

CONSERVATIVE CLUBS MAGAZINE



April 2021 75p



Reopen With A Bang: How To Present Your Bar

ACC AGM 2021 Announcement

Pavement Licences – All You Need To Know



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Annual General Meeting 2021 Announcement

The Annual General Meeting of the Association of Conservative Clubs Ltd shall be held online on Thursday 3rd June at 11AM.

Clubs wishing to virtually attend should email charles@toryclubs.co.uk. Once confirmed, you will receive a link which will allow you to log in and view the

AGM as it is broadcast.

Copies of the ACC's 2020 Accounts are included with this month's Magazine.

We hope as many Clubs as possible will be able to join us for our online AGM this year and we are currently planning for our traditional physical AGM to return in 2022.

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CLUB LAW AND MANAGEMENT

Government cuts red tape to give pubs and restaurants more flexibility to use land for outdoor hospitality

The Government has announced that it has cut red tape to give Clubs more flexibility to use their land to provide further outdoor space from 12 April. Under the new measures, any venue, even if it is listed, can put up a marquee or structure of any size on their land without planning permission, and keep it up until September.

The government said: "To make sure businesses can make the most of the summer, businesses such as pubs, clubs and restaurants, including where these premises are in listed buildings, will be allowed to use their land more flexibly to set up marquees and provide more outdoor space for diners as restrictions ease, allowing them to serve more customers and recover from the effects of the pandemic. They can be kept up for the whole summer rather than the 28 days currently permitted."

It was also separately reported that Clubs in England with pavement access can also put out tables and chairs for dining without having to go through the usual application process. Premises can simply notify their

town hall and the application will be deemed to be granted unless the Club hears back within 10 days. See below 'Pavement Licences' for more details.

The measures are part of a new £56m "Welcome Back Fund", which the Government said will help councils boost tourism, improve green spaces and provide more outdoor seating areas, markets and food stall pop-ups.

Communities secretary Robert Jenrick said: "As we move to the next stage on the roadmap out of lockdown we are all looking forward to being reunited with friends and family outdoors and making a safe and happy return to our favourite shops, cafes, pubs and restaurants. This funding will help councils and businesses to welcome shoppers, diners and tourists back safely. As soon as the roadmap allows, we need to get behind our local businesses and enjoy all that this country has to offer and that we've been missing so much. I'm allowing every Club in the country to erect a marquee in their garden for the whole summer as a one-off power to support our locals."

Pavement Licences

What is a pavement licence?

A pavement licence is a licence granted by the local authority, or deemed to have been granted, which allows the licence-holder to place removable furniture over certain highways adjacent to the premises in relation to which the application was made, for certain purposes. This is a streamlined process to allow businesses to secure these licences in time for the summer and, where they are deemed to have been granted, allow these licences to remain in place for a year but not beyond 30 September 2022. Where a pavement licence is granted, clear access routes on the highway will need to be maintained, taking into account the needs of all users, including disabled people.

What furniture can be permitted by a licence?

The furniture which may be used is:

- counters or stalls for selling or serving food or drink;
- tables, counters or shelves on which food or drink can be placed;
- chairs, benches or other forms of seating; and
- umbrellas, barriers, heaters and other articles used in connection with the outdoor consumption of food or drink.

This furniture is required to be removable. Local authorities should be pragmatic when determining what is 'removable' but in principle this means it is not a permanent fixed structure, and is able to be moved easily, and stored away of an evening.

How much do applications cost?

Fees will be set locally, but are capped at a maximum of £100.

Does the applicant need planning permission as well as the licence?

No. Once a licence is granted, or deemed to be granted, the applicant will also benefit from deemed planning permission to use the land for anything done pursuant to the licence while the licence is valid.

What information does an applicant need to provide?

An application to the local authority must:

- specify the premises and, the part of the relevant highway to which the application relates;
- specify the purpose (or purposes) for which the furniture will be used which must be to sell or serve food or drink, and/or for use by other people for the consumption of food or drink. In both cases the food or drink must be supplied from, or in connection with relevant use of the premises;
- specify the days of the week on which and the hours between which it is proposed to have furniture on the highway;
- describe the type of furniture to which the application relates, for example: tables, chairs, and/or stalls;
- specify the date on which the application is made;
- contain or be accompanied by such evidence of public liability insurance in respect of anything to be done pursuant to the licence as the authority may require; and
- contain or be accompanied by such other information or material as the local authority may require, for example how national and local conditions have been satisfied.

Local authorities may require applications to be made on a standard application form.

What happens once the information is submitted to the local authority?

Once the information is submitted to the local authority the authority has 10 working days from the day after the application is made (excluding public holidays) to consult on, and determine the application. This consists of 5 working days for public consultation, and then 5 working days to consider and determine the application after the consultation.

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Computer Software

Membership Administration Programme Full System Package £20

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ACC Services

Loans

Loans can be arranged from as little as £1,000 to £500,000. We provide loans at competitive simple interest rates, currently 4.75%, and all loans commence with a three year period of fixed interest. Loans are repaid over a term to be agreed on an individual basis with each Club in order to create a manageable and sensible time frame for repayment.

Documentation Available Free Of Charge

ACC Room Hire Agreement - The room hire agreement is designed to be completed at the time a booking and includes space for a deposit to be taken to secure the room is applicable.

ACC Catering Franchise Pack - The ACC Catering Franchise pack can be used by Clubs which have a franchisee who uses the Club's facilities to prepare and serve food within the Club. The Franchisee Contract permits the Committee to decide if the franchisee shall pay a set fee per month to the Club for use of the Club's facilities, shall pay to the Club a percentage of the profits from the sale of food or that a combination of both methods of remuneration shall be utilised.

Health and Safety and Risk Assessment Documentation - The ACC has extensive documentation to assist a Club in creating a Health and Safety policy and conducting regular risk assessments. This documentation is available free of charge. Examples include template health and safety documentation, risk assessment forms and practical advice on completing a Club risk assessment and first aid information.

Candidates for Admission Sheets - The admission sheets can be posted on the Club's Notice Board to detail prospective new Members and have spaces for: Date, Candidate Name, Address, Occupation, Proposer, Seconder.

Sale and Leaseback

Since launching the ACC Sale and Leaseback service, over 70 Clubs have entered into this arrangement with the ACC.

Under what circumstances would a Sale and Leaseback be appropriate? The most successful examples of ACC Sale and Leasebacks are Clubs which have a dedicated Committee and Membership and want to secure their Club's future. By unlocking the Club's freehold, Clubs can be provided the means of repaying debt, often undertaking refurbishments and providing a significant cash sum. The rent payable to the ACC following the completion of a Sale and Leaseback can often be less than a Club was paying for servicing debt.

Trusteeship

The ACC Trusteeship Service is a free facility offered by the ACC. The transfer of Trusteeship to the ACC has increasingly become popular amongst unincorporated clubs and there are two main benefits for the Club. The first is that the ACC will pay for all legal expenses involved with the transfer of Trusteeship. The second is that the Association's financial and legal resources are such that the Club's position will be greatly strengthened when negotiating loans or defending itself against legal action taken by a third party.

The ACC do not become involved with the day to day business of any Club for which we act as Trustee. The Club will continue to be able to call upon the ACC for advice on any matter without needing to make reference to our Trusteeship. We will only act on behalf of the Club in accordance with the lawful instructions of the Committee and Members. The Club Committee will therefore continue to run the Club's affairs and will only refer matters to the ACC as and when they consider it appropriate to do so.

To obtain any of the documentation packages please email charles@toryclubs.co.uk or phone 0207 222 0843. To enquire about any of the ACC's financial assistance packages please email assistance@toryclubs.co.uk or phone 0207 222 0843.

ACC Contracts of Employment

The ACC are pleased to supply a range of Employment Contracts. These contracts are designed specifically to comply with the needs of ACC Clubs and are produced to a high quality with a glossy finish. All Contracts were fully revised and updated in 2015, with minor revisions made in 2016, and are compliant with all current UK legislation. We recommend that all Clubs use our current contracts of employment for their employees.

All Contract Packs now include a high quality and durable employee disciplinary and grievance policy handbook which should assist both Clubs and employees when these issues arise. Contracts for use with employees who live on the Club's premises now come with a specifically drafted Service Occupancy Agreement for the employees, and their partners if applicable, to sign in relation to their accommodation.

Our newest introduction to our contracts range is a contract of employment for use by Clubs which employ Bar Managers. We know that many Clubs employ Bar Managers as opposed to Club Stewards and we are pleased to now supply a specific contract pack for Bar Managers.

The contracts which are offered by the ACC are as follows:



Club Secretary/Administrator Contract
Appropriate for Clubs which employ, rather than elect, a Club Secretary. Each contract pack costs £20 and includes:
2 x Club Secretary Contract
2 x Club Employee Disciplinary and Grievance Policy Handbook.



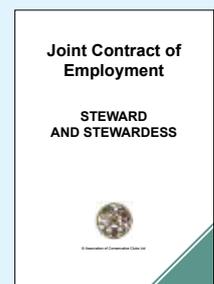
Steward Contract
Appropriate for a Club employing a Steward with or without accommodation included. Each contract pack costs £25 and includes:
2 x Club Steward Contract
2 x Service Occupancy Agreement
2 x Club Employee Disciplinary and Grievance Policy Handbook.



Bar Manager Contract
Appropriate for a Club employing a Bar Manager without accommodation. Each contract pack costs £20 and includes:
2 x Bar Manager Contract
2 x Club Employee Disciplinary and Grievance Policy Handbook.



Standard Terms and Conditions of Employment
Appropriate for a wide range of Club Employees (bar employees, cleaners, general part time employees etc.). Each contract pack costs £15 and includes:
2 x Standard Terms and Conditions of Employment Contract
2 x Club Employee Disciplinary and Grievance Policy Handbook.



Steward and Stewardess Joint Contract
Appropriate for a Club employing a Steward and Stewardess on a joint contract of employment with or without accommodation included. Each contract pack costs £25 and includes:
2 x Club Steward and Stewardess Contract
2 x Service Occupancy Agreement
2 x Club Employee Disciplinary and Grievance Policy Handbook.

Please contact the ACC with any questions regarding the new contracts of employment.

To order any of the above contract packs please place an order online at www.toryclubs.co.uk, email charles@toryclubs.co.uk or phone 0207 222 0868.

◀ From page 3

If the local authority does not determine the application within the 10 working day period, the application will be deemed to have been granted.

What will a local authority consider when deciding whether to grant a pavement licence?

The local authority will need to consider a number of factors, when determining whether to approve the application. These include whether local conditions might be needed to make it possible to approve an application which would otherwise be unacceptable.

The Secretary of State may specify conditions for pavement licences, in Regulations. This is in addition to the statutory 'no obstruction' condition referred to in sections 5(4) and 3(6) of the Business and Planning Act 2020 Act and 'smoke-free' seating condition.

Authorities are encouraged to publish local conditions subject to which they propose to grant pavement licences so that applicants and those making representations are aware of them. When considering their powers in relation to local conditions they should bear in mind the requirements of and seek to impose conditions which have the same effect as the no-obstruction condition and the smoke-free seating condition. They should also take into account any national conditions which may be specified in the future in Regulations.

When setting local conditions and determining applications, issues authorities will also want to consider include:

- public health and safety including security – for example, ensuring that uses conform with latest guidance on social distancing and any reasonable crowd management measures needed as a result of a licence being granted and

businesses reopening;

- public amenity – will the proposed use create nuisance to neighbouring occupiers by generating anti-social behaviour and litter; and
- accessibility – taking a proportionate approach to considering the nature of the site in relation to which the application for a licence is made, its surroundings and its users, taking account of:
- considerations under the no-obstruction condition, in particular considering the needs of disabled people;
- any other temporary measures in place that may be relevant to the proposal, for example, the reallocation of road space. This could include pedestrianised streets and any subsequent reallocation of this space to vehicles;
- any other social distancing measures in place, for example any queuing systems that limit the space available on the pavement;
- whether there are other permanent street furniture or fixed structures in place on the footway that already reduce access; and
- other users of the space, for example if there are high levels of pedestrian or cycle movements.

What are the outcomes of an application?

If the local authority determines the application before the end of the determination period the local authority can:

- grant the licence in respect of any or all of the purposes specified in the application,
- grant the licence for some or all of the part of the highway specified in the application, and impose conditions, or
- refuse the application.

Employee Holiday Reminder

Employees can be required to use accrued holiday time and they can remain on the furlough system during such a holiday period. If the Club is paying 80% pay during furlough then they will simply have to top this pay up to 100% for the duration of the holiday period. Clubs should provide employees with notice equivalent to double the holiday time that they are being required to take. Therefore, if an employee is being asked to take five days of holiday, they should be provided with ten days' notice. Clubs wishing to ask employees to take accrued holiday time during this current lockdown should therefore place the employees on notice as soon as possible. Once again, we encourage all Clubs to consider placing employees on holiday leave during this current lockdown to avoid too much holiday accruing and therefore needing to be used once they have returned to work and the Club has reopened which may place a further operational strain on the Club.

The key holiday points to consider are as follows:

Employees continue to accrue holiday while they are on furlough leave at the same rate they otherwise would.

Employees can use their holiday while furloughed. Taking holiday will not interrupt a period of furlough, meaning employers can continue to claim under the furlough scheme for employees using annual leave.

Provided the correct notice is given, employers have the right to require employees to use their statutory annual leave and this right continues to apply with furloughed employees. An employer must provide notice

of at least twice the length of the holiday the employee is required to take. Therefore, if a Club requires an employee to take one week's holiday, they should give at least two weeks' notice of this. It is good practice for such notice to be in writing.

Employees' statutory holiday entitlement is 5.6 weeks (28 days including Bank Holidays for full time employees). Where employees are contractually entitled to more than the statutory minimum holiday, they can also be required to use their excess entitlement where the contract provides for this.

Employees can only be required to use annual leave when it is possible for them, in principle, to have a break from work. Employees who are unwell therefore should not be required to take annual leave while they are sick. Employees who are unwell can choose to use holiday while sick, but cannot be required to.

When employees take holiday while furloughed they need to be paid the holiday pay they would usually receive for this time were they not furloughed. Therefore, employees with regular hours should be paid their usual pre-furlough rate of pay for holiday. If pay has been reduced to 80%, or £2,500 per month, it will be necessary for employers to top up to 100% pay for periods of holiday.

The basic rule is that employees should not receive less pay than they usually would because they are using their holiday entitlement. If you need help calculating the holiday entitlement of an employee please use this calculator: <https://www.gov.uk/calculate-your-holiday-entitlement>

Reminder: Lockdown Relaxation Dates Announced

These dates are subject to change but currently the following dates apply to Clubs.

12 April

Clubs can reopen as an outdoor setting only. Indoor service will not be permitted. Club Members and guests can only enter the Club to use the toilet facilities. Ordering will take place outside. There will be no 10pm curfew or significant meal requirement. Customers will, however, have to be seated.

Rule of Six will apply to groups. Two households can also gather together and exceed six persons.

17 May

Clubs can reopen for inside service. There will be no 10pm curfew or significant meal requirement.

Rule of Six will apply inside, outside groups of up to 30 can be permitted.

21 June

All remaining restrictions removed.

These dates are subject to change.

IA Tickets

2021 IA Tickets are on sale and are selling quickly. With the prospect of increased UK getaways here to stay for the next few years, ensure your Members know about the IA Ticket Scheme which allows them to visit other ACC Clubs when they are on holiday. We have sufficient stock for the time being but 2021 tickets are selling fast. As a reminder, any Club can return up to 100 unsold IA Tickets each year for a full refund.

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Questions and Answers

QThe Club has been shut due to Covid-19 for several months with our employees receiving furlough pay. As our employees have not been working, can we conclude that they have used their holiday allowance whilst on furlough and therefore that they are not owed any current holiday leave when the Club reopens?

AI am afraid you cannot do what you are proposing. In order to make an employee take holiday you must give them notice, preferably written, of when they will be placed on holiday leave. The notice must be double that of the holiday time they are being forced to take, so if you are making them take 10 days holiday you must give them 20 days notice.

Employees can be placed on holiday leave and still remain on the furlough scheme (see above) so there is still time to place employees on holiday leave to use up some of their accrued time and

still take advantage of the furlough scheme before the Club reopens.

QWould you recommend that we start to hold in person Committee Meetings again?

AAt the moment we are recommending that Committee Meetings take place virtually. We expect our advice to remain in place until at least May 17th. It is, of course, important to safeguard the health of all participants so video calling, phone calls and emails should be used to conduct Club business whenever possible. For meetings such as Zoom, it is possible for participants to dial into the meeting audibly using a phone number so this is a way for persons without internet access to still participate in virtual meetings.

QWe have had problems holding our AGM but we hope to hold one this summer. Should Committee elections take place at the same time?

AYes, we would suggest that any Club which has had difficulty holding an AGM thus far schedules their AGMs for July and August. The election process should take place as normal when the AGM takes place and then hopefully the AGM and election schedule will be able to revert to normal in 2022.

QAre employees able to use the Club's Gaming Machines? We have Members who consider that it would be unfair for an employee to win a jackpot, perhaps aided by watching the machine.

AOpinion is divided on whether it is possible for a person to determine when a machine might pay out although we are aware that there is a common perception that watching machines gives rise to an unfair advantage.

Gaming machines have to adhere to strict average pay-outs and this is calculated over the course of a machine's entire life and is therefore unpredictable. It may be that a machine goes months between the jackpot being won or it may be that two jackpots occur on the same day. With the advent of extra features such as nudges and hi/lo features it is even more difficult to calculate out if a machine is about to pay out.

It is, however, preferable to avoid any possibility of an unfair advantage, real or imagined, and as such it is good practice to prohibit Club employees from using the Club's gaming machines.

QWhilst we hope to reopen soon, we still need all the financial help we can get. What support should we be currently receiving?

AIt is important for all Clubs to ensure they receive all the support they are due. It is firstly important to that the furlough scheme has been extended until the end of September. When the Club starts to reopen employees can be part furloughed, that is they can work some hours for the Club and receive furlough pay for any unworked hours. It may be that the Club will operate reduced hours initially and part furlough can assist with that.

Clubs in England will be able to access grants (Restart Grant Scheme) based on their rateable value to assist them until they can

reopen. Clubs with Rateable Value of £15,000 or under will receive a grant of £8,000, with a rateable value of between £15,000 and £51,000 will receive £12,000 and rateable values of over £51,000 will receive £18,000. Grants for Welsh and Scottish Clubs are a devolved area and will be announced in due course. These grants will be administered through the Club's Local Authority. These Restart Grants will replace the existing Local Restrictions Support Grants scheme which will come to an end.

The Business Rates Holiday which has been crucial to Clubs surviving has been extended by a further twelve months. This will apply to all Clubs with a rateable value of less than £51,000.

The planned increases in alcohol duty have also been cancelled. This is the second time in two years that the planned increases have not been implemented. In addition, the reduced VAT rate of 5% on food and non-alcoholic drinks has been extended and will now last until the end of September.

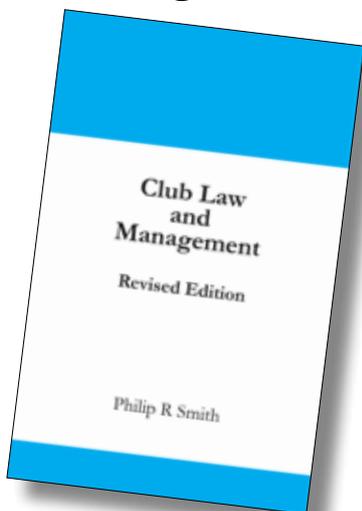
QOur Club has a pull tab lottery machine which is very popular and delivers a healthy profit to the Club. We are also looking into installing a B3A gaming machine inside the Club as they are also free from taxation and we think such a machine could prove to be popular amongst our Members. There is some concern though that a B3A machine may cannibalise the sales of the pull tab lottery machine and simply split the revenue received and increase our costs. Do you know if this is ever the case?

AWhilst I do not have any statistical evidence which I can send you regarding the change of usage of pull tab machines following the introduction of a B3A, I can safely say that I have rarely been into a Club with a B3A machine which does not also have a familiar pull tab ticket vending machine in some other part of the Club. I do think that the pull tab tickets have a following from part of the membership which is not particularly interested in playing any form of gaming machine even though I accept that the B3A machine is a very simple one to use compared with the more complex B4 machine features.

Club Law and Management

Revised
Edition

Now
Available



The ACC is pleased to announce the forthcoming launch of Club Law and Management: Revised Edition. Our original Club Law and Management was launched in 2008 and has served as a trusted aid for many Club Committees ever since. This new edition completely overhauls the previous book and includes completely new advice sections as well.

Please order now using either our website, by phoning 0207 222 0868 or emailing us. This revised edition will sit alongside our recently published Club Law and Management: Questions and Answers. We hope that the collection of both books, each focusing on a specific area of Club Law guidance will prove invaluable for Club Committees for years to come.

Industry Insights

Industry Insights aims to provide a whirlwind tour of who's doing what in the club sector, from latest launches and new products to business acquisitions and market research into the hospitality sector at large.

Budweiser Brewing Group UK&I now UK's biggest brewer

AB InBev's results for the fourth quarter and full-year 2020 of its global business came with news that Budweiser Brewing Group UK&I has now become the largest brewer by volume in the UK[1].

Paula Lindenberg, President for UK & Ireland, Budweiser Brewing Group, said: "In June, Budweiser Brewing Group UK&I became the number one brewer by volume in the UK[2]. This result reflects the strength of our portfolio, including Budweiser, Stella Artois, Corona and Camden Hells, and that when people have the choice, they choose our brands.

"We're proud that the quality of our beer portfolio and our iconic brands continue to meet the demands of consumers today."

Stella Artois hit the #1 slot as the most valuable alcohol brand in the UK Off-Trade, and has achieved more than £1 billion in value sales combined across the UK's On Trade, Off Trade and E-Commerce channels[3]. Budweiser became #2 most valuable alcohol brand across the Off-Trade, whilst Corona,



the #1 most valuable World Beer in UK multiples grocers[4], grew at nearly double the total category rate.[5] In the On-Trade, Camden Hells and Camden Pale Ale were the #1 and #3 best-selling craft beers in 2020.[6]"

Stella Artois launched a new TV campaign, "the Life Artois," and introduced Stella Artois Gluten-Free. Budweiser recreated its "Whassup" advert from

the 90s and launched Bud Zero, while Corona launched a new national campaign 'Rediscover Paradise'. The brand also continued the launch of Corona Draught in the On-Trade.

In Ireland, 2020 saw the company strengthen its position. "In July, our Budweiser distribution moved to C&C Group, with Bulmers Ireland now distributing our full portfolio of brands across the country," said Lindenberg.

Budweiser Budvar launches Budvar Reserve

Budweiser Budvar UK is updating its range with the relaunch of Budvar Reserve, the historic brewery's premium 7.5% ABV premium Czech Lager, matured for 200 days.

Jitka Vlková, Managing Director of Budweiser Budvar UK, said: "We're delighted to be able to offer our unique Budvar Reserve to those discerning UK beer drinkers who enjoy stronger, premium beers on occasion. Budvar Original is the classic Czech lager for many UK beer lovers, and Budvar Reserve is another superb example of our brewers' skill."

The brew uses Moravian



malts, whole-cone Saaz hops and soft water drawn from an artesian well 300 metres below the brewery, before being matured in Budvar's historic cellars for 200 days. The result is described as a "unique and complex beer" which "retains all the fresh drinkability of the flagship Budvar Original lager".

Budvar Reserve is supplied in a brown glass 330ml bottle that reflects the new Budvar 'Greetings from the Republic of Beer' positioning, launched last year. The bottled version, along with a limited supply of Fresh Hopped Budvar Reserve in kegs, will be available to clubs and bars when the on-trade is able to reopen.

• www.budweiserbudvar.com/uk

Partners and Communities

"Our brewery teams were quick to support the local communities around them. We adapted our production to create and distribute more than 10,000 litres of hand sanitiser and disinfectant for frontline workers in care homes, doctors' surgeries, police and fire services, and other vital services.

"In September, we met our target of removing plastic rings and shrink wrap from all our canned beers. Thanks to our teams' hard work, there are now no plastic rings on any canned beers that leave our breweries in the UK. We also reached our goal of sourcing 100% of the barley used for our UK-produced beers from British farms."

Sources: [1] Nielsen Scantrack data; Total Coverage; 52 WE 26/12, 2020; [2] YTD 13.06, Volume share of Beer, Nielsen & CGA Data; [3] On-Trade: CGA for the 12 months to 3/10, 2020, Off-Trade; E-comm: MAT November 2020 sales & volumes in eRetail; [4] Nielsen Scantrack; GB Multis; 52 WE 26/12, 2020; [5] Nielsen Scantrack data; Total Coverage; 52 WE 26/12, 2020; [6] CGA 12 months to 3/10, 2020 Nielsen ROI Off-Trade 27/12, 2020. [7] Nielsen ROI Off-Trade 27/12, 2020

• www.ab-inbev.com

London Pride becomes official beer of Lions

Fuller's London Pride has announced a two-year partnership with The British & Irish Lions, becoming its official beer.

The partnership launches with the brewer's Roar with Pride campaign, offering supporters a range of VIP experiences around the Lions' three-test series against Rugby World Cup champions, the Springboks. Lions branding will be incorporated across Fuller's London Pride packaging, products and point of sale.

The campaign will also look to support club-houses and grounds across the UK, with further promotions.

The partnership will see the Chiswick-based brewer pouring at the Lions' historic match against Japan at BT Murrayfield Stadium on Saturday 26 June, 2021, the first time the Lions have played a Test match on home soil since 2005.

Ben Calveley, Managing Director at The British & Irish Lions, said: "London Pride is an iconic brand with a rich rugby heritage and is enjoyed by rugby supporters up and down the land. We are delighted to welcome them to our family of commercial part-



ners and look forward to working together to create a truly memorable Series."

Tim Clay, Managing Director, Asahi UK, said: "The Lions has a special place in the heart of rugby

fans throughout the four nations, and we hope to be able to help fans to maximise their enjoyment of the much-anticipated Series."

• www.fullersbrewery.co.uk

Spirits range hits the sweet spot

Established in 2016 by founder Garry Smith, The Sweet Potato Spirit Company draws on prohibition era methods of distilling for inspiration, when adversity became the mother of invention. Now, its range of 15 artisan spirits includes crisp gins, smooth liqueurs, pure vodka and the brand's signature moonshines (Classic, Toffee Apple, Pink Marshmallow and Chocolate with Chilli). All are gluten free, allergen free and vegan friendly and the sweet potato base, says the company, has brought new angles and complexities to distilling and has pushed the art of moonshining back into the mainstream.

• www.thesweetpotatospiritcompany.com



Most calorific club cuisines revealed

GolfSupport.com has revealed the top three most calorific cuisines worldwide following research using online analytics tool SEMrush. And the results are in.

Italian cuisine has an average of 743 calories per dish, which is the highest average calorie content of all cuisines in this study. It also comes out on top with the highest average fat content with 43g. For high sugar content, Italian food comes in fourth with an average of 12.6g.

Mexican is second, only 157 calories away from the top spot with 586 calories per dish. The average dish contains 27.6g of fat, and on the other end of the scale its sugar content is relatively low with 7.6g on average.

Taking third place is Japanese with an average of 576 calories, and perhaps a surprisingly high sugar content (13g). However, it has one of the lowest fat contents (16.6g).



Image: Shutterstock

The most calorific dishes

Pad Thai claims the title with 1004 calories. Its high fat content (45g) and sugar (24g) also help to secure it as the most calorific dish.

Nevertheless, tacos aren't too far behind with 792 calories (44g of fat and 8g of sugar).

To round out the top three is Gelato. At 780 calories a serving, this sweet dish takes the top spot for fat content with a whopping 69g and 32g of sugar.

• <https://golfsupport.com/>

Mobile self-serve Beer Station

The Beer Station has been developed by Hoshizaki in conjunction with Victor Manufacturing. It automatically pours a pint at the push of a button after payment has been made through an inbuilt system.

The unit includes storage space for a beer keg, CO2 cylinder and glasses, all in one secure, self-contained mobile unit.

Constructed from durable 430 grade stainless steel, the powder coated Beer Station is clad with inset stainless steel panels. Lockable hinged doors allow access for servicing of the BeerMatic Dual Tap at the



rear of the unit, and for changing empty beer kegs at the lower front of the 'Beer Station'.

As the BeerMatic Dual Tap beer dispenser has an internal chilling system you simply have to connect directly to a standard keg kept at room temperature, so even businesses with limited facilities are able to add freshly poured, chilled pints to their menus. Lockable casters make the Beer Station easy to move and secure once it is in position.

• www.hoshizaki-europe.com

National Stress Awareness Month



April marks the start of National Stress Awareness Month, now in its 29th year. The Stress Management Society, whose tag line is 'from distress to de-stress', offers up the following facts, figures and practical advice.

The Stress Management Society worked with Huawei AppGallery to conduct a study on stress, gathering data from 2000 British adults. The research identified that 65% of people in the UK have felt more stressed since the COVID-19 restrictions began in March 2020. The three key causes for concern are feelings of disconnection, uncertainty, and a worrying loss of control.

These three key factors have therefore been woven into this year's theme for Stress Awareness Month. Our practical approach ensures that we are able to offer beneficial resources and effective materials to those who are struggling.

Despite running for 29 years we have got a long way to go. According to the Mental Health Foundation 74% of UK adults have felt so stressed at some point over the last year they felt overwhelmed or unable to cope.

Millions of us around the UK are experiencing high levels of stress and it is damaging our health.

Stress is one of the great public health challenges of our time, but it still isn't being taken as seriously as physical health concerns. Stress is a significant factor in mental health problems including anxiety and depression. It is also linked to physical health problems like heart disease, problems with our immune system, insomnia and digestive problems. Individually we need to understand what is causing us personal stress and learn what steps we can take to reduce it for ourselves and those around us.

30 Day Challenge Hints, Links and Tips

'The 30 Day Challenge' encourages you to pick one action each for your Physical, Mental and Emotional Wellbeing to carry out every day. You could even add actions for your social and spiritual wellness too.

It takes 30 days to turn actions into habits, which is why this is a month-long programme. The 30-day challenge will maximise your chances of turning useful knowledge and techniques into positive behavioural change.

As a first step, download and fill in the 30 Day Challenge Calendar and the 'Coping at Home and Keeping Connected Action Plan' to make your commitments a reality.

There's also: Videos at our YouTube Channel, a 7-Step Achievement Plan, a Stress Relief Colouring Book © Sam Antolik 2020, a Digital Detox checklist, and a Free Stress Guide.

• www.stress.org.uk/stressawarenessmonth/

New branding for Fuller's London Pride

It's been a busy few months for Fuller's London Pride. In addition to its link up with the British and Irish Lions (see previous page), it has revealed a new Fuller's London Pride brand identity which encompasses a new logo, typography, glassware, pump clip and point of sale materials.

The contemporary look takes inspiration from its heritage, according to the company: "As one of Britain's most iconic beers, it was vital to celebrate the history of the brand and draw on language found in the brand's archives. The iconic Griffin still takes pride of place and new sign-style typography is reminiscent of the gilded lettering seen on windows and mirrors across London's pubs."

Asahi UK Managing Director, Tim Clay, said: "Bottled ale drinkers continue to be extremely valuable to the beer market, with the share of spend in the category currently highest amongst the older, more affluent demographic. Cask ale has undoubtedly



edly suffered at the hands of the pandemic but remains at the very heart of London Pride, and we aim to be at the centre of the category's rejuvenation and recovery following the reopening of the on-trade. At Asahi UK, we're committed to working with our customers to champion brilliant quality, every time. We are proud to be celebrating this amazing, premium beer and look forward to supporting its future growth."

• www.fullersbrewery.co.uk

Members and their changing buying habits

The annually reviewed Consumer Price Inflation (CPI) basket of goods and services, representative of consumer spending patterns, has seen some unusual additions this year.

So just what are members likely to be bringing along to the club once it's able to reopen?

You might find members turning up in loungewear trousers, possibly dragging along their hand weights while sporting a brand new smart watch. Hand sanitiser is of course a 'must have' while white chocolate and ground coffee, it seems, won't be making an appearance having been ejected from the basket this year.

A dozen unexpected items in 2021's basket include:

1. Self-tanning products
2. Chicken Kiev
3. Quiche
4. Kebabs
5. Cocktails in a can
6. Livery fees
7. Boats
8. An acoustic guitar
9. A jigsaw
10. A hamster (or other small pet)
11. Calls to directory enquiries
12. A door handle



Methodology: 180,000 prices are collected on 720 goods and services in 140 locations for the inflation basket.

• www.gov.uk/government/statistics

HEINEKEN UK launches Benefits Bar

HEINEKEN UK has unveiled an exclusive network of insights, tools, advice and support which aims to help operators boost every area of their business, called the HEINEKEN Benefits Bar.

The Benefits Bar is designed to serve up a range of benefits to make running licensed premises easier and more profitable.

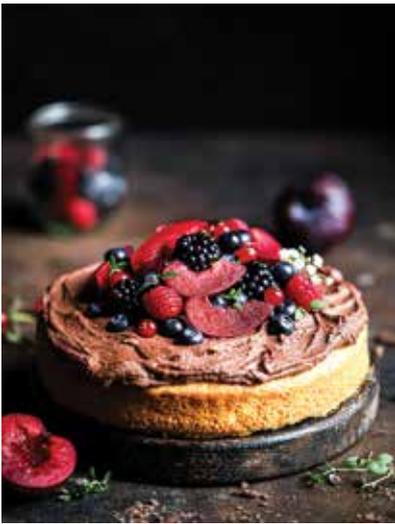
The company says that the initiative is built on industry experience, offering operators access to exclusive, dedicated customer support in all areas of business, covering all elements of running a great bar, from sharing learnings of its Star Pubs & Bars network to tools and technologies integral to boosting business and enhancing customer experience.

"HEINEKEN is helping operators satisfy every customer, every time, and grow their business through five key areas of expertise underpinning its Benefits Bar," said a spokesperson.

"HEINEKEN's dedicated team and expert partners are always on hand to support you and grow your business.

"Brewing a better world is fundamental to everything at HEINEKEN, from growing 100% sustainable barley for their beer or local apples for their ciders to helping you serve the perfect pint."

• **For more information on The HEINEKEN Benefits Bar visit:** <https://www.heineken.co.uk/our-pubs/make-heineken-your-supplier/>



South African Stone Fruit has teamed up with blogger and food influencer Charley (charleyshealth.com) to add two new vegan recipes to its plethora of dishes – a Vegan South African Plum Sponge Cake (above left) and a Vegan Vanilla Frosted South African Plum Cupcakes (above right). Recipes are available at the link below.

• www.beautifulcountrybeautifulfruit.com

Spirited approach to virtual classes

Liquor Studio, Yorkshire, is offering a range of virtual experiences, from Spirit Creation Classes to Cocktail Masterclasses and recently ran an Masterclass on International Irish Whiskey Day.

Did you know? Irish Coffee was created in a restaurant and coffee bar in Ireland's Foynes Terminal in 1943. Late one night, a flight left Foynes for New York. After flying for several hours in bad weather, the captain decided to return to the airport. Chef Joe Sheridan, asked to prepare something to warm the weary passengers, put Irish whiskey, brown sugar and cream in their coffee. A passenger, praising him for the wonderful beverage, asked if he used Brazilian coffee. "No," joked Joe. "It was Irish coffee!" The rest, as they say, is history.

• www.liquorstudio.co.uk



Goose (Island) lays unusual egg

In time for Easter, Cadbury and Goose Island brewery partnered up to create a new Creme Egg beer. Launched on March 3 to mark the 50th anniversary of the iconic chocolate egg, the limited edition Golden Goo-Ber-Lee Creme Stout proved more limited than expected when it sold out after just an hour.

Goose Island's master brewer Andrew Walton said: "With the Golden Goo-Ber-Lee Creme Stout we knew that we would be reaching a wide range of people with different levels of experience with craft beer! We wanted to make sure that for whoever tried this beer, it would be unique and delicious.

"The tasty flavours of the stout complement the iconic Cadbury Creme Egg; we wanted to big up the chocolate and creaminess of the beer while keeping it super drinkable."

• www.gooseislandshoreditch.com



NEWS IN BRIEF

Embargo – loyalty solutions

More than 200 hospitality venues have signed up to use Embargo's loyalty solution since the end of the first lockdown in July 2020.

Embargo is a loyalty platform designed to help hospitality businesses connect directly with customers and members, delivering bespoke loyalty rewards and facilitating communication.

Founded by Tsewang Wangkang and Frederick Szydowski, Embargo recently became the first loyalty app to also offer users an on-demand delivery, click and collect and nationwide shipping service.

• www.embargoapp.com

Squeezing the most out of the day

To ensure that clubs remain competitive on reopening, operators must ensure that they are fully stocked with high-quality products – and if they are exclusive to the on-trade, so much the better, says fruit juice blender and supplier The Cracker Drinks Co.

Christopher Banks, Managing Director, said: "Many consumers have used the pandemic as an opportunity to cut down on their drinking, with people of all ages turning to non-alcohol alternatives. Not only that, but an increasing number of consumers are also using juices as a tool to incorporate more fruit and vegetables into their diets. In light of this, we expect to see an increased demand for juice drinks post-lockdown, whether they're enjoyed as a standalone drink or as a fruity mixer. As such, it is imperative for operators to not only make sure that they have a fully stocked bar, but a fully stocked fridge of juice drinks too!"

• www.crackerdrinks.com



Back to Business Special:

How To Guide To Increase Bar Sales

Merchandising Presentation and Pricing Guidance

Growing turnover and profits

There are three ways in which you can grow the turnover and profits of your Club; by increasing:

1. Footfall
2. Spend per head, and
3. Dwell-time

Advertising and marketing are the means by which you **increase footfall**.

Merchandising is the means by which you maximise **spend per head and dwell-time**, in respect of the customer traffic that advertising and marketing generates.

Merchandising involves combining your products, space and the environment into an appealing and stimulating display which is designed for the purpose of driving more customers in your Club towards the bar or other points of sale, and the products you want to sell to them.

Merchandising is carried out in order to:

- Promote impulse buying
- Promote new products
- Move old stock
- Increase the sale of particular products
- Encourage new customers
- Increase the frequency of visits

Developing a merchandising strategy -

Areas of opportunity - exterior and entrance

Ensuring that the exterior and entrance of the Club is clean and tidy and that the signage, banners and Advertising boards reflect the offering inside the Club is very important. The exterior is the first impression that the customer has of the Club. The old adage "you never get a second chance to make a first impression" is no less true for being old!

The route to the bar

It takes approximately 14 seconds to walk from the entrance to the bar in most alcohol licensed premises. What kind of messages will you communicate to customers along the route, and where will you place them? Keep the messages short and to the point.

Signs and posters and the psychology of communication

To merchandise effectively, you need to understand how gender and personality differences affect how people communicate, and how receptive they are to merchandising and messaging.

Gender differences - men and women generally think and communicate differently.

Men: generally don't like to ask for directions. This is because they are often status conscious and tend to think and speak 'vertically':

*"Did what I say make you think **higher** or **lower** of me?"*

To ask for directions is to admit you don't know. Most men are not comfortable with this because it may make someone think less of them. Therefore, when they enter a Club, they need to see the bar, or if they are coming to dine, or need to visit the toilet first, they look for a sign or poster that tells them where to go and what to do.

Signs and posters are an important way of communicating with men:

- Tell them what they need to do to place a food order or direct them to the bar
- Direct them to the toilet, so that they don't have to ask
- And then in any of the corridors of travel that you are directing them along, place merchandising messages along the route

Women: tend to think and speak 'horizontally':

"Does what I say draw me in closer or push me away?"

To ask for help is to get drawn into the inner circle. If a woman in a Club doesn't know where to go she looks for a person, not a sign. But not all women...

Personality differences – 'extrovert' and 'introvert'.

Introverts are also sign readers. Introverts are people who want information before interaction. They want knowledge before they speak to someone. And then they need time to process that knowledge. Signs are their best friends because signs answer their basic questions before they have to interact with someone. Signs also help them formulate new questions they may need to ask.

Therefore, 75% of the population (all men and half the women) are served by signs and posters. A good sign or poster is one that answers questions. It gives the right amount of information in a quick and easy-to-read format. Sometimes the only question is "how much?" More often the question is "why?"

Point of sale – bar and back of bar

The point of sale is the time and place at which a customer commits to a purchase. Your points of sale need to be arranged literally from the point of view of the customer. Approximately 60% of purchases made in retail shops are accounted for by impulse buying. Whilst many customers will enter the Club knowing what they are going to order, many will only make their buying decision at the bar.

Back of bar displays

- The main rules are:
- Keep the back bar free of clutter
- Concentrate on displaying high margin product in key areas
- Ensure that there is a simple selling message or call to action
- Remember that you are trying to prompt purchase

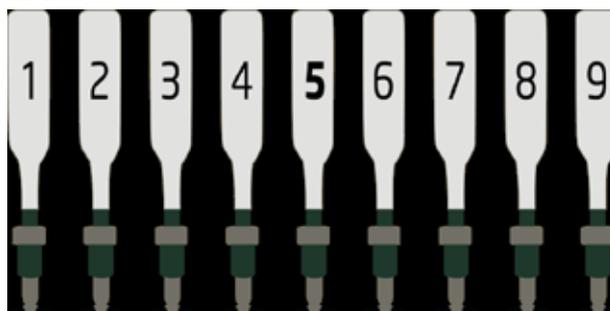
Eye-level is Buy-level - vertically people look from eye-level to just below the chin. Horizontally people's normal field of vision is about 6 feet, and they look from left to right (that's how we were all taught to read).

What "draws the eye"?

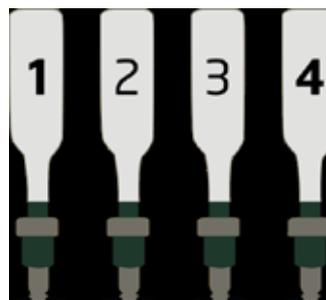
When presented with a display the gaze of the customer is first drawn to the center of the display, and then the display is 'read' from left to right. Breaking up displays into "easy-to-read" sequences is an important way of merchandising products. It reflects the psychology of human perception and how we process sequences.

Bottles on optic

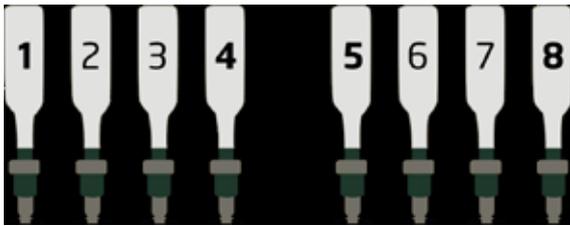
Likewise, with bottles on optic, if your display of optics is too long, customers will become confused; they won't take it in. The normal field of vision is about 6 feet, and so customers will focus on the centre, optic number five.



The majority of customers look from left to right. In a display of four optics the left one (1) will be strong, but the right one (4) will be the strongest, because that is the end of the "sentence" – where the eye comes to rest.



So, when deciding how to display your bottles on optic, break up the “sentence” of display into smaller “phrases”. Display two groups of four bottles rather than a continuous display of eight bottles:



With two groups the bottles to the left and right of each group will be strong (1 & 4 and 5 & 8). In this way you can maximise the number of premium brands that you want the customer to notice and select, or the new products you are promoting, or the high Gross Profit (GP) products – whatever your sales priority is. You can also arrange the bottles in a grouped manner – all the gins in one area versus all the whiskeys in another area.

Fridge merchandising

- The key to merchandising fridge space is to keep it simple
- Make it easy for customers to see the products that you want them to buy
- Use horizontal block facings to promote high GP items at the top of the fridge
- Skips with ice can be used to keep high volume items cold on busy nights
- Fruit juices can be kept on ambient shelves as they are usually served with ice
- Use the plan below as a guide to maximising GP

Top shelf - excitement generators

These are new branded products that excite interest – the customer can see that the product range does change. Or, they may be seasonal products that the customer may buy on impulse, e.g., pear cider for summer appeal.

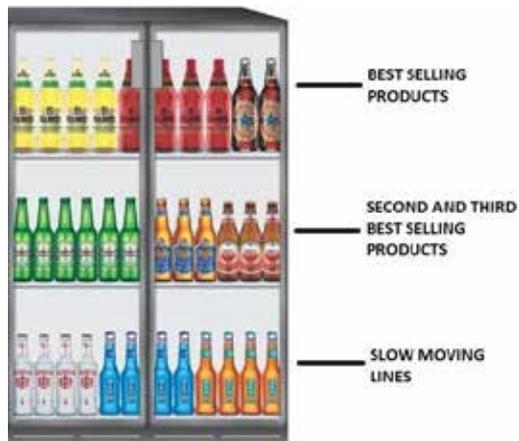
Middle shelf – cash generators

Well established big volume brands that contribute a significant share of sales and profit. These are ‘must-stock’ brands that the customer will simply expect to find behind the bar – Budweiser, Becks.

Bottom shelf – turf protectors

These are relatively low volume brands that meet specific customer needs and need to be stocked to maintain customer loyalty, e.g., Holsten Pils, Stella low alcohol or alcohol free lagers.

(Pictures of fridge displays opposite each of the above)



Hot spots and product promotion

Merchandising ‘hot spots’ are places where customers naturally look. The back of the bar is an example. Hot spots should be reserved for products you really want to promote.

They include the:

- arrival point
- back bar fitting
- optic rail
- space above the till
- right-hand-side of the field of vision, particularly to the right of the till
- top bottle shelf
- front bar counter

Back bar fitting

- This is a natural hot spot. Use it for:
- posters
- stickers
- product placement when engaged in a promotion

The merchandising matrix

- The customer only registers certain information at certain times
- Research shows that messages should be seven words or less

The matrix explained:

‘Advertising’ Boards

Exterior chalkboards – attract passing trade, educate passing trade for future.

Should advertise:

- Most appealing offers to attract new customers (2-4-1 promotion, Meal Deals)
- High cash generating aspects of the business (function room/hotel rooms)

Lightboxes

Exterior wall mounted boxes which are lit.

Should advertise:

- Menus (expected to be seen here, menus not shown may lead customers to the conclusion that food isn’t available)
- Photographs (if applicable, of function rooms, hotel rooms)

Window posters

Double sided posters in clear vinyl wallets suspended from hooks by suction pads. A maximum of 25% of window space should be utilised for posters.

Should advertise:

- Value offer where applicable
- Aspects of the business which are a point of difference to competitors on the high street

Poster frames (lobby)

Hot spot which all customers are likely to pass, therefore ensuring maximum exposure for contents.

Should advertise:

- Specifics for sports fixtures
- Specifics of entertainment, e.g., band listings, part/event nights

Poster frames (route to toilets)

This route is frequented by the majority of customers and is usually a well-lit area.

Should advertise (where applicable):

- Sports fixtures and entertainments listings
- Quiz Night details, function room and accommodation details

Poster frames (in toilets)

Should advertise:

- Value drink offer
- Sports fixtures
- Specifics of entertainment, e.g., band listings, party/event nights.

PRESENTATION & PRICING

Product presentation

Products need to be presented in an attractive and visible way behind the bar and on the bar counter:

- Beer pumps arranged for easy access
- Bottled products refrigerated
- Bottles wiped and arranged in lines, labels facing outward
- Show the full range of products and move bottles from the back of the fridge so it always looks full
- Fill the fridge from the back to ensure that you always sell the product cooled
- Bold, eye-catching merchandising – point of sale, product displays, chalk boards
- Keep a ‘drivers shelf’ of low alcohol and alcohol-free products
- Give prominence to high value, high volume products, e.g., premium beers and ciders
- Dispense products into the correct, branded glasses
- Give attention to glass and optic hygiene

To page 14 ►

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Pricing strategies

In you Club you can set your own prices, although guidance and knowledge of local competition will both be important influences.

How do you set your drinks' prices?

Cost-price plus or category pricing

This is a method of setting prices that takes the cost of buying-in the product and then adds a margin. Often stocktakers will advise on a GP percentage that you need to achieve on each product, given your sales mix, in order to achieve an overall GP percentage of, say, 50%. This tends to lead to category pricing, for example, all fruit juices or mixers being priced the same, or all session beers being priced the same. This simplifies the price proposition but ignores the benefits of 'premiumisation' and the perceived value that customers attach to well-known brands

Ladder pricing

This is a pricing strategy that recognises that customers are prepared to pay more for premium products. For example: a premium gin can attract a higher price than an 'entry level' gin. Customers expect to pay more.

Top tip:

You can't bank percentages - a lower GP on a high-priced item may deliver more money in the till than a higher GP on a lower priced item:

Example:

Which is better?

Selling an £8 bottle of wine with a 70% GP, OR a £15 bottle of wine with a 50% GP?

The £8 bottle will yield the Club a profit of £5.60 but the £15 bottle will a profit of £7.50.

Combined or bundle pricing

Consider offering a selection of combined price items, for example, any standard spirit and mixer for a combined price or 4 x bottled lager for a set price. Make sure you advertise the offer. People are looking for value.

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Pages From The Past

In this month's Pages From The Past we go back to April 1950 where Clubs were advised on the days they should be flying their Union Jack flags. This seemed particularly pertinent this month with the announcement that Government Buildings would once again start flying the Union Jack flag every day.

As Culture Secretary Oliver Dowden put it: "The Union flag unites us as a nation and people rightly expect it to be flown above UK Government buildings. This move will ensure that happens every day, unless another flag is being flown, as a proud reminder of our history

and the ties that bind us."

Readers may be interested to know some of the history behind the current version of the flag. The present design of the Union Flag dates from a Royal proclamation following the union of Great Britain and Ireland in 1801. The flag combines aspects of three older national flags: the red cross of St George for the Kingdom of England, the white saltire of St Andrew for Scotland and the red saltire of St Patrick to represent Ireland (when, at the time, the Southern part of Ireland was part of the UK until it ceased to be a member in 1922).

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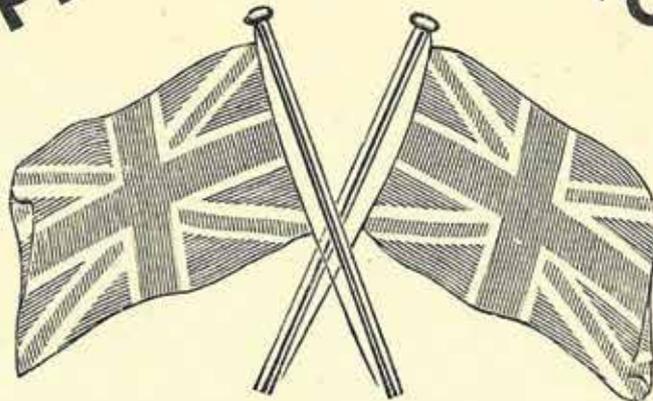
We are delighted to announce the publication of our new Refurbishment and Furniture Brochure. To celebrate any Club affiliated to the Association of Conservative Clubs, ordering furniture solely or as part of a refurbishment scheme, will be offered a 20% discount. Please quote ACC 2021, when contacting for a free brochure and discounted quotation.

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AUG 4th—THE QUEEN'S BIRTHDAY
 „ 21st—PRINCESS MARGARET'S BIRTHDAY
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