS

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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.



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- ✓ Repairs, servicing and call-outs



CELLAR COOLING

DESIGN | INSTALLATION
SERVICE | REPAIRS

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



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FILTERED. CHILLED.
SPARKLING. SUPPORTED.

- ✓ Premium still and sparkling water
- ✓ Professional installation
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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

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Kitchen Equipment and Fit Out

ACO Grease Traps, Separators and Recovery Units

Find the right grease unit for your kitchen using our selector

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

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

Our recommendation will be based on things like:

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

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

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

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

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

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



Caterquip - Specialists in Ventilation Systems

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

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

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

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

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

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



Fridge Seals Direct

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

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

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

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

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

www.fridgesealsdirect.co.uk

Caterquip Ventilation

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



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

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

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

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

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

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

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Heathcote Industrial Estate
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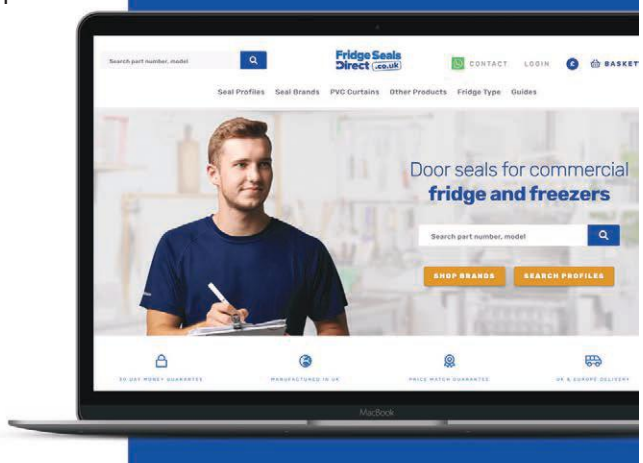
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ACO Grease Traps, Separators and Recovery Units

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 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.



ACO Grease traps can fit easily under kitchen sinks

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

ACO. we care for water

Kitchen Equipment and Fit Out

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

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

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

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

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

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

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

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

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

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

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

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

"We wish we'd done it sooner."

The reason is rarely just about the labour saving.

It's about consistency.

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

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



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

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

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

The question is simple.

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

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

See the advert on the back cover for further information.

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

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

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

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

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



COMMITTED TO SUSTAINABILITY

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

Located on the borders of Lincolnshire, Leicestershire, Rutland, Northamptonshire, Cambridgeshire.

Tel: 07790 612911
Email: kitchenclearanceuk@gmail.com
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See the advert on page 11.



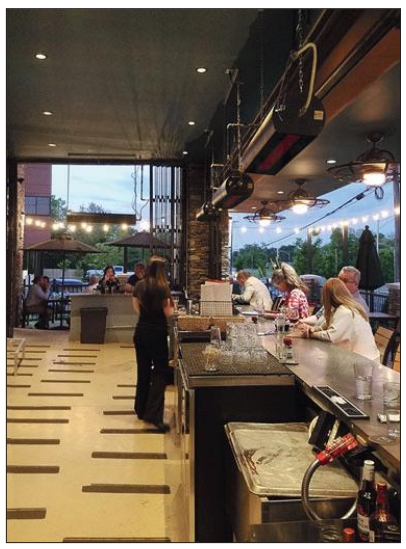
Outdoor Spaces

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

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

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

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



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

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

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

Check out our website for further information.

www.spaceray.co.uk

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SPACE-RAY®

Outdoor Spaces

Make A Statement With All-Year Round Aluminium Furniture



Simple and stylish, aluminium furniture does what it says on the tin. Water resistant and durably constructed to contract grade standards, our entire range is designed for long days and nights outside. However, there is no need to store it away when winter comes, as it looks just as good indoors as it does on pavements and patios!

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

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

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

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



Global Canopies - Architectural Outdoor Dining Canopies Built to Drive Revenue

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

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

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



ONE TERRACE, EVERY SEASON

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

THE COMMERCIAL CASE

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

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

WHY OPERATORS CHOOSE GLOBAL CANOPIES

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

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

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

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

Enquire: Speak to the team about a site survey and a tailored proposal.

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Transform unused outdoor areas into attractive, revenue-generating spaces all year round.

Premium outdoor solutions for hotels, restaurants, pubs, cafés and leisure venues.





Commercial Parasols
Shade, heating and LED lighting



Retractable Roofs
Flexible shelter at the touch of a button



Louvre Roofs
Adjustable protection from sun and rain



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

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www.global-canopies.com

Cleaning and Hygiene

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.

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

Zep | PROFESSIONAL SOLUTIONS DONE RIGHT

CONSIGN CHEMICAL OVERDOSING TO HISTORY!

Dose easy

D1 ALL SURFACE
D2 BATHROOM
D3 FLOOR
D4 DEGREASER
D5 GLASS
D7 DEBAC/DESINFECTANT
D8 SANITARY CLEANER
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D13 FLOOR



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20 ML/DOSE

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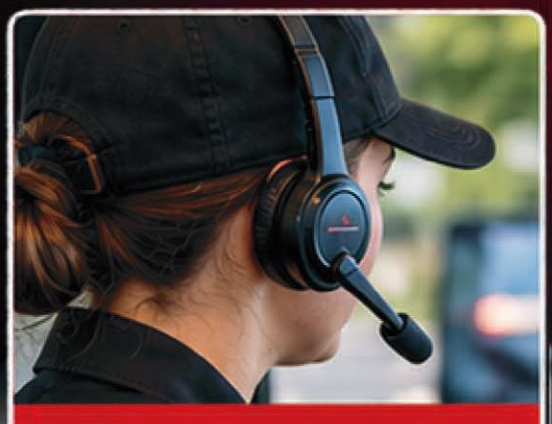
Easy Screen™

CLEANING WIPE

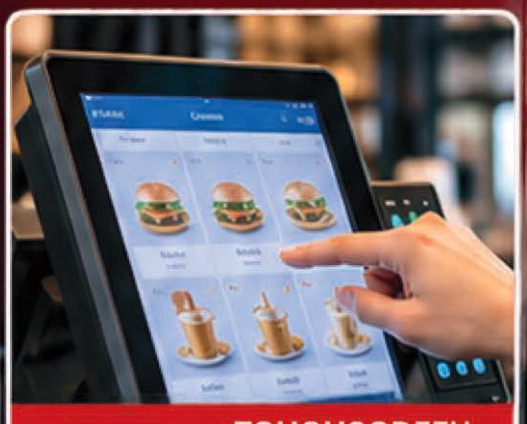
CLEAN, CLEAR SCREENS. BETTER SERVICE.



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



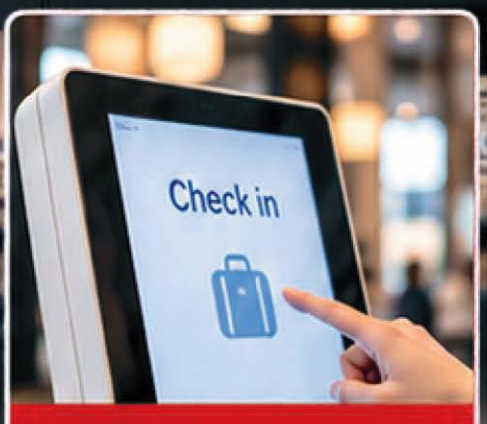
DRIVE-THROUGH HEADSETS



TOUCHSCREEN TILLS & ORDERING TABLETS



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CHECK-IN SCREENS

CLEAN, CLEAR SCREENS

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

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

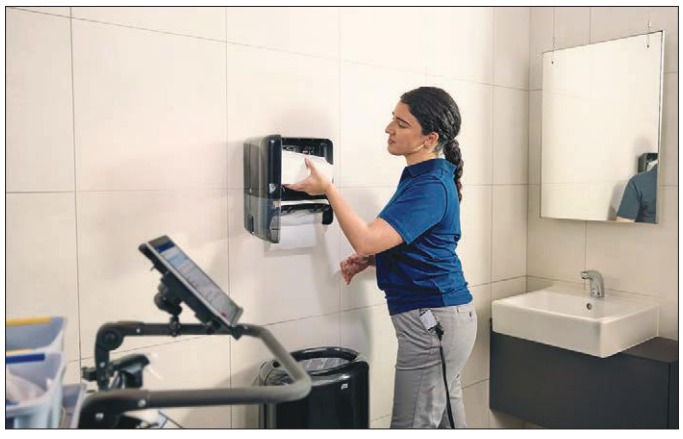
"Our data shows that when washroom users and cleaners' needs aren't met, a business can suffer as people spend less time and/or money there," said Olivia Slater, Commercial Director, Professional Hygiene at Essity. "With three in four people concerned about washroom hygiene,[1] and one in two likely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

Recommendations:

1. LEAN INTO INCLUSIVE HYGIENE

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

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



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

2. PROMOTE SUSTAINABILITY

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

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

Tork recommends the following actions:

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

3. SUPPORT EMPLOYEE EFFICIENCY

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

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

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

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

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

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

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

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Design and Refit

A-Boards For Pubs, Bars & Restaurants From Majisign

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



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

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

SAVE 10% ON A-BOARDS!

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

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

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

GET NOTICED WITH MAJISIGN!

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

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

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

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

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* Valid until 29.11.26. Terms & conditions apply. Visit our website for full details

Mayfair Furniture

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

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

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

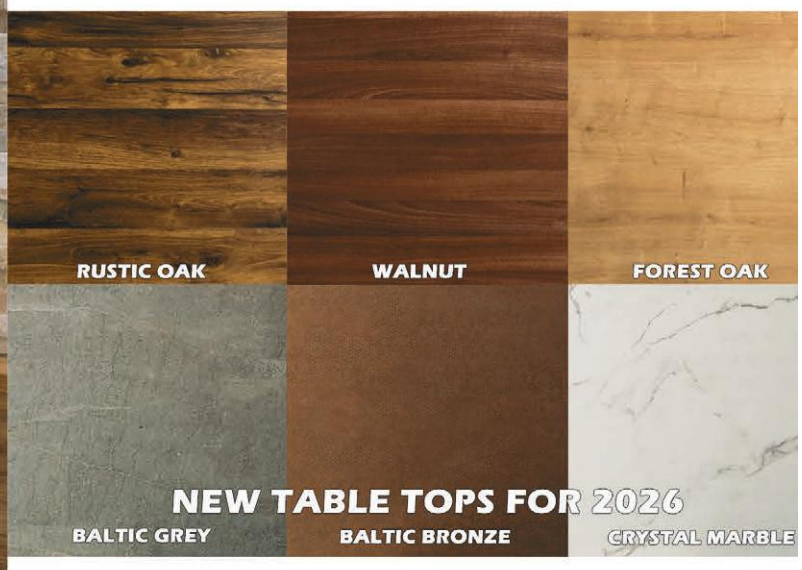
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Clean, Secure and Well-Maintained Washrooms Are Essential to Hospitality Success

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

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

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

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

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



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

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

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

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

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

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

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

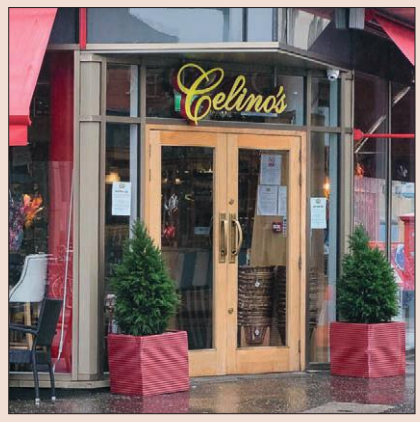
A CONSIDERED UPDATE

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

A coordinated palette was selected

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

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



The result is a space that feels consistent with the wider interior not separate from it.

DELIVERED AROUND DAILY TRADING

With the restaurant operating as normal, the works were planned carefully to avoid disruption.

Manufacture and installation were handled efficiently, allowing the upgraded facilities to be introduced with minimal impact on staff or customers.

THE FINISHED SPACE

The washrooms now sit comfortably within the venue.

They feel joined-up, well finished, and in keeping with Celino's identity, a simple improvement that strengthens the overall experience.

For further information on Rearo, see the advert on the facing page.



Eat, Drink And Be Merry With Chic And Versatile Wooden Tables

Christmas is just around the corner, so it's time to make sure you can accommodate all those festive group bookings! Here at Trent Furniture, we have a fantastic range of wooden tables designed to cater from everything from an intimate festive date to the office Christmas party.



If you're looking for a hardworking all-rounder to take you through Christmas and beyond, the bestselling Shaker Table is the perfect solution. Available as a round, square, rectangular and poseur table in a great range of sizes, it's a stylish, no-fuss option for any dining venue. Not only that, it comes in three attractive wood finishes, and you can even add matching square or rectangular coffee tables to your bar area.

For a classic interiors theme, the Rectangular Wellington Table is a solid choice in terms of both build and aesthetics. Again available in a vast choice of sizes and three wooden finishes to match your décor scheme, this solid hardwood table is designed to last in a busy hospitality environment for years to come. A truly versatile choice, it looks just as good with modern seating such as the Washington Side Chair as it does with a more traditional chairs such as the Straight Leg Captains Chair.



To find out more about our wooden tables, available with delivery well in advance of the festive season, please visit **www.trentfurniture.co.uk** or call **0116 286 4911.**

REARO®

BESPOKE WASHROOMS FOR YOUR VENUE



Made-to-measure. Designed around your space.

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All Rearo doors feature an emergency release lock, helping staff gain access when assistance is needed.



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Premium lockers and benches for hotels, spas and leisure facilities, available in a choice of colour-coordinated finishes.

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Available in a choice of sizes from 800mm x 800mm to 1200mm x 800mm and heights from 1980 to 2070mm Artemis suits a variety of spaces and can be highly personalised using Kinedo's extensive range of Kinewall decorative wall panels.

Designed with both installers and end users in mind, the Artemis delivers a practical, high-quality showering solution for projects where space is at a premium, without compromising on comfort, functionality or contemporary design.

For further information please visit **https://kinedo.co.uk**

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Five Practical Steps Pubs And Hospitality Owners Can Take Now To Limit Insolvency Threat



Richard Hunt, Director of Liquidation Centre (www.liquidationcentre.co.uk) provides expert insights into the actions pubs and hospitality businesses should consider before pressures become unmanageable.

CARRY OUT COST AUDITS

A cost audit is one of the most vital steps pubs and hospitality businesses can take now to get a grip on their spending. Cost audits can help examine and identify where money is being lost, whether that's on utilities, stock, or outdated supplier contracts. It is the perfect opportunity to separate essential costs from outdated habits and expenses. By doing this, owners can reduce wasteful spending, refine ordering, and gain a clearer picture of where the business stands.

Richard Hunt, Director of Liquidation Centre adds: "For pub owners, margins are tighter than they have been in years. No one opens a pub expecting to worry about insolvency, but the sooner you take a close look at the numbers, the more control you keep. A cost audit can reveal where money is slipping away and fix those pressure points before they spiral."

CONDUCT REGULAR PRICING STRATEGIES

With rising costs continuing to put pressure on the sector, pricing strategies are crucial in ensuring owners are protecting profitability. Regularly reviewing product prices enables pubs to ensure their profit margins align with rising business costs, without alienating consumers.

"Small, meaningful adjustments such as introducing premium menu offerings or rebalancing prices across the menu can boost profitability without impacting every product. Pricing strategies that are clear and well executed help pubs respond more confidently to market pressures, rather than reacting too late, when steep price changes could result in damaging customer trust."

EXAMINE AND RENEGOTIATE LEASES

Managing fixed costs can be even more important than trying to boost sales, especially at a time when consumer confidence and spending are under pressure. When revenue drops and supplier costs rise, fixed expenses like rent can quickly start to feel overwhelming.

"Taking a close look at lease costs can open the door to renegotiation and give businesses more breathing room. It's a practical step that can ease pressure on overheads and help pubs stay resilient during tougher trading periods, while building a bit of financial headroom."

EXPLORE ALTERNATIVE REVENUE STREAMS

Pubs rely heavily on drinks sales, but during times of economic uncertainty, customers tend to spend less, putting pressure on their main source of income. That's why adaptability is vital. Pubs that are willing to explore and diversify revenue streams stand in better stead to cope with economic pressures.

"Transforming the pub into a space that offers more than just drinks can open up new income streams. Quiz nights, daytime co-working offers, lunch deals, or even selling local products can all bring in extra revenue and attract a broader mix of customers."

ENGAGE EARLY WITH LENDERS AND ADVISORS

During difficult trading periods, waiting until it is too late to act is one of the most common and biggest mistakes businesses make. Delaying those difficult conversations only increases the pressure and reduces the likelihood of coming out the other side. By speaking to advisors and lenders at the first signs of trouble, more options are likely to remain available, including restructuring support. Lenders are also generally more willing to work with businesses that are proactive and transparent about their position. Continuing to trade as normal while knowingly facing insolvency can also expose owners to personal liability and reputational damage.

"Insolvency practitioners and advisors can bring experience most operators simply don't have in-house. From cash flow forecasting to landlord negotiations, the key is knowing whether the business is facing a short-term liquidity problem or if there's a deeper profitability issue. This can help to differentiate between a business that may simply have a temporary liquidity problem, one which may need restructuring, or a business with profitability issues. All of these need to be tackled in a unique and accurate way, making this distinction vital."

Richard Hunt, Director of Liquidation Centre, shares his advice for pubs struggling to stay afloat:

"Pubs are under huge pressure at the moment, so it's important to look closely at where money is being spent. Small changes can make a real difference. Reviewing the menu, cutting food waste and focusing on the drinks and dishes customers actually want can help protect profits without having to put prices up across the board.

"Staffing is another area worth looking at. Making sure there are enough staff for busy periods, without paying for extra hours when trade is quiet, can help keep costs under control. But it's just as important to maintain good service and give customers a reason to keep coming back.

"Most importantly, don't wait until things get really bad before taking action. If you're struggling to pay bills, falling behind on tax or constantly worrying about cash flow, take a proper look at the figures and get advice early. The sooner you deal with the warning signs, the more options you may have to turn things around. Leaving it too late can make an already difficult situation much harder to recover from."

Why Use a Specialist Hospitality Consultant?

Answer: because we can help your business to succeed.



With over 30 years of industry experience in the Hospitality sector, The Bowden Group's Managing Consultant David Hunter will work with you to address the following elements:

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Our experts will analyse your entire operation and also its key operating figures if they are available. We then help you to identify strategies to manage costs and overheads associated with the core Profitability of running a Hospitality business.

The largest overhead, even higher than Cost of Sales, is the Labour cost, so, with detailed analysis of your wages and being able to understand "the way your business actually works" we can ensure that you are maximising the labour usage in your business.

Budgeting, Forecasting, Menu Management, Stock Controls, Purchasing, and controlling Variable Costs are just a few of the other areas that David Hunter, your Restaurant Consultant, will work on with you, and improve with you.

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If your business is actually struggling, or if you just feel that it could be doing some things better, give David Hunter a quick call on **07831 407984** to arrange a "Free of Charge" initial consultation (please quote CLH Offer), when David will discuss with you what could be achieved if you ask us to work with you.

Finding Your Perfect Hospitality Investment

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The team at Stonesmith understands that no two hospitality businesses are alike. From traditional country pubs and coastal hotels to contemporary restaurants and boutique guest houses, each property presents unique opportunities and challenges. Their approach centers on listening to clients' individual needs and crafting bespoke marketing strategies that align with specific objectives. This personalized service, combined with their deep knowledge of the regional market, ensures that both buyers and sellers receive guidance tailored precisely to their circumstances.

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