

# 1 LOYALTY & TRAINING

DAVID SALMON MBII  
GREEN SALMON CO WITH VENUES  
IN THE MIDLANDS AND MANCHESTER

"From their first day to their graduation, after six weeks in the role, we instil in our team our values and mission, which is that *we want guests to leave wanting to return*. Each person goes through 2-3 weeks of training and they shadow other team members, and if they've passed all of our criteria, have good knowledge of our handbook /values, and have been observed doing the role, they graduate, which comes with an extra 50p an hour. We offer various perks to our team (185 of them), for example, one of our waiting staff at our pub, Coal & Cotton, celebrated five years with us and we gave her a £2,500 holiday. We give everyone 29 days holiday a year and they get an extra day on their birthday, plus a £100 voucher to spend at one of our venues. We hold regular one-to-ones to discuss their development plans, so that they can continue to grow in their roles."



# 2 TREAT THEM WELL

CHRIS LUDLOW CBII  
THE SPRINGHILL,  
WOLVERHAMPTON, WEST MIDLANDS

"I treat them well and don't take the mickey. I keep their hours to 40-hours a week and they stay with me: I've got four chefs who have been here over 20 years each – that's 80 years

between them. One manager has been with me since 2002 and another since 2007, and we have a supervisor who has been with us for 10 years or more. All the staff get 50% discount on food, for themselves, and my managers get bonuses on the food GP and bar turnover, while the chefs get monthly bonuses based upon food GP. I offer CPL online training courses and I pay a £10 bonus for every course they complete. Some of these courses only take 10 minutes, so if they do five, that's £50. We also have staff parties three to four times a year, which might be bowling, Ghetto Golf or to go to another pub for a DJ and buffet. We close the pub for a Sunday night."



# TEN to ONE

WE ASKED 10 BII MEMBERS ABOUT THEIR TEAMS AND HOW THEY RETAIN THEIR BEST PEOPLE:

## 'How do you keep teams motivated and inspired?'

# 3 INSPIRE THEM

FLO PEARCE MBII  
TOLLEMACHE ARMS,  
HARRINGTON, NORTHANTS

"Build the business and the team to be as inspired and as driven as you are. We enjoy having people around

us who want to succeed as much as we do. We encourage them to bring their ideas to the table and, when it's good, we will help them run it – 9/10 times it's a huge success.

"We train and support our teams to be multi-skilled, so they can work across all areas of the business, and all of our senior staff are on training courses – they can pick what they do, as long as it's beneficial for the role. We are very transparent with our targets and figures, so the team know, for instance, how many people we are looking to get in for lunch or dinner, and they come in with the mentality to beat any target. At Christmas, we ran an incentive to see how many team members could get a mention on review sites, such as OpenTable, TripAdvisor and Google – we had a cash prize and there were three winners. A lot of our front-of-house team are young and it was great for their confidence. We also enter plenty of awards and we find that our staff are quite competitive and are excited by this – they like to smash targets, so when we're expecting mystery diners, staff have a go at guessing the table they are at – it's all very motivating."

*Flo is a Workforce Mentor and, alongside partner Joe Buckley, is the current Licensee of the Year Award winner*



# 4 FLEXIBILITY IS KEY

MICHELLE GILMOUR MBII  
THE OLD WINDMILL AND THE  
RAINBOW INN IN COVENTRY

"Flexibility: we offer hours that suit them and that fit around their passions and home life. We are flexible with holidays and time off – it has to work for them as much as for the company. The team is fully trained, so they are confident in their roles, and I go out of my way to give them tasks that motivate them. We have several people who are good with social media and others who like to be hands on, doing things like cellar work, so I design roles around their strengths. We also hold weekly meetings where they can share ideas and feel part of the business.

"We have a nice culture and everyone supports everyone else – and I put everyone through their Personal Licence, so they leave with a qualification. I'm very transparent with how I run the business, and we have finance masterclasses, where they get to see the P&L – it helps prepare them for the future, if they want to run a pub one day. When it comes to recruitment, we have 4,000 followers on Facebook and I get lots of replies when I post a vacancy. I also have parents who want their teenagers and early 20-year-olds to work here, as they know it's a great place to be and they'll get good training. Then there's the retired professional who drinks in the pub, who ends up working here part-time because they love the culture and the people."



## 5 HELP THEM ACHIEVE

**OLLIE COULOMBEAU MBII**  
GENERAL MANAGER, BARTONS MILL,  
BASINGSTOKE, HAMPSHIRE

"Everyone's journey is different. Stay curious and regularly check in, listen and coach each person on an individual level. Be kind, be authentic and allow your team to make mistakes and learn from them. Ask them what their goals are and work back from there. When we're trying to get people to take on their first pub as a General Manager, we ask what their dream pub is - that's not going to be their first pub, but we can talk about how they can get there in five years. I really believe everyone likes to succeed and if you set achievable targets, along with ones that will stretch them, it's just the best feeling when they achieve them. It keeps them rising to new challenges - with your support to help get them there."

## 6 GIVE AN INCENTIVE TO STAY

**STEVE ORME FBII**  
RED LION IN SHEPPERTON, SURREY

"There's a whole load of stuff you have to do, but basically: pay them right and treat them right. We offer flexibility and give most of our staff three days off a week, putting their hours into a more condensed four-day week, which works for them. We have different staff incentives, for instance, we've sent 19 of my staff skydiving! You have had to have worked for us for over six months and want to do it - you just put your name into the draw and one person gets to go.



Afterwards, you must share the experience with the other staff. Once jumped, you can't jump again. It means that if someone is thinking about leaving, they won't as they want to be in

the draw. All tips are shared and every role is as important as any other role - without the KP, there are no clean plates for the head chef."

## 7 MAKE IT FUN

**TONI NAYLOR**  
PUB MARKETING MANAGER, THWAITES

"I think it's about making working in that business fun - make it enjoyable. What better reason is there than to want to come to work to have a great time, because ultimately, if the staff are happy and enjoying their job that oozes into the experience as a whole and, as a consumer, that's what they remember and think about your business, when considering a return visit.



It's about the working culture, the environment, the tools and resources they have to be able to do their job, including training and development. It's around team and colleagues and creating that really nice atmosphere. Incentives too. Some of our operators are incentivising the chefs and the KPs to develop new dishes and measuring how they sell to the consumers. It's the whole package."

## 8 BE MOTIVATIONAL

**KERIS DE VILLIERS FBII**  
PIG & WHISTLE AND THE BEEHIVE  
IN WANDSWORTH, SW LONDON

"Our teams are our most important asset, whether it's front- or back-of-house, they keep the pub going. Which is why keeping them motivated is essential. We offer all of our team the opportunity to progress and develop their careers - from brewery offered courses, online training or further in house training. It is also so important for us to keep it fun - this job is hard work but is also very social and we encourage that within our teams. We want them to enjoy coming to work and wanting to be here."



## 9 CARE AND INVEST IN YOUR TEAM

**CASSIE DAVISON FBII**  
OWNER OPERATOR FOR 25 YEARS,  
NOW FOUNDER OF KITH & KIN, A SOCIAL ENTERPRISE  
TO HELP HOSPITALITY BUSINESSES IN LEICESTERSHIRE

"I think the focus has to be on retention: holding onto staff is cheaper and helps you build a brand and culture - and that's about caring about your team and investing in them. Looking after them properly and understanding their needs. There are things you can do within the workplace to understand them better and to adapt the job to them. However, what often happens is that issues outside of the workplace have an effect - issues that are beyond your realm of influence but in the modern world become the employers' responsibility. Using something like *Strive*, which is an online service, to help them to build their own resilience, their own perspective and boundaries, can support people so that they can come to work. It helps retention and it's cheaper than recruiting new member of staff."



Nick Hemming (left) with Abel

## 10 ENCOURAGE THEIR INPUT

**NICK HEMMING MBII**  
HERON INN, TRURO, CORNWALL

"We have good retention rates: we're very seasonal and we keep our full-time team members employed over the winter and bring in part-timers for the summer. It means we give priority to our full-timers, so they have the security of the hours. Our part-timers tend to come back to us, year-after-year. We keep our team motivated by involving them in strategic planning for the year ahead, coming up with ideas for events and so on. Involving our young supervisors and managers has delivered great results, a good example being our Spanish manager, Abel, who is running a Mediterranean evening. It sold out within 48-hours and people have been sending him personal messages on social asking to be squeezed in! We have a very stable chef team here, which is down to us only recruiting youngsters and enrolling them on apprenticeship programmes at college. They get on-the-job training and one-to-one mentoring by me, plus a qualification at the end of it. There are no egos or demands for ridiculous pay - training and retaining youngsters is what the BII's Workforce initiative is about, and this is where it comes into its own."

*Nick is a Workforce Mentor and with wife Amanda was Licensee of the Year Award winner 2022*