

**Focus on ...**

# **Your business as a business**

**A hospitality business guide.**

Autumn/Winter 2022



**Focus on ...**

# **Your business as a business**

It seems obvious to say, but those who understand the pub industry as we do will know it is often all too easy to fall into the trap of spending all of your time with day-to-day challenges. This leaves little time to look at the big picture and focus on your business as a business.

It is often said that it's vital to work *on* the business and not just *in* the business.

That is what we're looking at in this guide designed to help pub businesses to negotiate their way through the current and upcoming financial challenges faced across the hospitality industry.

In this guide we'll cover 6 main topics on how to treat your business as a business. Click on the topic to jump straight there.

- **[Your business as a business](#)**
- **[Your products](#)**
- **[Maximising profit](#)**
- **[Employees, your greatest asset](#)**
- **[Saving money](#)**
- **[Getting support](#)**

**Make sure you get all new guides and tools as they're released**



# Setting out a plan

It is no secret that while times are tough right now for many pub businesses, this is not expected to improve any time soon.

Winter will see the utilities bill we're already struggling with go even higher and with no price cap for businesses, it is small businesses that will bear the brunt of this.

On top of a general price increase in your products and a cost of living crisis putting pressure on your customers, this is the time to plan ahead.

Remember, the country is not yet officially in recession, and the pub industry has fought off recessions in the past.

Each time that the UK economy has put pubs under pressure, the pubs that survived, were those who focused on their business and adapted.



## Business plan



Most businesses had a business plan in place, when was the last time you reviewed yours?

Your plan would have been filled with some sound financial expectations and plans for action you were going to take to drive the business forward.

So, dust off that plan and take a look. Did you do what you had intended or did it get shelved as soon as the day-to-day took all of your time and attention?

Remember, you're not in this on your own. Get in touch with your accountant and get a new financial plan put together to look at what you need to do to ensure profitability in the upcoming year or two.

## Your time

While you are running your pub, and possibly working more hours due to a staffing crisis, it is all too easy to get bogged down into being a general dogsbody and forgetting that you are in charge of the business as a whole.

It is important to set out time for the business. For example taking Monday morning for your business day, a time slot of 9am to 12pm when you do nothing but work on your business. Strictly observed and with all your staff told that you are not available at that time can work wonders.

You are more than aware of the jobs list mounting up, and taking time to tackle these will help reduce your stress levels.

Take that time to pull together invoices for your accountant, work on a costed rota (more on that in later issues) and if you find yourself one Monday with all your 'office' tasks ticked off, great! Take that time to research new products, check supplier pricing, start planning or marketing events, run a staff training session, check out what competitors are doing etc.

# Financial state of play



When sitting down with your accountant to put together a projection and plan for the next couple of years, it is important to factor everything in, and to make sure you are fully aware of your current debts and outgoings for both the business and you personally.

## Factors to consider:

- Writing down who you owe money to and how much. It might be worse than you thought, or it might be better!
- Tax debt: How much do you owe, to which department is it owed *and* what are the cost implications of late payments?
- Agreements: Have you spoken to your creditors? Mounting debt can make a creditor nervous, as can silence. Talk to them and put in place a plan to repay.
- What are your personal commitments, rent/mortgage/car loan/personal loan etc. What is the minimum you need to take from the business?
- Did you take any government covid loans such as a bounce-back loan? Have you started repayments? Has this been factored in?
- Machine rental/equipment or vehicle hire purchase: are you nearing the end of any of these agreements which will free up some cash?

**We've got some tools to help with this process:**



Debt planner



Simple cashflow planner

## Growing your business is more than the numbers

The numbers are important, of course they are and that side of your business needs constant attention, but when it comes to treating your business *as* a business, you need to look at it as a whole.

A great tip is each day when you open, don't just open the doors and get onto business as usual. Open the door and go outside, look at your pub as a customer will, walk in with the eyes of a customer.

Doing this, you will see positives and negatives. Opportunities and concerns.

**Let's look at other ways to put a focus on your *business* ...**



# Marketing

Every business advertises and markets themselves.

You've heard of McDonalds, right?

Of course you have, but despite that fact, McDonalds spent 89.74 million on advertising in the UK in 2020 alone, and that was a massive drop from previous years!

We're not suggesting you spend that much, the point of this section is to remind you that there is a need to make sure the word gets out about your business.

There is a well known phenomena in the pub industry we call the new opening bounce. This is when a pub first opens, re-opens after a refurb or when new people take over running it. The locals all want to come and see what has happened there, and for the first few weeks there is a great uptake in trade. Whether this continues is up to the business performing as those visitors would have hoped.

Good marketing can help resurrect that effect.

## Who are my customers?

You will need to identify your customer base.

Not just "who are my regulars", they are important, but only part of the story. To put together a plan to market and promote your pub, you need to know who your target market are. Who do you want, and what do *they* want?

A large number of people will turn to Google when looking for a night out or to see what's on in their area.

It is also useful for those new to town, or on holiday with the search 'pub near me' being a very popular search term.

So, Google your pub!

What comes up?

Is it accurate? Is it helpful for customers?

Do you own your Google listing? This is the info that appears when your business name is searched and you can add opening hours etc to the listing.

[Click here for info](#)



**tripadvisor**

No matter what your feelings about trip advisor are, it is important that you engage with reviews.

People leaving a nice review should be thanked.

They are notified and feel great (more likely to return and feel even better still about your business!).

On the other side of the coin, if you have a negative review, these should be responded to also, as prospective customers are reading this review, and by replying, you get the last word.

Be polite and if you've done badly put your hands up, and thank the reviewer for bringing it to your attention.

# Marketing ...continued

Marketing is important but in times when budgets are stretched it is important to look at cheap, or FREE ways to get the word out.

## Social Media

Who are your target market? This will tell you which social media platforms to spend the most time working on. If you aren't comfortable with social media, then get yourself a crash course, or ask for help from a more tech savvy member of your team.

Facebook is seen as more popular with the older demographic, with Snapchat, Instagram and tiktok used more by younger people.

If you're looking more cutting edge, Twitch and Discord are growing in popularity too.

## Like-minded people

What do you like? What are your hobbies, your passions?

It won't be a surprise to learn you're not alone in your interests.

So why not use what you love to encourage others who love the same thing to use your business?

Play to your strengths, and if your pub has accommodation you can arrange weekend events, if not then partner with a nearby accommodation provider.

- Guided nature walk to and from your pub with you as the guide showing people the area you love.
- Bike night, either motorbike or bicycle. Check for a night when there isn't already something on locally. Meet fellow riders and make new regulars!
- Photography, host or start a local photography club. You can then put members pictures up in the pub.
- Vinyl records, plug a record player into the pub's sound system (it doesn't have to be loud) and encourage fellow vinyl fans to bring their favourite records to share with the 'club'.

How can you turn what you love into a reason for people to visit your business?

## Through the door

One challenge is getting someone through the door in the first place. You might have a lovely pub that you are incredibly proud of but rarely see a new face. Perhaps the pub had a bad reputation before you. Perhaps it was run-down before the refurb. People can have long memories, so try every trick in the book to get people in for the first time, even if just for a quick look.

- FREE water, offer to top up water bottles for free, great for walkers, cyclists or local office workers out on a lunch break.
- It can be frustrating when people who aren't buying something use your loos, but turn that on its head, there are far less public toilets than there used to be, if you have a sign allowing passers by, tourists etc to use your loos, and are friendly, they might well come back as a customer.



# Space

Use your space.

What do you have that you can use to maximise trade?

If you have a large, particularly attractive, or great view from your beer garden, tell people!

If it isn't obvious to passers by, make sure you have a sign up, with a picture on it if necessary.

Do you have a large car park ideal for bike meets, car rallies or a car boot sale? Use it!

# When?

Many pubs are being forced to close at certain times or certain days.

Think creatively, what can be done with the space then?

You are still warming the building, you still have wifi etc, is a local group looking for somewhere for a meeting on a night or day that you're closed?

I know of one pub that had a great parent and baby session in the mornings, the parents mostly became regular customers!



Check out this blog from Licensing solicitor Malcolm Ireland of Harrison Drury on keeping legal while using your space wisely.



# Website

We touched on this earlier when we looked at Google searches, but it is worth emphasising the importance of a website in 2022. Not just a website but a *good* website, a *useful* website.

You would be amazed how many pub websites don't have their opening times listed or the information is hard to find.

- If you serve food, you should have an up to date menu available not just to view but to download and share.
- Can you book a table online? This is a popular function and makes it easy for a browser to commit.
- If you show sport then keep your listings up to date with exactly what you are showing.
- When you have events planned, show them all in advance on your website.
- Make it interesting, include videos showing your pub in a good light with links to your social media feeds.

It needn't be hard to do or expensive. With build your own options from companies such as Wix or GoDaddy for example.



**Focus on ...**

# Your products

As we looked at in the previous section, it is all too easy to get bogged down in the day to day running of your business and forget to look at the big picture. An aspect of a pub business that can often take a back seat in focus is surprisingly the products themselves. In another business, the products are everything, and customer service is secondary. In the hospitality industry, it is not just about products and the customer experience can make or break a business. Having said that, the products are what turns the customer journey into profits.

## In this section

1. Are you selling the right products?
2. How and where are you selling?
3. Is your pricing wrong?
4. Your suppliers.



**Make sure you get all new guides and tools as they're released**

**SIGN UP!**





# Are you selling the right products?

This is a key question and relates to what we looked at in the previous issue, your target market.

I remember a frustrating discussion with a publican who didn't stock a range of gins because his "customers don't like gin", but he couldn't fathom why he didn't get new customers coming in.

It is important to regularly check you are selling the right products. Are you selling what is popular with your target market?

Also examine the popularity of what you currently sell. If an item isn't selling (food or drink) try replacing it. Keep an eye on the statistics of what's hot and what's not.



## Statistics

You will get to know your customers, but as with the example above, it is important to stock the most popular drinks to attract the most customers.

For example, you might not like Carling, but Carling is consistently the biggest selling lager in the UK, outselling the second most popular (Fosters) by almost twice as much!

**Did you know** that Gordon's pink gin outsells the standard variety?

**Do you know the on trend drinks?** Aperol spritz took many bar owners by surprise, the word is that the new Spritz on the scene is the Limoncello Spritz!



**Take a look at the Morning Advertiser's 'Drinks List'**

## Cocktails

Don't be put off, the most popular is the humble Mojito! It is so easy to make!



## Measures

Take great care to train your staff in pouring correct measures. Not only is it illegal to short pour, but it is terrible customer service.

If you use bar optics, make sure they are cleaned regularly to prevent mis-pours as well as for hygiene. If using bar 'jiggers' or 'measures' staff must be trained to serve them full, not too little, and not too much!

Some bars will use free pouring, this is fine in cocktails (any drink made up of 3 or more liquids, not counting water or ice) or with some drinks, but you **MUST** use a specific measure for gin, rum, vodka and whisky.

Interestingly, there are no specified quantities for sparkling wine or spirits except for those listed above.

Click here for more information on legal measures.



# Wine

Most modern pubs stock a range of wines, with your pub company or wine supplier able to offer advice and guidance on what you should stock. If you're not a wine buff, it is important to learn at least the basics and then in more detail about the wines you stock. You and your team should be able to recommend a wine from your list to match basic food types, and to know the grape and region of each wine. Again, your pub company or wine supplier can usually provide this training



## Your wine menu

When you're putting together a new wine menu, it is important to price it correctly (download our FREE GP calculator app using the button below).

But it is also important to choose wisely.

Pinot Grigio has been a firm favourite for a number of years now and on the drinks list (below) it sells 3 times more than the nearest other white grape (sauvignon blanc).

Because it is so popular it is tempting to have Pinot Grigio as the house brand. However, if a brand is so popular, why would you make it the cheapest choice?

Why not offer a lower priced option as the house (Chardonnay for example) and if a drinker wants Pinot (and statistics say they do) then they are happy to pay a little more than the house price for it.



What wine glasses do you use? Many pubs have had great success using one wine glass with 3 marked fill lines. this way you are only stocking one size glass keeping the bar less cluttered and meaning you always have the right size. Also, in these large glasses, the 125ml looks really small and drinkers will often ask for a larger size instead!

## Wine favourites

Last year, research commissioned by a new winemaking simulator game 'Hundred Days' shows what we suspected that Pinot Grigio is still the overall UK favourite, however interestingly they did find some variations with wine drinkers in Scotland preferring Sauvignon Blanc and those polled in Ireland opting for Chardonnay as their top choice.



1. **Pinot Grigio**
2. **Chardonnay**
3. **Sauvignon Blanc**
4. **Merlot**
5. **Rosé**
6. **Cabernet Sauvignon**
7. **Pinot Noir**
8. **Zinfandel**
9. **Malbec**
10. **Rioja**

# Real Ale & Craft Beers

We wanted to have a look at this category as it is a much misunderstood product that some publicans are passionate about whereas others may dismiss it as not part of their target market.

Cask beers are not easy to stock. They require care and attention, excellent cellar management and the yield is lower than other draught drinks as there is naturally some more waste.

However, well kept beers can attract more than just the beer drinkers themselves.

Beer drinkers are a fickle breed. As such they will drive where a group goes.

Imagine a group of men who are out in town for some drinks. The lager drinkers know that wherever they go, the lager will mostly be the same. The same brands, the same quality. The beer drinker however cannot have such a cavalier attitude. Not all pubs will offer what they prefer to drink, and if they do, then the quality might not be so good. This means that the beer drinkers will dictate where the group go, and where they all spend their money.

## Knowledge

A publican is not born with the knowledge of how to keep cask ale. It does need some training. Most breweries are happy to provide this training at no cost for you and your staff.

This means everything from cellar care to pouring and knowing your IPAs from your porters.

Serving badly kept or badly poured beer is going to put drinkers off quickly. You don't have to enjoy it yourself, but you need to know how to serve a quality product each and every time.

## Measures

Remember that beer can be served in more sizes than just pints and halves with stamped glasses available for 1/3 pint and 2/3 pints. These smaller sizes can be used as sampler glass, or you can offer 3 different tasters for the price of a pint, a great way to help drinkers choose if you've a big range.



## Pricing

When buying real ales, cask and craft beers, there is a large difference in the cost to you. Primarily the wholesale price difference is driven by the ABV%. The higher the ABV, the more expensive the beer.

For this reason, pubs need to make sure they price each beer differently.

It is great to offer a 'house' beer, (commonly a brand that most people will know and like), alongside a range of guests, but price each guest to the GP you need. Use the GP

calculator app to easily work out your ideal selling prices.

Remember some craft beers are very pricy to stock, you need to price it right and be confident that your target market will pay that price.



# Non-alcoholic

Dry January and Stop-tober are understandably disliked by the licensed trade, but there is no getting away from the fact that non-alcoholic options are in growing demand from a range of consumers throughout the year.

We're talking more than just traditional soft drinks, the range and taste of alcohol alternatives has improved massively over recent years.

You'll need to think about how to position these drinks.

In the 'old days' it was fine to tuck a few bottles of Kaliber in the fridge next to the fruit juices for anyone who asked.

Now, with alcohol free drinks often at a similar price point as their alcoholic counterparts, it is important to treat them as a new product range in their own right and display/market them properly.

The market for low and non-alcoholic alternatives is not necessarily been driven by non-drinkers, rather by those who are seeking to reduce their alcohol consumption on certain days of the week or times of year.

**Around 29% of pub visits and 37% of restaurant visits are now alcohol-free, according to an industry report commissioned by KAM and Lucky Saint.**



## Brands

With big name brands such as Gordons, Heineken, Peroni and Guinness investing heavily in alcohol free alternatives, the market is clearly ripe for profits.

## The market

So, who are this new breed of alcohol avoiders?

Statistics from market intelligence agency Mintel would suggest that it is younger males aged 18 to 34 in particular and many of these from the higher socio-economic group earning over £50k per annum.

Reasons for this seem to be around higher use of gyms in this group and a calorie consciousness.

This means that if your target market includes more affluent young people, then you really need to examine how your non alcoholic range can work for you.

The over 55s are statistically less likely to opt for an alcohol free alternative, but that will change as 3/4 of the over 55s say they are making a conscious effort to eat a healthier diet.





# Food

You will know what menu fits your venue and location. There are several things to consider when putting together a menu:

**The number of dishes** should offer a good choice but not be overwhelming. customers faced with a huge menu of any different types of food will suspect the kitchen must be cutting corners.

**Your ingredients** should appear more than once where possible. For example, if you serve fish goujons as a starter, also offer a fish goujon sandwich and fish goujons as a kids meal. This means stock is replenished more frequently.

**Sell your dish properly** by describing it well, if it is homemade to your own recipe, say so and if you are using great, local ingredients, SHOUT ABOUT IT!

**Vegans and vegetarians** will often be the people in a group who will choose an eating out venue based on whether the menu caters for them.

**Allergens** are a serious issue and must be treated seriously. Diners with allergens will be loyal to a pub who takes their requirements seriously. More info on allergens [here](#)



## Sandwiches

Sandwiches are a popular choice for most people so it is vital to sell the most popular fillings!

In a survey by Warburtons, there was some interesting differences between a 'home' sandwich and one when out.

### Five most popular for everyday

1. Cheese
2. Ham and cheese
3. Ham salad
4. Sausage
5. Cheese and onion

### Five most popular when out:

1. Ploughman's
2. Club
3. BLT
4. Fish Finger
5. Sausage



## Pricing

Pricing your food should never be guess work. That rule works for your main menus and specials.

Use our GP calculator app (button below) to work out what price you need to charge, or what price you need to pay for ingredients in order to sell at the price you want to.

You will find you may need to 'subsidise' one low profit item with a higher one. For example, to achieve a desired GP of 65% on an expensive steak dish may calculate at a price too high for your customers. However for the same GP% a dish cheaper to produce such as a simple pasta dish, may allow a sale price much lower than a customer is prepared to pay for that dish. It is a tricky balancing act.



# Suppliers

Here we are talking about both food and drink, but we're aware that many of you might be in a tie with certain drink products. In that case, all is not lost, look at what you are *not* in a tie for and work on those suppliers.

We recommend a regular review of your suppliers. Your stocktaker should be able to provide you with the details on how much you spend with each of your suppliers and what your biggest selling items are.

You should be talking to your suppliers about pricing particularly on the items you sell the most.

If your biggest selling dish is a burger and chips, then fight over the cost of your potatoes, burgers and buns. This is a fight you need to win, and if not from one supplier, then another. you need to shop around to match quality, price and delivery availability.

**Is supplier loyalty costing you vital profits?!?**

## Check it

Who gets the best quality fresh food delivered? The business who will accept nothing less.

Always ensure every delivery is checked not just for quantity, but for quality.

If it's not good enough, send it back. the suppliers soon know who they can't pass off poor ingredients to!



Take a look at this week's blog from our friends at Pelican procurement looking at how to work suppliers, like the pros! Including a downloadable copy of the 2022 quarter 3 market report.



## Boasting about greatness

Many pubs selling food have excellent suppliers. Locally sourced, award winning, sustainable, organic, these are all things that the modern customer wants to see. If you have special suppliers, make a fuss about it.

Have a picture of them with their cows or their veg on the menu, or on the wall as a talking point.

Great suppliers usually cost more so if you're using them, make sure you get the vicarious kudos.

**Focus on ...**

# Maximising profits

A pub business isn't like most other businesses.

A pub is more than a business, it is a community centre, and the people that work there are more than staff, they are friends, therapists, charity fundraisers, and good listeners for the lonely.

Having said that, a pub business still needs to turn a profit.

We have met a number of publicans who are running their business at a loss and propping it up with their own money. The harsh reality is that if you're not making money, it is an expensive and exhausting hobby.

We all know that, for many, there is an element of running a pub being a lifestyle choice. That choice is easier to live with if it also brings in some profits!

## In this section

1. Your GROSS Profit understood
2. If it's not sold, it's wasted
3. Making more of your stock
4. Working the top line as well as the bottom



**Make sure you get all new guides and tools as they're released**

**SIGN UP!**



# Your GROSS profit understood

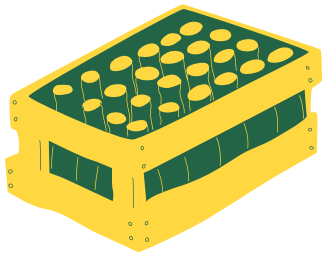


There is a lot of talk about GROSS profit, so let's all be clear exactly what this is.

Your GROSS profit is the profit you make selling a product, minus the cost of buying that product. GROSS Profit does not take into account the other business costs, such as rent, staffing, utilities etc. *That is NET Profit*

## What is GROSS profit (and GP%)

Here's an example.



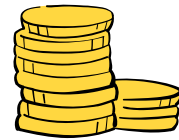
Case of 24  
beers is  
**£33.60+VAT**



so one bottle is  
33.60/24  
**£1.40+VAT**



You sell it for  
**£3.48 incVAT**



Gross profit =  
**£1.50 incVAT**

How did we get to £1.50 GROSS profit?

Well, GROSS profit is worked out as your **NET sales - The NET cost of the goods sold** (NET means without VAT).

So: Selling price is £3.48 (divide by 1.2 to remove 20% VAT) making **NET Sales £2.90**

The cost of the bottle (not inc' VAT) **was £1.40**

**So: GROSS profit is £2.90 - £1.40 = £1.50**

How do we know our GP% on that product?

It is (GROSS Profit/NET sales)\*100

We already have these numbers so in this case it work out like this:

**(1.50/2.90)\*100 = 51.7% GP**

A business operator doesn't need to be an accountant, that's why specialist companies like [Roslyns](#) exist, but the more you are comfortable with the basics, the better.

## Easy GP and taking off /putting on VAT

This great FREE Hospitality Calculator app helps you work on GPs on all products.

It even has a tab to add or remove VAT you can use it to check current prices and calculate the right prices on new products.





# If it's not sold, it's wasted

With the price of the products you buy increasing steadily, it is more important than ever to get the most profit out of each item you buy.

One way to do this is to closely understand your waste. Remember, no matter the reason, if it is not sold, it is waste and is hurting your profits.

## How much is being wasted?

Before you can tackle the problem, you need to understand the full extent of the problem. The first step here, are accurate waste logs. This can be done through your EPOS till, or through the good old fashioned waste book (also known as ullage book). Remember you need to record *everything* unsold, waste, free drinks/food, line cleans, spills, drip trays etc.

## Why is it being wasted?

What is happening to the products, is most of your waste from drip trays? Is it from out of date stock? Is it from spills and things knocked over? Is it mis-pours? Is it incorrect orders?

Answers to each of these allows you to target your solutions.

Could poor staff training be to blame? Some waste is unavoidable (line cleaning) and we all know that accidents happen. But focusing the team on the issue of waste and even telling them the week's total lost revenue due to waste will focus their minds more.

## Who is wasting?

By this we don't necessarily mean a witch hunt to find wasteful staff. Harshly punishing your team over waste can lead to nervousness about recording it, which is the last thing you want.

It is a chance though to know who might need some more training in perfect pour for example.

## When is it being wasted?

As well as identifying who, how much and why, you will need to consider when waste mostly occurs.

It could be mostly during busy times (short-staffed, cramped bar, poor table service system), or when quiet (carelessness, bored staff).

You will sometimes see waste during certain promotions (e.g. 2 Steaks with a free bottle of wine. the wine is not being recorded properly).

It could be when a specific team are working and they need more supervision or training.



## Consider the cost of drip tray waste

Let's say you have a bar with a pretty average number of draught products: 4 lagers, 2 ciders, 1 stout, 1 beer and 3 cask beers. That's 11 drip trays. A drip tray holds 1/2 pint. They are emptied 6 times a day. You are open 6 days a week. the average price of a pint in your pub is £4.15

Each year you lose **£42,728.40** in potential sales, through drip trays alone.

**Some of that can't be helped, but a lot of it is unnecessary and down to carelessness and poor training.**

# Making more of your stock

## Pricing

You need your stock to work for you.

This means paying the lowest prices (see last issue) and also getting the best prices from your customers.

**Your price point is crucial, and consider your target market.**

**Too cheap, no profit. Too expensive, no customers.**



## The competition

When was the last time that you checked the prices your competitors are selling at? All too often a publican's idea of local pricing comes from their customers, who will generally only tell them when something is *cheaper* elsewhere.

Do a proper check yourself. Just buy a couple of drinks and read the prices on the bar sign. If you feel awkward doing it, get a friend to do it.

Remember: compare like for like. If you are a small wet led real ale pub, don't compare your prices with those of the local fancy hotel's bar. Likewise, it is a mistake to think that you can compete on price with Wetherspoons pubs. If it was just about price, no-one would drink anywhere except the cheapest of places and that isn't the case. Your prices must be competitive, but most people are willing to pay a bit more for quality products and great service.

## The perfect pour

The perfect pour is something we all know about. The right glass (clean), the right amount of ice and garnish. But are your team on top of this?

When was the last time they had training in perfect pour. Do your drinks come out looking impressive?

When you are competing with home drinking, your drinks need to be something special.

## Be special and waste less

We've all overordered or mis-judged a dish's popularity.

There is a great website called [supercook.com](http://supercook.com)

You just enter the ingredients you have overstocked and it throws out hundreds of recipes.



## Tax savings

At Roslyns we are often asked how to reduce tax bills.

As you make more money, you will pay more tax, it is just the way the system works.

You can be smart though. The more invoices you provide your accountant, the more accurate (and lower) your VAT bills will be.

Also, if you are showing that money was spent for business purposes through your accounts, the taxman won't then over-tax you thinking you still have the money in your 'pocket'.

Remember, what you can and can't claim for is complex and has to be dealt with carefully. A hospitality business cannot claim for the same as a plumber for example.



# Working the top line as well as the bottom

If you're struggling to increase your profits (the bottom line), then it is time to look at ways to increase your revenue income (the top line).

It sounds like a facetious response to a problem of low profits "well, make more money then", but bear with us.

It does make sense. If you are turning even a small profit and can increase the amount you're making a profit on, it stands to reason you walk away with more profit. We don't necessarily mean grand changes, just tweaks here and there that will require little or no investment and only using the staff you have on anyway.



## Accessibility

Many pubs are in old buildings and access can be an issue. Where access *is* possible make signage clear, and ensure any ramps are clean and free of debris.



Making your pub open for all, isn't just about remembering your wheelchair using customer, it is about all of those who might need some additional consideration. Do you have large print menus?

Is your pub easy to navigate with clear, large signs?

Similarly to what we looked in with reference to making sure you look after those with dietary needs, customers with mobility or other health issues will appreciate consideration and will bring their friends and family with them!

The British Beer & Pub Association have produced a great guide to making your pub more accessible for customers.

Download it here



## Toilets

It is vital to keep your toilets clean, fresh and well stocked with toilet rolls and hand towels at the least.



Both men and women will judge you harshly on poor toilets. It goes above a tick chart on the wall, you must have an active and regular system of checks in place.

Remember accessible toilets must also never be used as storage areas (it shocks me how many I have seen used to store mops and cleaning products), and the red alarm cord mustn't be tied up, it needs to be reached from the floor (and ensure it is tested regularly).

## Inclusivity

You may say that everyone is welcome in your pub, but will everyone feel that way? Do you have a system in place to ensure LGBTQ+ customers feel welcome and free from harassment? Are your dishes containing pork and/alcohol clearly marked on your menus for your customers with religious dietary needs. Can women enjoy your pub without being pestered by men?



# Your staff

In a later guide we look at your employees being your biggest asset, but in this specific case, they can be a massive help to increasing your turnover.

But as with all things, it needs you, the team leader to lead and to ensure the correct training and development is in place. Let's look at some examples ...



## Upselling

Are your bar and waiting staff comfortable with upselling techniques? This can be as simple as a verbal tweak. For example, the question "*Does anyone want tea or coffee?*" makes "No" a way too easy answer.

Instead "*Who is having teas and coffees?*" invites a more open answer. This same technique can be applied to "*Do you want any sides with that?*" replaced by "*Which sides would you like with that? the mac & cheese is homemade and really good!*"



Let's say you serve meals to an average of 30 people each evening, 6 days a week. If just 50% of them can be persuaded to take a hot drink (average £2.50, gross profit of £1.58) over a year you have an additional **£11,700** in turnover, or **£7,394.40** in profit!  
70% of them? the profit jumps to **£10,352.16** !

Don't want your staff to come across insincere or pushy if upselling? Make sure they have tried the food, the wine, the beers, then suggesting favourites comes from the heart. Again, this comes down to training.

Do your team all know the specials? Do they all know how dishes are prepared? Do they know if something can come in a smaller portion ... **or larger!**

As much as possible, each menu item should come with the option to ADD something. Even if it is simple and popular choices such as cheese or bacon, or if the dish already contains them, EXTRA cheese or EXTRA bacon.



## Pairing

The sister technique to upselling is pairing.

Helping a customer choose the best foods and drinks that go together.

A common technique in more upmarket restaurants, it has become much more common in good food pubs.

This is not a matter of trying to push 'posh wines' a good waiter can recommend specific drinks with each dish (it can even be on the menu). Yes, it may be that a wine goes well, but it may be a beer or cocktail compliments the food even better. Desserts can be paired too, not just with dessert wines, try matching liqueurs.



**Focus on ...**

# Employees, your biggest asset

In this guide, we're looking at a range of ways to look at your pub business with new eyes. To examine your business in a fresh way taking on new ideas and new ways of thinking.

In this section we will ask you to look again at your employees. Staff, team, colleagues, whatever you call them, your employees are the ones who represent you and your business on a daily basis. If you have poorly trained and unmotivated staff representing you, it matters little what else you do. Your customers are already put off. Your business takes years to build a great reputation and a bad team, can kill it in weeks.

## In this section

1. Tackling the recruitment crisis
2. Attracting and retaining the best staff
3. Use your team to their strengths
4. Controlling staff costs



**Make sure you get all new guides and tools as they're released**

**SIGN UP!**



# The recruitment crisis

According to figures released by the ONS (Office for National Statistics) in the May-July period in 2022 there were **173,000 vacancies** in the 'accommodation and food service industries' category.

This is an increase of over **90%** compared with the same period in 2019 and represents **13.6% of all current UK vacancies**.



The statistics tell a story, businesses themselves across the country are echoing. Stories of pubs being forced to reduce their opening hours, or close their kitchen as they simply don't have any staff to open. The demand for chefs in particular causing a wage increase that leaves many food pubs unable to compete with high wages being offered to entice the few available chefs.

## Why?

Let's start by tackling the big question, of 'why?'

Well, as with most things, it is complicated and not caused by just one factor.

### COVID

Many people who were working in hospitality were forced to move over to other jobs when lockdowns kicked in. Many returned, but a large number did not. They perhaps found they enjoyed their new job more, perhaps pay or conditions were better and many found other jobs offered more sociable working hours.

Some cited safety concerns around working closely with the public when COVID was still a health concern.

### BREXIT

Putting the political aspect of Brexit to one side, many employers in hospitality found that COVID understandably led to many employees from other European countries to return home. They then didn't return, for a range of reasons, nervousness over a resurgence in COVID and future lockdowns keeping them from returning to family, or the new rules after Brexit making it harder for them to work in the UK. Either way, the country certainly lost a large number of talented European workers. This was felt particularly by venues in cities and tourist resorts.

**Last year 31% of hospitality businesses with recruitment issues cited a reduction in EU applicants as a factor**



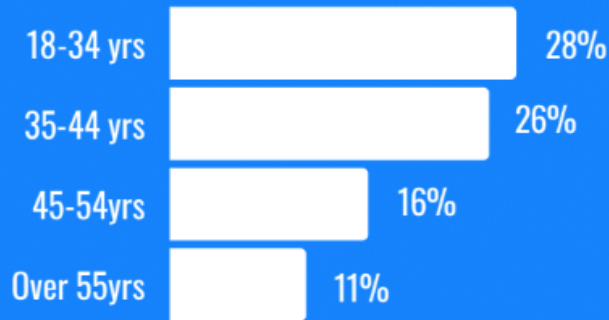


## HOSPITALITY INDUSTRY

Another factor in the recruitment crises with the hospitality industry is also seen to be the industry itself or rather, the *perception* of the industry.

**1-in-5** UK adults (working age) consider HOSPITALITY to be an **appealing industry** to work in.

It's more appealing to younger workers:



## What is the current perception of Hospitality as a career choice?

- 45% The hours are ANTI-SOCIAL
- 44% The hours are LONG
- 23% It is a short-term 'STOP-GAP' career
- 18% The work is FLEXIBLE and varied
- 18% It is a FUN industry to work in
- 16% It is an INCLUSIVE and DIVERSE industry
- 14% Provides good opportunity to gain NEW SKILLS & qualifications
- 11% The work is HIGHLY SKILLED
- 11% It has strong career PROSPECTS
- 10% Hospitality is a WELL RESPECTED career choice
- 10% There is a good WORK/LIFE balance
- 7% The PAY and BENEFITS are good
- 7% It is an INNOVATIVE industry



Statistics on this page are from the research and insight experts **KAM media**  
<https://kam-media.co.uk/category/hospitality/>

# What is the solution?

The hospitality recruitment crisis is a multi-layered problem and has no simple solutions, but there is action taking place to support hospitality venues.

## Hospitality Rising

Hospitality Rising is a game-changing initiative to address the hospitality industry's recruitment crisis.

We all know how great jobs and careers in our sector can be, but the public perception sadly doesn't reflect this. When we recruit, we are fighting against a well-worn narrative: low pay, long hours, low morale, poor working conditions, high turnover, no career progression.

That's where Hospitality Rising comes in: to launch an ambitious national media campaign to redress outdated public opinions and double the number of people who would consider a career in hospitality (currently 1 in 5).

You can support the work of Hospitality Rising by pledging just £10+VAT per employee.

## Find out more about the work of Hospitality Rising [HERE](#)

Hospitality Rising will no doubt prove to be helpful in the medium to long term, helping to change the perceptions of working in a hospitality role. However, what can you as a hospitality businesses, currently experiencing the effects of a recruitment crises do?

### Let's look at 2 aspects of this:

**Attracting the best:** If there is a shrinking pool of talent, how do you attract the good people?

**Retaining the best:** Once you have a good team, how do you keep them?



A number of high profile businesses in the hospitality sector have pledged support with Hospitality Rising including **Roslyns**.





# Attracting the best

Conventional wisdom might tell you that to get the best employees, you have to pay the highest wages. While pay is certainly going to be a factor for someone looking for a job in hospitality, it is not their only concern.



## Providing benefits

On [page 4](#) we saw those great statistics from KAM media looking at the current perception of Hospitality as a career choice. Only 7% of people thought that Hospitality offered good pay and benefits.

You might not be able to offer the high wages you'd like to, but have you considered what benefits you can offer?

A great example of this is **Healthy Extras** from Roslyns.

this scheme offers a range of benefits for you and your employees, crucially though, at a **low cost of just 92p per person per week**

My homelife means I can't think about work, if I get fired it will get worse!

I'm in pain but can't see my doctor for 2 weeks

No-one cares!

My depression is crippling me

I don't dare tell my boss about my stress

I'm worried and have no-one to talk to

My landlord is threatening me.

I know my team are really struggling in these times, but what can I do to help?

**R ROSLYNS**  
PAYROLL

## What other benefits can you offer your employees to make you an attractive employer?

- Extra bonus each time they are mentioned positively in a customer review?
- Flexible hours? including a more sociable aspect such as very 3rd weekend off?
- Outlining average tips earned on top of wages?
- Staff discounts? Free hire of function rooms?
- Training and career progressions?
- Regular staff nights out?

# Retaining the best

When you have built a great team, they are worth their weight in gold. It really cannot be overestimated how much it is worth to a hospitality business when the people who represent that business on a day to day basis are well trained, motivated and happy. The question now then is once you have good people, how do you keep them.



## Career

On [page 4](#) we saw those great statistics from KAM media looking at the current perception of Hospitality as a career choice.

23% of people only saw hospitality as a 'stop-gap' career.

For many, this is true, perhaps a job in a bar, restaurant or hotel is a way to earn extra money, or to help cover costs through university.

For others, they may well want to progress in a career in hospitality but have an employer who is unable or unwilling to facilitate this.

If *you* are the employer who helps to drive people towards the career they want, you will attract well motivated employees and retain them throughout the first stages of their development.

Yes, this may mean that at some point they may outgrow your business and move on, but in the time they worked for you, the career minded employees will have done a great job for your customers and helping being a motivator for the whole team.

## Training

Ensuring a regular programme of training has a host of benefits above and beyond the obvious one of your employees learning useful skills.

Those who undergo a structured and multi-faceted programme of training employees are kept interested in their jobs and feel valued.

Training can be undertaken in house or externally through organisations such as [BIAB](#) or [CPL TRAINING](#)

Well trained staff also bring a clear benefit of taking some work from your own shoulders.

## Development

As with training, development of your employees should be structured.

When was the last time you conducted any employee appraisals?

An appraisal isn't just an opportunity for you to give feedback, it is for you to hear feedback too.

Take on board feedback and ideas, set out expectations of each team member and be clear about what both parties will do to grow their role, to improve their skills and invest in their future.



*The only thing worse than training your employees and having them leave is not training them and having them stay.*

*— Henry Ford*

# Use your team to their strengths

A good appraisal process and structured training should quickly identify the strengths your team have. Each one is an individual and as such will bring not just their obvious working skills but outside skills, hobbies and interests.



## For example:

- **SOCIAL MEDIA:** You might not use it, you might not understand it, but odds are that at least one of your team will be more than comfortable with such things. They can help promote your business on relevant social media channels, help create content and drive targeted marketing to your target market.
- **WEB DESIGN:** Similarly, a good website is a given these days. Is yours up to scratch? Do you have an employee who is a dab hand at such things, perhaps on a quieter time, they could sit at their laptop and update your site?
- **INTERESTS:** Is one of the team a keen photographer and could fill your walls with beautiful local scenes?  
Could a sporty employee start a pub football team?
- **MUSIC:** Do you have a DJ or musician on team, could they help create a live music night?
- **FOOD:** You might not serve food, but do you have a top baker in the team? You could add cakes to your afternoon repertoire?

## H.R.

One aspect of employing people that shouldn't be overlooked is that of Human Resources or H.R. Larger hospitality businesses will have H.R. departments who will handle all aspects of recruitment, disciplinaries and redundancies. Small businesses rarely have access to such resources meaning that the employer themselves will have to add that string to their own bow and become an expert on H.R. in an employment environment which is increasingly complex and litigious. We certainly recommend getting help and support with such things.

**Roslyns' payroll clients have access to Roslyns HR which is a 24/7 FREE advisory service.**



Take a look at the **NEW** blog by **Rajesh** from **Roslyns H.R**



# Controlling staff costs

We have discussed how it is increasingly difficult to find good employees, and then keep them!

But let's say you have the team you need in place. It is also a vital part of managing your business to manage the cost of running your team.

Often it is a juggling act based on forecasting and all too often, guesswork.

But there are ways to tackle high staff costs.

## Knowledge

Knowledge is power.

When you write out a staff rota, do you know how much that rota will cost you in advance of releasing it to the team?

Roslyns offer a FREE and easy to use spreadsheet that allows you to write a weekly rota and see the precise costs of those shifts and how much you will pay for staffing that week.

You can even enter a budget that you need to keep too and see how your first draft compares with that.

You can then print it, and only the rota is printed, with the private pay details kept private.



**Download your FREE  
Rota costing Tool**



## Every minute counts

We all know that every penny counts, and that a penny saved is a penny earned (see next issue!).

The same goes when building a staff rota.

Common thinking is that a shift goes from one hour start to another hour end. By introducing half hours and staggering start and finish times you can trim vital hours without losing cover.

Also, if it is quiet, **take volunteers for finishing early**. Even employees who are normally asking for more hours will often jump at the chance to finish early and join friends on a night out.

## Who writes a rota?

Make sure the person who writes the rota has one eye on the purse strings. Allowing a bar manager or chef to dictate staff rotas often leads to a well covered bar/kitchen but comes at a cost.

If you don't do the rota yourself at the least introduce strict budgets or a sign off from you.



## Save a few % to increase profits

Trimming a rota can have surprising benefits on your profits.

Let's say you have a GROSS weekly turnover of £7,000 and a current wage % of 35%

Reducing that wage percentage by just 5% could **increase your profits by £18,200**

**Now that's some cheddar!**





**Focus on ...**

# **A penny earned is a penny saved**

In this guide, we're looking at a range of ways to look at your pub business with new eyes. To examine your business in a fresh way taking on new ideas and new ways of thinking.

In this section we will look at something that is at the forefront of all our minds in this current climate, saving money.

Where can you start to shave a bit here and there from your costs so that they will add up to something meaningful? For understandable reasons, we will have a focus on utility costs in particular.

## **In this section**

1. Utilities
2. Energy saving tips
3. Green rewards
4. Turn waste to wins



**Make sure you get all new guides and tools as they're released**



# Utilities

We are in the grip of a utility cost crisis already. And as we approach winter there are fears that the high costs of gas and electricity could push a number of hospitality businesses over the edge.

Many are already taking dramatic actions such as reducing opening hours, and some (particularly seasonal pubs) are considering closing entirely over winter.

## The 'pub problem'

For some time, pub businesses have been reporting concerns about being unable to even obtain a quote for contracted energy. It seems many energy firms saw the hospitality sector as too risky to allow a deal to be locked in. There have even been reports of energy firms demanding large deposits as they fear pub businesses may go bust, owing them money. [This recent article](#) in the Guardian looked at one such example.

Some utility firms are refusing to do business with new hospitality businesses, others are refusing to renew contracts with current hospitality customers.

## BREAKING NEWS

## Energy Bill Relief Scheme (updated as of 21.9.22)

An announcement this morning has finally given details on the support for business.

### The new price has been set at:

£211 per megawatt hour (MWh) for electricity (was expected to be around £600 per MWh)

£75 per MWh for gas (was expected to be around £180 per MWh)

The scheme is expected to last for 6 months.

The government have identified that hospitality businesses do need additional support and the upcoming fiscal statement (mini-budget), expected on Friday will hopefully reveal details of more targeted support.

Once we have details of this support we will update you further.

## ELIGIBILITY

On existing fixed price contracts that were agreed on or after 1 April 2022

Signing new fixed price contracts

On deemed / out of contract or variable tariffs

On flexible purchase or similar contracts

## WHAT YOU NEED TO DO

You don't need to do anything or apply, discounts will be applied automatically by your energy provider

## MORE INFORMATION

For more details please go to the government website using this link

<https://www.gov.uk/guidance/energy-bill-relief-scheme-help-for-businesses-and-other-non-domestic-customers>



# What is the solution?

There are seemingly no immediate solutions to this complex issue and businesses are waiting for clarification on the government's planned support scheme.

There are energy brokers that specialise in the hospitality industry and work to get businesses such as pubs into favorable contracts.

Many publicans would dearly love to be in a contract, even if they are spending more as at least that way they can plan for specific costs and not be left fearing massive rises when they least expect it.

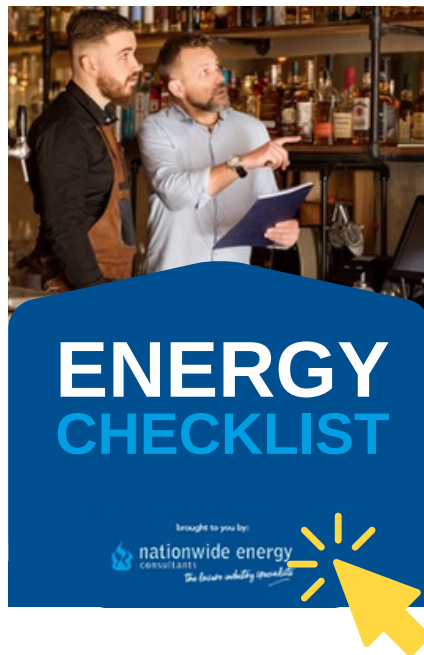
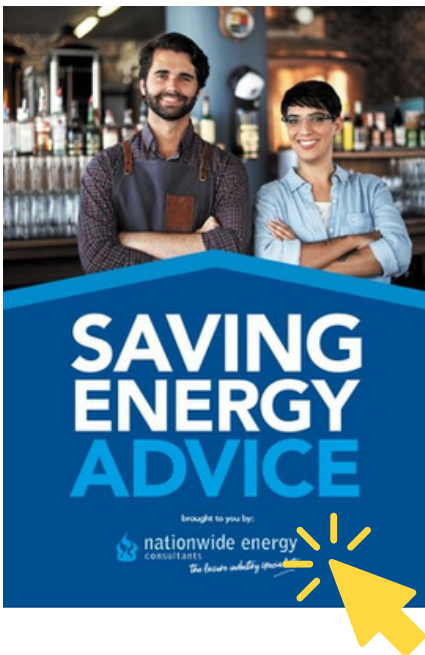
Nationwide energy are one such company.

We spoke to them after the announcement by the Prime Minister and they agreed that even

they were now waiting for more clarification in order to help their customers.

The team at Nationwide Energy not only act as brokers for hospitality but advise hospitality businesses on reducing their use.

These guides are free and contain some really useful tips to reduce your energy use.



If you would like us to pass your contact details to the team at Nationwide Energy to find out more, please contact us on [support@roslyns.co.uk](mailto:support@roslyns.co.uk) and we'll make sure the right person get's in touch with you to see how they can help.

So, what can pub businesses do while they wait for the clarification on this vital government support scheme?

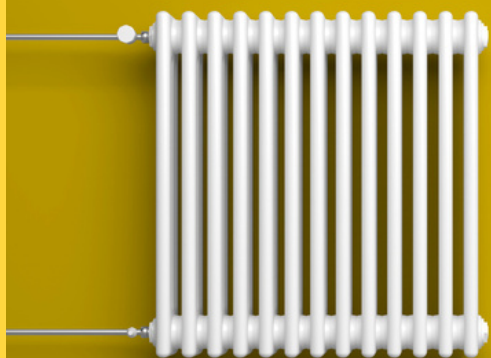
Well, no matter how good the support, bills will inevitably be high so now is the time to do a full audit of your business.

You need to understand where energy is being used, and crucially where it is being wasted.

On the next page we look at some of the easiest ways to make some changes that could all add up to a much needed utilities saving.

# Some quick practical tips

## RADIATORS



When was the last time you bled your radiators? Can they be individually controlled with TRVs, or are you heating seldom used rooms, such as function rooms? What about paint? Many older pubs will have layers and layers of old paint on the radiators stopping them working efficiently. Are they foil backed to reflect heat away from walls into the room?

## EQUIPMENT

Pubs have a host of equipment on the bar, in the cellar, in the kitchen, all over! Each piece of equipment should be checked to ensure it is operating efficiently.

**MAINTENANCE:** When was the last time your machines were serviced?

**LOCATION:** Do you have equipment that pump out heat (such as ice machines or remote coolers) in a cold room? Oops! Move them or if that's not possible, install a rubber curtain to keep the cold room cold.

**EFFICIENCY:** As well as regular servicing your equipment need regular cleaning to maintain energy and operational efficiency.

The grill behind your cellar cooling fans for example can often clog quickly with dust. Use a stiff brush (not bare hands!) to clean it.

## INSULATION

As many green campaigners tell us, insulation is vital. Many older pub buildings have never taken this into account where a domestic property would have. Especially if you live upstairs, you don't want your pricy heat going all the way up and heating the sky.



## LIGHTS

Have you changed to energy efficient LED bulbs?

Who is responsible for turning lights on and off? Is there a set 'rule'. Have you ever left your outside lights on by mistake? Costly mistake, what about linking them to a timer switch? Does your kitchen use heat lamps? Are they on only when required?

## KITCHEN

If you serve food then your kitchen is a major user of energy and you should be paying particular attention to the processes around energy use.

When are appliances turned on?

If you don't know, check. It may be that some members of the kitchen team have more energy efficient ways of working than others!





# Green rewards

We are all aware of the importance of environmental issues and the benefits to the planet of individuals and businesses being 'greener'.

What is also true is that many changes made for green reasons are ultimately smart from a financial point of view.

So why should your pub business go green? And how?



## **PUBLICITY**

Another benefit of going greener is great publicity. Environmental issues are important to a large number of people, they will be more likely to want to use your business if you share their values.

## **INSPIRATION**

You can get some useful ideas from other pub businesses who have been championed for their green credentials. Star pubs and bars released [this guide](#) of 55 pubs striving to reduce their carbon footprint, minimise waste, and doing their bit to be sustainable



## **SAVINGS**

Let's face it, savings are what this guide is all about.

Yes, you'll look good, customers will think better of you. But the main benefit is savings.

Just changing light bulbs to LED can save up to 70% on lighting costs.

Yes, the bulbs aren't cheap but you get the savings benefits quite soon, especially when energy is currently so expensive.

## **GREEN CHAMPION:**

**A great first step can be to nominate someone in the business to be the 'Green Champion'. This person can then have responsibility for reducing energy use in the business. As mentioned in the last guide, it is important to use your employees to their fullest potential, this role gives someone something productive and useful to get their teeth struck into.**

**The first step being an energy audit of current use and putting together a plan of attack.**

**See page 4 for a great checklist to help with this.**



# Waste to wins

You spend good money on your products and waste should be something that is monitored religiously. There are different ways of wasting and each requires its own solution.

As with most problems, the first step is to understand the full extent of the problem and then put into place a strategy to tackle it.

## RECORD KEEPING

You should be keeping strict records of anything wasted (or 'unsold' )for your stocktaker anyway, but let's still cover this as it is so important. A great tip is to call your waste books, your '*Lost Profits*' books, because that is exactly what you're recording. What profits you have lost.



## FOOD WASTE

There are 2 main types of food waste and both should be tackled!

### GENERAL WASTE

This falls under specific categories and should be recorded as such...

- 1) Out Of Date (needs tracking, is there an ordering problem?)
- 2) Mistake (need tracking, is there a training problem?)
- 3) Prep (hard to track but should be checked, are some products being prepped quickly over efficiently, potatoes are often peeled quickly using a knife with a lot of good spud binned.

### UNEATEN

You may think that the food a customer is leaving on their plate is nothing that you can control.

Are your portions too big?

Are you serving a side salad that no-one wants?

How do you track this? Have table waste put into a separate bin. At the end of the night use simple bathroom scales to weigh it. Divide by number of covers/food takings to get a 'score'. Track this for a week, or more!



## USE IT!

Is there something ending up going into a bin or down a sink that can be used?  
- Are you pulling off beer before line clean that could be used for steak and ale pie?  
- Are overstocks being checked each session and frozen/made into specials?  
- Is off wine being put into ice cube trays for future use in pies/sauces etc?  
When you fully understand your waste these types of solutions and many more will become clear, use them and you'll start saving money ... and the planet!

**Focus on ...**

# Getting support

In this guide, we're looking at a range of ways to look at your pub business with new eyes. To examine your business in a fresh way taking on new ideas and new ways of thinking.

Running a pub business is tough at the best of times, and with the challenges of COVID thought to be behind us, we now face a new cost of living crises with cost rising at an unprecedented rate. Pub business owners are famously entrepreneurial and a 'hardy lot', but there are times when we all need help, and support. In this section, we look at just that. Who is out there to help when times get tough.

## In this section

1. Advice and support
2. Licensed Trade Charity
3. Worst case scenario
4. Reach out



**Make sure you get all new guides and tools as they're released**

**SIGN UP!**





# Advice and support



The one thing that an operator of a licensed trade business is never short of is an opinion.

Opinions however are very different from actual advice.

Much as the festive advice from a turkey on the health benefits of goose meat, the advice from a customer on drink pricing should be taken with a healthy pinch of salt. If that opinion comes from your accountant or stocktaker however, now you have some valid advice.

Let's take a look at some of the sources of advice and support you have to hand. Are you using them?

## ACCOUNTANT

The role of your accountant is not just to process numbers. If they tell you that it is, then find a new accountant.

They should also be there to advise and support you and your business. As this guide is written by Roslyns, the leading provider of businesses services to pubs across Great Britain, it comes as no surprise that we recommend you use a licensed trade specialist.

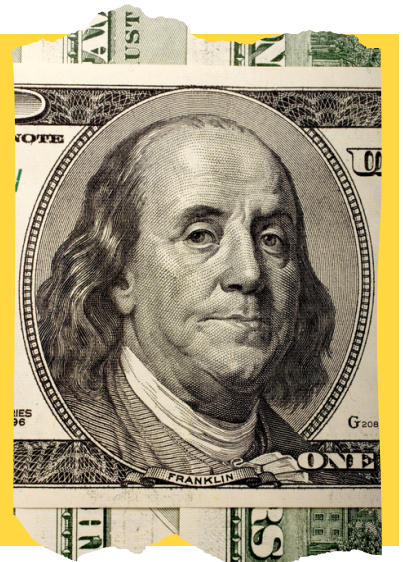


A general high street accountant won't have the knowledge and experience in pub businesses, and this could prove costly. We have seen many accountants who don't understand tax deductibles and how they relate to a pub business, the nature of 'trading as a going concern' for a pub and even some who have no idea what MGD is. If you suspect you deserve more support than you're getting, then [get in touch](#).

You should expect them to help you with things like budget and cashflow forecasting, advising on cost controls.

When looking at your accounts, do you know what you are looking at, and looking *for*? If not, ask your accountant for some training in understanding accounts so you can look for warning signs yourself.

**Wise men  
don't need  
advice.  
Fools won't  
take it.**  
Benjamin Franklin





# Advice and support

## STOCKTAKER

Your stocktaker is not just there to count things and write the number down.

A proper stock auditor will not only provide you with a thorough report on your stock performance, variances and key performance indicators, but they will provide action plans to help you to continually improve your results, and actively help you to drive profit.

Roslyns stocktakers are not only highly trained but are experienced in the pub industry, many having run their own pubs at some point in their career.

This means that their advice is not just theoretical, but practical and from real world experience. Your stocktaker can also help advise you on pricing. They know the prices being charged by similar businesses in your area.



## TECHNOLOGY

Does an app count as advice? Well, when cold hard numbers are sometimes the blunt truth we need, I'd say yes.

This **FREE Hospitality Calculator app** lets you see clearly what GP% you're currently achieving and tells you what effect a price rise, or cut, would have on your bottom line.



## H.R.

Does your payroll provider provide assistance with human resource (H.R.) matters? If so, take them up on it. H.R. is a potential minefield and whilst making decisions to make your business as fit and lean as possible, you need to make sure that any decisions you make are legal and don't leave you open to any action. Matters such as redundancies, or even shift pattern changes need to be checked! [Roslyns payroll](#) clients receive a FREE 24/7 H.R. & Legal helpline as standard.

# www.pubstocktake.com

## 08000 485 736



**ADVICE**  
**98%**

of our clients gave us top marks for our advice

**ACCURACY**  
**96%**

of our clients gave us top marks for our accuracy



**VALUE**  
**96%**

of our clients gave us top marks for value

# Advice and support

## PUB COMPANY

Some of you reading this will be in some form of partnership with a pub company.

Remember that it is in the best interest of that pub company to help your business to succeed.

It is important to ask for support from them.

Many pub companies will be able to offer help with training on such things as digital marketing, and may be able to offer discounts on certain services such as a website for example.



Your pub company BDM will be experienced in the industry and will have some ideas too, pick their brains!

Often what a publican wants from their pub company when times are tough is financial support in the form of rent reductions or increased barrelage discounts. Remember though that your pub company BDM may be limited to the support they can provide. If you genuinely feel that some targeted support from them could be the difference between success and failure of your business then be prepared to put the case across properly. They will need to see copies of recent accounts and financial projections that demonstrate the situation and benefits of some temporary funded assistance.



## TRADE BODIES

Membership of a trade organisation such as the British Institute of Innkeeping (BII) or UK Hospitality can provide access to support and advice from industry professionals and members are often able to get discounts on products or services.



As well as these national bodies, there are also organisations supporting devolved nations such as the **Scottish Hospitality Group**, and the **Scottish Licensed Trade Association** (SLTA) in Scotland.

## EXPERTS

Generally, if you're in need of advice on a specific specialist topic, look for experts who specialise in the licensed trade.

We linked to some great advice in the last section from hospitality energy brokers Nationwide Energy. Not only can they help to find a good utilities contract for you, they will also advise on how to reduce your energy use.







LICENSED  
TRADE  
CHARITY

0808 801 0550

Money, mental wellbeing, housing,  
health, education, employment support

[www.licensedtradecharity.org.uk](http://www.licensedtradecharity.org.uk)

The Licensed Trade Charity was first established in 1793 and have been supporting the licensed trade ever since.

The charity is well respected in the industry and offers a wide range of support services to those working in the licensed trade.

Even if you don't feel that you need their support right now, take a look at their website so you understand how they could help in the future.



MENTAL  
HEALTH

- Work place stress
- Family problems
- Lonliness
- Six telephone counselling sessions
- Face to face counselling
- Mental health training for managers
- Rehabilitation, residential support
- Management Line
- Critical Incident



HEALTH

- Disability aids
- Travel costs
- Illness support



HOUSING

- Rent & deposit
- Arrears & repairs
- White goods
- Shelter partnership for complex cases
- Anchor housing for over 55s



MONEY

- Hardship grants
- Funeral costs
- Debt advice
- Nudge partnership for financial well being app



EMPLOYMENT  
SUPPORT

- Renovo partnership for back to work support
- Hospitality Jobs UK partnership for job search & interview advice
- CPL Learning partnership for training platform



EDUCATION

- Specialist equipment
- Uniform grants
- Laptop & trip grants
- 20% discount for trade
- Full scholarship for the gifted and talented
- Bursary places for those in need

FIND OUT MORE WITH THIS SHORT VIDEO



Watch on YouTube

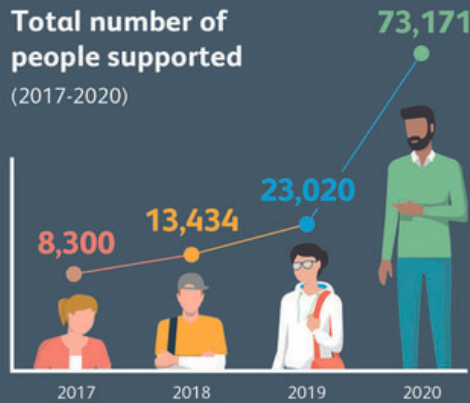


# 2020 IN NUMBERS

Throughout 2020 we supported over

**73k** people

Total number of people supported (2017-2020)



Throughout 2020 we awarded over

**£1.96m** in grants



## MENTAL HEALTH

**41%** of calls handled by our freephone helpline were from people in need of emotional support

**1,037** telephone counselling sessions

**88** face to face and virtual counselling sessions to support those struggling with their mental health

## HOUSING

**£143k** housing grants awarded

**111** people supported with their rent or mortgage arrears

**£94k** awarded to help 242 people with household items and repairs

**67** referrals to Anchor Housing and Shelter

## MONEY

**4,780** grants awarded

**£121k** awarded to help 293 people out of debt

## HEALTH

**£57k** income top up during serious illness

Income support top up equivalent to **over 6,500** hours work

## EDUCATION

**£549,731** of education and training provided

**178** licensed trade people and their children supported with their education

**219%** increase in visitors to our website (versus 2019 figures)

**123%** increase in calls to our helpline (versus 2019 figures)

**96%** increase in grants and money awarded (versus 2019 figures)

**228** calls per month in 2020 (on average) of which **41%** were for emotional support

# Worst case scenario

## BANKRUPTCY AND INSOLVENCY

In some cases despite your best efforts, things can have gone too far to trade your way out of the situation.

The key is knowing when that time is and not waiting until it is too late to do something about it. Some business-people fear a stigma around bankruptcy or insolvency and instead of admitting the situation is getting bad will hide their head under the sand hoping things will just 'get better'.

Things rarely get better on their own though.

Here we come back to 2 topics we have looked at a lot in this guide.

**Ask for advice from the right people & speak to the experts.**



Insolvency Practitioners (known as IPs) are licensed professionals who offer advice to businesses and act as an intermediary between a business and their creditors.

IPs are not just there to wrap up a failed business, they can also help to negotiate payment plans and advise on restructuring of the business to allow trading to continue, saving the business and the employees jobs.

Most IPs will not charge you for an initial meeting to discuss your situation so it is important that you take that advice as soon as you feel that your debts might be getting out of control.

The earlier you ask for advice, the more likely it is that the worse case scenario can be averted.

If you feel that it is time to speak with a licensed insolvency practitioner then you can find one in your area using this government webpage.



Take a look at a great blog from Ian McCulloch, Partner at Opus Restructuring & Insolvency on the topic of "**Are the financial warning signs flashing at your leisure business?**"







# Roslyns

The hospitality business specialists



## Reach out we're here to help

Roslyns don't just produce industry guides, we are the premier choice across the hospitality industry for accounts, payroll, stocktaking and business planning all under one umbrella. Our clients range from small pubs to large gastropubs, restaurants, takeaways, pub companies and hotel groups.

Whatever the size of your business, or the size of your ambition, Roslyns can support you.

We look after businesses of all sizes across the UK based from our offices in Sheffield and our national network of Business Development Managers and stocktakers.

Our Business Development Managers are highly trained and experienced in multiple aspects of business and in particular the hospitality industry.

They are also trained in all aspects of the pubs code including MRO (Market Rent Only).

Just **contact us** and the right person will be in touch.

## [www.roslyns.co.uk](http://www.roslyns.co.uk)


## [support@roslyns.co.uk](mailto:support@roslyns.co.uk)

## 01142 138 330



# SUPPORT FROM DAY ONE



Watch on  YouTube





We hope you enjoyed this business guide for pubs, and found it useful.

You can find more guides and tools [www.roslyns.co.uk/toolkit](http://www.roslyns.co.uk/toolkit)

**Roslyns** are a specialist hospitality business services provider covering accounts, tax, payroll, stocktaking, business plans and consultancy.

**Contact us** to find out what we can do to make *your* business successful.

To view all future guides, tools and to sign up to receive an email each time a new one is released just click here



**SIGN UP!**

