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Rising Costs Squeeze Hospitality Profits...

And Holds Back Investment



A strong summer of sunshine and sport has failed to repair the finances of Britain's hospitality and licensed on-trade businesses, with new research showing four in five operators say the trading environment is holding back investment.

The survey, conducted jointly by UKHospitality, the British Beer and Pub Association (BBPA), the British Institute of Innkeeping (BII) and Hospitality Ulster, found that 80% of respondents said current conditions were constraining new investment, raising concerns about the sector's ability to expand, improve venues and create jobs.

Almost three-quarters (74%) reported a rise in electricity bills over the previous three months, while 88% identified food and drink inflation as one of their principal non-tax challenges over the next 12 months.

(CONTINUED ON PAGE 3...)

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Editor's Viewpoint



EDITOR
Peter Adams

Welcome to the latest issue of CLH News, and a warm welcome to our new readers!

Unfortunately, we went to press just days before Chancellor John Healey's first Budget, and with deadlines to meet, I can only speculate about what measures may have been announced and whether they will deliver the support our industry so desperately needs.

Business rates reform is reportedly "on the cards", but the crucial question is: will it deliver meaningful relief, or will any gains simply be swallowed up by rising costs elsewhere?

According to global tax consultancy Ryan, businesses across England face a £1.1 billion increase in business rates from April 2027, with hospitality reportedly accounting for £129 million of that rise, following September's inflation figures.

If these projections prove accurate, the Government must explain how businesses are expected to benefit from relief with one hand while potentially facing higher bills with the other.

Announcing assistance may make a good headline, but if other costs rise to offset it, operators could find themselves little better off.

As our front-page story highlights, hospitality needs serious, long-term support and meaningful reform.

For too long, the sector has been treated as a convenient source of tax revenue, despite its enormous contribution to employment, economic growth and communities across the country.

Now, with the Government looking to hospitality to help tackle youth unemployment, there is an uncomfortable irony.

Pubs, restaurants, hotels and other hospitality businesses have traditionally provided young people with their first jobs, valuable experience and a foothold on the employment ladder. Yet rising employment costs and the cumulative burden of taxation are making it increasingly difficult for operators to recruit and retain staff.

It is a crying shame if an industry that has helped generations of young people start their working lives is being priced out of providing those very opportunities.

The lesson is simple: you cannot tax an industry into creating jobs.

Nor does hospitality want to become dependent on grants and temporary handouts to sustain employment. It wants a vibrant economy, a fair and competitive tax system, and the confidence to invest, expand and recruit.

I hope the Budget has recognised these realities. Hospitality does not need more fine words or short-term fixes. It needs policies that allow businesses to thrive, protect jobs and continue making a vital contribution to the UK economy.

Let us hope the Chancellor has delivered more than headlines and as ever do let us know your thoughts, feedback always welcomed!!

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

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TELEPHONE:
01202 552333
EMAIL:
sales@catererlicensee.com
WEBSITE:
www.CLHNews.co.uk
@CLHNews
CLHNews

EDITOR
Peter Adams
SALES EXECUTIVES
David Bartlett
Guy Stephenson
PRODUCTION & DESIGN
Matthew Noades
PRODUCTION & WEB ADMIN
Charlene Fox

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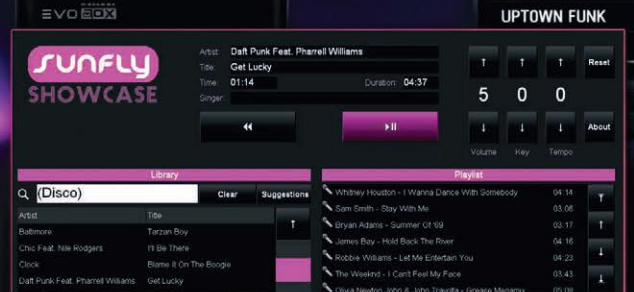
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Rising Costs Squeeze Hospitality Profits

And Holds Back Investment

(CONTINUED FROM FRONT COVER)

Together, the figures underline the growing disconnect between consumer demand and business viability, with operators working hard to attract customers but increasingly struggling to translate sales into sustainable profits

This raises concerns about the sector's ability to improve premises, expand operations and create new employment opportunities at a time when hospitality remains a major employer, particularly for younger workers.

STRONG SUMMER SALES

In a joint statement, the trade bodies said: "A great summer of sunshine and sport brought customers through the door to connect with friends and family, but strong sales are not the same as healthy profits.

"In addition to paying the highest tax burden in the economy, energy costs have risen sharply, with more to come, and food and drink inflation remains stubbornly high, so many businesses are working harder than ever for less. It is no surprise that four in five say the current business environment is holding back investment."

The organisations also warned that the consequences extended beyond individual balance sheets. The survey also points to a significant opportunity for job creation in hospitality. Nearly half (48%) of hospitality businesses said they would invest in employing more young people if the sector's high tax burden was reduced, and 57% said a lower rate of employer National Insurance contributions would help protect against further job losses.

TAX RECEIPTS "AT RISK"

The BBPA's closure projections provide a stark illustration of the pressures facing pubs, which continue to contend with rising employment costs, business rates, energy bills and the cost of purchasing beer and other supplies.

The association estimates that every pub contributes approximately £200,000 to HMRC annually through a combination of employment taxes, beer duty, business rates, corporation tax and VAT. Based on its estimates, the projected closures could therefore put almost £72 million in annual tax receipts at risk.

PUB CLOSURES

The findings coincide with the BBPA's warning that around 360 pubs will permanently close by the end of 2026. The association reports that 295 pubs had closed by the end of September, putting the industry on course to lose roughly one pub a day this year. It estimates the projected closures could cost around 5,000 jobs, with more than half affecting under-25s.

Regional figures for the first nine months of 2026 show England accounted for 226 closures, with the South East recording the highest number at 42, followed by the North West on 39. The North East saw 11 closures, while Scotland recorded 64 and Wales five.

The latest figures follow a difficult period for the trade. The BBPA recorded 336 net pub closures in 2025 and says nearly 2,200 net closures have occurred over the past five years, leaving the UK with 43,656 pubs at the end of last year. It attributes much of the pressure to the cumulative cost of taxation and regulation, claiming that measures introduced in the November 2025 Budget added £322m in costs for pubs and brewers.

BBPA chief executive Emma McClarkin said: "When a local closes, the damage is felt far and wide. It's not just workers, communities, our heritage and high streets who lose out when a pub closes – the Treasury loses, on average, £200,000 in tax receipts every time a local calls last orders."

CALLS FOR FURTHER ACTION

McClarkin welcomed the Prime Minister's commitment to a 20% cut in business rates for pubs from next year, alongside wider reform of the valuation methodology and proposals for pub-specific relief.

She urged the Government to go further, however, by delivering a permanently fair and sustainable business rates system, freezing beer duty, increasing draught relief and reviewing employment costs, particularly those associated with recruiting younger workers.

The BBPA is also backing calls from across hospitality for a fairer VAT regime, arguing that the share of customer spending absorbed by taxation leaves operators with too little room to manage rising costs.

SECTOR' CONTRIBUTION

The importance of the hospitality sector to the UK economy and local communities was underscored on 20 October, just days before the Chancellor's first Budget, when UKHospitality hosted its annual Parliamentary Reception at Westminster. The event brought together parliamentarians and hospitality operators to highlight the industry's significant contribution to employment, economic growth and the vitality of communities across the country.

Kate Dearden MP, Minister for the Future of Work and Hospitality, praised the sector's record in giving young people their first experience of work, and the lasting soft skills a job in hospitality provides.

Drawing on her own experience, she said: "My first job was in a café when I was 14. I eventually became a manager and that job gave me more skills and experience than I could ever imagine. It showed me the differences an opportunity can make. It's why I feel so strongly about the challenges facing young people."

TANGIBLE BENEFITS

Julia Lopez MP, Interim Shadow Secretary of State for Business, pointed to the tangible benefits hospitality brings to local communities, describing the sector as a true barometer of the health of high streets and the wider economy. She acknowledged the pressures operators face.

"I had the privilege of seeing the sheer power of the sector across the UK," she said. "Places being busy doesn't equal profitability. That's the problem you're facing right now."

Daisy Cooper MP, Treasury Spokesperson for the Liberal Democrats, spoke about hospitality's role in creating places people want to live in and visit, and said the Government needs to get behind the sector and the opportunities it offers.

"A high street is the glue that knots communities together," she said. "It's the entire ecosystem."





The Overnight Visitor Levy: What Hospitality Needs to Understand

By Arjun Kumar, Co-founder and Co-CEO of Taxd (www.taxd.co.uk)



Regional mayors are set to gain the power to add a percentage charge, expected to reach up to 5%, on overnight stays in hotels, B&Bs, and short-term lets. The charge applies to the full cost of the stay rather than a flat nightly fee, and covers British visitors alongside international ones.

For a sector already managing several years of rising costs, the levy raises questions that go well beyond the headline rate.

1. IT BEHAVES UNLIKE ANY TAX THE SECTOR CURRENTLY MANAGES

"An uncapped levy is different to VAT or business rates, since neither of those changes without notice," says Arjun, "This levy moves at a mayor's discretion, so two identical hotels in different cities could end up on different rates, with no warning of the next rise. That unpredictability is harder to plan around than the size of the bill itself."

2. LOCAL DISCRETION IS PRODUCING A GENUINELY UNEVEN NATIONAL PICTURE

Some regions have already signalled they will cap the levy at low single figures, while others have said they will not apply it at all. That leaves near identical businesses a short distance apart facing very different cost bases, depending on which mayor covers their postcode. For operators near a regional boundary, this could shape where guests choose to book, not just how much they pay.

3. COST OF LIVING PRESSURE LANDS ON DOMESTIC TRAVELLERS TOO

Because the levy is calculated on total spend and applies to British visitors as well as international ones, its effect reaches beyond inbound tourism revenue. A family booking a weekend break within the UK faces the same charge as a visitor from overseas, at a time when many households are already weighing up whether a domestic trip is affordable.

4. IT ADDS A NEW VARIABLE TO AN ALREADY STRETCHED SECTOR

Hospitality has absorbed a run of cost increases this year. Employer National Insurance contributions rose as part of the wider 26 billion pound tax increase on employers, the minimum wage went up again, and business rates relief was cut. UK Hospitality has said 100,000 jobs have been lost from the industry since these changes began. A tax with no ceiling and no fixed formula adds a cost that cannot be forecast on top of costs the sector has already had to absorb.

5. THE CASE FOR AND AGAINST A NATIONAL CAP

A national cap would give operators a fixed figure to build into pricing, and would stop identical businesses in different regions competing on uneven terms. Against that, some mayors argue that local tourism infrastructure needs vary too widely for one number to fit every city, and that a cap would limit the funding available to areas with the greatest strain on services. Both positions have merit, and the outcome will likely depend on how much consistency the government is willing to trade for local control.

6. WHERE THE MONEY GOES WILL DECIDE HOW THE SECTOR RESPONDS

Leaders have said revenue raised could be ring-fenced for tourism-related spending. If the funds are visibly reinvested into the infrastructure that supports visitor numbers, such as attractions, transport, or event funding, the sector is more likely to accept the charge as a fair exchange. If the money is absorbed into general local budgets with no visible return, resistance from operators is likely to grow.

PARTING THOUGHTS:

"Local authorities have a genuine funding need," says Kumar. "But a tax with no cap and no fixed formula adds pressure to a sector that has very little room left to carry it, and it is entry level jobs that are most exposed if that pressure keeps building."

"Hospitality businesses need to be able to plan their costs, pricing and investment ahead of time. An uncapped local levy adds another variable that operators may have to factor into those decisions from one year to the next."That comes on top of significant cost pressures already facing hotels, pubs and restaurants. For businesses operating on tight margins, the question isn't simply what the levy costs today, but what it could mean for pricing, investment and hiring in the future.

"Hospitality has traditionally been an important first step into work for young people. When an operator is deciding whether to take on another employee, invest in the business or hold money back, uncertainty around future costs inevitably feeds into that calculation.

"Local authorities need sustainable funding, but if the Government wants hospitality businesses to invest and grow, operators also need enough certainty to plan ahead."

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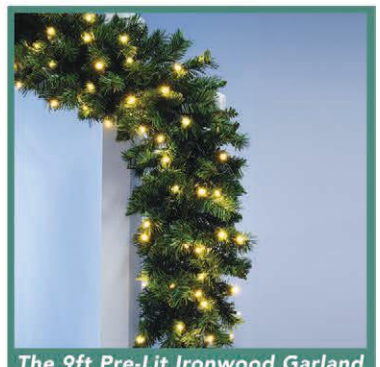
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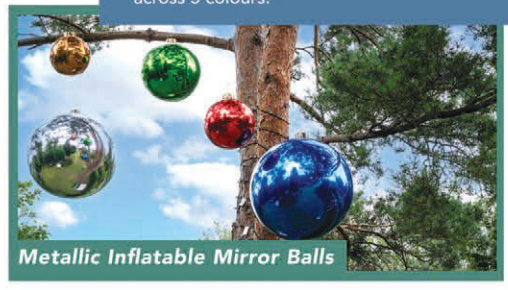
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Hospitality Pays Over 82p Tax For Every £1 Profit

High street pubs, restaurants and shops are being squeezed by the heaviest tax burden on businesses in any major sector of the economy, according to new research.

New analysis by the British Retail Consortium (BRC) has highlighted the significant tax burden facing the UK's hospitality and retail sectors, with businesses collectively paying £62 billion in taxes during 2025/26 through business rates, employer National Insurance Contributions (NICs), VAT and other government taxes.

The analysis found that hospitality businesses paid the equivalent of 82p in business taxes for every £1 of pre-tax profit, compared with 72p for the retail sector.

These are the highest rates for any sector, well above the 50p average effective tax rate of all eleven main sectors of the economy, including the 40.5p tax rate of the banking industry. Hospitality and retail's effective tax rates rose further in 2026/27.



High streets are among the places most vulnerable to rising business taxes. Shops, pubs, restaurants and cafés give town centres their life and provide local employment, yet these same businesses are, as the research reveals, carrying a heavy share of the business rates bill.

Retail and hospitality together contribute roughly a third of all business rates collected in the UK, far more than their weight in the wider economy would suggest. One in seven high street properties now stands vacant.

The April revaluation made matters worse, leaving many thousands of firms in physical premises with sharply higher rates bills.

Both sectors have also felt the sting of higher employer National Insurance contributions, introduced in Rachel Reeves's first Budget as chancellor in October 2024. Between them, retail and hospitality support close to five million jobs, however, the impact on jobs is already visible, over the past two years, retail has shed 122,000 roles and hospitality a further 93,000.

Unlike manufacturing and construction, these sectors cannot lean on generous capital allowances or R&D tax relief to soften the blow.

The BRC and UKHospitality are calling on the Chancellor to put local communities first and reduce the cost burden on these two sectors.

This research includes independent economic analysis carried out by Flint Global, commissioned by the BRC, revealing the business tax burden facing retail, compared to other sectors in 2025-26.

Hospitality's tax burden was £22.9 billion.

Allen Simpson, Chief Executive of UKHospitality, said: "This staggering data proves what we have long been saying: that hospitality is vastly overtaxed and has the highest tax burden in the economy.

"With more than 80% of every pound made going back to the Government, it is no surprise that our ability to create jobs, drive growth and regenerate the high street has been severely damaged.

"If the Government wants to create jobs and drive growth in every postcode, it needs hospitality and the high street firing on all cylinders.

"Hospitality's tax burden needs to be dramatically reduced. We need an entire hospitality solution to business rates, which the Government can achieve by increasing the retail, hospitality and leisure discount and providing support to the businesses hardest hit by the 2026 revaluation, in line with the support given to pubs."

Greene King Builds on Local Poppy Appeal Support with Rollout to 1,500 Pubs

Greene King is building on the longstanding support many of its pubs provide to the Poppy Appeal by making poppies available across all 1,500 pubs in its managed estate for the first time.

From 23 October, poppies will be available in every managed Greene King and Belhaven pub, giving customers the opportunity to donate to the Royal British Legion and Poppyscotland, whose fundraising supports serving members and veterans of the Armed Forces and their families.

Many of Greene King's pubs already welcome veterans and volunteers to fundraise for the charities in their local communities. This year, Greene King is building on that existing activity, by making poppies available across its entire estate of managed pubs in England, Wales and Scotland ahead of Remembrance Sunday and Armistice Day.



Graham Briggs, Social Lead at Greene King said: ""Our pubs are at the heart of communities across the country and support the Poppy Appeal through their longstanding links with local veterans, volunteers and Armed Forces communities. Making poppies available across all our managed pubs builds on this proud tradition and means more customers have the opportunity to show their support for the Royal British Legion and Poppyscotland."

The Ship Anson in Portsmouth, is one of Greene King's pubs which has strong links with its local Armed Forces community. Terry Rigg, General Manager, said: "The Ship Anson sits at the heart of Portsmouth's naval community, and we're fortunate to welcome serving personnel, veterans and their families through our doors. Our customers and team have always embraced the Poppy Appeal, so it's fantastic to see poppies now being made available across all of Greene King's pubs."

Ben France Head of Corporate Partnerships at the Royal British Legion said: "The RBL is there to support armed forces families during and after service, providing guidance during deployment, helping with financial hardship, support after a bereavement, or caring for a loved one in old age. By supporting the Poppy Appeal across Greene King's pubs, customers and team members can help us raise vital funds for the Royal British Legion to support the Armed Forces community for life."

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Serving Them Right: UK Hospitality Deserves VAT Cuts That Count

By Dean Stevens, Partner at accountancy firm HW Fisher (www.hwfisher.co.uk)



Andy Burnham entered office this summer promising to revitalise pubs, clubs and the wider hospitality industry. His Government got off to a strong start with a 20% cut to business rates for pubs, but there is a growing debate over how else he could follow through for the sector in the upcoming Budget.

Chef Tom Kerridge kicked off the conversation months ago, spearheading a petition calling for a reduction in VAT. Signed by the likes of Heston Blumenthal, Angela Hartnett, and Clare Smyth, it demands a 10% rate for hospitality, down from the current 20%. Such a cut would put needed wind at the industry's back.

Also signing on to Kerridge's letter is a who's who of large restaurant chains, from Wagamama to McDonald's, and Wetherspoon to Pizza Express. That's not surprising, given the giants of the sector operating across multi-sites would benefit substantial reliefs from a blanket rate reduction.

However, this highlights a key policy dilemma, as major groups operate under different financial dynamics than independent hospitality businesses; they benefit from economies of scale and can spread around costs and profits to better weather tough economic conditions. On top of that, a catch-all tax reduction would inevitably give them even more pricing power over the smaller operators. Because their overall tax bill is already much bigger, a 10% rate cut would mean much more for them in cash terms.

Across a multi-site restaurant portfolio, such a VAT cut could even offer enough cash for businesses to buy out entire competitors. We're talking about millions of pounds here – Wetherspoon, for example, disclosed it paid roughly £400 million in VAT in the last financial year.

It's for this reason that fellow chef Tommy Banks recently proposed trading Kerridge's blanket 10% for a 13% rate applied only to businesses with less than £50 million in annual turnover. His suggestion directly recognises that delivering the same cut to the whole industry would give large chains an unfair advantage and result in uneven support that does little to help the five- or six-site owner-operators.

I agree with most of what he suggests, and it's vital that any policy the Government pursues provides targeted support for the smaller players. Without it, we'd see competition across our sector erode even more.

But by ignoring the hospitality giants entirely, I'd argue Banks misses the fact that the big chains still need relief. They employ a huge share of the 3.6 million Britons employed in hospitality. And, while they may have bigger financial buffers, they face all of the same pressures, from rising rent and labour costs, to consumers' ever-shrinking wallets. Profits nearly halved across the 100 largest restaurant groups in the UK last year. They are big – but not immune to market headwinds.

And there's another, smaller risk: Banks' plan risks creating a growth bottleneck, incentivising restaurant chains nearing the £50 million cut-off to avoid expansion, lest they incur a hefty 7% hike in their VAT charges.

So there are important elements, as well as flaws, to both Kerridge's and Banks' proposals. They are both bringing sorely needed attention to a vital issue ahead of the Budget later this month, and I'd argue the best way forward is to combine different parts of each of their ideas. The ideal approach is somewhere in the middle.

In my view, the Government ought to split the difference and go with tiered VAT cuts that offer greater relief to the small competitors that need it most, but still provide some protection to the biggest. It might look like a 5% cut for the restaurant chains with the highest turnover, for example, and move gradually through to more substantial relief – say a 15% cut – for the smallest, independent competitors that are most exposed to the whims of the market.

I don't have access to the Treasury's granular data, so the Government will be much better positioned than I to determine the specific rates and thresholds, but they need to strike a balance between lifting the whole industry, and letting up the most where it's most needed.

As we hurtle towards the Budget, I hope the Government is paying attention to what both Banks and Kerridge have to say. They are both absolutely right about one thing for certain: financial relief of some sort is a must if we're to bring our hospitality sector back to winning ways.

CAMRA Opens Nominations for the UK's Most Picturesque Pubs

Pubs across the UK are being urged to enter CAMRA's Pub Design Awards.

This coveted award not only celebrates the UK's most picturesque hostelries, but seeks out hidden gems where people have converted a building into a pub.

One of 2026's winners was St Peter's Tavern in Liverpool, set inside a stunning 1788 church, while converted high street shops providing communities with a local struck gold.

Working with Historic England, the renowned CAMRA award showcases stunning pub architecture across the UK. First introduced in 1983, dozens of locals have been recognised, with visitors flocking to marvel at the winning pubs.

Judged by a panel of experts, the awards recognise the highest standards of pub refurbishment and conservation, plus the construction of brand-new pubs and spaces being converted to pub use.

There are five different categories: Conversion to Pub Use, Historic England Conservation, New Build, Refurbishment and Community Local.

From majestic Art Deco era establishments, innovative creative projects to build or convert new pubs, and street corner locals lovingly renovated by their community, the awards invite history buffs and pubgoers alike to explore and appreciate these inspirational buildings.



Historic England Conservation 2026 winner, The Woodman in Birmingham. Credit: James O. Davies

Nominations open Thursday 8 October to all pubs that meet the criteria, which can be found on CAMRA's website.

And nominations are open to all – whether you are a pub owner, a tenant, the architect behind the transformation, a CAMRA member or a punter, we look forward to discovering the best of the best!

Nominations close 18 November 2026.

Historic England's Andrew Davison, Chair of CAMRA's Pub Design Awards, said:

"I am delighted to announce the launch of our annual Pub Design Awards. They are a wonderful opportunity for owners, publicans and communities to show just how much creative flair, craftmanship and imagination goes into protecting, refurbishing and repairing their much-loved locals and creating brand-new pubs.

"The judges are always so enthused and encouraged to see the wide range of entries, making our job very difficult indeed! To see these fabulous design projects come to fruition is both humbling, while creating a sense of community for generations to come. This is especially important at a time when pubs are struggling against a difficult economic backdrop and gives us the opportunity to celebrate these amazing buildings."

To enter the competition visit: **camra.org.uk/awards/pub-design**

Irish Hospitality Insolvencies Fall by Almost a Quarter as VAT Cut Takes Effect

Company failures in the Republic of Ireland's hospitality sector have dropped by nearly a quarter this year, new insolvency figures show, with the Government's reduced VAT rate for food service seen as a possible factor.

PwC Ireland's latest insolvency barometer records 86 hospitality insolvencies in the nine months to the end of September. That is 23% fewer than in the same period of 2025 and well short of the roughly 35 a quarter the sector has averaged since the start of 2023.

PwC described the trend as a sign of continued stabilisation, adding that the Government's VAT reduction may have helped. From 1 July, the rate on restaurant and catering services fell from 13.5% to 9%.

The firm's earlier data shows, however, that hospitality failures were already easing in the six months to the end of June, before the lower rate came into force.

The reduction was confirmed in Budget 2026 following sustained lobbying by industry bodies. It is forecast to cost the Exchequer €232m this year and €681m in 2027, a combined €913m over 18 months.

The Irish Fiscal Advisory Council has said that sum would alternatively fund 8,846 nurses or 6,053 teachers, or widen the standard-rate income tax band by €2,328. The VAT change made up 17% of last year's Budget tax package, the largest single measure announced.

Across the economy, PwC said corporate insolvency levels stayed steady and well under historic norms. There were 204 failures in the third quarter, taking the nine-month total to 648, against 633 a year earlier. The long-term average since 2005 is about 250 a quarter.

By the end of September, the rate stood at 27 insolvencies per 10,000 businesses in the Republic, compared with a 21-year average of 49.

Not every sector fared as well. Retail insolvencies rose 25% year on year over the nine months, while construction failures were up 26%.

Ken Tyrrell, business recovery partner at PwC Ireland, attributed the retail rise to structural pressures, among them changing consumer habits, while higher costs were weighing particularly on contractors.

He said the low overall figures suggested recent Government support had helped keep failures down, and added that PwC expects Budget 2027 to continue backing the competitiveness of Irish SMEs.

Beer and Pub Sector Supports Almost 1m Jobs say BBPA

Britain's beer and pub industry generated £37.8 billion to the UK economy in 2025, supported almost 1 million jobs, and contributed £16.8 billion in tax, new British Beer and Pub Association analysis has found.

The leading trade body said the findings demonstrate the sector's economic footprint can be found in every constituency, with every region generating, on average, £3.2 billion in GVA and supporting, on average, of 81,800 jobs.

The sector also generated an estimated £2.2 billion in net capital investment in 2025, with the North-West recording the highest regional investment at £325 million the analysis, by Oxford Economics and commissioned by the BBPA, found.

The BBPA said the sector has proved itself to be fundamentally important for younger workers or those seeking flexible work. Approximately half (48%) of direct jobs are made up of workers between the ages of 16-24 – the equivalent of 341,900 roles – while 60% of workers were employed part-time.



The BBPA says the sector's tax burden must be reduced if it is to continue driving growth and jobs. It is calling for permanent business rates reform, a freeze in beer duty, an increased draught duty discount and a review of employment costs to help protect jobs and ensure businesses can continue investing.

Emma McClarkin, CEO of the British Beer and Pub Association, said: "This analysis shows why we're the lynchpin for jobs, growth, and communities in every constituency.

"Every single region's job market and local economy is enriched from pints and pubs, with them being vital for putting money in people's pockets, being precious community spaces, and boosting investment whilst generating significant tax revenues.

"It would be a perilous mistake to take this for granted, because when they close, we all lose out. We are fortunate that the Prime Minister and Chancellor recognise this and are strong supporters of the sector, as demonstrated by the vital 20% cut in business rates recently announced as a first step to support the sector.

"We now need to see permanent business rates reform, a freeze in beer duty and an increased draught discount, along with a review of employment costs to ensure we can continue to keep people in work, boost the economy, and remain as the heart and soul of communities."

The report found that pubs alone generated £29.8 billion in GVA, supporting 849,600 jobs and £17.4 billion in wages.

The UK's breweries generated £6.7 billion in GVA and supported 74,100 jobs, while beer sales in the off-trade contributed £2.3 billion in GVA and supported 48,100 jobs.

Latest research from WPI Strategy, authored by former Treasury economist Martin Beck, found that the pub plays a central role in creating huge wellbeing benefits for the nation.

The report found pub-based social interaction is estimated to generate a wellbeing value of around £1,000–£2,000 per regular pubgoer each year.

With nearly 30% of UK adults visiting pubs regularly (around 16 million people), the total wellbeing-equivalent value is estimated at up to £30 billion annually, which the BBPA argues is further proof of the intrinsic, unique and important role the sector plays.

Government Targets £800m in Business Savings Through Red Tape Reforms

The Government has announced plans to reduce unnecessary bureaucracy for UK businesses, estimating that proposed changes to regulations and reporting requirements could deliver savings of almost £800 million in administrative and tariff-related costs.

The proposals form part of a wider effort to ease pressures on businesses and households ahead of the Chancellor's forthcoming Budget. Ministers say the reforms are intended to simplify compliance, make official guidance clearer and reduce the time businesses spend dealing with paperwork.

For pubs, restaurants, hotels and other hospitality operators, the extent to which the measures translate into practical savings will be an important consideration, particularly as businesses continue to contend with rising operating costs and pressures on profitability.

The Chancellor said businesses were frustrated by administrative demands that divert time and resources away from running and developing their operations. The Government argues that reducing unnecessary requirements would give firms greater scope to invest, expand and create employment.

Prime Minister Andy Burnham has also backed the initiative, arguing that businesses should be able to concentrate on serving customers, supporting jobs and growing their operations rather than completing avoidable paperwork.

The Government has set a target of reducing regulation by 25% by the end of the current Parliament. However, the scale of the proposed savings will ultimately depend on how the changes are implemented and whether businesses experience a measurable reduction in their compliance costs.

The Confederation of British Industry (CBI) has welcomed the plans, while emphasising that effective delivery will be the key test of the reforms.

The announcement has drawn criticism from the Conservatives, who argue that other Government policies have increased the burden on employers. Shadow Chancellor Andrew Griffith said businesses were facing damaging levels of red tape and criticised the Employment Rights Act, claiming it would exacerbate difficulties in the jobs market, particularly for younger workers.

He called on the Chancellor to use the Budget to introduce further measures aimed at supporting employment and reducing the financial pressures facing businesses.

For the hospitality sector, the central question will be whether the promised reforms deliver tangible reductions in administrative work and costs, rather than simply changing the rules on paper. With operators continuing to assess investment decisions against a challenging cost environment, meaningful and measurable reductions in bureaucracy could provide welcome relief.

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From Place To Platform: What Makes A Hospitality Business Valuable In 2026?

By Anastasia Whitlock, senior associate in the hospitality and leisure team at Birketts LLP (www.birketts.co.uk)



The most valuable hospitality businesses today are not necessarily the biggest. They do not always have the largest estate, the most rooms or the highest turnover. More often, they have created something much harder to replicate: a distinctive brand, a loyal customer base and a compelling reason for guests to return.

Across the hospitality and leisure sector, operators are moving beyond the traditional model of selling rooms, meals and activities. Instead, they are creating destinations that foster loyalty, repeat custom and brand advocacy. This shift is influencing growth strategies, investment decisions and, ultimately, business value. A well-known example is Soho House. What began as a private members' club in London has evolved into a global platform built around membership, identity and connection. People join not simply because they need a hotel room or somewhere to dine, but because they want to belong to a wider network. The hospitality offering supports the community, rather than the other way around.

HOSPITALITY HAS BECOME AN EXPERIENCE BUSINESS

Consumers have more choice than ever about how they spend their leisure time. A weekend away competes with a concert, a sporting event, a festival or an overseas holiday. As a result, successful operators increasingly focus on creating memorable and differentiated customer experiences. Hotels are incorporating wellness offerings, curated events and membership-style benefits. Pub operators are developing destination venues that combine food, accommodation and entertainment. Loyalty programmes have evolved beyond discounts, with businesses such as Marriott allowing customers to redeem points for exclusive cultural, sporting and culinary experiences.

The implication is clear: customers are no longer purchasing accommodation, food and drink or leisure facilities alone. They are buying memories, convenience, connection and a sense of belonging. In a market facing rising operating costs, changing consumer habits and increasing competition, the businesses that understand this distinction are often the ones that stand out.

WHY INVESTORS CONTINUE TO BACK HOSPITALITY

Despite the challenges facing the sector, hospitality continues to attract investment. The reason is straightforward. Consumers may postpone major purchases or reduce discretionary spending elsewhere, but leisure, travel and social experiences continue to occupy an important place in modern life.

Strategic buyers, private equity investors and lenders continue to seek out businesses with strong brands, scalable operations and clear points of differentiation. Hospitality remains a fragmented sector, creating opportunities for consolidation, acquisition-led growth and investment-backed expansion across hotels, holiday parks, marinas and leisure assets.

WHAT BUYERS ARE REALLY LOOKING FOR

When assessing a hospitality business, buyers increasingly focus on more than historic financial performance. Key questions often include:

- *Can the business operate without the founder?*
- *Is the brand distinctive and properly protected?*
- *Are systems and processes capable of supporting growth?*
- *Are key commercial arrangements documented appropriately?*
- *Is there a credible strategy for expansion?*
- *Is performance supported by reliable data and reporting?*
- *Can new sites be opened consistently and successfully?*

The strongest businesses are built for growth long before a sale process begins. Investment in people, systems and governance frequently translates directly into value.

THE RISE OF SOPHISTICATED OPERATORS

Hospitality remains one of the UK's most entrepreneurial sectors, but it is becoming increasingly sophisticated. Operators are embracing technology, exploring new ownership structures, entering joint ventures and using acquisitions to accelerate growth. Artificial intelligence and predictive analytics are helping businesses improve operational efficiency, better understand customer behaviour and optimise revenue.

As businesses mature, their priorities evolve. Expansion plans raise questions around funding, acquisitions, property strategy, employment structures, succession planning and group organisation. These are often signs of a business moving from day-to-day operation towards long-term value creation.

QUESTIONS EVERY HOSPITALITY OWNER EVENTUALLY FACES

Every successful hospitality business reaches a point where the next decision becomes more strategic:

- *Should we open another site?*
- *Should we acquire a competitor?*
- *Should we take external investment?*
- *Should we incentivise key employees?*
- *Should we restructure the group?*
- *Should we begin planning for an eventual exit?*

The answers will differ from business to business. What successful operators tend to have in common is that they start considering these questions earlier than their competitors.

LOOKING AHEAD

The outlook for the hospitality and leisure sector remains compelling. Consumer preferences continue to favour experiences over possessions, while investors remain attracted to businesses with strong brands, loyal customers and clear growth stories.

The hospitality businesses that thrive over the next decade are unlikely to be defined solely by the rooms they sell, the tables they fill or the activities they offer. They will be the businesses that create destinations, build loyalty and give customers a reason to return.

For ambitious operators, that presents a significant opportunity. The challenge is ensuring that the legal, commercial and operational foundations are robust enough to support the next stage of growth.

Because in today's market, the most valuable hospitality businesses are not simply places people visit. They are places people choose to come back to.

Peyton Sisters Expand Norfolk Pub Collection With Third Opening

Hospitality entrepreneurs Siobhan and Caitriona Peyton have opened their third North Norfolk pub, The Three Horseshoes in Warham, following a major refurbishment.

The development represents the latest stage in the Peytons' strategy to restore distinctive pubs in sought-after Norfolk locations, preserving each pub's individual identity while bringing them together through a shared focus on food, hospitality and destination stays.

The historic inn, which dates back to 1725, has reopened with a new food offering, 10 bedrooms and extensively redesigned gardens. It joins the Peytons' existing North Norfolk venues, Sculthorpe Mill and The Ship at Brancaster.

Dating back to 1725, The Three Horseshoes is situated in the village of Warham, one mile from the North Norfolk coast and close to Wells-next-the-Sea. The historic inn has reopened following a major refurbishment, with a new menu, 10 individually designed bedrooms and extensively landscaped gardens.



Executive Chef Elliot Ketley, who helped Sculthorpe Mill earn and retain its Michelin Bib Gourmand, oversees the food across the collection.

Co-owner Siobhan Peyton said:

"The Three Horseshoes is an important step in the development of our Norfolk collection. Each of our pubs has its own history, character and relationship with its local community, but they are connected by the same approach: excellent food, warm hospitality and memorable places to stay.

"We believe there is a real opportunity to give distinctive Norfolk pubs a sustainable future by investing in the buildings, developing the food and accommodation offer and creating businesses that appeal equally to their local communities and to visitors to the region. Our focus now is on establishing The Three Horseshoes and continuing to build the collection thoughtfully."

The Three Horseshoes joins Sculthorpe Mill, a restored 18th-century watermill near Fakenham, and The Ship at Brancaster, a coastal dining pub with nine bedrooms. Both have been recognised by the Michelin Guide and named by The Times and Sunday Times among the best places to stay in the East of England.

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**

Hospitality Sector Faces £129 Million Business Rates Rise Next April in England

Businesses across England face a £1.1 billion increase in business rates from April 2027, with the hospitality sector facing a £129 million rise following today's release of September's inflation figures, according to analysis by global tax firm Ryan.

The Office for National Statistics (ONS) confirmed this morning that the Consumer Prices Index (CPI) stood at 3.5% in September 2026, up from 3.1% in August. September's CPI figure determines the annual uprating of England's national business rates multipliers under the Local Government Finance Act 1988. Unless the Chancellor intervenes at the Autumn Budget on 28 October, that uprating will feed through into all five multipliers from 1 April 2027.

Property in the "Other" class, which includes hospitality, leisure, education, health, transport and utilities, faces the largest increase at £352 million. Of this, £129 million falls on hospitality, leisure and accommodation premises such as pubs, restaurants, hotels, holiday lets and leisure attractions.

Industrial property faces a £302 million increase, followed by offices at £244 million and retail at £206 million according to analysis from global tax firm Ryan. The rise comes just a year after the 2026 revaluation increased rateable values in England by 19.4%.

Alex Probyn, Practice Leader of Property Tax, Europe and Asia-Pacific at global tax firm Ryan, said: "September's inflation figure sets the basis for a £1.1 billion rise in business rates in England next April, unless the Chancellor intervenes. The UK already has the highest property taxes of any major economy in the world at 3.7% of GDP. Annual inflation uprating adds to recurring property costs, leaving businesses with less capital to open stores, build warehouses or refurbish offices. It is those investments that create jobs and growth. The Chancellor should use the Budget to limit that increase and leave businesses with more capital to invest and grow."

Wider reform of the system is expected at the Autumn Budget. The Government has committed to returning to business rates reform, including Small Business Rates Relief, having already confirmed a 20% cut for pubs, social clubs and live music venues from April 2027.

The Treasury is reported to be considering raising the £12,000 threshold at which small businesses pay no rates, which has not changed since 2017.

Alex Probyn added: "The test for any Budget measures will be whether it strengthens the conditions for investment and growth across the business rates system as a whole, rather than simply transferring the burden from one group of ratepayers to another."

Hospitality Wages Fall for First Time in Nearly Three Years, Offering Operators Some Respite

The latest ONS labour market figures have revealed that average weekly earnings in the accommodation and food services industry fell year-on-year for the first time in over 30 months in August 2026.

Average weekly earnings were down 1.4% from £354 in August 2025 to £349 in August 2026. Vacancies also fell 7% year-on-year from 75,000 in the three months to September 2025 to 70,000 in the three months to September 2026.

Saxon Moseley, partner and head of leisure and hospitality at RSM UK, comments: "The first annual decline in hospitality wages in nearly three years suggests we may have reached an equilibrium, providing a degree of stability and some relief to operators.

"Another fall in hospitality vacancies partly points to operators being leaner



with their operations and creating efficiencies through AI, but more worryingly, it also highlights businesses are being priced out of hiring. Stark increases in national minimum wage (NMW) and employers' National Insurance have made it extremely expensive to take on new staff, particularly younger generations, many of whom tend to take their first step on the career ladder in consumer-facing businesses.

"The industry wants to see lower taxes for younger people and a freeze on NMW rises so that hiring of the younger generation can become more viable again. Employers will be waiting with bated breath as to what the new NMW rate will be from April 2027 in next week's Budget. Nevertheless, with almost 1m people aged between 16 and 24 not in education, employment or training (NEETs), a change in government policy has the potential to give the whole economy a shot in the arm."





Christie & Co Reports 22% Rise in Pubs and Restaurants Brought to Market this Year

Specialist business property adviser, Christie & Co, recently published its Pubs & Restaurants Market Review 2026, which provides insight into transaction activity, buyer demand, the trading environment, regulatory change and emerging opportunities across the sector.

The report highlights a market evolving as both pub and restaurant operators respond to cost pressures, changing consumer habits and new policy developments. From January to August 2026, Christie & Co was instructed to sell over 360 properties, a 22 per cent increase compared with the same period in 2025, and agreed over 230 deals, a 12.5 per cent increase during the same period, reflecting exceptionally strong buyer demand.

Christie & Co also saw an increase in completion values of approximately £105,000 for freehold sales, on average, and an increase of approximately £87,000 for leasehold sales, on average. 79 per cent of pub transactions were freehold, while 12 per cent were leasehold and 9 per cent were a new lease. Meanwhile, restaurant transactions were broken down by 44 per cent new lease, 37 per leasehold and 19 per cent freehold.



SHIFTING CONSUMER HABITS

The report notes a shift in consumer habits, with dining out becoming increasingly planned rather than spontaneous, which is raising expectations around food quality, service and the overall experience. As a result, value-led and quick-service restaurants are outperforming much of the mid-market, as they benefit from convenience, and premium dining has been similarly affected, leading a number of 'starred' restaurants to close in 2026.

Many pubs are also changing their business models. Traditional wet-led venues remain important community and sporting hubs, and some operators are moving away from food-led models to reduce labour requirements and operational complexity. Events, live sport and experiential offers are becoming increasingly important ways to drive footfall and spend.

POLICY & REGULATION

The report also examines the debate around hospitality VAT. The #VATsTheProblem campaign is calling for a reduction from 20% to 10%, arguing that retained revenue could support profitability, reinvestment, employment and business values. Any reform remains a matter for government policy, but VAT is likely to stay high on the sector's agenda into 2027.

Business rates are another focus. Pubs, clubs and music venues in England are set to receive a 20% reduction in bills from April 2027, alongside an independent review of assessment methodology. However, near-term liabilities remain elevated. New planning protections for pubs in England may preserve viable community assets but could also reduce redevelopment flexibility and place greater emphasis on underlying trading performance.

BUYER DEMAND

Across England, demand has been particularly high for traditional wet-led pubs delivering strong barrelage and community trade. Premium destination pubs with letting rooms have also remained highly sought after, particularly in affluent market towns, coastal locations and tourist destinations.

The exceptionally good summer weather across the country also increased demand for venues with outdoor trading space. The combination of food, drink and accommodation continues to attract buyers seeking diversified revenue streams.

The finance market is also becoming more supportive, with greater competition from challenger and specialist lenders broadening opportunities across wet-led, food-led, accommodation-led and leasehold businesses. Experienced operators remain attractive to lenders, but well-prepared first-time buyers with relevant experience and a credible business plan can also access funding.

Stephen Owens, Managing Director – Pubs & Restaurants at Christie & Co, comments, "As pub and restaurant operators continue to navigate significant cost pressures, staffing challenges, and broader economic uncertainty, we have seen a more dynamic property market in 2026, driven by a combination of resilient trading performance, motivated buyers, and sustained demand for quality hospitality assets.

"The pub and restaurant landscape continues to evolve, as operating models shift to reflect changing consumer behaviours. While food-led pubs have steadily increased their share of the market over recent years, traditional wet-led venues remain an important part of the sector, particularly where they serve as community hubs, sports venues, and destinations for social occasions.

"As we move towards the end of 2026 and look ahead to 2027, we expect buyer demand to remain the strongest for businesses that are well-positioned, realistically priced, and capable of demonstrating clear growth potential."

To read Christie & Co's Pubs & Restaurants Market Review 2026, click here:
https://www.christie.com/sectors/pubs/market-review/

Pause On Tourist Tax Plans After Consultation Exposes Deep Opposition

Cyngor Gwynedd has put the brakes on its proposed visitor levy, citing the scale and intensity of feedback gathered during a public consultation that ran through the summer.

An update report presented to the council confirmed that the scheme, which would have seen overnight visitors to the county charged a nightly fee from October 2027, will not proceed to a decision this September as originally scheduled. Officers said there had not been sufficient time to properly work through the volume and complexity of responses received.

The report described the public mood at consultation events as "heated, challenging and opposing," with strong and often conflicting views expressed by those who attended.



CONSULTATION DREW RECORD RESPONSE

The council's consultation period, which ran from May to July, was extended by 11 days at the request of the Gwynedd and Eryri 2035 Partnership. It went on to attract 6,856 responses in total — a figure officers said comfortably surpassed turnout for previous council consultations and dwarfed the response rates seen when neighbouring authorities canvassed opinion on similar schemes, with roughly 2,000 replies logged in Anglesey and 1,300 in Conwy.

Early analysis of the Gwynedd figures points to a county divided. Among residents, 48.7% backed the levy against 43.5% opposed. The picture was starkly different within the business community, where only 14.7% supported the proposal and 79.5% were against it. Visitors themselves were similarly unconvinced, with just 10.7% in favour and 79.9% opposed.

Taken together across all three groups — residents, businesses and visitors — 22.7% of respondents supported the levy, while 68.5% opposed it.

COUNCIL CITES TIME PRESSURE AND WEIGHT OF FEEDBACK

Explaining the delay, the council said it was "not currently in a position to make a decision on the Gwynedd visitor levy proposal," pointing to the extended consultation window, the unexpectedly high response volume, and the breadth of concerns raised by participants.

The authority had been working toward submitting its proposal to the Welsh Revenue Authority this month, with a view to beginning collection of the charge from 1 October 2027.

WHAT THE LEVY WOULD HAVE CHARGED

Under the shelved plans, visitors staying in hostels, shared accommodation or on campsites would have paid 75p plus VAT per person, per night. A higher rate of £1.30 plus VAT per person, per night was proposed for most other forms of accommodation.

Certain groups would have been exempt, including under-18s, guests booked in for stays exceeding 31 consecutive nights, and people placed in emergency or temporary accommodation by a local authority.

PART OF A WIDER SHIFT ACROSS BRITAIN

Gwynedd's proposal follows legislation passed by the Senedd in July 2025 that gave Welsh councils the power to introduce an overnight visitor charge.

The move to delay comes shortly after separate plans were confirmed by Prime Minister Andy Burnham to hand mayors across England equivalent powers to introduce their own overnight visitor levies — a development that has intensified debate across the UK hospitality sector about the cumulative cost of such charges to operators and travellers alike.

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**

September Delivers Hospitality's Strongest Like-for-Like Growth of the Year

Hospitality groups recorded their best month of sales growth of the year so far in September, the latest NIQ RSM Hospitality Business Tracker reveals.

Like-for-like sales at Britain's leading managed groups were 2.7% above the levels of September 2025 according to the Tracker, which is produced by NIQ, powered by CGA intelligence, in association with RSM. It is an acceleration of growth from 0.8% in August, and a fifth straight positive month.

The latest figures raise hopes for a strong final quarter of 2026 for hospitality. However, September's like-for-like figure remains just below the UK's rate of inflation, and the sector has not achieved real-terms growth since Spring 2025. Business leaders continue to face difficult trading conditions and are hoping that the forthcoming Budget provides urgent relief on tax and other areas.

The Tracker shows a modest revival for managed restaurant groups extended into September, with year-on-year growth of 2.6%. This is restaurants' best performance since November 2024 and follows a challenging first half of 2026, when many consumers tightened their spending on eating out.

At pub groups, sales growth topped inflation at 3.8%. This is pubs' second-best month of the year behind July, when they were boosted by interest in the men's football World Cup. September trends at bars were negative, with sales dropping 1.7% from last year, though this represents the best like-for-like performance since the start of 2025.

Sales continue to be inflated by new restaurant, pub and bar openings, the NIQ RSM Hospitality Business Tracker shows. On a total sales basis, including from venues opened in the previous 12 months, September delivered year-on-year growth of 6.2%.

NIQ's data also indicates that trading was slightly softer in London than elsewhere in Britain. Groups' like-for-like sales rose by 2.3% within the M25, and by 2.8% further afield.

Karl Chessell, director – hospitality operators and food, EMEA at NIQ, said: "September's trading figures provide hospitality with a much-needed shot of confidence. A warm start to Autumn has helped to unlock some extra spending, and restaurants will feel particularly encouraged. Nevertheless, many groups are still finding it difficult to carve out real-terms sales growth, while intense pressure on key costs like taxes, ingredients, labour and energy are making profitability even tougher. September's trading can be a springboard for a strong Christmas and New Year for hospitality, but only if the Budget stimulates the confidence of businesses and consumers."

Saxon Moseley, head of leisure and hospitality at RSM UK, said: "September's results demonstrate that the hospitality sector's resilience is paying off. With both pubs and restaurants recording solid growth, there is real momentum building ahead of the festive season. While encouraging, these green shoots remain at the mercy of this month's budget, which must empower, rather than hinder, the sector's unique ability to serve as a force for good. With nearly one million young people currently not in education, employment, or training (NEET), hospitality is uniquely positioned to help solve this national crisis. To unlock this potential, the upcoming budget must boldly back the sector by reconsidering damaging National Insurance contribution policies and the proposed pay harmonisation for under-21s."

#VATsTheProblem Petition Submitted To 10 Downing Street

The #VATsTheProblem campaign has submitted the current progress of its petition to 10 Downing Street, with 401,250 people so far supporting its calls for 10% hospitality VAT.

The submission is an important milestone for the campaign to demonstrate to the Prime Minister the growing support behind a fairer tax burden for hospitality, just two weeks out from the Budget, and the importance of building on his welcome support for the sector already.

The VAT campaign continues its efforts in the weeks ahead of the Budget, with operators encouraged to sign the petition, share it with their teams and customers, and visit the campaign shop to download or purchase in-venue assets.

Chef Tom Kerridge said: "The support we have seen from both the public and hospitality for the #VATsTheProblem campaign has been



enormous, and it was important that we delivered our petition to 10 Downing Street before the Budget.

"More than 400,000 people have backed 10% hospitality VAT because they know that their pubs, restaurants, cafes, bars and hotels on the high street need this.

"We all want to turn closures into openings, lost jobs into new jobs and shuttered shops into thriving high streets. A VAT cut for hospitality delivers that.

"The petition so far has been delivered to Downing Street but our campaign for a lower rate of hospitality VAT continues, so keep signing the petition, telling your guests and customers to do the same, and keep spreading the word."



Strengthening the Law on Tipping and the Revised Code of Practice



With 3.5 million people working in hospitality across the UK1, new requirements to be introduced later this year on tipping could have significant implications for employers and their workforces. Businesses that fail to properly consult workers on how tips are distributed could face employment tribunal claims, with compensation of up to £5,000 available where workers suffer financial loss as a result of a failure to comply.

Here, **Anna Schiavetta, Senior Associate Solicitor in the Employment team at Blacks Solicitors LLP (www.lawblacks.com)**, discusses the Government's latest update on the allocation of tips and what hospitality employers need to do to prepare for the changes.

WHAT'S CHANGING?

The Government recently published its response to a public consultation on the allocation of tips, alongside an updated draft Code of Practice reflecting the additional obligations for employers introduced by the Employment Rights Act 2025. The most significant change for employers is that consultation with workers will become a legal requirement when developing or reviewing a tipping policy, rather than simply good practice. Although the Government has now launched a further consultation on the draft Code of Practice, which closes on 29 September 2026.

The Employment Rights Act 1996, as amended by the Employment (Allocation of Tips) Act 2023, already requires employers to pass on all qualifying tips, gratuities and service charges to workers without deductions, except for very limited permitted deduction. Employers must ensure tips are allocated fairly, maintain a written tipping policy, keep records, and distribute tips by the end of the month following the month in which they are paid.

Under the 2025 Act, employers will now be required to consult trade union or elected employee representatives (or, where none exist, employees directly) when developing a tipping policy. Employers must consult again whenever the policy is reviewed, which must happen at least every three years, and must provide all workers at that place of business with an anonymised summary of the consultation.

WHAT DO HOSPITALITY BUSINESSES NEED TO BE AWARE OF?

For an industry already navigating rising employment costs, recruitment pressures and changing workplace legislation, tipping may seem like a relatively straightforward issue. But as the Government strengthens the rules around how tips are allocated, employers will need to look beyond simply ensuring tips are distributed fairly.

Businesses need to demonstrate that workers have genuinely had an opportunity to influence how tips are distributed, and that the consultation process was fair, transparent and properly documented. The draft Code explains that consultation should be genuine, proportionate, inclusive, and conducted in good faith rather than as a paper exercise. Importantly, employers do not need to accept every suggestion made by workers, provided they can demonstrate that they have met the requirements of fairness and transparency.

A written record of the process, views expressed and outcomes should also be kept. The importance of getting this right is particularly paramount given the wider pay landscape within hospitality. The average full-time hourly pay in the sector was around £14.04 in April 2025, compared with £19.672 across the UK economy, underlining why fair distribution is so pivotal.

Fair allocation does not necessarily mean an equal share for every worker. There may be differences arising from clear, objective factors such as role, hours, and level of responsibility, but employers should exercise caution over fixed or guaranteed allocations.

The transparency requirements are significant. A written policy must be made available to all workers, who also have the right to request their tipping records. Such records must be kept for three years. Where a distribution method is genuinely considered equitable by the affected workers, this may help a tribunal conclude it was just and impartial.

For employers, now is the time to review existing tipping policies and design a consultation process proportionate to the business. The public consultation showed that many businesses will need to introduce new systems to comply.

"Act Before It's Lost": NTIA Demands Government Action to Protect Nightlife Heritage

The Night Time Industries Association (NTIA) is urging the Government to strengthen protection for culturally significant venues and recognise the intangible cultural heritage they sustain, following its response to the House of Commons Digital, Culture, Media and Sport Committee's report on protecting built heritage.

The Committee's inquiry highlighted gaps in protection for buildings valued for their cultural and social importance, including nightclubs, grassroots music venues and LGBTQ+ spaces. Drawing on evidence from NTIA CEO Michael Kill, it recommended processes to identify and protect these spaces alongside buildings of architectural significance.

NTIA argues that effective protection must also recognise intangible cultural assets: the music, creative practices, traditions, community knowledge and collective memories associated with these venues.

Preserving a building's exterior alone cannot safeguard the culture created and sustained within it.

The Committee also called for a "reuse first" approach and a dedicated scheme to bring vacant historic buildings back into residential use. According to the Committee's announcement, the Government rejected the suggestion that reuse should always take priority over new construction and ruled out a specific heritage-to-housing scheme.

NTIA is calling for clear commitments on planning protection, accessible funding and support for sustainable cultural use, with tangible and intangible heritage considered together.

Michael Kill, CEO of the Night Time Industries Association, said:

"The Committee is right to demand greater ambition. The Government's response, as outlined today, falls short of the practical action needed to secure the future of our built and cultural heritage.

"For the night time economy, this is about the clubs, grassroots music venues and LGBTQ+ spaces where generations have built communities, launched careers and shaped British culture. Protecting that heritage means protecting the cultural activity within these buildings, alongside the buildings themselves.

"We must also recognise the intangible cultural assets these places sustain: musical movements, DJ and performance traditions, community histories, creative skills and the knowledge passed between generations. These are living expressions of our cultural identity, and their significance must carry weight in decisions about a venue's future.

"You can preserve a façade and still erase a place's cultural identity. If the community is displaced, the music stops and the venue's cultural purpose disappears, retaining the building alone will not protect that heritage.

"The Committee recognised these concerns, drawing directly on NTIA's evidence. Ministers must now set out how cultural and social significance will carry greater weight in planning decisions, how funding will become accessible to independent operators, and how communities can intervene before valued spaces are lost. This must include ways for communities to identify and document their intangible heritage, with practical support to keep it alive.

"Bringing vacant historic buildings back into use deserves serious support, including for cultural and night time uses. Where housing is introduced alongside established venues, developments must take responsibility for managing their impact, including sound insulation, so that regeneration supports existing cultural life.

"We need clear commitments, named responsibility and a timetable for delivery. Every venue lost risks taking an irreplaceable part of our cultural identity with it. Government must act while there is still something to protect."

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

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

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

"Vanilla is the most misunderstood ingredient in your cupboard"

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

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



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

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

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

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

Back Hospitality to Solve NEETS Crisis, Sector's Rising Stars Urge Government

The current generation of leading lights across hospitality have urged the Government to back the sector to create jobs and help solve the NEETs crisis, providing the career and development opportunities they themselves have benefitted from.

In a joint statement, they call hospitality the 'ultimate meritocracy' that provides 'incredible opportunities', but they warn how cost challenges are impacting those same opportunities they have experienced themselves.

Together, the group are shining examples of how hospitality develops jobs and careers for young people. They are collectively supporting UKHospitality's ask for the Government to reduce employer NICs to reduce employment costs and support the sector creating jobs in every postcode.

Among the signatories are clear examples of how hospitality supports careers for young people:

• *Liberty Chrystall, 23, became the General Manager of The Railway pub on the Wirral at just 21-years-old and has overseen a six-figure investment in her pub.*

• *Ella Jackaman, 22, manages the ICE Restaurant in Bury St Edmunds, having started her hospitality career as a kitchen porter when she was a 'shy teenager'. After completing her law degree, she chose to return to her passion of hospitality.*

• *Harry Bourne, 29, is an Operations Manager at Punch Pubs, supporting around 40 pubs across the East Midlands, to help them build successful businesses and deliver great pub experiences. He called the decision to join hospitality at 16 as a 'no-brainer'.*

• *Immie Hearson, 25, joined Alton Towers for a summer job when she was 19 and now works as a Resource Associate in its HR team supporting recruitment and employee relations for one of the UK's leading visitor attractions.*

• *Bethany Stevens, 28, is the Head of Department for Leisure at Butlin's Bognor Regis, having joined the company at 16 as a funfair team member. Now, she coaches and develops leaders across the resort's leisure team, including its £15 million indoor activity centre.*



• *Szymon Kantor, 24, started his career in hospitality as a food runner in fine dining, starting with zero experience. Five years later, he has progressed to become an Assistant Manager for one of Franco Manca's restaurants.*

• *Rabee Bond, 24, is Hilton's Food & Beverage Assistant Manager, working his way through assistant, team leader and supervisor roles since joining the company at 17.*

• *Sarah Szczur, 29, entered the sector as a bar supervisor and has progressed through restaurant management, including developing her own team as an Assistant Manager for Franco Manca.*

The joint statement says: "Hospitality has been a sector of opportunity for us all. The opportunity for a first job, the opportunity to learn new skills, and the opportunity to develop a hugely rewarding career.

"There is no other sector like hospitality. It is the ultimate meritocracy that rewards hard work, creativity, drive and, frankly, people who want to get things done.

"We're all about amazing teams delivering amazing experiences, supported by people from all walks of life. From school leavers and non-graduates to people changing career or looking for a way back into work.

"We all count ourselves lucky to have started working in hospitality early in our lives. We have been afforded incredible opportunities to progress and take our careers in all sorts of directions.

"But we see firsthand the cost challenges hospitality is facing and how that's impacting the roles available for young people. We all want young people today to have the same opportunities we did but we have to be honest, they are becoming few and far between.

"Prime Minister: hospitality will help you solve the NEETs crisis, if you just give the incredible businesses in our sector some breathing space to do what we do best.

"Back us. Back hospitality to create jobs in every postcode. We will deliver, and we will make sure the next generation doesn't turn into the lost generation."

Figures from sector body UKHospitality, show that a third of all first jobs for under-25s are in hospitality but these are under threat from soaring employment costs, which are preventing operators investing in growth and job creation.

Hospitality is a proven youth employment powerhouse, providing around 300,000 job starts for 16-24-year-olds every year, according to ONS data. It accounts for 31% of all first jobs for 16-to-24-year-olds and employs around a fifth (18.2%) of all young people in work.

Runcorn's Iconic Halfway House Reopens Following £150,000 Transformation

The Halfway House on Halton Road in Runcorn has unveiled its stunning £150,000 makeover.

Managed by mother-and-daughter duo Mandy Schon and Gemma Conway—who have run the local hub for the past 9 years—the pub officially reopened its doors to the community last month, complete with live entertainment and a fresh new look.

The extensive refurbishment has breathed new life into both the interior and exterior, transforming the venue into a modern, vibrant social hub for Runcorn residents while creating 8 new jobs for the local area.

"We're excited to welcome everyone back to the Halfway House," said Mandy Schon. "We've been part of this community for nine years, and this investment lets us update the pub while keeping its friendly, welcoming atmosphere. We can't wait for everyone to see the changes on Friday."



The Halfway House Pub is one of 23 pubs and bars owned by Chorley based independent Blind Tiger Inns.

Highlighting the proactive vision behind the project, Founder and Managing Director of Blind Tiger Inns, Chris Tulloch added: "This investment supports hospitality in Runcorn and creates new local jobs. We've updated the pub inside and out and added new entertainment, giving people more ways to meet and spend quality time together."





AI and Employee Disputes in the Hospitality Sector: Preparing for the Employment Rights Act Reforms

By Wallace Briggs, Associate in the Employment & Immigration team at Walker Morris (www.walkermorris.co.uk)



Hospitality employers face new and increasing challenges when managing workplace disputes. Alongside high employee turnover, managing large workforces and ongoing recruitment pressures, many employers are now encountering a new issue: AI-generated grievances and Employment Tribunal claim submissions.

Historically, concerns raised by employees were often relatively straightforward and centred on the events giving rise to the complaint. Increasingly, however, employers are receiving documents generated with the assistance of AI platforms, which can be considerably longer and framed in language that resembles legal pleadings rather than typical workplace grievances.

For hospitality and catering businesses, which often manage large workforces across multiple sites, this can create considerable challenges. HR teams and operational managers are finding that they have to spend significant time reviewing extensive documentation that provides limited factual detail about the underlying complaint, making the issues more difficult and time consuming to resolve internally and increasing the risk of disputes escalating into formal legal claims.

INCREASED USE OF AI IN WORKPLACE DISPUTES

Hospitality employers are increasingly encountering grievances relating to shift allocation, holiday entitlement, tips, discrimination allegations, disciplinary action and management practices that are expressed in legal terminology but lack sufficient information about the facts of the complaint.

AI also presents accuracy risks. AI tools can "hallucinate" and generate incorrect information, including references to legislation or case law that do not exist. Investigating and responding to such submissions can increase both management time and legal costs.

The speed at which AI enables employees to generate correspondence is also creating practical challenges. We have seen employers receive lengthy responses to disciplinary invitations, investigation findings or grievance outcomes within hours of invitations being sent to relevant employees. This places additional strain on HR resources and makes it harder to achieve an early, pragmatic resolution.

Another practical challenge is that employees may place significant reliance on AI-generated assessments of their claims. This can lead to an inflated perception of the merits or potential value of a claim, which may not reflect the true position, whether legally or practically. As a result, employees may be less willing to engage with commercially sensible settlement proposals, increasing the likelihood of disputes progressing to litigation and giving rise to additional costs.

Hospitality employers should also be aware of confidentiality risks. Employees may upload disciplinary documents, witness statements, meeting notes, payroll information or other internal records into AI platforms to assist with drafting submissions. This may amount to unauthorised disclosure of confidential information, which is likely to be a gross misconduct offence.

WHAT IMPACT WILL THE EMPLOYMENT RIGHTS ACT 2025 (ERA) HAVE?

The effects of increased use of AI are likely to be compounded by changes to be introduced by the ERA, which are expected to encourage employees to pursue claims and may result in a greater number of workplace disputes progressing to the Employment Tribunal. Significant upcoming changes include:

- *the extension of the time limit for bringing Tribunal claims from three months to six months, due to take effect from 1 October 2026; and*
- *changes to unfair dismissal law from 1 January 2027, including reducing the required period of service from two years to six months and removing the current statutory cap on compensatory awards.*

The changes in relation to the required period of service to bring unfair dismissal claims may have a particularly significant impact on the hospitality sector. Historically, the hospitality industry has had relatively high employee turnover, meaning many employees left employment before acquiring the current two years' qualifying service required to bring a claim. The reduction of the qualifying period to six months will bring a substantially greater proportion of the hospitality workforce within the scope of unfair dismissal protection, potentially increasing the volume and frequency of claims across the sector. This is particularly an issue in relation to seasonal staff, which some employers currently consider to present lower risk of litigation.

PRACTICAL STEPS FOR HOSPITALITY EMPLOYERS

As AI becomes more prevalent in workplace disputes and significant employment law reforms approach, hospitality employers should review whether they are suitably equipped to deal with these emerging challenges.

1. ***Updating policies:*** *Employers should make clear in their policies that if an employee wishes to raise a grievance this should be succinct and focused on the relevant facts of the matter. Employers may consider setting word-limits for grievance submissions to avoid receiving overly complicated submissions. Company policies should also place restrictions on employees inputting confidential company data into AI platforms.*
2. ***Managing AI-generated submissions:*** *Employers should train HR teams and managers to identify and manage AI-assisted submissions by focusing on the underlying facts rather than any legal terminology. Where concerns are unclear or overly complex, employees can be asked to explain the issues in their own words or provide a simplified summary, enabling managers to identify the key issues and conduct a proportionate investigation.*
3. ***Preparation for increased risk of litigation:*** *Employers should prepare for increasing litigation risk by maintaining robust investigation processes, ensuring decisions are properly documented and considering opportunities for early resolution where appropriate.*
4. ***Reviewing workforce structures:*** *the changes in the ERA will change the risk profile of current workforce structures including seasonal workers, bringing more employees within the scope of employment legislation and therefore potentially risking more litigation.*
5. ***Management of costs:*** *Budgets for settlement may need to be increased to counter employees' unrealistic expectations of the values of claims. Alternatively, if settlement is no longer realistic, the costs of longer litigation leading to a final trial will need to be considered.*

Tamworth Community Pub Reopened Following Major Investment

The Tame & Anker, located on Ellerbeck, has officially reopened following a transformational investment of £350,000. The pub is part of Proper Pubs, the community wet-led operator division of Admiral Taverns.

Behind the bar are operators Carly and Pedro Costa, who are new to the industry but live very locally. Their energy and enthusiasm for the pub and the area enables them to create a lively social hub for customers to enjoy, further cementing the pub at the heart of the local community.

Inside, the pub has been completely transformed to include brand new fixtures and fittings and an updated bar area.

Outside, the Tame and Anker includes a brand-new pergola, as well as new seating, signage and lighting to give customers the chance to enjoy some outdoor space.



Carly Costa, Operator of the Tame and Anker, said: "It was great to see people visit and experience the finished pub for the first time. The refurbishment has given the Tame and Anker a fresh new look while retaining the character that makes it an important part of the community."

The operators will host a busy schedule of entertainment for customers to enjoy including quiz nights, darts and pool teams and book clubs for starters, and are also hoping to support all aspects of community life by hosting get together mornings for the elderly, and collecting food to donate to the local foodbank.

Going forward, they also hope to support The Heart of Tamworth and Simon's Heros with organising charity events and raising money towards a defibrillator.

Matt Gurney, Operations Director for Proper Pubs, said: "It has been a real pleasure to welcome Carly and Pedro to the Tame and Anker. It was fantastic to see the refurbishment come together so well in the end, and the opening night was a great success.

Bringing people together and creating vibrant community hubs is at the heart of what we do, and we are so glad to see another successful community pub opening."

What LPG Offers to Hospitality Venues

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

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

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



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

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

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

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

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CALOR

Digital ID in Pubs: Cyber Expert Warns Personal Data Must Be Protected



Pubs in England and Wales are set to allow the use of digital ID apps to approve ages, under plans announced by the government. The technology will be available alongside physical forms of ID, with customers able to choose from a range of apps provided they are on a government approved list. The government says that the move will make age checks faster and more secure for customers and staff.

However, while digital ID could make age verification more convenient, it also raises questions around cybersecurity, identity verification, and how personal data is handled.

IT expert **John Pepper, CEO and founder of Managed247 (www.managed.co.uk)**, warns that while digital ID has the potential to improve the way age checks are carried out, its security will ultimately depend on how well the apps, accounts, and the wider ecosystem around it are protected.

"Digital ID could make age verification more convenient, but it is crucial not to assume that moving an ID check onto a smartphone automatically makes it more secure. The technology behind the apps and checks becomes just as important as the ID itself.

"The key question is how securely someone's identity is being verified and protected throughout that process. A digital ID can contain highly valuable personal information, and criminals are increasingly interested in data that can help them impersonate someone, bypass security checks or build a more convincing profile of an individual. Identity fraud remains at one of its highest levels, with criminals using stolen personal details to cause wider financial harm, so it's really important that the technology behind these ID apps is properly secured.

"That doesn't mean people should be concerned about using digital ID apps, but they should understand that their phone, account and digital identity are becoming increasingly important from a security point of view. If an account is compromised or a device is stolen, the impact can go beyond just losing access to an app. Depending on how the system is designed, an attacker could potentially gain access to information or verification capabilities associated with that identity.

"There is also a wider security issue around the number of organisations and technology providers involved in the process. Customers need to be able to trust not only the app they are using, but the companies handling and verifying their information. Strong security measures, including multi-factor authentication and making sure only the right people and devices can access the information will all have an important role to play in protecting digital identities. Businesses also need to make sure they can spot anything unusual quickly and, importantly, only collect the information they actually need. The less personal data being shared and stored unnecessarily, the lower the risk if something does go wrong."

"The good news is that digital ID could actually offer a privacy advantage if it is designed correctly. A pub doesn't necessarily need to know someone's full date of birth, address or other personal details; in many cases, it simply needs to establish that they are over the required age. The less personal information that is shared and stored, the less there is available to criminals if a system is ever compromised.

"For people using these apps, the important thing is to treat their digital identity with the same care they would give their bank account. Keep devices and apps updated, use strong authentication and be cautious about unexpected requests for identity information or access to your account. For the businesses behind the apps, security can't be an afterthought. The aim should be to make age verification quick and easy, while only collecting and sharing the personal information that's needed."

The Good Apple Effect Launched to Tackle Misuse of Power and Bullying in Hospitality

A new industry initiative aimed at curbing the misuse of power and tackling bullying in hospitality has launched, with the aim of showing that a healthier workplace culture is also better for business.

The Good Apple Effect is the brainchild of Elton Mouna, former managing director of Remarkable Pubs and marketing director of Fuller's. It is endorsed by Ambassador Advisers Ceri Gott, Kate Nicholls OBE and Jeremy King MBE, and has formed strategic partnerships with Hospitality Action and the Licensed Trade Charity.

The Good Apple Effect is a not-for-profit Community Interest Company. It is inspired by the response Mouna received to an article he wrote about his own experiences. He explained: "I've had a fantastic career in hospitality and it has given me so much, but unfortunately, it has also left me with some scars from experiencing and witnessing bullying and misuse of power.

"I heard from people across hospitality who had experienced similar behaviour, witnessed it happening to others or simply wanted to help bring about positive change. That response was the catalyst for The Good Apple Effect."

Mouna added: "Hospitality has made enormously positive strides in improving its culture and there are some brilliant people, businesses and organisations leading that change. Our purpose is to support and help hasten that positive change. The Good Apple Effect will shine a bright spotlight on the misuse of power and bullying in hospitality and the positive impact of reducing it.

"We're not an investigative body or tribunal, and we don't provide therapy or professional support. Our partnerships with Hospitality Action and the Licensed Trade Charity ensure people who need professional help and support can be put in touch with organisations equipped to provide it."

Resources on The Good Apple Effect website include The Psychology of Hospitality, a three-part audio series featuring psychotherapist, broadcaster and author Lucy Beresford in conversation with BBC and Times Radio broadcaster Darryl Morris.

In addition, James Nye, MD of Anglian Country Inns, contributes a series of book reviews exploring ideas and thinking relevant to leadership, behaviour and culture.

HOSPITALITY. BETTER WITHOUT BULLYING

THE GOOD APPLE EFFECT

BETTER CULTURE. BETTER BUSINESS

The website also includes real life stories from people working across hospitality; research and data; faster and deeper learning resources; an open letter to the sector and practical ways for individuals and businesses to get involved.

Alongside its focus on those affected by bullying and misuse of power, The Good Apple Effect aims to demonstrate the commercial argument for better workplace culture.

Mouna said: "This is not about lowering standards or avoiding difficult conversations. We absolutely advocate holding people to account, managing performance and, where appropriate, using proper disciplinary processes. There is a world of difference between holding someone to account, and bullying or misusing power.

"How people are led and treated influences whether they join a business, whether they stay, how they perform, what they say about their employer and ultimately the experience they create for customers."

Mouna added bringing The Good Apple Effect from an idea to launch has been a big task, and paid tribute to the people and businesses that have helped make it possible.

He said: "This has not been easy to bring to life, and I am incredibly grateful to the many people who have given their time, expertise, encouragement and support. That includes the founding directors, the Good Apple Effect Birmingham Team, our Ambassador Advisers, contributors, early adopters, our charity partners and those companies and individuals who put their hands in their pockets to support us.

"Their names are proudly displayed on our website because The Good Apple Effect would not exist without them."

The Good Apple Effect is constituted as a Community Interest Company and will be supported through donations, partnerships and business support.

Kate Nicholls OBE, Chair of UKHospitality said: 'Great hospitality businesses understand that how people are led and treated has a direct impact on their ability to attract, retain and develop great people. Better workplace culture is not only good for individuals, it's good for business. That is why I am pleased to support The Good Apple Effect.'

Ceri Gott, executive and team coach, Hospitality Action trustee and former Hawksmoor chief growth and culture officer, said: "I have seen through my work with Hospitality Action just how important it is that people in hospitality know support is there when they need it. I am delighted The Good Apple Effect will help connect more people with that support.

"Hospitality Action does extraordinary work supporting people across our industry. I am delighted The Good Apple Effect will help ensure more people know that support is there for them.

"One of the things I value about The Good Apple Effect is its commitment to connecting people with professional support when they need it, including the extraordinary support provided by Hospitality Action."

Jeremy King MBE, distinguished restaurateur said: "Guests may not see what happens behind the scenes, but they feel it. The way people are treated at every level in a business is reflected in the guest experience. The Good Apple Effect makes a simple point. Businesses tend to perform better when people are treated properly. That has been my experience over many years."

TVs in Hotels: Why the AVLA Licence Matters for Compliance

AVLA®
Audiovisual Licensing Alliance

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

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

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

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

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

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

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

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Core Lager Still Holds Strong Role in UK Pubs Despite Premiumisation, Report Finds

Core lager continues to play a significant role in Britain's pubs, bars and clubs despite the growth of premium and craft beer, with value, familiarity and the drinking occasion emerging as key factors influencing consumer choice.

That is one of the central findings of The Pour Report, a new study published by Molson Coors examining the role of core, or standard-tier, lager in the UK on-trade.

According to the report, core lager accounts for 35% of total beer volume sales in the on-trade. Its research found that 41% of lager drinkers always or often choose standard-tier lager over premium or craft alternatives, while 24% said they would rarely choose it.

The report suggests that, rather than simply competing with premiumisation, core lager can provide a familiar starting point for consumers while allowing operators to offer a broader range of beers.

Among those who choose core lager, 66% said they considered it to offer the best value for money compared with other types of beer, while 5% disagreed.

Familiarity was also found to be important. More than half of lager drinkers – 52% – said they were more likely to visit a venue if it stocked a lager brand they recognised.

When their usual drink was unavailable, standard-tier lager was also identified as the most popular fallback option, with respondents being 56% more likely to choose it than spirits and mixers.

VALUE REMAINS CENTRAL

The findings come against a backdrop of continuing pressure on household finances and changing attitudes towards drinking out.

Among consumers who said they had changed how often they chose core lager, cost of living and financial hardship were the most commonly cited reasons.

Price and taste were the two leading factors in choosing core lager, cited by 42% and 40% respectively. Familiarity was identified by 27%, brand reputation by 23% and promotions by 20%.

The report also challenges the assumption that younger consumers are necessarily the most price-conscious.

More than half – 53% – of core-lager drinkers aged over 55 said price was a key factor in their drinks choice, compared with 29% of Gen Z respondents.

At the other end of the age spectrum, visibility appears to have greater significance. Some 18% of Gen Z core-lager drinkers and 24% of millennials said visibility at the bar or on the shelf affected their choice, compared with 11% of Gen X respondents and 10% of those aged over 55.

FAMILIAR BRANDS CAN ENCOURAGE EXPERIMENTATION

One of the more interesting findings is that familiar brands may not necessarily work against premiumisation.

Almost half – 48% – of lager drinkers said they were more likely to try something different if a familiar core lager was also available.

The report argues that a recognisable brand can therefore act as a "safety net", giving consumers confidence to experiment with other products while ensuring that a familiar option remains available.

Group occasions also appear to be an important opportunity for operators. Almost half of lager drinkers – 47% – said they were more likely to consider a venue for a group event if it offered a good selection of recognisable standard-tier lagers.

SPORT CONTINUES TO DRIVE BEER SALES

Major sporting events remain particularly important occasions for lager.

The research found that Christmas socialising was the occasion most strongly associated with core lager, cited by 40% of respondents, followed by summer drinks at 35%, nights out at 34%, barbecues at 32%, major sporting events at 27% and bank holidays at 22%.

Summer was the period when 41% of lager drinkers said they were most likely to purchase lager, although 31% said they consumed it equally throughout the seasons.

Operators interviewed for the report highlighted the importance of sporting occasions, with England football matches, rugby internationals and major tournaments identified as particularly strong trading opportunities.

Terry Wheatley of Heavitree Brewery, which operates 40 pubs in the South West, said sporting events continued to be an important driver of core-lager sales, while stressing the importance of preparation, beer quality and consistency.

The report also highlights the potential of promotions linked to major sporting events, with operators reporting success from instant-reward initiatives.

THE EXPERIENCE STILL MATTERS

While price remains important, the research suggests consumers are not simply looking for the cheapest pint.

Asked what would improve their pub lager experience, 26% cited music and atmosphere, 24% promotions and 21% faster service. Better seating was identified by 19%, while 17% said better glassware would improve their experience.

There was a notable generational difference.

Only 12% of 18–24-year-olds said there was nothing that would improve their pub lager experience, compared with 38% of those aged over 55.

The findings point towards the wider importance of the overall hospitality experience, rather than simply the product being served.

The report's operator panel also emphasised the importance of basic service standards, including clean beer lines, appropriate glassware, trained staff and consistent pouring.

THE HUMAN ELEMENT

Despite the increasing use of technology across hospitality, the research also identifies the role played by bar staff in influencing purchasing decisions.

Operators interviewed for the report said many customers still approach the bar simply asking for "a pint of lager" rather than specifying a particular brand.

That leaves staff with an opportunity to influence the final choice and potentially introduce customers to other products.

The report suggests that recognised core brands can provide an easy starting point for that conversation, while also potentially providing an opportunity to trade customers up when appropriate.

A CHANGING MARKET

The findings underline the increasingly complex job facing operators when deciding what to put on the bar.

Consumers now have a wider choice of premium, craft, flavoured and alcohol-free products, while health, moderation and value are all playing a greater role in purchasing decisions.

At the same time, the research indicates that established lager brands retain a substantial customer base and remain particularly relevant for community pubs, sports-led venues and social occasions.

Molson Coors' research concludes that core lager should therefore be viewed as part of a broader beer strategy rather than simply as an alternative to premium products.

84% of Hospitality and Retail Candidates Have Abandoned a Job Application, New Research Reveals

New insight has revealed there is growing demand for faster, fairer and more flexible hiring, as the pressure on businesses to attract and retain frontline talent grows.

The new whitepaper from Sona and KAM, Always on Recruitment lays bare the scale of the issue with a huge number of candidates (84%) saying they have abandoned a job application due to frustrations with the process.

The most common of these are:

1. Lengthy application forms (46%)
2. Waiting for a response (39%)
3. Lack of communication through the hiring process (37%)

This comes at a time when hospitality and retail businesses continue to navigate recruitment challenges, rising employment costs and ongoing competition for employees. What the results reveal is that improvements to the candidate experience could help employers attract and convert more applicants into team members.

With 44% of candidates most likely to apply for jobs outside of traditional office hours, in the evening or late at night, the research shows that one solution is offering 'always-on' recruitment. This provides a more flexible approach that enables candidates to engage with employers, submit applications and progress through hiring journeys at times that fit around their lives.

Other improvements that employers could put in place, include more clarity and detail early on in the application journey. Nine out of 10 candidates, for example, want shift patterns to be provided upfront and 89% expect clear hiring timelines before applying. Similarly, more than a quarter of respondents (26%) said they had abandoned an application because pay, hours and other key information was unclear.

Tech is also seen as part of the solution with the vast majority of candidates (87%) saying they are comfortable with technology supporting updates and reminders, provided human interaction remains where it matters most – namely when discussing pay, shifts or contract terms, with 62% of people wanting human involvement for this.

Katy Moses, Founder and Managing Director at KAM said: "The findings of our latest research demonstrate that today's candidates have clear expectations about what a good recruitment experience looks like. They want transparency, flexibility and regular communication through the process.

"The opportunity for employers is significant, particularly at a time when businesses are working hard to attract and retain talent. Therefore, removing unnecessary friction from recruitment can have a meaningful impact on hiring outcomes and candidate engagement."

The research also highlights the growing role of technology in improving the hiring experience. While candidates place a high value on human interaction when discussing pay, shifts and job offers, many are comfortable with technology supporting routine tasks, such as application updates, interview scheduling and reminders, helping employers keep candidates engaged throughout the process.

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

Nearly a Fifth of Consumers Use AI Tools to Plan a Visit to a Pub, Bar or Restaurant

A new report reveals that 19% of all consumers are already using AI tools, such as ChatGPT or search engine summaries, to plan their visit to a hospitality venue. Half (50%) are considering adopting AI tools into their decision-making process.

The findings are published in the latest GO Technology report from leading hospitality tech provider Zonal, in partnership with NIQ, which surveyed over 5,000 British consumers.

The research asked consumers what they use AI tools for ahead of visiting a hospitality venue, and of those already using AI tools:

- *Almost half (45%) use it to seek reviews and ratings of a venue.*
- *43% said they use it to understand the average prices of food or drinks.*
- *38% use it to view menus.*
- *35% use it to look up a venue's opening times.*
- *Just over a quarter (28%) use it to search for deals and discounts.*



The report also shows that that those who are more trusting of AI tend to be willing to visit more frequently, and spend more when they do, making them valuable hospitality customers.

Karl Chessell, Director – Hospitality Operators and Food, EMEA, NIQ said: "Consumers have a huge range of technology at their disposal in hospitality, but AI-powered solutions might become their most powerful tools of all. While sources like review platforms and social media have their roles, many people view AI research as the ultimate all-rounder—a one-stop-shop for all the information they need when planning a visit.

"If these tools make it easier for consumers to discover pubs, bars and restaurants, AI can be a positive development. But it brings with it some major challenges, including of how to ensure that outputs deliver accurate information, prioritise the right things and protect the reputation of the brand. AI is going to be a critical battleground for hospitality in the months and years to come, and businesses need to quickly understand how to win there."

Tim Chapman, Chief Commercial Officer, Zonal said: "AI is rapidly becoming part of the customer journey. Consumers are moving beyond traditional search methods and are increasingly using AI to find recommendations, compare options and make more confident decisions about where to visit. It provides an easy way to find out different information in one place.

"This shift presents a significant opportunity for operators to understand how customers are engaging with AI, and how to use it to enhance visibility of their venue. The businesses that recognise the transformative impact AI is having on venue discovery will be best placed to capture the attention of those who are visiting more frequently and spending more, reflecting that AI users are more valuable hospitality customers."

Newcastle City Council Axes Late Night Levy Amid Mounting Cost Pressures

Newcastle City Council has agreed to end the charges, which saw hospitality businesses that are open after midnight collectively pay more than £215,000 a year towards services that support the night time economy.

Cllr Colin Ferguson, leader of Newcastle City Council, said: "The Late Night Levy was a measure introduced when the character of the city's nightlife was different to what it is today.

"Now, at a time when our pubs, bars and clubs are under so much pressure, it is no longer fit for purpose, and places an unfair burden on a small number of licensed venues in the city.

"I am therefore pleased that, in line with the wishes of the trade and public expressed during extensive consultations, we can revoke the Late Night Levy and give those who were paying some breathing room.

"However, our commitment to safety in the night-time economy remains as firm as ever. The positive work that the Levy supported will continue, and we believe that working with NE1, Northumbria Police and the Police and Crime Commissioner, we can deliver ongoing, focused, and ultimately improved measures to support the safety of everyone, particularly women and girls.

"We're committed to supporting the incredible hospitality offer Newcastle is famed for, and we will continue to lobby Government for new measures to solve pressures facing the sector and ensure our city can thrive."

Newcastle's Late Night Levy was introduced in 2013 as a way of hospitality businesses contributing to the cost of policing and a range of support services, including street cleaning, CCTV, street and taxi marshals, the Safe Haven van in the Bigg Market and training for venue staff to help them spot and help vulnerable people.

In the 13 years since then it has seen businesses – who were each charged between £299 and £4,400 a year – pay almost a total of almost £3.5 million.

However in that time circumstances have significantly changed, with increased government taxation placing extra financial burdens on licensees, and both the Covid-19 pandemic and cost-of-living crisis changing customer behaviours.

Stephen Patterson, chief executive of business improvement district NE1, said: "We are delighted that Newcastle City Council has repealed the Late Night Levy, and we commend them for their willingness to discuss and understand its impacts on the city's hospitality sector.

"Hospitality businesses are some of the most heavily regulated and highest taxed in the city. They are currently facing significant and well-documented challenges, with the Levy seen as an outdated anomaly that no longer reflects Newcastle's late-night economy.

"We listened to licensees' concerns and worked with partners quickly to ensure that they were properly heard and that the challenges they faced were fully understood.

"The abolition of the Levy is great news for Newcastle's hospitality businesses and provides some financial relief for the sector, which still faces challenging times.

"More importantly, it provides a solid foundation to build on this work, with the council, police, licensees, and NE1 all pulling together to create the best possible environment for the sector to thrive.

"Newcastle has an eclectic, diverse and creative licensed trade sector, and that exceptional hospitality offer is central to Newcastle's global reputation.

"We will ensure that licensees continue to have a voice and are placed at the heart of decisions made about their sector."

Following the agreement of full council on Wednesday 7 October 2026 no new levy bills will be issued and the scheme will end on October 31 (though businesses with outstanding bills for the previous year will still be expected to pay them).

NE1 will establish a new governance board and administer a fund – backed by itself and the city council – specifically for activities relating to safety in the night-time economy.

That fund is expected to be at the same level as the last full financial year of the levy and provide £216,000, with £151,000 going to the Police and Crime Commissioner for policing work and £65,000 to Newcastle City Council.

This new arrangement will also give opportunity for the board to consider applications from voluntary organisations working to promote safety in the late-night economy, especially those that deal with violence against women and girls.

Amber Taverns Responds To Prime Minister's Call To Back Pubs With £75,000 Investment In His Constituency

Amber Taverns has completed a £75,000 refurbishment of the Golden Lion in Ashton-in-Makerfield, investing in the future of a community pub in Prime Minister Andy Burnham's Makerfield constituency.

The investment comes as the Prime Minister has highlighted the importance of pubs and hospitality businesses to local economies, high streets and communities, including the Government's announcement of further business rates relief for pubs, clubs and live music venues from April 2027. Amber Taverns is responding to that call with tangible investment in the Golden Lion, demonstrating its confidence in the future of community pubs in the heart of his own constituency.



The Golden Lion, on Gerard Street, reopened on 9 October following a refurbishment designed to modernise the trading environment, enhance the customer experience and strengthen its established position as a popular, value-led community pub. The investment includes a completely redesigned bar alongside upgraded lighting, décor and furnishings.

Allan Moffat, Regional Director at Amber Taverns, said, "There's been plenty of discussion about the importance of supporting hospitality, not least from the Prime Minister, whose constituency includes the Golden Lion. We're pleased to be playing our part by investing in the pubs and communities that are at the heart of the sector. Community pubs remain incredibly important to the towns they serve, and we believe there is a strong future for well-invested, value-led locals with great operators at the helm.

"This investment is about ensuring the Golden Lion remains competitive, relevant and attractive to customers, while retaining the character and community connection that have made it such a successful local. It's also a great example of our commitment to continually reinvesting in our estate and supporting our operators to develop their businesses."

The Golden Lion is operated by Amanda Lightfoot, who has 14 years' experience in hospitality and has run the pub since 2022 under Amber Taverns' operator-managed model. Amanda leads a team of eight and has established a strong local following through the pub's combination of competitive drinks pricing, live sport, regular entertainment and community engagement.

The pub also offers a private function room with capacity for 70 people, alongside a programme of live music, DJs, karaoke and themed events. Community fundraising is an important part of the operation. Amanda and her team recently raised more than £1,100 for Alder Hey Children's Hospital through a sponsored skydive and are planning a further fundraising event in support of Joseph's Goal, a charity funding research into non-ketotic hyperglycinaemia. Amanda said, "We've built a fantastic customer base here and the investment has given us the opportunity to take the pub to another level.

"The new bar looks brilliant, the sports facilities are a huge improvement and the whole place feels fresh and modern. Most importantly, we've kept the atmosphere and sense of community that our customers love. We've had a tremendous response to the refurbishment and are looking forward to building on that. And should the Prime Minister fancy seeing the results for himself, we're sure there'll be a warm welcome waiting at the Golden Lion."

Ministers Signal More Flexibility for Tied Pub Tenants After Pubs Code Review

The Government has indicated it is willing to reform the rules governing tied pub tenancies, potentially giving licensees more control over what they pay for beer, cider and other supplies. The move follows a review of the pubs code and the role of the Pubs Code Adjudicator (PCA), the independent regulator that oversees relations between tied tenants and Britain's largest pub-owning companies. Ministers have confirmed the regulatory framework will continue, but say it could be tightened up to create additional options for both tenants and pub companies.

Introduced in 2016, the pubs code governs dealings between tied licensees and the six biggest pub-owning businesses in England and Wales. Its core aim is to guarantee tenants fair treatment, and it includes the market rent only (MRO) option — a mechanism allowing qualifying tenants to break free of tie arrangements so they can source drinks from suppliers of their choosing.

In practice, take-up of that option has been limited. Government figures show fewer than 400 tenants applied to go free of tie between April 2022 and March 2025. Officials say tenants have pointed to the cost and complexity of the process as key reasons for not pursuing it.

The Department for Business and Trade (DBT) has said it will now consult publicans and industry figures on ways to widen tenants' options, including the possibility of fairer lease terms and improved pricing on beer supplies. Separately, ministers are weighing up reforms that would let pub companies and their tenants strike longer-term agreements. The department argues that the added security such deals could bring may encourage both sides to invest more readily in their premises, protect jobs and keep pubs functioning as focal points for their local communities.

Kate Dearden, Minister for the Future of Work, said the review was intended to give tenants a fairer deal while also giving pub companies the confidence to invest, adding that thriving pubs bring benefits to the wider community, from skills development to reviving high streets.

Alongside the wider policy review, ministers have asked the PCA to examine six specific areas where it could operate more effectively. These include producing clearer guidance for tenants and ensuring that requests for information made to pub companies are proportionate and reasonable.

The review followed a broader assessment of whether the adjudicator role should continue in its current form, be reformed, or be folded into another public body. It arrives shortly after the PCA marked ten years of regulating the tied pub sector.

Sector spokespersons have welcomed the news, Greg Mulholland, Campaign Director for the Campaign for Pubs said: "The Government has rightly retained the Pubs Code, which is still needed more than ever. We are very relieved that Minister did not fall for the transparently cynical nonsense spun by the big pubcos that it wasn't needed any more. The truth is that abuse of the tie and abuse of the so-called 'self-employed manager' model is still rife as former licensees and communities all over the country will confirm. It continues to be a very significant factor in pub closures, both temporary and permanent.

"We welcome the fact that the Government will consult on making it easier for tied tenants to go free-of-tie, because the current weak process makes it far to risky and costly for most tenants to consider it. As the person who led the campaign and introduced the Market Rent Only (MRO) right to Parliament, I can confirm that the current Market Rent Only option is not what the House of Commons voted for and is weak and flawed and often out of reach for tenants. It is time for the genuine MRO that was promised to tenants, as well as looking at reform of the beer tie itself. There is no excuse at all for huge offshore property companies that don't brew beer to be allowed to force pub landlords to buy beer and other products at hugely inflated prices, sometimes as much as double the cost. It is bad for publicans, bad for small brewers and bad for pub customers."

CAMRA Chairman Ash Corbett-Collins said: "We're glad that the Pubs Code will be kept in place, as it's needed more than ever. Ordinary drinkers are being denied choice and value by the global brewers that dominate the UK beer market, including how beer is sold to pubs. We're looking forward to seeing the details of how more tied pub tenants might be able to challenge the beer tie.

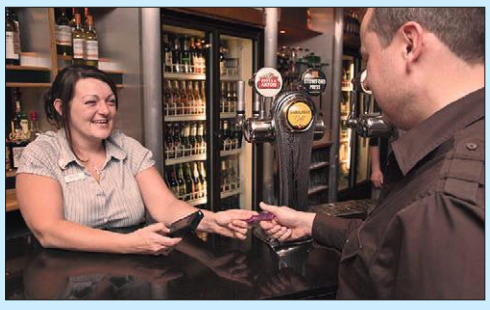
"However, we still have a supply-led beer market that is dominated by global brewers, which means that licensees, independent brewers, and ordinary drinkers lose out.

"We need to see bolder reforms like guest beer rights for tied tenants, and the Department for Business must stop dragging their feet and publish the outcome of the review of access to the beer market for independent brewers."

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.**



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



Hot Beverages

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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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**

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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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CELLAR COOLING

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SERVICE | REPAIRS

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- ✓ 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

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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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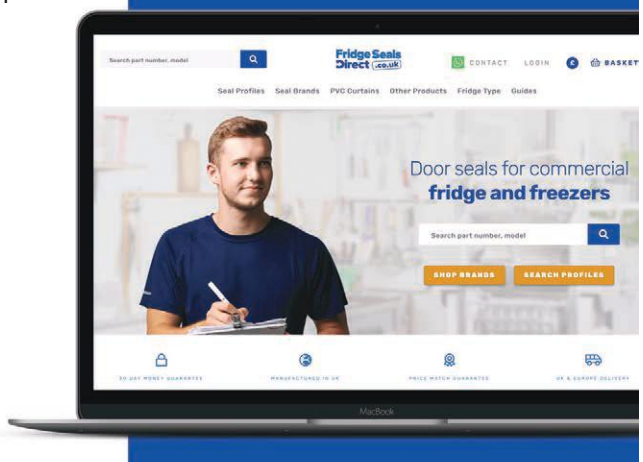
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ACO Grease Traps, Separators and Recovery Units

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.

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- 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.

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See the advert on page 2.



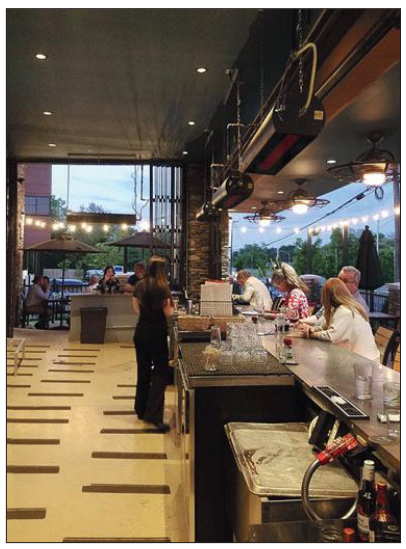
Outdoor Spaces

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

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

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

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



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

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

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

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Outdoor Spaces

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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.

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✓ 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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Cleaning and Hygiene

Clean, Clear Screens. Better Service.

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

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

High-touch technology deserves attention too.

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



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

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

The solution? Make screen cleaning part of everyday operations.

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

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

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

Clean, clear screens. Better service.

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

Dose Easy – Professional Solutions Done Right



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

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

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

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

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

Dose easy

ZEP | PROFESSIONAL SOLUTIONS DONE RIGHT

CONSIGN CHEMICAL OVERDOSING TO HISTORY!

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D3 FLOOR
D4 DEGREASER
D5 GLASS
D7 DEBAC/DESINFECTANT
D8 SANITARY CLEANER
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D13 FLOOR



DOSING SYSTEM CAP



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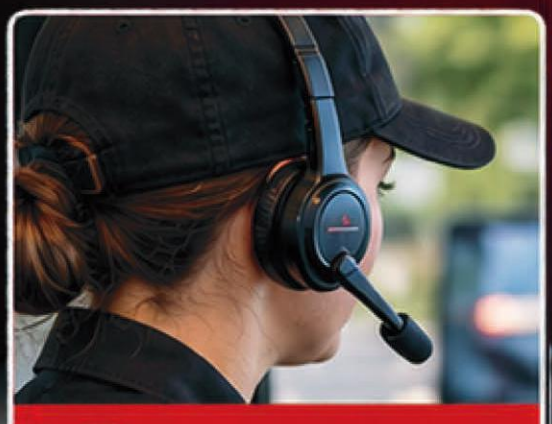
Easy Screen™

CLEANING WIPE

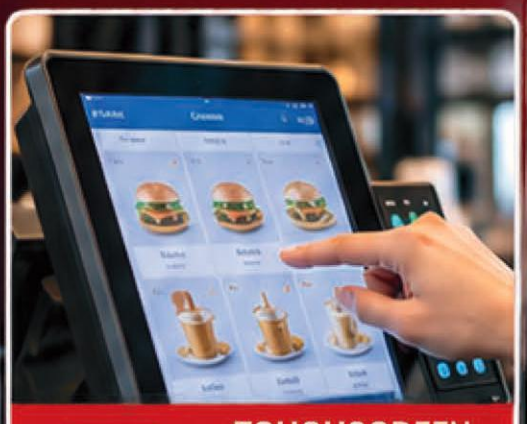
CLEAN, CLEAR SCREENS. BETTER SERVICE.



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



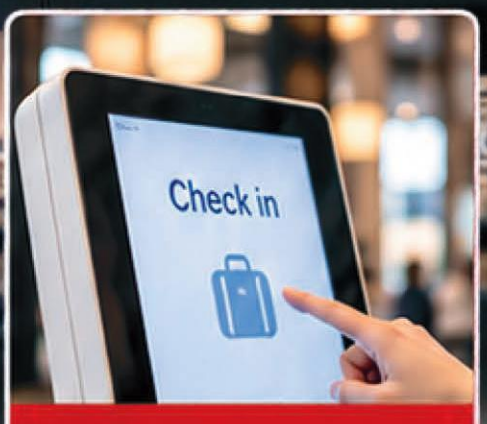
DRIVE-THROUGH HEADSETS



TOUCHSCREEN TILLS & ORDERING TABLETS



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

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

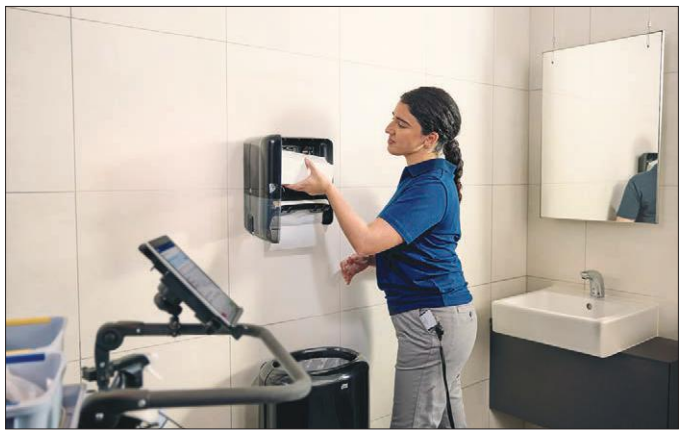
"Our data shows that when washroom users and cleaners' needs aren't met, a business can suffer as people spend less time and/or money there," said Olivia Slater, Commercial Director, Professional Hygiene at Essity. "With three in four people concerned about washroom hygiene,[1] and one in two likely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

Recommendations:

1. LEAN INTO INCLUSIVE HYGIENE

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

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



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

2. PROMOTE SUSTAINABILITY

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

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

Tork recommends the following actions:

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

3. SUPPORT EMPLOYEE EFFICIENCY

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

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

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

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

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

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

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

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Design and Refit

A-Boards For Pubs, Bars & Restaurants From Majisign

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



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

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

SAVE 10% ON A-BOARDS!

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

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

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

GET NOTICED WITH MAJISIGN!

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

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

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

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

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Mayfair Furniture

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

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

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

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Design and Refit

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

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

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

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

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

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



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

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

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

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

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

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

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

A CONSIDERED UPDATE

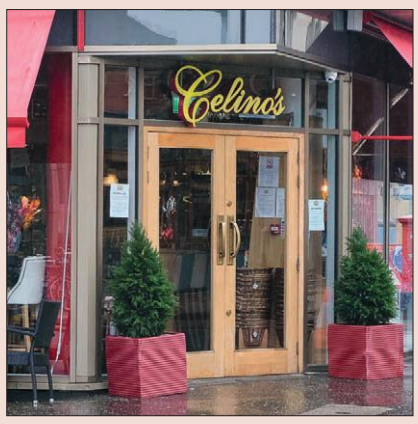
The existing facilities no longer matched the tone of the restaurant. The aim was not to reinvent the space, but to bring it back into alignment.

A coordinated palette was selected

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

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

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



DELIVERED AROUND DAILY TRADING

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

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

THE FINISHED SPACE

The washrooms now sit comfortably within the venue.

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

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



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

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



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

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



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

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



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Design and Refit

New Artemis Shower Cubicle from Kinedo for Compact Spaces

Kinedo has expanded its shower cubicle range with the introduction of Artemis, a practical and stylish solution designed specifically for compact living spaces including mobile homes, caravans, holiday lodges, park homes and modular buildings.

Developed to offer a complete showering solution that is quick to install and easy to maintain, Artemis is sleek and contemporary in appearance, offering the same high-quality solution as the whole Kinedo range. The integrated cubicle package includes a choice of black or white profile, durable 70mm white shower tray, mechanical shower valve, pivot door, a 90mm vertical outlet waste with polished stainless-steel cover. Internal white Kinewall panels are supplied as standard, and these are pre-drilled for rapid installation, helping to reduce installation time on site.



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

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

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

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



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

CARRY OUT COST AUDITS

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

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

CONDUCT REGULAR PRICING STRATEGIES

With rising costs continuing to put pressure on the sector, pricing strategies are crucial in ensuring owners are protecting profitability. Regularly reviewing product prices enables pubs to ensure their profit margins align with rising business costs, without alienating consumers.

"Small, meaningful adjustments such as introducing premium menu offerings or rebalancing prices across the menu can boost profitability without impacting every product. Pricing strategies that are clear and well executed help pubs respond more confidently to market pressures, rather than reacting too late, when steep price changes could result in damaging customer trust."

EXAMINE AND RENEGOTIATE LEASES

Managing fixed costs can be even more important than trying to boost sales, especially at a time when consumer confidence and spending are under pressure. When revenue drops and supplier costs rise, fixed expenses like rent can quickly start to feel overwhelming.

"Taking a close look at lease costs can open the door to renegotiation and give businesses more breathing room. It's a practical step that can ease pressure on overheads and help pubs stay resilient during tougher trading periods, while building a bit of financial headroom."

EXPLORE ALTERNATIVE REVENUE STREAMS

Pubs rely heavily on drinks sales, but during times of economic uncertainty, customers tend to spend less, putting pressure on their main source of income. That's why adaptability is vital. Pubs that are willing to explore and diversify revenue streams stand in better stead to cope with economic pressures.

"Transforming the pub into a space that offers more than just drinks can open up new income streams. Quiz nights, daytime co-working offers, lunch deals, or even selling local products can all bring in extra revenue and attract a broader mix of customers."

ENGAGE EARLY WITH LENDERS AND ADVISORS

During difficult trading periods, waiting until it is too late to act is one of the most common and biggest mistakes businesses make. Delaying those difficult conversations only increases the pressure and reduces the likelihood of coming out the other side. By speaking to advisors and lenders at the first signs of trouble, more options are likely to remain available, including restructuring support. Lenders are also generally more willing to work with businesses that are proactive and transparent about their position. Continuing to trade as normal while knowingly facing insolvency can also expose owners to personal liability and reputational damage.

"Insolvency practitioners and advisors can bring experience most operators simply don't have in-house. From cash flow forecasting to landlord negotiations, the key is knowing whether the business is facing a short-term liquidity problem or if there's a deeper profitability issue. This can help to differentiate between a business that may simply have a temporary liquidity problem, one which may need restructuring, or a business with profitability issues. All of these need to be tackled in a unique and accurate way, making this distinction vital."

Richard Hunt, Director of Liquidation Centre, shares his advice for pubs struggling to stay afloat:

"Pubs are under huge pressure at the moment, so it's important to look closely at where money is being spent. Small changes can make a real difference. Reviewing the menu, cutting food waste and focusing on the drinks and dishes customers actually want can help protect profits without having to put prices up across the board.

"Staffing is another area worth looking at. Making sure there are enough staff for busy periods, without paying for extra hours when trade is quiet, can help keep costs under control. But it's just as important to maintain good service and give customers a reason to keep coming back.

"Most importantly, don't wait until things get really bad before taking action. If you're struggling to pay bills, falling behind on tax or constantly worrying about cash flow, take a proper look at the figures and get advice early. The sooner you deal with the warning signs, the more options you may have to turn things around. Leaving it too late can make an already difficult situation much harder to recover from."

Why Use a Specialist Hospitality Consultant?

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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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If your business is actually struggling, or if you just feel that it could be doing some things better, give David Hunter a quick call on **07831 407984** to arrange a "Free of Charge" initial consultation (please quote CLH Offer), when David will discuss with you what could be achieved if you ask us to work with you.

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The team at Stonesmith understands that no two hospitality businesses are alike. From traditional country pubs and coastal hotels to contemporary restaurants and boutique guest houses, each property presents unique opportunities and challenges. Their approach centers on listening to clients' individual needs and crafting bespoke marketing strategies that align with specific objectives. This personalized service, combined with their deep knowledge of the regional market, ensures that both buyers and sellers receive guidance tailored precisely to their circumstances.

Choosing Stonesmith means partnering with specialists who genuinely understand the hospitality sector's nuances—from licensing requirements and valuation complexities to the seasonal dynamics that define Westcountry trade.

Thinking of selling or buying? Visit **www.stonesmith.co.uk**

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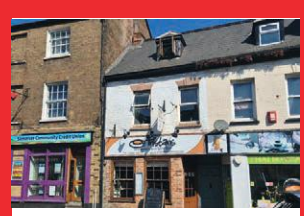
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