



NIGHT TIME ECONOMY  
SOLUTIONS

Considerations  
when reopening a  
Licensed Premises  
after COVID-19

# Aim of this session

- To provide you with information and ideas relating to the licensed trade and COVID19
- We know that there are still many unanswered questions and things we don't yet know
- We aim to do some other update sessions as more information becomes available



# The challenges

So many challenges as you plan to reopen and more once you start trading

- The hospitality sector is driven by sociability
- Whilst Social or Physical distancing is being promoted as an effective block against the virus it will effect the viability of your businesses
- Catastrophic effect on our industry 30,000 pubs and restaurants may never reopen, and a further similar amount may cease trading
- Planning and partnership working are essential



# Overview of the session

- A strategy for reopening – protecting your future
- Dealing with customer anxiety and building trust
- How place management can help you
- Policies, procedures and processes
- Risk Management
- Social Distancing
- Staff Training and Welfare
- Hygiene
- Toilets
- Booking, Ordering and paying
- Promotion, Marketing and PR
- Financial support
- Legal
- Area specific guidance



# Strategy for reopening



# Protecting your future

- Transformation of Business offer
- Cashflow analysis
- Operating schedule
- Risk assessment
  - Product availability
  - Health i.e Legionella, Pigeons, line cleaning, cleaning
- Can you operate viably under government requirements
- Timing of reopening
- How are you going to position and market your new business offer
- Staff Training and Management



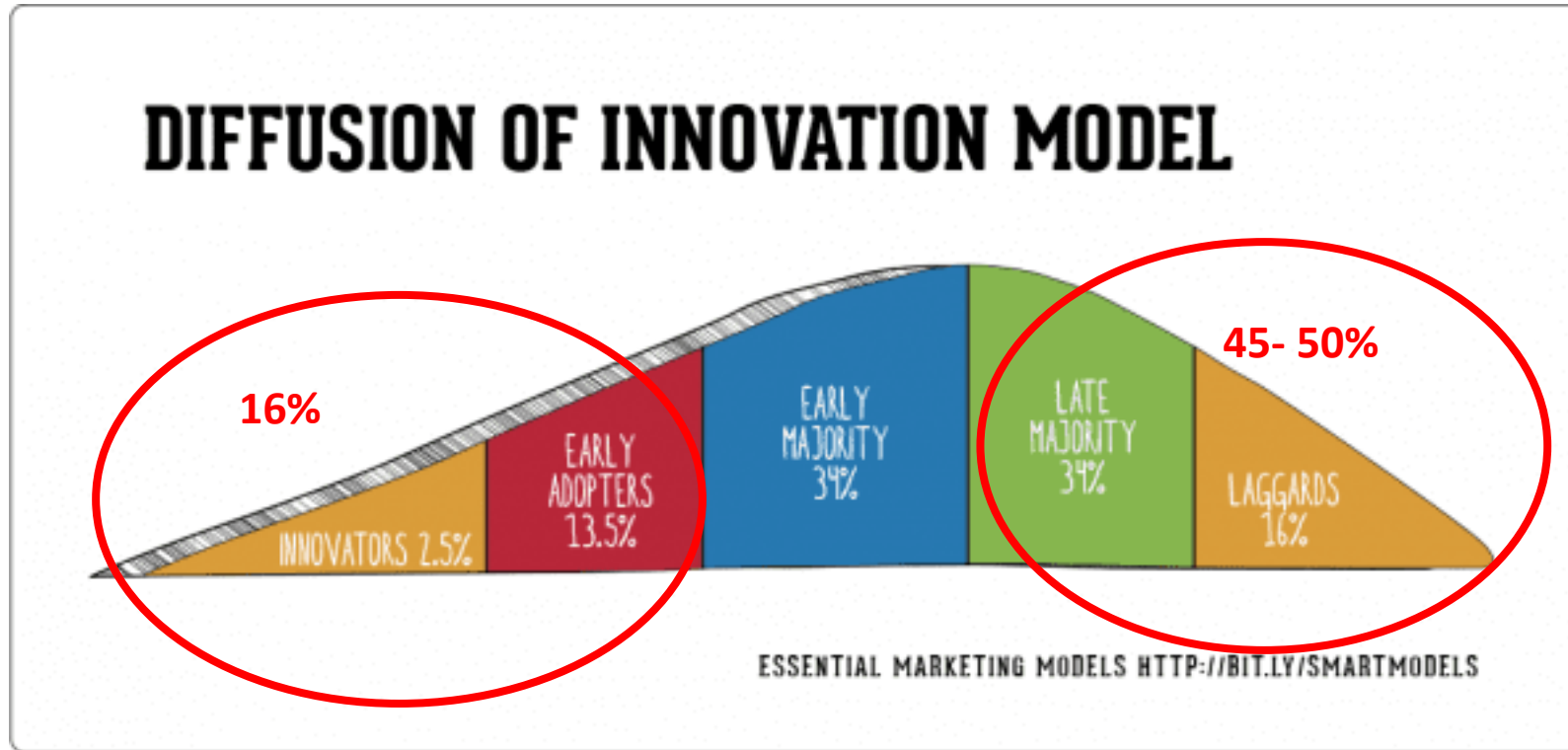
# Considerations

- Your specific venue type
- Layout internally and externally
  - Take advantage of outdoor areas or take an 'unloved' area, fix it up, does your venue have parking spaces that you can repurpose, or can you apply for a pavement license? Consider investing in canopies or outdoor heaters for all weathers
- Staff
- Customers
  - Able bodied and Disabled
  - Queue's
  - Walk in's
  - Seated / Standing
  - Takeaway/Delivery
- Contractors
  - Security staff
  - Stock deliveries
  - Takeaway deliveries



# Dealing with customer anxiety and building trust

- Marketing





# Dealing with customer anxiety and building trust

Left Lion Survey 5,000 people

## Having a Drink

34.4% want to go out asap

35.9% want to wait a week or so

29.7% will not go out for a month, few months or longer

## Eating out

27.5% want to go out asap

38.1% want to wait a week or so

34.4% will not go out for a month, few months or longer

# Dealing with customer anxiety and building trust

- Customers are looking to the companies they rely on for guidance and clarity
  - Videos, Photos and narrative to show what steps you are taking
  - Consumer journey from arrival to departure
  - Risk Assessment & Relevant Policies on website/social
  - Trial run with a select few customers
  - Gather and use customer feedback
  - Create and test a seamless journey
  - Cancellation policy
  - Marketing



# Other ways to deal with customer anxiety and build trust

Left Lion Survey 5,000 people

76% want to see temperature checks on entry

59.5% want door staff to control entry at all times 30.5% some of the time

74.6% want to see hand washing or sanitisation on entry 77.2% want to see hand sanitise and wipes around the venue

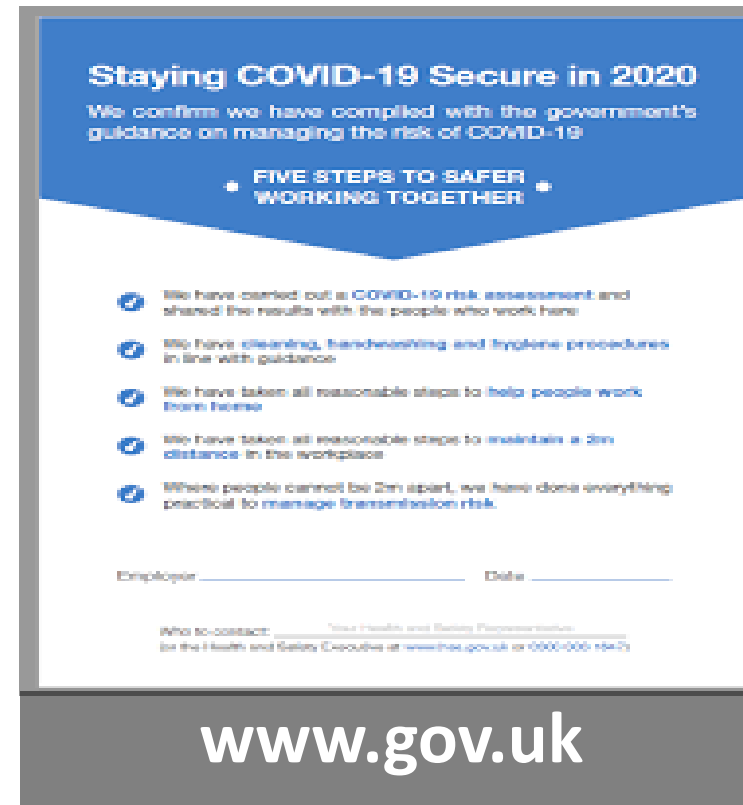
88.3% want to see visible cleaning of tables, chairs, surfaces, toilets etc in venues

50.3 % said staff wearing masks was helpful 27.2% said that it was required

81.7% said contactless payments were fine

64.4 % said mobile ordering was helpful and 23.9% absolutely necessary

66.4% of people said tables and chairs to minimise contact was essential 26.4% helpful



Staying COVID-19 Secure  
Posters / Accreditation



Place



# How Place Management can help your business

- Outdoor opening – likely mid June/early July
- Support available
  - Council
    - [www.westdevon.gov.uk/outdoorfoodanddrink](http://www.westdevon.gov.uk/outdoorfoodanddrink)
    - [www.southhams.gov.uk/outdoorfoodanddrink](http://www.southhams.gov.uk/outdoorfoodanddrink)
  - BID
  - Police – policing plans – opening/closing times for all venues
  - Central government
    - UK Hospitality, NTIA, BBPA, BII
- Public Realm
  - Pavement licenses
  - Off sales
- Alternative business models/marketing opportunities
  - Partnerships
  - Events to animate
  - Consultation with customers



# Policies Procedures and Processes



# Policies, Procedures and Processes

- Maintain your brand
- Attractive and welcoming
- Controlling customer flow
  - Queuing
  - Entry and Exit
  - Walk in's
  - Pre booking/ordering
  - Table Service
  - Cutlery / Condiments
  - Crockery / Glass wear
  - Layout / seating or standing
  - Take away Delivery food/drinks
  - Payment
  - Use of toilets
- Conflict management
- Contractors (security, supplier delivery, delivery drivers)





# Policies Procedures and Processes

- Review all policies and make sure they are Covid Secure compliant
- Government Guidance [www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery](https://www.gov.uk/guidance/working-safely-during-coronavirus-covid-19/restaurants-offering-takeaway-or-delivery) further detailed guidance will come
- Talk to your staff
  - Health declarations from staff
  - Screening and temperature checks
  - PPE make it available train people how to use it
  - Rise in Personal Injury Claims
  - Mental Health ([www.red-umbrella.co.uk/training/](https://www.red-umbrella.co.uk/training/))
- Helpful resources
  - [www.food.gov.uk/business-guidance/reopening-and-adapting-your-food-business-during-covid-19](https://www.food.gov.uk/business-guidance/reopening-and-adapting-your-food-business-during-covid-19)
  - Reopening Guidance from National Restaurant Association

# Policies Procedures and Processes – Door Staff

## If your door staff are employed by an agency

- It is the responsibility of the door security provider to
  - Perform a COVID-19 risk assessment
  - Provide COVID-19 training to comply with this risk assessment
  - Provide equipment for their staff such as face shields, masks and gloves
- It is the venue responsibility to check that this training and equipment is suitable for the work that they will be performing
- It is the venue responsibility to give the Door staff venue specific training

## If the door staff are employed directly by you

- You must
  - Perform a COVID-19 risk assessment
  - Provide COVID-19 training to comply with this risk assessment
  - Provide equipment for their staff such as face shields, masks and gloves

# Risk Management



# Maintaining welfare, safety and hygiene

- Write a risk assessment to comply with COVID19 secure guidelines
  - Evidence
  - Prepare for enforcement
- Trial the risk assessment by walking it through with your team
- Have a trial opening event (booking only)
- Open
- Get customer and staff feedback
- Amend your risk assessment
- Review weekly



# Risk Assessments

- Risk assessments are essential
- Compliance checks
- Thorough and detailed for all areas of your business
- Staff need to be trained on them
- HSE have an example on their website:  
<https://www.hse.gov.uk/pubns/cais25.pdf>
- [Better Business For all - Toolkit](#)
- UK Hospitality also have an example here  
[https://www.beveragestandardsassociation.co.uk/wp-content/uploads/2020/05/COVID-19\\_Secure\\_Guidelines\\_RiskAssessHospitality20May20.pdf](https://www.beveragestandardsassociation.co.uk/wp-content/uploads/2020/05/COVID-19_Secure_Guidelines_RiskAssessHospitality20May20.pdf)
- BII <https://www.bii.org/news/coronavirus-advice/bii-coronavirus-advice-guides/>

# Social Distancing



# Social Distancing

- Current guidelines suggest that you need to stay 2m apart
- BII survey: 98% of pubs won't open unless 75% capacity
- BBPA: 2M 30% could open, 1.5M 50% and 1M just over 75%
- Plan your seating/tables to allow for this
- Table booking (66.4% of people think this is essential, 26.4% think it's helpful) (92.8%)
- 87.3% no standing
- Queues
- Entry/ Exit
- Smoking areas
- Back of house (staff areas, kitchen, cellar)
- Shields at tills/between tables or floor markings.
- Visible signage outlining social distancing / rules, and accepted behaviours and facilitate safe movement



# Staff Training





# Staff Training

- You can train staff on furlough take advantage of this
- CPL Learning have a free Managers – Ready to Serve – Reopening Following Lockdown e-learning course. This week are launching Ready to Serve team member programme.
- Free Diageo Bar Academy
- Amended policies
- Risk Assessments
- Conflict Management
  - Negotiating with difficult customers
  - Dealing with non compliant people
  - Dealing with upset people whose personal space has been invaded
- Hygiene and Cleaning
- Social distancing
- Queuing
- Service

# Staff Training: Customer Service

- Employ a host to welcome and inform your guests of house rules as customers
- Ensure all staff are retrained in service standards to maximise the opportunities of reduced capacity.
- Think about how you can maintain a great experience / Inject some fun
- Encourage your staff to be well presented, confident, fun
- Train them on your menu/drinks/pairing.
- Ensure you have a clear and transparent tip system
- Train them in upselling and suggestive selling
- Equipped to deal with questions on kitchen hygiene

# Training considerations

- Risk assessment
- PPE
- Social distancing from customers
- Control the flow of customers
- Managing customer experience
- Managing social distancing between customers
- Dealing with conflict
- Dealing with customer anxiety and building trust



# Staff Welfare and Management



# Staff Welfare and Management

- Put in place checks and controls to ensure staff safety.
- Regularly review and update staff on protection procedures
- Stagger staff breaks, and alter or reduce workflows to ensure social distancing
- Look out for symptoms of the virus, and ensure reporting procedures are in line with RIDDOR requirements
- Working in teams
- Using furlough scheme to bring people back part time
- Mental Health



Hygiene



# Hygiene and Cleaning

The Coronavirus can live for hours, to days, on surfaces like toilet cubicles, WCs, washbasins, hand-dryers, and entrance door handles. How long it survives depends on the material the surface is made from

- Metal: Five days
- Wood: Four days
- Stainless Steel: Two to three days
- Copper: Four hours
- Glass mirrors and windows: Up to five days
- Ceramics WCs and washbasins: Five days



# Hygiene and Cleaning

- Check chemicals to ensure they eliminate viruses and ensure contact times for chemicals are met.
- Use contracted cleaners for deep cleaning
- Consider laundering staff uniforms – over 65 degree wash
- Provide the correct PPE for cleaning including disposable gloves, aprons and cloths when needed
- Ensure staff know how to use cleaning products safely (COSHH, HACCP) – implement refresher training policies.
- Ensure staff wash hands properly and frequently.
- Provide essentials to proper hand cleaning (warm + cold water, anti bac soap, paper towels).
- Implement FOH hand washing stations
- It is crucial to make cleaning highly visible to reassure customers. This is no longer something to do out of sight. Place cleaning records in plain sight (88.3% people want to see it)





# Toilets



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Every time someone flushes, a “toilet plume” of droplets explodes into the air, coating the surrounding area which can be breathed in and ingested by nearby parties a “plume” can travel six feet in every direction

COVID-19 has been found in human poo, up to 33 days after infected people have recovered and tested negative for the virus.

- Adding lids to public toilets
- Closing off every other stall or urinal if they’re too tightly packed together
- No door handles (kick or foot hook entry)
- Wear masks
- Control entry / one in one out / airplane light system/ staff managed
- Separate Entry and Exits
- No touch Hand sanitiser on entry and exit / Sensor taps / flush / soap / toilet roll / hand dryer
- Cleaning



# Booking / Ordering



# Booking, Ordering and paying

- The less contact points your staff and customers have the better
- Are you going to do online booking (24.2 % want this for bars, 50.6% want this for restaurants)
- 48.3% said they would happily pay a deposit
- Online ordering and paying via an app or social media
  - Tools such as
    - QTAP/Wi5/Orderpay/Shopify/Chow Now/The Local App/Zonal
- Contactless pay / Paper Money free



# Promotion, Marketing, Messaging and PR



# Routes for promotion

- Local BID
- Barclays Next Door ( 2 free posts a month)  
<https://www.barclays.co.uk/business-banking/nextdoor/>
- Facebook: Business Boost Grant. Facebook is offering \$100M in cash grants and ad credits for up to 30,000 eligible small businesses. They have also set up a hub specifically to help small businesses through this time and having looked at it, it has some really useful support tools
- Google: Google Places and Google Business – update (SEO)
- National opportunities such as Pulling Together, Beer is Here, Brew2You
- Creative Social media – Albert Schloss Manchester
- Create your own video MotionDen, [Biteable](#) or [Flexclip](#)
- Instagrammable theatre moments to drive awareness and traffic



# Marketing Questions to ask yourself

- Do you know who your customers are/could be
- Why are they going to visit you
- How are you going to target them
- What is important to them
- What are they likely to spend money on
- What does a good customer experience look like for them
- Why are they going to choose you/how can you stand out
- Where else do they go
- How could you unite with similar businesses to create a journey to tie customers in / reciprocal agreements



# Promotion Marketing

- How can you get your loyal customers to come back
  - Money tight
  - Nervous
  - Hyper connectivity
- How can you get them to come back 3 more times / different people
- How can you get them to spend more
- What message do you want to get across
- How are you going to get the message of safety/trust across
- Booked Bums on seats / week/weekend
- Profitability is the key
- What data can you use to target customers
- Use customer feedback
- Target new customers





# Financial Support



# Financial Support

**Coronavirus Bounce Back Loan:** between £2,000 and £50,000 through a Bounce Back Loan scheme. The government will guarantee 100% of the loan and for the first 12

**Job Retention Scheme:** Flexible and available until October

**Deferring VAT:** until 31 March 2021 / time to pay

**Deferring Self Assessment payments on account:** January 2021

**Business rates holiday for retail, hospitality and leisure:** 2020/2021

**Statutory Sick Pay rebate:** You can claim two weeks from the first qualifying day your employee is off work if the period of sickness started on or after:

**13 March 2020** - if your employee had coronavirus or the symptoms or is self-isolating because someone they live with has symptoms

**16 April 2020** - if your employee was shielding because of coronavirus

**28 May 2020** - if your employee has been notified by the NHS or public health bodies that they've come into contact with someone with coronavirus



# A Case Study: BREWDOG

- Contactless ordering on the Brewdog App
- All bar crews will be wearing masks and gloves
- Hand sanitizer stations
- Reduced furniture
- Clear signage
- Monitoring of capacity
- Single use menus
- Contactless payment via terminals or the Brewdog app
- Physical table screens available on request
- Surface cleaning every 15 minutes



# Legal Considerations

Leo Charalambides  
King's Chambers



# Current position

Health Protection (Coronavirus Restrictions) (England) Regulations 2020

From 21 March food and drink establishments including public houses, restaurants and bars to remain closed for consumption on the premises.

Regulations prevent customers from remaining on the premises or any adjacent area where seating available for customers.

Takeaway and delivery services. Premises allowed to provide takeaway services following the relaxation of planning rules for 12 month period.

Sale of alcohol still subject to LA03 Act licensing requirements.



# Current Opportunities - Off Sales

Sale of alcohol for consumption off the premises.

Must be authorised by the premises licence.

Check conditions or restrictions relating to off sales.

Conduct a thorough risk assessment.

Do not provide seating for customers.

Discourage customers from consuming alcohol in public areas.

Enforcement - LA03 and Coronavirus Regulations

Prohibition Notice

Review of Premises Licence



# Current Opportunities - Takeaways/Deliveries

Food and drink for collection or delivery.

Sale of alcohol for consumption off the premises.

Check conditions or restrictions relating to deliveries.

New food offering – food registration.

Late Night Refreshment considerations.

Supply of hot food/drinks after 23:00 hours.

Age verification checks – staff and delivery drivers.

Licensing Objectives.



# Pavement Licences

Authorisation for off sales

Formal application and process

Plan of proposed area/site plan

Public Liability Insurance £5 million

Tables Chairs and Barrier details

Fee

Awaiting information from council on confirmation of position.

Formalities may be relaxed.

Use of open spaces.





# Licensing Fees

Annual fees for premises licences.

Late night levy payments.

Suspension of premises licence – delayed suspension date.

Gaming machine permits – lapse if unpaid – new application required.

Gaming machine notifications.

Pavement licence renewals.

Approval for marriage venues – new and renewal applications.

Council – request for payment plan.



# Licensing considerations when planning for reopening

Premises licence summary and s57 notice displayed.

Does the premises licence show the correct DPS.

Premises licence holder and registered address details.

Ensure correct authorisation details in place.

Check training records up to date.

Are fees up to date for annual payment/late night levy?

Have any layout changes taken place?

Is your CCTV still working



# Licensing considerations when planning for reopening

Carefully consider terms and conditions of premises

– does it suit your needs?

Ensure compliance – formal variations?

Food offering – late night refreshment?

Extend licensed area to accommodate social distancing?

Planning considerations.

Partnership working.

Fire risk assessment – access/egress changes.

Review capacity figures.



# Licensing considerations when planning for reopening

New working practices.

Staff training on new style operation.

Signage.

Clear directions for customers.

Social distancing.

Hygiene information.

Installation of barriers/screens.



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