

CONSERVATIVE CLUBS MAGAZINE



November 2021 75p

SIR
DAVID AMESS MP

1952 - 2021



Message From The Chief Executive



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It was with shock and dismay that I learnt about the terrible killing of Sir David Amess MP. I had known David for 30 years and like everyone who knew him, I could not understand how anyone would wish to cause harm to a man who was universally known for being an absolutely dedicated constituency Member of Parliament and always a kind and engaging presence both in Parliament and outside of it.

Sir David had long links with the ACC and had personal involvement in his two local ACC Clubs, Leigh on Sea Constitutional Club and the Iveagh Conservative Club. All our thoughts are with Sir David's family and friends, his staff and all the members of those clubs. Sir David was, however, not just known to his local Clubs but was a frequent presence at Eastern Region Conservative Clubs Meetings and had served as a Vice Chairman of the ACC for many years, as recorded in

this month's edition of 'Pages from the Past'. I know that ACC Clubs will be mourning his death and the loss of a true friend to the Clubs' movement.

Sir David spent his entire life trying to give people opportunities and helping people when they were in need. He was a committed back bencher with no real appetite for ministerial office; instead he used his time to campaign for, and assist, his constituents and pursue his long standing goal of ensuring that Southend would achieve City status. That this has now happened is a testament to Sir David and is indeed a fitting tribute to his long-standing devotion to Southend.

The United Kingdom is a poorer place without Sir David and I am sure little can be done to alleviate the terrible suffering his family and friends are enduring. I hope it will bring them some comfort knowing that he will not be forgotten.

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CLUB LAW AND MANAGEMENT

Dealing with suspicious emails and text messages

How to spot the most obvious signs of a scam, and what to do if you've already responded.

Criminals use email, phone call and text message

Criminals want to convince you to do something which they can use to their advantage.

In a scam email or text message, their goal is often to convince you to click a link. Once clicked, you may be sent to a dodgy website which could download viruses onto your computer, or steal your passwords

and personal information.

Over the phone, the approach may be more direct, asking you for sensitive information, such as banking details.

They do this by pretending to be someone you trust, or from some organisation you trust. This could be your Internet Service Provider (ISP), local council, even a friend in need. And they may contact you by phone call, email or text message. The term 'phishing' is often used when talking about emails.

Scams during the COVID-19 pandemic

While everyone is worried about the coronavirus, cyber criminals have seen this as an opportunity. In emails and on the phone, they may claim to have a 'cure' for the virus, offer financial rewards, or encourage you to donate to worthy causes. Like many scams, these criminals are preying on real-world concerns to try and trick you into interacting. They may also mimic real NHS messages.

These scam messages can be very hard to spot. They are designed to get you to react without thinking.

If you think you've already responded to a scam, don't panic. Whether you were contacted by phone, email, or text message, there's lots you can do to limit any harm.

What to do if you've already responded

If you've already responded

to a suspicious message, take the following steps:

- If you've been tricked into providing your banking details, contact your bank and let them know.
- If you received the message on a work laptop or phone, contact your IT department and let them know.
- If you opened a link on your computer, or followed instructions to install software, open your antivirus (AV) software if you have it, and run a full scan.
- If you've given out your password, you should change the passwords on any of your accounts which use the same password.
- If you've lost money, tell your bank and report it as a crime to Action Fraud.

Spotting suspicious messages

Spotting scam messages and phone calls is becoming increasingly difficult. Many scams will even fool the experts. However, there are some tricks that criminals will use to try and get you to respond without thinking. Things to look out for are:

- **Authority** - Is the message claiming to be from someone official? For example, your bank, doctor, a solicitor, or a government department. Criminals often pretend to be important people or organisations to trick you into doing what they want.
- **Urgency** - Are you told you have a limited time to respond (such as 'within 24 hours' or 'immediately')? Criminals often threaten you with fines or other negative consequences.
- **Emotion** - Does the message make you panic, fearful, hopeful or curious? Criminals often use threatening language, make false claims of support, or tease you into wanting to find out more.
- **Scarcity** - Is the message offering something in short supply, like concert tickets, money or a cure for medical conditions? Fear of missing out on a good deal or opportunity can make you respond quickly.
- **Current events** - Are you expecting to see a message like this? Criminals often exploit current news stories, big events or specific times

of year (like tax reporting) to make their scam seem more relevant to you.

If it could be genuine

If you think a message or call might really be from an organisation you have an existing relationship with, like your bank, and you want to be sure:

- Go back to something you can trust. Visit the official website, log in to your account, or phone their advertised phone number. Don't use the links or contact details in the message you have been sent or given over the phone.
- Check to see if the official source has already told you what they will never ask you. For example, your bank may have told you that they will never ask for your password.

Make yourself a harder target

Criminals can use publicly available information about you to make their phishing messages more convincing. This could be gleaned from your social media accounts.

To make life harder for the criminals, you can do the following:


For your social media applications and other online accounts, review your privacy settings.

Think about what you post (and who can see it).

Change your phone number to be unlisted, or 'ex-directory'.

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How to Control Cash and Stop Staff Theft

CASH CONTROL

Till systems & cash security

The types of till in operation range from a simple electronic till, a pre-set style of electronic till, to an EPOS (Electronic Point of Sale) system, which is a computerised till with keypad input. The EPOS systems usually provide extensive management information, which helps control all aspects of the club, including petty cash expenditure.

It is important to use the right till system for your club. A good till system should:

- Help to prevent or overcome fraudulent practices, pilfering and carelessness by staff
- Give the management committee sufficient information to run the club efficiently
- Give the management committee information appropriate for the size and type of the club.

Basic electronic till

- Records every transaction
- Totals takings by session, day and week
- Is simple and easy to use
- Keeps cash safe
- Inexpensive to purchase.

Pre-set electronic till

- Identifies products and cash
- Can assist in stock control
- Keeps cash safe
- Allows multiple users.

EPOS

- Monitors sales by individual members of staff
- Monitors sales by time
- Password protection and server identification and controls
- Keeps cash safe
- Financial reporting including:
 - Records cash tendered
 - Monitors product groups and controls stock
 - Aid order production from stock and usage
 - Can be linked to a centralised computer
 - Can be accessed from another site
 - Staff payroll and scheduling
 - Staff records
 - Food ordering and kitchen management
 - Records cash expenditure

Till opening, operation and closing

Till opening, operation and closing procedures will vary in each club depending on the system in place. However, there are general guidelines which staff should follow.

Staff may be responsible for ensuring there is enough cash available in the till for each opening time. The cash in the till at the beginning of a session is known as the 'float'.

- Ensure that staff check that at the beginning of each session there is change in the float, and a small selection of notes
- It is common practice to have an identified amount in the till at the beginning of each day, and to require team members to check that this amount is in the till.

The till drawers may need to be emptied or rotated throughout the opening hours to keep cash secure, and levels of change will need to be checked periodically to avoid any disruption to service.

Till operating procedures should be in writing to make sure everyone is trained to follow the same procedure and is aware of their responsibilities. In a club, where several people may use the till over the course of a session, there will be fewer mistakes and bad practice reduced or avoided.

Operating procedures should cover till handover. If staff handover to each other when changing shifts, they need to explain:

- Any known errors in processing payments or using the tills
- Whether any bills are 'open' in order to prevent non-payment by customers. Having standard operating procedures makes it more difficult for people to be dishonest.

Cash control and staff theft

There are common fraudulent practices in respect of cash in clubs and other premises that sell alcohol:

Theft of money

- 'Direct theft' of cash leaving a shortage in the till at the end of the session
- 'Over-charging' which enables the till reading and the cash-in-till to match and which isn't discovered by a stocktake
- 'Under-ringing' which enables the till reading and the cash-in-till to match, but which is discovered later as a result of a stocktake

'Direct theft' - taking money out of the till and passing it over the bar to an accomplice.

'Over-charging' - a bar person overcharging the customer and keeping the difference between the cash taken from the customer and the value of the sale that has been rung into the till. For example: the bar person rings-in the correct amount, say, £9.50 and asks the customer for £11.50. If the customer queries the amount the bar person pretends it is just a mistake and takes the correct money. Otherwise this is direct theft of £2.00 from the customer rather than the club. The till will be right at the end of the session and so will the stock.

'Under-ringing' - a bar person registering less money in the till than is actually taken off the customer. For example, a customer orders and pays for four pints of lager but the bar person only rings-in three pints. The value of the under-ring is placed in the tips jar or passed over the bar to an accomplice.

Use of an efficient cash control system will ensure management is quickly aware of any discrepancies between sales, stock and what is in the till. Ensure that staff ring-in all sales and that they are aware of and follow workplace procedure for recording errors, to ensure accurate till readings.

Even the most sophisticated till systems are only as good as the information that is entered. It is, therefore, essential that every member of the team understands the implications of the way they use the till.

Modern tills can identify the member of staff using the till for each transaction, which can help identify the source of any inaccuracy in the till contents. Alternatively, it may be possible to allocate individuals to separate tills.

Staff theft counter-measures

Direct theft – this tends to happen in the first half of a long shift where there is a change of staff halfway through, but no till check – the second group of staff get the blame.

Counter-measure: put in a fresh till drawer and float at staff changeover and do a till reading and cash check. Any discrepancies can then be attributed to staff going off duty.

Over-charging & under-ringing – this can happen at any time. It doesn't show-up at the end of the session, but only as a deficit when the stocktake is done.

Counter-measure: If you have stock deficits, put in a watcher to observe whether he is being charged correctly. Do regular 'spot checks' and till drawer changes during the course of the session.

General cash-security measures

Don't allow staff:

- To take handbags or coats behind the bar – lock them in the office. If staff need to access to toilets, handbags or sanitary

products the steward takes them to the office and can thereby know they're leaving the bar for a legitimate purpose – not to pass money to an accomplice

- To serve members of their own families or friends – another member of staff should do so
- To come into the club on their night off. Try to avoid employing bar staff who are club members or the friends or family of club members

Handling cash

General guidelines should be given to staff to ensure that they deal securely with cash. Operators need to check that staff collect payment according to the guidelines:

- Staff should tell the customer the price they are expected to pay
- Check the amount that the customer tenders
- When putting the cash into the till, take care to put the right denomination of coin/note into the right section in the till drawer in order to avoid giving more, or less change than is needed
- If change is required, make sure the change is counted back to the customer
- Issue a receipt if required

Occasionally a customer may complain about payment, alleging they've been short-changed or overcharged.

Each club should determine who has the authority to resolve these situations and the procedure for how they should be dealt with. Usually a senior member of staff deals with payment queries. Whatever choice is made, ensure that all team members are aware of the procedure and who can deal with payment queries.

Staff control

The club steward must ensure that all staff are aware of security, and of the importance of confidential information remaining confidential from anyone outside the business, including their friends and family.

Confidential information can include:

- Financial information about the club or its business performance
- Security information about who does the banking, when and where banking is done, who holds security keys or alarm codes
- Information, such as salaries, staffing or product margins
- Information about other staff, such as their telephone numbers, addresses or work schedules
- Financial details, which may be used in fraud

Staff should be made aware that none of the above information should be discussed with customers – it may be considered a disciplinary offence.

By involving every member of the team in the financial controls and security of the club, and in regular business performance reviews, the management committee and club steward can ensure greater team ownership of payment control.



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Questions and Answers

Q Can a Member of the Committee who was suspended as a Club Member return to the Committee once their suspension has been served?

A A Committee Member who is suspended from the Club will automatically be removed from the Committee and will not return once the suspension is over. Once the suspension is over, they can return to the Committee by either standing for election and being voted in by the Club's Members or, if a casual vacancy exists, by being appointed by the Committee.

Q Are we required to show a drinks price list?

Price lists for food and drink are required on certain premises. The Price Marking (Food and Drink on Premises) Order 1979 states that this requirement does not apply to premises where the supply is ordinarily made to 'members of a bona fide club or their guests.' As such, the requirement for a visible price list does not apply to a registered Private members' club. However, there is no doubt that a price list can help both club employees and club members to avoid arguments over prices being charged.

Q A question has been raised over which Committee Members are authorised to purchase items on behalf of the Club?

A The simple answer is that all decisions should be authorised through a Committee vote. This is not to say that every decision to spend money has to be subject to a vote, usually there will be limits placed so that any expenditure over a certain amount (either individual expenditure, or cumulative expenditure over a period of time) has to revert to the Committee for a yes/no decision. The Committee should be in charge of setting spending limits that can be authorised by approved Committee Members without the need for a formal Committee vote. Clearly there are some spending authorisations which are unlikely to need specific Committee approval

each time – paying business rates, electricity bills, purchasing cleaning supplies etc.

I would suggest that the issue of expenditure is placed on the agenda of a future Committee Meeting so that the Committee can decide a policy regarding Club expenditure.

Q The Committee has received a complaint about a Member and are going to summon them to a disciplinary meeting. In the interim, must we withdraw the facilities of the Club from them?

A. The Committee is not required to ask Members who have been summoned to a disciplinary meeting to withdraw from the Club pending the disciplinary meeting.

The Committee can, if they wish, summon a Member to a disciplinary meeting but allow the Member concerned to continue to use the Club until the disciplinary meeting takes place and the Committee makes the final decision. Alternatively, the Committee can make the decision that the Member will not be permitted to use the Club again until they have attended the disciplinary meeting. The Committee will usually base their final decision on the specifics of the allegation that has been made against the Member. The more serious the allegation, the more likely it is the Committee will decide to withdraw the facilities of the Club from the Member.

Q My wife has recently become an employee of the club. I would like to know whether this will now prevent me from standing for re-election as the Club's Secretary.

A There is no specific legal restriction on a husband or wife of an employee being prevented from standing for election to an office of a club committee. However, if elected, such a person may not be involved in any discussion; voting or decision-making in relation to the employment of staff as such a person would have a vested interest. Most rules prevent Club employees from either becoming or remaining Club members since members and employees have specific legal entitlements and the two are incompatible.

ACC Services

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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.

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Message From The ACC Chairman



ACC Chairman Rt Hon Alistair Burt.

The Conservative family throughout the country has been shocked and saddened in the past few weeks by the loss of two of its most popular Parliamentary stalwarts.

The appalling murder of Sir David Amess drew universal condemnation, and a profound Westminster reaction. While we rightly remember the circumstances in which a number of our friends and colleagues have lost their lives while serving as MPs in recent

years, we want to concentrate on the lives they led, their service being the most poignant rebuke to those who seek to change our democracy through violence.

I came into the Commons with David in 1983. The wonderful tributes I listened to in the House the following Monday got close to the character of one of the nations hidden gems. His effervescent good humour and enthusiasm, his persistent skills in lobbying Ministers and his handy use of Parliamentary Procedure to promote his constituency portrayed the man I knew well, and his work will be a model for others for years to come. He was truly a 'Commons Man', his love for the place and his pride in serving as an MP was evident every day he was there.

There was nothing hidden about him in Basildon or Southend, however. His work rate there was prodigious, and the outpouring of grief deeply sincere for a man loved in way few other MPs could claim. We



Sir David Amess MP.

shall long remember the flowers and tributes paid from all parts of the political spectrum, and all sections of his community. As a committed supporter of his local Conservative Clubs, as the Chief Executive describes, the ACC mourns with them and members locally, and we thank David for that further aspect of his life of public service. On page 15 readers will find a special Pages From The Past from August 1997 featuring David attending the ACC's 1997 Annual General Meeting in his position as Vice Chairman at the time. A simple example of the longstanding and steadfast support he has always provided to the Conservative Clubs movement.

The loss of James Brokenshire, after a brave fight with cancer, brought more sadness to Parliament. James also had friends right across the Chamber, who saw in him a man dedicated both to constituents

and to those for whom he had ministerial responsibility. I am quite sure that what he achieved as a Cabinet Minister, most notably in Northern Ireland, owed much to a pleasant and open personality. He took everyone seriously, was a good listener, and made you feel that your business was more important than his. We can be proud that he also had his association office in the Bexley and Sidcup Conservative Club.

It is a desperate blow that two of the warmest personalities at Westminster, to whom the rare political epithets of kindness and sheer niceness apply, have been taken from us in such cruel circumstances. But we also know that although we have lost friends and colleagues, their families have lost incomparably more, and our thoughts are rightly with them. May they always feel the love and support of the Conservative family around them.



James Brokenshire MP.

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.

From Agile to Fragile: how to navigate the New Era of Hospitality

Operators must combine investment in people and technology to succeed, according to a new report.

Hospitality operators must combine investment in technology with a new approach to people management if they are to recruit and retain the best employees and deliver the best customer experience, according to a new report, *From Agile to Fragile: How to Navigate the New Era of Hospitality*.

Based on a survey of hundreds of outlets employing thousands of staff, across the UK, Europe and the US, the report found that since the first lockdown in 2020, 70% of respondents have rolled out new or updated digital tools, and 59% have implemented new people policies. However, nearly three-quarters (72%) either have no formal people strategy, or one only partly developed.

This is despite a majority of operators recognising that positive change would transform their business; 49% said they would like to implement more agile working methods and 41% want to give their front-line teams greater decision-making powers.

In response to the current staffing shortage, 21% of respondents are taking no additional steps to recruit new employees or retain existing team members. A third (32%) are increasing their training and



development, 21% are increasing pay and 10% improving staff benefits. Eleven percent are looking to change working patterns, such as offering four-day weeks.

Bizimply CEO Conor Shaw said: "The findings of our research make fascinating reading as the hospitality sector emerges from 15 months of on-and-off lockdowns, which gave many operators unprecedented time to review their business, and accelerated the pace of change in many areas, particularly technology.

"However, what's also clear is that as an industry we are still largely working with a 'top down' approach to people management, even though we know that empowering our front-line teams leads to a better result for our business. We see more agile working practices delivering transformational change in many other sectors, and now is surely the time for hospitality to catch up."

KEY REPORT FINDINGS

- 70% of businesses have rolled out new digital tools since lockdown
- 59% have implemented new people policies
- 72% have no formal people strategy in place
- 41% want greater decision-making for front-line teams
- 34% cited resistance to change as an obstacle
- 40% think technology would make teams more efficient
- 21% are taking no additional steps to recruit/retain staff post-Covid

• www.bizimply.com

Talent shortages – a look at the state of the UK labour market

Anationwide talent scarcity shows a skills rethink is needed, says a new report.

Talent shortages: state of the UK labour market examines the impact of talent scarcity on six key sectors in the UK, and offers tips for finding the right people when the competition for talent is so tough.

"As the UK grapples with a supply chain crisis affecting everything from fuel to fruit, and from microchips to milkshakes, the underlying cause is quite clear: an acute shortage of labour in sectors as diverse as retail, hospitality, and logistics.

"In September 2021, the number of unfilled job vacancies passed the one million mark for the first time since records began. The demand for labour is

far outstripping the supply of it, and the result is empty supermarket shelves and petrol pumps."

So what exactly is happening, and what can employers do about it?

Key report features include:

- A comprehensive overview of the state of the UK market for talent
- Deep dives into hospitality, aerospace, defence, retail, logistics, and social care
- Expert tips on managing talent shortages in a sustainable, long-term way

• <https://guidantglobal.turtl.co/story/talent-shortages-uk-sept-21/>

Hospitality expects to bounce back post-lockdown, says Barclays

Barclays Corporate Banking research indicates that the hospitality and leisure industry is thriving again and could contribute £3.5bn more to the nation's GDP this year than in 2019.

In a new thought leadership report, *Leisure Rediscovered*, Barclays' data shows that the vast majority of hospitality and leisure businesses (94%) are confident about their growth prospects for this year following a post-lockdown surge in trade. Based on projected sales figures for the period from April to December 2021, when the hospitality sector has largely been open again, this equates to £3.5bn more in Gross Value Added than in the equivalent period in 2019.

• [www.https://www.barclayscorporate.com/content/dam/barclayscorporate-com/documents/insights](https://www.barclayscorporate.com/content/dam/barclayscorporate-com/documents/insights)

HEINEKEN UK – advice for effective staff retention amid worker shortages

With worker shortages and a lack of available trained staff, HEINEKEN UK offers up the following advice to clubs and the broader hospitality sector.

Offering training is a great way to recruit people into the hospitality sector as well as enabling current staff to reach their full potential and to promote staff retention.

Building the Best Team

Promoting and developing your existing team can save you time and money.

Rather than paying for costly recruitment, does anyone in your business demonstrate the behaviours you require from the role? If it's knowledge and skills they lack, is this something that could be learned? Investing in training your existing team is crucial, given lack of career progression is cited as one of the main reasons people have left the hospitality industry.

Well-trained staff are typically happier and more loyal.

- Work with your staff to understand potential ambitions or interests. Then establish training opportunities and career pathways to boost employees' impressions of you as an employer, and increase their likelihood to consider a career in hospitality.
- The ability to support career development should be a key priority. Demonstrate this commitment to your staff to help incentivise existing employees, increase their feeling of being valued and therefore boost loyalty. Benefit from a more knowledgeable and skilled workforce, as well as decreased costs, by reducing the need for recruitment and induction training.

Time to train can be seen as a barrier. But not all training has to take up your time. Adopting a blended approach to training allows you to access many different resources to train your staff.

Remote Training / eLearning

- Online (or eLearning) to gain knowledge on pre-entry topics such as food safety or age verification can save you time with new staff. Many providers offer these types of courses that can be completed on most devices including mobile phones, and are industry recognised which means the content is suitable across the hospitality sector. These courses are low cost and there are often packages to suit all budgets, but operators can also access some resources for free from the Licensed Trade Charity.
- As well as aligning to your staff's ambitions and interests, evaluate what sort of training will drive the most return on investment for your business. For example, if you run a drinks-led pub, then ensuring your bar staff can speak knowledgeably and deliver a consistent quality serve every time will help increase sales and reduce wastage costs. With 90% of your beer and cider sales being on

draught[1], staff training resources like Hello BEER provides courses in beer and cider quality from cellar to serve, helping your staff deliver a great customer experience. Priced from just £2 per learner, the app is easily accessible for all staff, simple for you to monitor course completion and could help you tap into up to an additional £25,000 worth of profit[2]. Speaking with your supplier can be a great source for these types of training; Hello BEER is available free via the HEINEKEN Buying Club.

- eLearning allows employees to gain knowledge on a wide range of topics, often in their own time so they can manage their learning. A multi-trained team will be able to support each other during busy periods, for example with front of house staff who are cross-trained to support in the kitchen during busy periods. This can lead to a better, happier working environment, as well as higher customer satisfaction.

Government Support

On job training can be supported by using Apprenticeships or placements; a period of training that allows employees to learn a particular skill or set of skills whilst working. There are schemes that focus on hospitality industry knowledge, skills and behaviours.

Apprenticeships: Through the experience of Star Pubs & Bars, HEINEKEN recommends Remit – one of the UK's top providers of government funded apprenticeship programmes, who offer a range of effective and affordable solutions to help hospitality businesses with recruitment and training.

Kickstart Scheme: If you're looking to recruit new staff, this scheme provides funding to create new job placements for 16-24-year-olds on Universal Credit at risk of long-term unemployment. You could receive £1,500 per placement until 31st December 2021 to support overhead costs and help improve the person's employability, e.g. onboarding, mentoring and supervision.

Apply for a grant either by visiting The Kickstart Scheme directly online, or through a Kickstart gateway provider already working with the Scheme.

Staff Recruitment

If you still need to fill new roles by expanding beyond your existing workforce, there are some simple, lower cost measures you can take.

1. It's worth exhausting your current network. Contact previous colleagues who may be looking for a change and consider candidates from your last recruitment drive who may not have made the final cut due to timing or other external factors. Don't be afraid to scout for talent when you're out and about.

2. It's also beneficial to incentivise your existing team with bonuses to help drum up carefully considered talent. If you already have cracking members of staff then chances are they will know friends or family members who share the same values, principles and interests. Just make sure you only fulfil the finder's reward after the new hire has completed at least three months' service!

3. Advertising in-outlet or online can work, but it's important to consider the image you want to project to your guests. Use very positive language. "Always recruiting great people" is much better than "Chefs needed" or "Kitchen staff vacancies".

4. Personality and the ability to deliver great customer service is critical in hospitality, so it's important not to focus solely on skills, qualifications and experience. When you do find a potential candidate, it's worth thinking about how they will fit in with the rest of your team and ultimately with what your business stands for. Trial shifts are a great way to assess someone's capabilities, but ensure you pay them for their time.

• <https://www.heineken.co.uk/our-pubs/make-heineken-your-supplier/>



Game of Thrones' inspired beers

On the occasion of HBO series *Game of Thrones*' 10-year anniversary this year, Danish brewery Mikkeller and Warner Bros. Consumer Products (WBCP) came together to launch three new beers that pay homage to the characters and the long winters in the series' icy north.

Based on the winter theme, Mikkeller's team decided to make three very different beers styles which, through recipes and designs, support the series' imaginative stories.

The beers are the fruity Night King Double IPA (8%ABV), Ghost Visions, a clean, light and fresh lager (4.5% ABV) and finally Castle Black Stout a full-bodied barrel-aged imperial stout (ABV 11.3).

The three new Game of Thrones inspired beers launched on October 15 in the UK, as well as Sweden, the US, France, Italy, Germany, Ireland and South Korea.

• <https://shop.mikkeller.dk>



Designs on your club

The Morris Project, with clients in London and New York, has forecast five big 2022 trends in Interior Design for the hospitality sector.

Mid Century Modern will continue to influence design but now with more focus on the chrome accents from chairs to lighting. Art Deco will provide fresh inspiration, connected to the jubilant feeling coming out of the pandemic and a desire to re-engage with art and culture. The importance of thinking sustainably will continue to grow as a younger generations demands more from their community.

1. Art Deco

Coming out of pandemic we'll see a vibrant roaring 20s feeling and a move toward art décor influences. This will be expressed in lighting, wall paper patterns, colours and furniture.

2. Chrome detail

Mid-century will remain an influence but chrome pieces are playing a bigger role. There has been a resurgence in popularity of USM modular chrome pieces. USM was developed in the 60s and is having a resurgence. USM has been a staple in homes that want something stylish but also sustainable. The Morris Project is the first to use it in restaurant design.

3. Checkerboard

Black and white checkerboard pattern has been popular through time from the Victorian-era cement checkerboard tile floors to The Memphis Movement started by Ettore Sottsass in the 80s and in popular culture of skateboards. We'll continue to see this pattern take form in new ways.



4. Textured plaster

Plaster brings warmth to a room and is always a popular material. Lately you are seeing more textured plaster, from combed to basket weave, to add texture to a neutral colour/room.

5. Original up and coming artists

Celebrating art and culture, designers will look to work with young talent who connect with the ethos of the spaces being created. At 22 Bishopsgate we commissioned Artist, Sinta Tantra to create artwork that stretched across seven arches. Sinta Tantra's immersive site-specific installation, *Illuminated* (2021) frames the central social space of the building. The work draws inspiration from the rich history of the City of London to inform a contemporary reading of this dynamic new public space. A careful composition of geometric forms suspended in a formal tension creates a sense of harmony and balance.

The Morris Project was built out of 'a desire to offer the equivalent of a Creative Artist Agency for hospitality', says the company.

• <https://www.themorrisproject.com>



Beavertown Brewery's advent calendar is back

"After the year we've had, we could all do with a little bit of TLC," says Beavertown Brewery, launching its fridge-packable Beer Advent calendar. "With 24 new and returning Beavertown beers, plus a limited-edition glass, Beavertown's calendar is the perfect treat for counting down the days in the lead up to Christmas."

• <https://beavertownbrewery.co.uk>



Keep it fresh for the festive season, says food company

Festive menus built around fresh and local food will inspire post-lockdown customers to eat out in the run-up to the peak Christmas and New Year trading period, says fresh produce specialist Bidfresh.

Drawing on its latest research into consumer plans for socialising this year, Bidfresh is advising chefs and operators that meals with genuine provenance will have the strongest appeal, with the added advantage of making the most of availability.

Bidfresh is promoting the menu planning benefits of working closely with its three specialist businesses: meat supplier Campbell Brothers, Direct



Seafoods, and fresh produce supplier Oliver Kay.

• <https://www.clubmirror.com/hq/focus-on-fresh-and-local-festive-food-says-bidfresh>

Global celebration of scotch whisky – Keepers of the Quaich

The global success of Scotch Whisky has been celebrated with 41 new members of the Keepers of the Quaich being inducted into the international society.

Guests at the prestigious event, a private ceremony held at Blair Castle in Blair Atholl on Monday, 4 October 2021, were addressed by impressionist Rory Bremner, who was awarded the role of Honorary

Keeper of the Quaich back in 2017.

Keepers of the Quaich was established by the Scotch Whisky industry to recognise the outstanding commitment of those involved in the production, promotion or protection of the world's finest spirit.

• www.keepers@keepersofthequaich.co.uk



Budweiser Budvar limited edition collaboration beer

Budweiser Budvar has announced a landmark new collaboration created in conjunction with respected Czech craft brewery, Pivovar Clock.

Reflecting its position as the Czech national brewery, Budvar's stated mission is to enhance the reputation of all Czech beer globally, and this the first collaboration beer Budvar has released internationally in support of this aim.



Lager lovers will have the chance to try Bohemian Idols, a 5.2% ABV lager, at a series of tap takeovers around the UK. The brew has been made available in the UK on-trade from October in a limited run of 20 litre kegs, as well as a small number of 500ml cans available to consumers at selected events

The name Bohemian Idols is a link to the No Idols beer range brewed by Pivovar Clock, and also reflects both breweries' place in the beer culture of Bohemia.

• <https://budweiserbudvar.com/uk/blog/2021/09/27/bohemian-idols-collaboration-lager/beer>

Kent family craft drinks businesses join forces

Jake's Drinks, the beer and cider brand from Kent-based Balfour Wine, has formed a strategic partnership with local brewery Cellar Head Brewing Company to develop its craft beer range.

Balfour Winery has acquired a 25% shareholding in Cellar Head, which helped to develop the Jake's Drinks beers, Jake's Lager and Jake's IPA, earlier this year, and now brews them. The investment allows the award-winning brewery to bring forward its expansion plans, with new state-of-the-art equipment, including a new canning line and tanks, doubling capacity into a 20-barrel brewhouse.

• <https://www.clubmirror.com/food-drink-equipment/two-kent-family-craft-drinks-businesses-join-forces-for-growth>



Dartford Conservative Club Completes

The Dartford Conservative Club, Kent, has completed an extensive refurbishment of its bar and lounge and is delighted to have been able to formally reopen to the Club's members.

The Club completely overhauled its tired bar and lounge area to create a welcoming space, with chairs, sofas, a brand new bar and built in TV and entertainment systems. With assistance from an ACC loan, the Club completed this project on time and on budget and since reopening has been overwhelmed with interest from both perspective members and also local groups now keen to use the Club as an area to meet during the day. The freshly repainted walls are now adorned with political cartoons and pictures from the Club's long history, first established in 1884.

The Club's Chairman, Drew Swinerd, deserves significant credit for overseeing this project and ensure it was completed successfully but he would also like to thank the tireless work of the Club's Committee and to thank all the Club's Members, both returning and new, for supporting the Club so significantly during its reopening period.

The Club held a reopening event which was well attended and was

where the plaque was unveiled. The Club's MP, Gareth Johnson, attended and provided an entertaining and interesting speech to the members present and the Club were also delighted to have Mayor of Dartford, Councillor Rosanna Currans in attendance to formally unveil the plaque opening the new lounge area. The Members attending the formal opening event were delighted to be serenaded into the event by the Dartford Bagpipers.

The ACC congratulates the Club's Committee for all its hard work and shares the Club's pleasure that it is now being discovered and used by local residents who had not previously thought to visit the Club prior to its refurbishment.



Below: The Dartford Bagpipers.



ates Refurbishment



Pictures of the Club's refurbished function room.



The Opening Event – Left to right: Mayor of Dartford, Councillor Rosanna Currans, ACC Deputy Chief Executive Charles Littlewood and Gareth Johnson MP.



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AGM — 1997 William Hague put our clubs first

Winner of
the Sir
Marcus
Fox Award
for Trea-
surer of the
Year, Mr
R. Johnson
(right) is
seen with
ACC Vice
Chairman,
David
Amess, MP.

One of the first jobs for William Hague, on his election as Leader of the Conservative Party, was to send a message of warm greetings to the Association of Conservative Clubs which was gathered for its annual meeting.

Mr Hague was elected on June 19th — the AGM was held on Saturday June 21st.

This year's well-attended function was held at the Carlton Club, in London's West End, one of the clubs heavily involved in the formation of the A.C.C. in 1984.

Mr Hague's message was read to the meeting by David Amess, MP, Vice Chairman of the A.C.C. In it he said:

"I send my warmest wishes for your AGM today.

"I would like to thank, in particular, Sir Marcus Fox, David Amess, Stephen Day and Ken Hargreaves, for all the work they do on our behalf.

"I also want to thank all of you for all the work you have done and, I trust, will continue to do.

"I have begun the task of forming the team that will lead us to victory at the next General Election and I hope you will join me in the hard, but exciting, work that lies ahead."

A message of support for Mr Hague went from the meeting and a vote of thanks to John Major was agreed with acclamation.



Representatives from Yorkshire and Torquay are pictured with ACC Assistant Secretary Philip Smith at the AGM. On the left is John Toothill (Yorkshire Chairman) and on the right is Malcolm Redding (Yorkshire Deputy Chairman)



ACC Secretary, Ken Hargreaves, with representatives from Century House Conservative Club, London including David Robson, London Area Chairman (right).

David Amess, MP, ACC Vice Chairman, presents Mr A.B.J. Siddons (Bridport) with his Sir Marcus Fox Award as Chairman of the Year.



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