

Ashdale Insights

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Dealing With Difficult Staff

This month we ask how effective are operators at dealing with difficult members of staff?

Anyone who runs a pub, bar or restaurant knows that their staff are one of their most important assets. Unfortunately no matter what sort of outlet you run, from time to time you will encounter situations where your staff aren't behaving or delivering in the way that you need them to.

Over the last few years I have had a number of clients who have had major issues with members of their teams. And I am not just talking about casual or part-time staff, but employees who had been in role for years and in some cases this has even included supervisors and managers.

In bigger companies there are sometimes HR departments who can help with these things. However for single site and even some multi-site operators these issues usually have to be dealt



with at a local level.

So how should business owners and managers go about dealing with difficult members of staff?

The nature of the problem...

In the same way that staff come in all sorts of different shapes and sizes, so do the challenges and problems they bring. These situations need to be looked at on a case by case basis. One size will rarely fit all.

One of the first things I suggest operators establish when dealing with a problem with one of their team, is how long have things been going

on for. If something is quite recent, assuming it's not too severe, then the way you can deal with it is likely to be different compared to something which has been going on for a longer period of time. In these situations I would often recommend treating the employee almost as you would a complaining customer.

Check-in to see how they are.

To read this in full and previous articles go to Ashdale Articles

www.ashdale-consulting.com

UK GDP expanded 15.5% in the 3 months to Sep-20, partially recovering from a record contraction of (19.8%) seen in the previous period

Lidl continued to grow sales and market share, while Aldi saw its share fall slightly this month

Consumer confidence slipped again driven by people losing their nerve on personal finances

Economic Headlines

These headlines are from our Economic Bulletin.

CPI for October 2020 was +0.7% up on +0.5% in September, this was higher than expected driven by rises in the price of clothing and some foods (fruit & veg).

Latest figures from the ONS shows that the unemployment rate grew

to 4.8%, with pay up +1.3%, as redundancies reached a record high in the most recent period.

The latest estimate for GDP for the 3-months to September 2020 (Q3) was +15.5%, this expansion reflects the easing of lockdown restrictions during the period.

CPI	+0.7%
RPI	+1.3%
CPIH	+0.9%

UNEMPLOYMENT	4.8%
PAY	+1.3%

3-Mth to Sep-20 GDP	+15.5%
TRADE BALANCE	+£8.62BN
SERVICES	+£29.87BN

Retail Headlines

These headlines are from our Retail Bulletin.

Retail sales were up at +5.8% in October 2020 vs. October 2019, feedback from businesses suggests consumers had started Christmas shopping earlier this year.

Fuel stores continue to come under pressure with the expectation that this

will get worse in November as the second lockdown comes into full swing.

Latest 12 week figures saw the Grocery Market grow +9.3%, as prices have been rising since January 2017, following a period of price deflation in the 2 years prior.

RETAIL VOLUMES	+5.8%
RETAIL VALUES	+4.8%
INTERNET SALES	+59.7%

GROCERY MARKET	+9.3%
GROCERY INFLATION	+1.9%
Lidl	+12.5%

Consumer Spending Headlines

These headlines are from our Consumer Spending Bulletin.

Average family spending power was up +£2 a week in September at £219, helped by the fact that many employees began to return to work.

No update this month

The estimated average mortgage debt in

September was £134,870, meaning the average annual interest paid would be £2,873 per household (based on a rate of 2.13%).

GfK's UK Consumer Confidence Index was (33) in November down (2) vs October, driven by a lack of confidence in personal finances.

HOUSEHOLD INCOME	£823
TAXES & COST OF LIVING	£604
DISCRETIONARY	£219

HOUSEHOLD DEBT	£60,449
EXC MORTGAGES	£7,416

Overall Confidence	(33)
LY Personal Finances	(16)
NY Personal Finances	(5)

Cider Update

Latest data from HMRC shows that cider returns in Q3 2020 were down **(10.3%)** on the same quarter a year ago.

The quarter started off poorly as returns in July were down **(13.4%)** vs. July the previous year.

This performance recovered as returns in August were up +9.6% vs.

August 2019.

The quarter came to an end with returns for September down at **(29.0%)** compared to September 2019.

A result of this has been that Cider returns on a MAT are now in decline at **(11.6%)**.

These numbers are for traditional apple Ciders

only. Fruit based Cider volumes are categorized as Made-Wine for duty by HMRC.

The outlook for Q4 doesn't look good as restrictions continue.

Source: HMRC November 2020



The 2nd lockdown in England in November and continued restrictions in pub & restaurant open times remains a major issue

Casual Dining Update

The Welsh government has announced it will provide £340m to support businesses in the country, amid a fresh wave of new rules affecting the way hospitality businesses can operate from Friday 4 December. The new measures demand that restaurants, cafés, bars and pubs close to dine-in customers by 6pm and

they will not be allowed to serve alcohol.

Trade body UKHospitality has said that £7.8bn worth of trade is due to be wiped out over the coming month, should the rules remain unchanged for the whole of December.

Dishoom has launched its first delivery kitchen

outside of the capital, enabling Brighton residents to order the Bombay café-inspired brand's dishes, drinks and sundries at home.



The Dishoom delivery menu has been specially curated to ensure all food travels well, and includes the keema pau, chicken ruby and house black daal

Weather Summaries

For more months and years then simply go to:

www.ashdale-consulting.com

OCTOBER	
WINDY	Temp = (0.1) Rain = 142 Sun = 72
<ul style="list-style-type: none"> Unsettled, cold with rain & strong winds inc. Storm Alex The 5th wettest October since 1862 & dullest since 1919 	

NOVEMBER	
DRY WINDY	Temp = +1.5 Rain = 84 Sun = 93
<ul style="list-style-type: none"> Unsettled and quite windy although also quite mild The 6th warmest November since 1884 	

Colder from the 26th to 29th with high pressure and widespread fog and variable amounts of cloud

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Helping clients...

Sell More
Charge More
Lower Costs

About Ashdale Business Consulting

I help my clients **sell more, charge more** and **lower costs**.

Having been a client myself I understand you always have **more things which need doing** than you ever have time for. Sometimes you also need **additional skills** or **experience** to complement those already in your organisation.

Sound familiar?

That's where help. I provide an independent flexible resource to draw from on just those occasions. I work across a range of different industry sectors providing **analysis, insight** and **strategic thinking**, however I specialise in helping the UK alcohol and hospitality sector.

Clients range from **individual outlets** and **microbrewers** through to **regional/national brewers**, as well as **global drinks companies** and **trade organisations**.

For more information go to my website:

www.ashdale-consulting.com

Dates and Events for Your Diary*

General

December

21st December Solstice
25th Christmas Day
28th Bank Holiday

January

1st New Year's Day
4th New Year Holiday (Scot)
25th Burns Night

Licensed Trade

December

8th-9th Taste of Xmas (Lnd)
15th UKH Lunch (Ldn)

January

1st-31st Veganuary
1st-31st Dry January

Sports

December

20th Scottish Cup Final

January

18th-31st Tennis Open (Aus)

Ashdale Training Dates

Helping Pubs & Bars Make More Money

No current Open Workshops in 2020

For more information [click here](#).



*Events and Sports maybe subject to postponement or cancellation due to the Coronavirus