

# *CONSERVATIVE CLUBS MAGAZINE*



April 2023 75p



**Maximise Your Bar Presentation**





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# Annual General Meeting 2023

The Annual General Meeting of the Association of Conservative Clubs Ltd shall be held on Saturday 20th May 2023 at the Carlton Club, London.

Formal notice of the Annual General Meeting has been enclosed with this edition of the Magazine.

Clubs wishing to attend should ensure a prompt return of the invitation since space is limited.

## CONSERVATIVE CLUBS MAGAZINE

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# CLUB LAW AND MANAGEMENT

## Clubs Receive Extended Licensing Hours for Coronation

Home Secretary Suella Braverman has confirmed that she would make a Licensing Hours Order under Section 172 of the 2003 Licensing Act in an arrangement similar to that for last June's Platinum Jubilee.

The extensions means that Clubs will be permitted to open until 1am from Friday 5 to Sunday 7 May. While the Coronation ceremony itself is taking place on Saturday 6 May, Monday 8 May will also be a bank holiday, though is not included in the extension.

Braverman said of the decision: "His Majesty The King's Coronation will be a momentous occasion deserving of special celebration. That is why I am extending the licensing hours over this historic coronation weekend."

Emma McClarkin, British Beer and Pub Association (BBPA) CEO, celebrated the news: "This is a timely boost for the industry. In the midst of an acutely challenging period I am sure our Clubs and pubs will look to mark this joyous occasion by hosting special events and parties as part of national celebrations. The announcement of extended opening hours will help us all to mark this important event."

"It is sure to be a time for community and celebration and pubs and clubs are always right at the heart of both, so I would encourage everyone to head down to their local and raise a toast to His Majesty during the Coronation weekend," she concluded.

## Membership Recruitment and Club Advertising

The key to a club's future success lies in the ability to recruit new members. In most clubs, whatever facilities are available, only one third of the total membership uses the club regularly and its hard core is less than this. The aim, therefore, is to increase the total membership in order to increase the proportion which makes up one third.

Membership recruitment is a matter which should be discussed regularly by committees. Without a continuous programme of membership recruitment, a club will eventually weaken. Club Committees often place the onus of responsibility for recruiting new members on themselves, rather than correctly placing it on the membership. It is the members who must propose and second new members, not just the committee.

It does seem that people are often encouraged to become involved in membership recruitment if there is some form of reward involved. One of the most successful recruitment schemes is known as the 'bounty system,' whereby

a member who introduces a new member receives some form of payment, usually by way of a bar voucher. For example, if a club's membership subscription is £10, the payment of a £10 bar voucher to the introductory member (which will actually only cost the club the value of the stock, rather than the whole £10) has in many cases created a great deal of interest.

A further method, which has often proved successful, is the announcement that the club intends to close the membership book. You would be surprised how many people will suddenly wish to become members of a club if they think the club will be difficult to join. I suspect that human nature dictates that most of us wish to belong to something which has an element of exclusivity.

Experience has also shown that many clubs will recruit new members and will lose them at the following year's renewal time. I believe one of the reasons for this is that new members are not always made as welcome as they should

be. All clubs, by their very nature, tend to have established groups and sections and these can seem daunting to a new person using the club for the first time. Three or four new members' evenings should be organised during the course of the year to which all members who have joined during the previous period are invited. These social occasions are a great way to help 'break the ice' and forge friendships with existing members.

In terms of Club Advertising, care must be taken not to advertise directly for new members. Club rules should contain a reference to candidates for membership being properly proposed and seconded by existing members who are able to vouch for their suitability. This is one of the fundamental principles which define a *bona fide* members' club, as opposed to a club which allows people to come in and drink following some mere administrative 'tick the box'.

Licensing Authorities grant a club a Club Premises Certificate (CPC) on the grounds that they are managed in accordance with their rules, and that the rules comply with the Licensing Act 2003. Committees will appreciate

therefore that, by advertising directly for new members, a club would effectively be announcing the fact that it is not complying with its own rules.

It is, however, completely possible to place an advertisement in the local press or on a flyer posted to local residential or business addresses, which for example, lists forthcoming events and facilities which are on offer, provided the following words are included—

*'Members, Members' Guests and Affiliation Ticket holders welcome. For further details please contact the Secretary.'*

It is likely that non-members will read this advertisement and may be attracted to what is happening at the club and the facilities which are on offer, and may indeed contact the club with a view to becoming members. Importantly, however, the club could not be accused of advertising for members. Some clubs have successfully used this method to highlight the club and its activities with the result of increased patronage by existing members who are able to see what activities are planned as well as interest from non-members who may wish to become members of the club.

## Recruiting a Steward or Bar Manager

Clubs sometimes approach the ACC with questions regarding recruiting a new Club Steward or Bar Manager. We hope the following information will be helpful.

Firstly, before you place an advertisement to recruit a new steward, you need to look at one or two issues about why you have a vacancy at all and in particular why your last steward left. People sometimes leave their jobs for good reasons but a little detective work might reveal that your conditions of employment do not encourage people to give you long-term commitment.

You might even find that the way you recruited last time fell short of the mark and you lost the last steward because they were the wrong choice in the first place. If this is the case, regard the current vacancy as a chance to get the recruitment procedure

right.

Examine in detail exactly what the job of steward entails. This might be a good time to restructure the job if necessary. Write a list of all the duties required. They will fall quite naturally into four or five main areas such as customer service, cleaning and maintenance, stock control or staff management. Finer detail can then be recorded under these headings.

When you have completed this job description, you can write down what knowledge and skills are required for someone to do the job well. Examples of this might be knowledge of bar stock control procedures or the skill of handling customers or members. What you will be creating is a list of the abilities you should be looking for in the ideal candidate. You might also

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## ◀ From page 3

add to this list some of the other things that you should be looking for which are more specific, such as availability to work the hours required.

Devising a concise advertisement based on your specifications will make it clear what the job entails and can indicate the attributes which are considered essential for success in the post. Be careful not to fall foul of discrimination law. You cannot state that you do or do not want a particular sex or racial group for the job. Put a closing date on applications so that you can compare all your candidates and arrange to see the best ones.

Advertising by word of mouth and using personal recommendations can be very effective and it is certainly cheap. However, this approach does have its problems. It can be tempting to compromise for convenience sake when a reasonable candidate is introduced to you by a personal contact. It can also cause offence if you decide to reject someone recommended to you. Even worse, taking on someone's friend or relative, only to have to dismiss them later because they turned out to be unsuitable, can be damaging to staff or personal relationships.

When you have received application forms and CVs, compare what each of the candidates has to offer to the specification you had put together at the outset of this recruitment campaign. If you want customer relations skills, what evidence is there in the application of experience of this in previous employment? If you want a good organiser, where can evidence of this be seen in the type of work that the applicant has been doing?

Remember to look for obvious problems such as gaps in employment history or changes of job which seem hard to explain (for example, giving up a lucrative landlordship or club steward position somewhere else).

Never leave the interview itself just to one person from a club. Convene an interviewing panel from the committee. Alternatively, have one person interview the applicants and then pass them on to a second stage interviewer. Two opinions will help to obviate personal bias and

maximise the possibility of an objective decision.

The application or CV can only provide prompts for in depth investigation; it cannot give you a comprehensive picture on its own. Do not miss the opportunity to find out about what the candidate is capable of by enquiring thoroughly about the way they are doing their present job or their experience in any other employment. Every interviewee should be asked to demonstrate that they have the skills and abilities that you require and question how their past experience relates to your specific requirements. How, for example, have they dealt with running a profitable bar, handling difficult staff issues, building relationships with customers or members, and dealing with contractors? You should be able to find out in the interview if the applicant matches your requirements.

Check the provenance of any referees you are given. Former employers are best and you can check that they do in fact exist as bona fide sources of information. Personal referees have limited value as they would hardly have been offered if they were not expected to give glowing praise.

Ask the referee questions which help them tell you what you need to know about reliability, efficiency, customer relations and trustworthiness. Referees have a duty of care to give you truthful facts about your candidate. If they find it hard to give you constructive feedback, they might decline to write anything or keep to the barest of facts, such as dates of employment. Make sure you telephone all referees in order to validate their references. When you offer employment, remember to make it conditional on any checks you have to make. You may need to make such a conditional offer in order to approach a current employer. Never approach referees without the candidate's express permission.

The process comes full circle at the decision stage. Compare what your most promising candidate has to offer against what you say that you require in your specification. If you do not find that person this time around, you would be better to start again rather than make an appointment that is only second best.

## Questions and Answers

**Q**The Committee suspended a Member last year for twelve months but this year we have decided we do not want to accept his membership renewal. Are we in order to make this decision?

**A**It is a requirement for a suspended member to renew their membership during their suspension. The Committee is obliged to accept the renewal of membership.

The suspended member will be able to use the Club again once their suspension has ended.

I suggest that if the Committee had wanted to expel this Member then they should have decided to expel the person rather than suspend the person. A suspension is a technical decision which allows the Member to use the Club once the suspension has ended. The Committee therefore must accept a membership payment from this person if offered.

**Q**I am a Committee Member at my local Club and I was recently asked by a Club Member what the take was for the night. I do not believe the Member is entitled to this information.

**A**You are correct in your view. Members receive the accounts each year at the AGM but are not entitled to any financial information outside of the AGM period. Also it would be unusual for the Committee to break down so specifically the takings for specific nights in question. Financial aspects such as this are the exclusive purview of the Club's elected Committee. If this person wishes to become more involved in the running of the Club perhaps he will be encouraged to stand for election to the Committee at a future AGM.

**Q**I am a Club Secretary and receive an honorarium. Do I have to pay tax on this?

**A**Some Secretaries, although not employed, do receive payments of honoraria in compensation for the time they

spend on their voluntary duties. An honorarium is, by definition, a 'voluntary fee for a voluntary service.' It is accepted that an honorarium is not a salary and in the past recipients of honoraria have been left to declare the sums received on their personal tax returns, which include their other earnings.

Since 1993, HMRC has taken the view that 'in general, honoraria are taxable and it is up to the payer to deduct tax under PAYE.' The 'payer' in such cases is the club and not, for example, the Treasurer who may pay his own honorarium to himself as a matter of practice. HMRC advises: 'If you are paying an honorarium for the first time, or if payments you have made before have not been taxed under PAYE, your Tax Office will tell you what to do.' The Tax Office referred to here is the one which covers the address of the club and may not be the same as the office-holder's own Tax Office.

**Q**Our Club Rules state that when a Member has failed to pay their subscription that after 14 days the Secretary will write to them and once this has happened if they have still not paid their subscription within 14 days they will cease to be Club Members. Does the Secretary have an obligation to write to the Members concerned immediately after 14 days has elapsed or can the Committee decide to wait to send out these 'final' letters?

**A**The Rules are silent on when these 'final' letters should be sent, only stating that they cannot be sent until the initial 14 days has elapsed from the date when the subscription fee became due. Therefore, the Committee can decide to hold off sending the final letter to allow a bit more time for Members to pay their subscription fee.

**Q**Can we offer a joint subscription fee at a discount to two Members?

**A**With an appropriate rule change, a joint subscription

# CLUB LAW AND MANAGEMENT

fee can be introduced at a lower price point than two single subscription fees. If introduced the Members will still be individual Members in their own right but will simply pay the reduced joint subscription fee. The Committee and Club Members will have to consider who this joint subscription fee will apply to.

Our club has always welcomed IA Ticket holders from other clubs but recently a group of members from a neighbouring club have been using our club four or five times a week. The committee wish to impose a ban on all IA Ticket holders who live within five miles of the club. Is this acceptable?

Regulation 8 of the Rules and Regulations governing the IA Ticket Scheme reads as follows – 'The committee of every Inter-Affiliated club reserves to itself the right to make Special Regulations (subject to permission of the ACC) as to the admission of Inter-Affiliated members, in which case, a copy of the same shall be exhibited on the club notice

board. Such permission shall not be required for the exclusion of Inter-Affiliation Ticket holders whose permanent habitation is within a radius of ten miles of club premises. The holder of an Inter-Affiliation Ticket is reminded that admission to an Inter-Affiliated club is an act of courtesy which can be withheld in the interests of the club, on any occasion, or in respect of any individual at the discretion of the club committee of any Inter-Affiliated club.'

The object of this regulation is to prevent members of one club, with possibly a low annual subscription, from using the facilities of a neighbouring club that has a higher rate of annual subscription on a regular, if not daily, basis. Therefore, the committee of any Inter-Affiliated club reserves the right to impose a radius restriction on IA Ticket holders.

Regulation 8 also provides committees of Inter-Affiliated clubs with the authority to refuse the admission of any IA Ticket holder if this is considered to be in the interests of the club. Club committees could therefore rely on the authority provided by Regulation 8 to simply restrict those IA Ticket holders who seek

to use the IA Ticket Scheme as a method of regularly enjoying the facilities of a club which, for whatever reason, they have chosen not to join.

Committees will have to weigh up the positives of allowing persons from local ACC Clubs to visit and enjoy their Clubs while balancing the need to encourage regular visitors to apply for Membership of the Club as we would advise them to do. The IA Ticket scheme is a privilege, not a right, and any person who is a very regular user of a Club should consider joining the Club as a full Member.

I have served on the club's committee for a number of years and my daughter is the stewardess of my club. The committee are in the process of negotiating a new contract with the stewardess and the committee have requested that I leave the meetings when this matter is being discussed due to 'vested interest.' I can find no rule in the club's rulebook regarding this matter.

The Club's Committee are entirely correct in

requesting you to not participate in discussions or vote on matters relating to your daughter's employment with the club.

Clearly there is a vested interest in view of your family relationship with the employee. You are correct that there is no specific rule regarding this matter since the subject of vested interest is one which is standard accepted management practice.

I do not think that you should view the request for you to leave committee meetings as a personal reflection on yourself. The club are not saying that you personally would be unable to separate your role as a committee member acting on behalf of the club with the fact that you are the employee's father. It is simply a case of sound management procedure and it is important not to create a precedent whereby committees of the future find it difficult to impose the vested interest scenario on the grounds that they made an exception in your case. I would advise you to accept the committee's decision in respect of this matter which is both correct and appropriate.



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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 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](mailto: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](mailto: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 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.



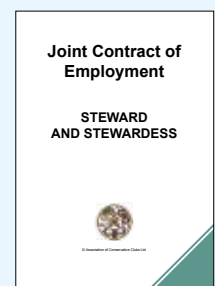
**Steward Contract**  
Appropriate for a Club employing a Steward with or without accommodation included. Each contract pack costs £25 and includes:  
2 x Club Steward Contract  
2 x Service Occupancy Agreement  
2 x Club Employee Disciplinary and Grievance Policy Handbook.



**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](http://www.toryclubs.co.uk), email [charles@toryclubs.co.uk](mailto:charles@toryclubs.co.uk) or phone 0207 222 0868.**

# 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.

## Changing demands of new generation of cider drinkers

Cider is stocked in almost 95,000 UK venues and continues to offer significant value to outlets, according to a new report from Heineken UK in which the brewer examines the shifting trends and tastes which are changing the cider category.

**C**ider generates over £1.5bn<sup>1</sup> annually, with almost a million pints sold daily<sup>1</sup> and over two million bottles sold weekly<sup>1</sup>. Nearly one in every nine drinks sold<sup>1</sup> at the bar is cider.

Cider kicked off the dark fruit trend in the UK drinks industry, with many categories taking inspiration from the combination since. It continues to drive flavour innovation, driving forward premium flavoured packaged and draught sales in outlet.

Generating more sales lies within the premium and flavoured categories, while high volume, mainstream cider stalwarts on the bar continue to drive the sales successes of the past 12-24 months.

### What to stock and why

The majority of UK bars stock just one draught cider. Apple delivers a 10% higher rate of sale than flavoured cider when solus stocked, but with 41% of cider drinkers choosing flavoured cider<sup>2</sup> this means there is often no draught option to satisfy such demand. Apple and flavoured ciders appeal on different occasions, so offering choice can increase volume sales. For the 38% of outlets stocking two cider brands, the apple



and flavoured combo delivers a 20% higher rate of sale than two apple brands.

### Brand loyalty

Cider drinkers are typically more brand loyal than most, with 73% specifying a brand when ordering<sup>5</sup>. Identifying the preferred brands of the customer base (or at least the segments they choose, such as main-

stream apple or premium flavoured ciders) is therefore a great first step to building an optimum cider range. That said, cider drinkers are more likely to have larger repertoires; over 50% drink in more than four categories versus 26% for standard UK consumers<sup>2</sup>.

### Innovation and premiumisation

The cider category has been driven by premiumisation, causing total cider on-trade value sales to rise by 2.1 percentage points over the last 12 months<sup>3</sup>. Premium apple and premium flavoured cider have shown a 23.1% and 78.2% volume growth respectively in the last three years<sup>4</sup>, and while innovation in cider may have slowed over recent years, greater choice of premium flavoured ciders and No & Low Alcohol offerings continues to push new consumers. In fact, packaged cider is ahead of the curve with most of the volume coming from premium segments. With 46% of cider drinkers willing to trade up, Heineken UK believes that premium packaged cider provides the opportunity to drive value growth through increased consumer spend.

• [Heineken.co.uk](https://www.heineken.co.uk)

## Greene King pledges £1m to Macmillan

**B**rewer Greene King has pledged a £1m donation to Macmillan's Emergency Grants Appeal.

According to the cancer support charity, 83% of people living with cancer in the UK – almost 2.5 million people – experience some kind of financial impact from their diagnosis, and for those affected, this reaches an average of £891 a month.

The charity's Emergency Grants Appeal provides financial assistance, helping to pay expenses such as fuel to get to hospital appointments, or support with food and heating bills to aid recovery after operations.

As a long-term charity partner to Macmillan since 2012, fundraising efforts include everything from skydives to long distance cycle rides and mighty hikes.

Nick Mackenzie, CEO at Greene King, said: "As a long-term partner to Macmillan we're pleased to be pledging the first £1m of funds raised in 2023 to the Emergency Grants Appeal. The funds are just the latest in the cost-of-living support we're providing to both customers and team members throughout 2023 and beyond."

Macmillan Cancer Support's Claire Rowney said: "The Greene King pledge to donate £1m to the Macmillan Emergency Grants Appeal will make a practical difference to thousands of people living with cancer in the UK by providing them with a rapid payment to meet their immediate needs and release some of the intense pressure on their lives. People liv-



ing with cancer need to live, not just survive and with the support of our wonderful partners like Greene King, we will continue to do all that we can to support those who need us during this challenging time."

• [Greeneking.co.uk](https://www.greeneking.co.uk)

• [Macmillan.org.uk](https://www.macmillan.org.uk)



## WSTA – seeking to diversify its board

**T**he Wine and Spirit Trade Association (WSTA) is planning to diversify its board by recruiting four new members.

The not-for-profit-organisation is looking for fresh thinking volunteers, to apply to join the board for a two-year term, to contribute to discussions and be a source of information and advice for members of the WSTA team.

**Miles Beale, Chief Executive of the WSTA** said: "I am very pleased that the WSTA board has taken the decision to boost the skill sets around the table, by opening up places for fresh thinking from experts or highly trained individuals within our membership who will bring new disciplines to the board."

The WSTA wants to hear from individuals working at companies within its membership who feel they can bring fresh skills, experience and perspective.

The deadline for applications is 5pm on Sunday 30 April, 2023.

• [Wsta.co.uk](http://Wsta.co.uk)



**Miles Beale, Chief Executive of the WSTA**

## Scotch Whisky exports hit £6bn+ for first time

**G**lobal exports of Scotch Whisky grew to over £6bn for the first time in 2022, figures released by the Scotch Whisky Association (SWA) reveal.

In 2022, the value of Scotch Whisky exports was up 37% by value, to £6.2bn. The number of 70cl bottles exported also grew by 21% to the equivalent of 1.67bn.

The Asia-Pacific region overtook the EU as the industry's largest regional market, with double-digit growth in Taiwan, Singapore, India and China as the post-Covid recovery continued.

While established EU markets such as France, Germany and Spain continued their post-pandemic bounce-back with strong growth in 2022, India replaced France as the largest Scotch Whisky market by volume.

In North America, the United States continued its recovery following the impacts of tariffs on Single Malt Scotch Whisky to be the industry's only market with exports valued over £1bn.

**SWA Chief Executive Mark Kent** said: "Passing £6bn in export value for the first time is a milestone, and testament to the work of our member companies and the tens of thousands of employees across Scotland and the UK supply chain who make Scotch Whisky a global success story of which we are rightly proud."



**Mark Kent, SWA Chief Executive**

**Minister of State at the Department for Business and Trade and Conservative MP Nigel Huddleston** said: "Scotch Whisky is one of the UK's great exporting success stories, contributing billions of pounds to the economy and supporting thousands of jobs, so I'm pleased to see these export figures showing a growing global demand."

"It's essential we continue to support the industry as it expands into new markets thanks to our new trade agreements around the world such as CPTPP [Comprehensive and Progressive Agreement for Trans-Pacific Partnership] and in India. As we set our sights on £1 trillion exports by 2030, I'm confident we can see Scotch Whisky go from strength to strength in the years ahead."

• [Scotch-whisky.org.uk](http://Scotch-whisky.org.uk)



## It's back! Masham Ale makes welcome return

**T**&R Theakston has announced the return of its Masham Ale after a three-year absence, brought about by the Coronavirus pandemic.

**Simon Theakston, Joint Managing Director of T&R Theakston** said: "Masham is pivotal to the success of Theakston. It's been home to our business for almost 200 years and so it's only right that we continue to celebrate this beautiful corner of God's Own County by reintroducing this unique beer, specially brewed to ensure that it pairs perfectly with some local Blue Wensleydale cheese."

At 6.5% ABV, the brew boasts a full-bodied mouthfeel, a balanced malt character and a subtly fruity aftertaste, with a tawny gold appearance and a smooth, full bodied flavour,

• [Theakstons.co.uk](http://Theakstons.co.uk)



## Staropramen 0.0 comes to UK

**M**olson Coors Beverage Company is launching Staropramen 0.0 in the UK and the Republic of Ireland this month after its debut in Bosnia and Herzegovina, Bulgaria, Croatia and Romania.

The launch is the result of more than two years of development which worked to deliver the brew's traditional flavour but with 0.0% alcohol. It is available in 330ml glass bottles and 500ml cans.

• [Molsoncoors.com](http://Molsoncoors.com)

## Hospitality recruitment successes prove cause for celebration

**A** record 2.6 million people are now employed in accommodation and food service, with the sector creating one in five new jobs.

**UKHospitality Chief Executive Kate Nicholls** said: "The ability of hospitality businesses to create more than 20% of new jobs in the past year, in the face of extraordinary cost pressures, is testament to its resilience and ability to battle against the odds."

"Employing a record number of people is some-

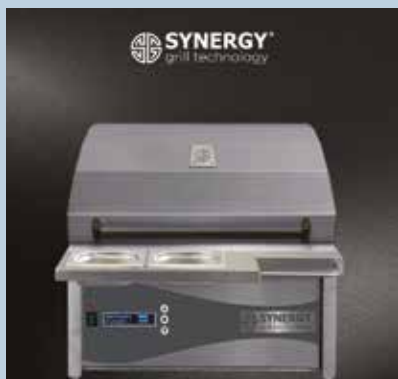


thing we should all be proud of, especially when those figures don't include the hundreds of thou-

sands employed in broader contract catering, leisure and visitor attractions.

"If we can do this now, just think what we can do in calmer economic times. We can be the engine behind significant job creation and economic growth, offering everyone opportunities to enter the workplace, further their career or return from being economically inactive."

• [Ukhospitality.org.uk](http://Ukhospitality.org.uk)



## Synergy Grill Technology creates the future with the E-Volution™ launch

Synergy Grill Technology has launched its E-Volution™ series.

Described as revolutionary, the series features state-of-the-art technology builds on Synergy's E-Grill technology, which brought energy savings and superior cooking to the electric market, says the company.

An energy-efficient design incorporates the company's fat atomisation process where natural food oils are used as a secondary heat source, thus turning fat into free fuel. This also means that food is self-basted in its own natural vapour, resulting in no over-charring and a higher weight yield, says the company.

This patented process also means that there is no fat tray to clean and that duct and extraction baffle cleans are reduced in number by a factor of seven. This, says the company, results in a cleaner, less polluted working environment for kitchen staff, 'delivering an environmentally responsible grill which saves up to £3,000 in cleaning costs per year'.

**Justin Cadbury, Chairman of Synergy Grill Technology**, said: "As we increasingly move into a more environmentally friendly and sustainability conscious era, electric grills are becoming more frequently requested, especially from countries who are looking to switch to 100% electric in the coming years, such as those in Scandinavia and Benelux."

• [Synergygrill.com](http://Synergygrill.com)

## New Managing Director has big plans for brand

**B**rioche Pasquier has appointed Ryan Peters as Managing and Industrial Director for Brioche Pasquier UK.

Peters joined the Milton Keynes-based team in 2017, becoming Industrial Director in 2019 and has recently been overseeing major extension work at the factory to accommodate the growth of Brioche Pasquier products.

Peters said: "It's been a bit of a whirlwind, to be honest. Obviously, I've always been involved in the new production lines and factory extension in my

previous roles, but to jump into the MD role as well has been pretty full-on.

"Aside from the building works, my main focus has been to really drive the community connection and get involved as much as possible with our local events and charities. It's a role I love and I'm always up for a chat (and a croissant). We're a major employer in the area and giving back to the community is a key part of my role and one that the Brioche Pasquier teams all over the world are focused on."

• [Pasquier.fr/en-uk](http://Pasquier.fr/en-uk)



## Thomas Ridley boosts team with new Sales Director

**J**on Matthews has been appointed as Sales Director at Thomas Ridley, following 28 years of foodservice experience at Bidfood, where he was previously Head of Sales.

"I'm looking forward to working collaboratively with the sales team to deliver real improvements for our customers, while helping to develop the business further," said Matthews. "It's a company I've always admired for its values, support of local and British businesses and its renowned customer service."

Thomas Ridley was acquired on January 23 by Bidcorp and is now part of the Caterfood Buying Group. Justin Godfrey, MD of Thomas Ridley (whose family has owned the company for more than 200 years), remains in his position at the company.

The company will continue to operate as an



autonomous business within the new ownership structure.

• [Thomasridley.co.uk](http://Thomasridley.co.uk)

## New horizons for Brewdog in China

**S**cottish brewer Brewdog is expanding its presence in China following a partnership with Budweiser.

China is currently the world's biggest market for beer, and the joint venture will see the company's products brewed at Budweiser China's Putian craft brewery come the end of March 2023.

Brewdog founder James Watt described the partnership as 'transformational', saying that it would



bring its brews to every corner of the world's biggest beer market.

Brewdog also has breweries in Ohio, Berlin and Brisbane and employs more than 2,300 people, and in 2021 signed a deal with Asahi in Japan.

It is owned by founders James Watt and Martin Dickie, private equity firm TSG and crowdfunding investors.

• [Brewdog.com](http://Brewdog.com)



## Funnybones expands vegan dessert range

**A**s caramelised biscuit popularity continues to soar, and cheesecake remains one of the nation's favourite desserts, Funnybones has combined the two trends, and made it vegan as well.

The new cheesecake arrives frozen and requires a few hours to defrost in the refrigerator before being ready to serve. The traybake format means operators have the freedom to dictate their own portion size and shape.

The biscoff-esque cheesecake has a recommended serving size of 100g (24 portions per case).

• [Funnybones.co.uk](https://funnybones.co.uk)



## Hazy IPA released by Small Beer

**S**mall Beer Hazy IPA is a juicy session ale, crafted at 2.6% ABV with ripe apricot and tropical mango flavours, now available on draught and in cans.

The beer's style has its roots in New England, an area known for its hoppy, hazy craft ales.

The beer's juicy character was achieved by 'dry hopping' the beer with a trio of punchy New World hop varieties - Citra, Mosaic and El Dorado.

The malts remain an all-British affair, explains the company, adding that a double dose of organic oats was also used – alongside Maris Otter barley – giving the beer its natural haze and sunshine yellow hue.

Hazy IPA is the brewers second IPA to date. Its gluten free Organic IPA is crafted entirely from organic ingredients grown by British farmers and is more reminiscent of traditional English IPA.

• [Theoriginalsmallbeer.com](https://theoriginalsmallbeer.com)

## Writers' Tears cask - strength whiskey released

**T**he 13th edition of the prestige Writers' Tears Cask Strength whiskey from Ireland's Walsh Whiskey, Amber Beverage Group's centre of whiskey excellence, has been released.

The super-premium, cask strength whiskey marries triple-distilled, aged Single Pot Still and Single Malt Whiskey, natural non-chill filtered and aged in American Oak Bourbon barrels.

Bottled at 54.8% ABV, each bottle is individually numbered and carries the signature of Writers' Tears creator, Bernard Walsh.

The 2023 release is limited to 8,700 bottles.

• [Amberbev.com](https://amberbev.com)



## Devon cider-maker releases blush cider

**S**andford Orchards has released its Devon Rosé, an elegantly clean and fresh rosé cider, with the fruitiness of pinot noir red wine grapes.

The cider-maker, founded in 2002, is an independent, family owned company and 'very proud to be based in the oldest working cider mill in the UK, breathing life back into the old building'.

Devon Rosé is 4%ABV.

• [Sandfordorchards.co.uk](https://sandfordorchards.co.uk)

## Glenmorangie with an Amontillado finish



**A** small batch of limited-edition Barrel Select Release has been issued by Glenmorangie, using American white Oak Bourbon barrels and then Amontillado casks in a process which has taken 12 years to perfect.

The result, says the distiller, includes sherried hints of cashews, clove, ginger and dried fruit round Glenmorangie's classic notes of peaches, orange and lemon.

• [Glenmorangie.com](https://glenmorangie.com)

## Releasing the Kraken

**P**roximo Spirits has added a new flavour to its Kraken® Black Spiced Rum, Black Cherry and Madagascan Vanilla.

The Kraken is named after a legendary sea monster, known for its deadly tentacles, razor sharp teeth and insatiable appetite.

With an aroma of caramel, toffee and spice, it includes flavours of cinnamon, vanilla and nutmeg with a lingering, spicy finish.

• [Proximospirits.com](https://proximospirits.com)



# 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

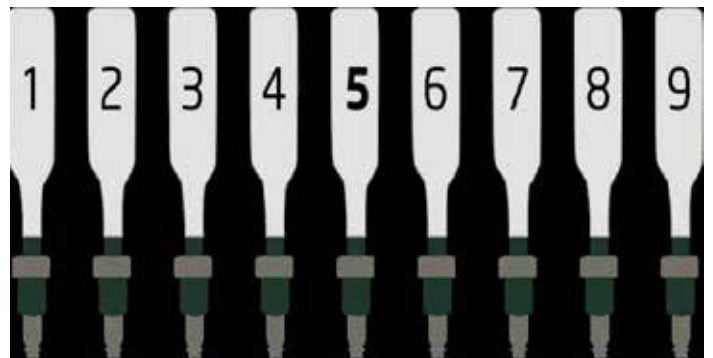
**Eye-level is Buy-level** - vertically people look from eye-level to just below the chin. Horizontally people's normal field of vision is about 6 feet, and they look from left to right (that's how we were all taught to read).

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.

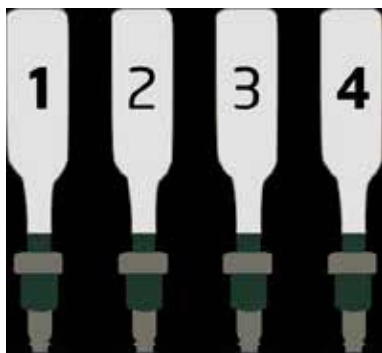
### Bottles on optic

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.

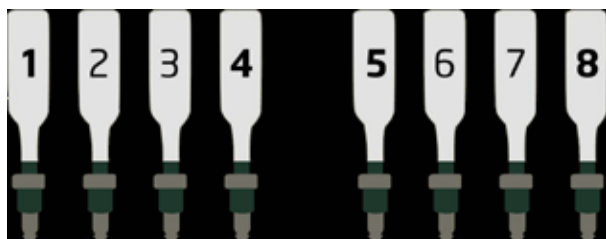


The majority of customers look from left to right. In a display of four optics the left one (1) will be strong, but the right one (4) will be the strongest, because that is the end of the "sentence" - where the eye comes to rest.





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.

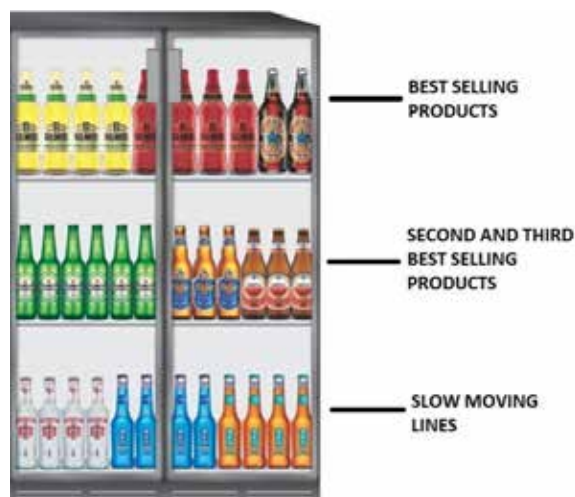
#### Middle shelf – cash generators

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)



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### 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

### 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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## OUR CLUBS — XIII

### The Branksome and Upper Parkstone Conservative Club

271 Ashley Road, Parkstone, Dorset



W. C. SMART, Esq.  
Chairman



A. J. COURAGE, Esq.  
President



E. G. COX, Esq.  
Secretary

IN 1888, the Branksome and Upper Parkstone Conservative Club was founded by a small number of staunch Conservatives in what was known as the "Iron Room". The venture prospered rapidly, and with increasing membership larger premises soon became a necessity. The late Lord Wimborne generously came to the aid of the young Club, and presented it with a plot of land on the main road upon which a larger Club room was erected. However, by 1900 this too had begun to be insufficient for the needs of the members; and so a portion of the land was disposed of to provide funds for building new premises. Besides Club rooms these premises comprised an Assembly Hall and living quarters for the Steward.

The Club went from strength to strength, and by 1925 the demand for more accommodation had again become insistent. Major re-building was then carried out at a cost of £9,000, and the foundation stone of the new part of the premises was laid by Mr. G. R. Hall Caine, O.B.E., M.P., to commemorate the memory of the late Colonel Sherston, D.S.O., who, as President, had done so much to bring the Club to the thriving position it occupied. By 1948—its Diamond Jubilee—there were 1500 members on the roll of the Club.

The Club has always been a stronghold of the Conservative Cause, and its members have played an active part in upholding their faith, particularly at the times of elections. During the War, the Club Hall was used as the Headquarters of the 3rd Bn. Dorset Home Guard under the command of Major M. J. Wheatley, C.B.E., M.P., and forty members of the Club served with this unit. Over two hundred served elsewhere in the forces.

Mr. A. J. Courage became President of the Club in 1940, having been Chairman for the three years preceding. He has been a member for thirty-five years, and was first elected to the Committee in 1927. Mr. W. C. Smart was elected Chairman in 1946, having served on the Committee since 1942. Mr. Smart also represents the Club in the Borough of Poole Conservative Association, and on the Area Club Advisory Committee. The Secretary is Mr. E. G. Cox, who joined the Club in 1919 and served on the Committee from 1927, being elected Secretary in 1934 after serving two years as Chairman. He is now a Life Member. Among the present membership are Messrs. W. Allner, H. A. Churchouse, and L. Lock, who were members in the old "Iron Room" days, of no Bar and one Billiard Table.

The Club has always maintained a strong social and sporting tradition, and an Angling Club was formed as recently as 1949. It is reported that the angling comprises "open sea, Poole Harbour in-shore, and some not-so-sure fishing—one member having a kipper in his catch on arrival home"!

We send the Club our greetings, and best wishes for its continued prosperity.

In this month's Pages From The Past we go back to January 1951 which featured a profile of the Branksome and Upper Parkstone Conservative Club.

Founded in 1888, and still going strong today, the Club housed the 3rd Bn. Dorset Home Guard during the Second World War with forty of the Club's Members serving in this

unit along with 200 Members of the Club serving elsewhere.

The angling club formed in 1949 is sadly no longer going although this is unlikely to affect the Member who managed to

present a kipper as a catch of the day upon his arrival home.

Mirroring the article, we too send the Club our greetings and best wishes for its continued prosperity.

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