



CONTINUE TO SITE >

Or wait...4s



'Pubs will prosper' under Heineken's proposed £50m investment

By Robert Mann [↗](#)

07-May-2019 - Last updated on 08-May-2019 at 08:25 GMT



Heineken's bold £50m investment programme, that will see the refurbishment of 150 pubs, has been hailed as a 'much-needed' boost to the industry.

The Morning Advertiser **reported last month** that the brewer and pubco giant had announced plans to invest the substantial figure, which will create an estimated 1,200 hospitality jobs, as well as seeing 150 pubs refurbished.

The world's second largest brewer has already siphoned £190m into the refurbishment of its estate since 2013 and now 150 more of its 2,700 sites have been earmarked for an average spend of £250,000 per venue.

Customer spend impact

Having already pumped millions of pounds into hundreds of its Star Pubs & Bars businesses over the past six years, its 2019 investment is set to become the most the Dutch brewer has ever spent on UK pubs.

Star Pubs & Bars managing director Lawson Mountstevens dubbed the significant investment as a "breath of fresh air" for the category and explained that such investment will help impact customer spend.

"Investment can impact customer spend quite dramatically indeed," said an enthused Mountstevens.

"The clear majority, if not all, will open up a quality food opportunity to attract a new type of punter.

"All our major investments are focused on a true transformation of the pub and, furthermore, the investment has got to work for the operator.

"Ultimately, they need to be able to deliver a plan in order to drive a sustainable business – otherwise it's a very poor investment for all involved."

Tender loving care

Focusing on investing in a mixture of Star and former Punch pubs, Mountstevens said that the investment comes at a time when attention must be given to pubs that had been neglected and uninvested in over the past five years.

He added that operators can make financial contributions themselves, dependant on the nature of the agreement, investment and style of pub.

"Regardless of all that, all the way through, we would have an outline view and vision in order to get the process moving," Mountstevens concluded.

"For example, if you think of someone that's quite new to running pubs, then we would probably take much more of a leading role.

"On the other hand, a more mature operator would have a clearer understanding of what they want and what they don't want."

The plans to spend a record amount on transforming dozens of its pubs in the UK comes as the Amsterdam-based brewer searches for growth opportunities in a mature market – even as the prospect of Britain leaving the EU looms.

The investment also comes at a time when almost one in four pubs have closed across Britain since 2008 – the Government's statistics agency said last November – bringing the total in the country to about 39,000.

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RELATED TOPICS: [Star Pubs & Bars](#)



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Or wait...10s



Heineken promises £50m for 150 pubs

By Nicholas Robinson [↗](#)

25-Apr-2019 - Last updated on 25-Apr-2019 at 08:18 GMT



Brewer and pubco Heineken has ring-fenced £50m to pump into 150 of its Star Pubs & Bars sites, a record sum for the business, which is estimated to create 1,200 jobs in the sector.

The company has already siphoned £190m into the refurbishment of its estate since 2013 and now 150 more of its 2,700 sites have been earmarked for an average spend of £250,000 per venue.

All aspects of the pubs lined up for investment will be considered, including gardens, kitchens, bars, snugs and toilets.

Star said bespoke refurbishments will be given to each pub to emphasise various characteristics, while environmentally friendly technology Smart Dispense will also be installed.

Refurbishments won't be about creating "a nicer pub", said the group, but about enhancing the customer experience and generating better returns for licensees.

The great British pub

“We believe in the great British pub,” said Heineken UK managing director David Forde. “We’ve invested just shy of £200m in the past six years into hundreds of our Star Pubs & Bars businesses.

“They all have bespoke refurbishments that respect the heritage of the buildings, keep the soul of the pub, and give a fresh and welcoming look for its locals.

“Pubs are the hubs of communities – they are where people meet, chat and laugh, where we enjoy everything from pub quizzes to karaoke, from a quiet pint to a fabulous home-cooked meal,” he continued.

“Some would have you believe the pub is in danger. We are in the business to keep pubs open and thriving, providing a boost to the local community.”

The Extraordinary Hare in West Hendred, Oxford, has already received £500,000 of investment, having been boarded up for four years.

The only pub in the village is now said to be thriving, with a new exterior, exposed brickwork and original fireplaces the focus of the renovation. Some 10 jobs have also been created in the community as a result.

Forgotten by many

Licensee Kate Hayden said: “The Extraordinary Hare had been closed for so long that it had been forgotten by many people.

“There’s plenty of competition and expectations are high, so changes had to be eye-catching to put it back on the map.

“The response has been amazing. Residents are delighted to have their local back and are using it for all sorts of different occasions.”



Chuffed: Extraordinary Hare licensee Kate Hayden

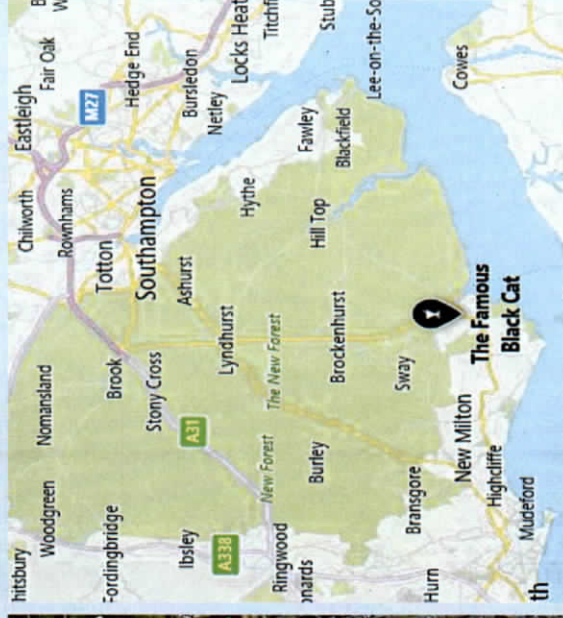
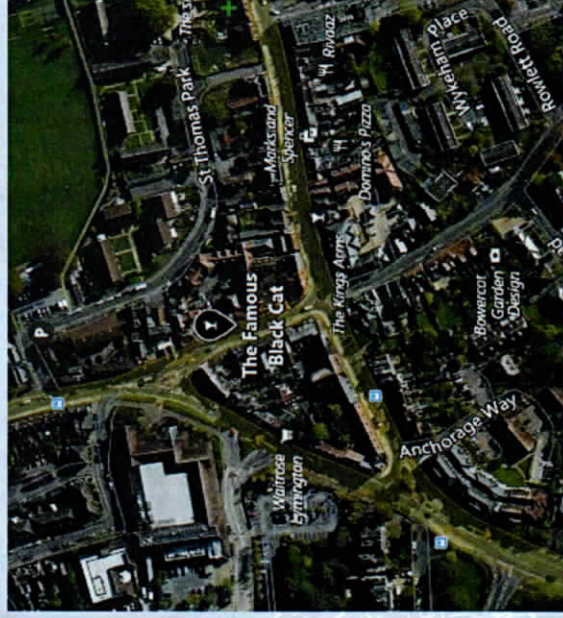
Chief executive of the non-for-profit scheme Pub is the Hub John Longden OBE said Heineken's investment in pubs was "extremely welcome".

He added: "With local shops and services closing in many parts of the country, pubs have an increasingly vital role to play as hubs of their communities.

"Heineken's continued investment to ensure its pubs remain relevant to the residents they serve."

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RELATED TOPICS: [Star Pubs & Bars](#)



Capex Approval Doc

Black Cat Lymington

- Investment Proposal for £380k
- Moving from Closed to Premium Local

The Current State

[Link to more photographs](#)



Appendix 5 – Existing Photos

[Link back to slide 2](#)



Lessee Profile



Lessee/principle beneficial owner

Paul Smith and Sue Franklin

Current occupation

GM of a site called the Old Rooms in Weymouth. 1.5M turnover. Manages site for M&B.

Relevant experience

30 years pub experience. Has worked through from bar man, to Ass GM to GM. For the last 10 years has held GM status managing 4 venues across the country. Currently manages a team of 30 people. The Old Rooms is an impressive operation with great retail, service, food standards, customer service levels, hygiene and rhythm of the week.

Other pubs (financial interests/commitments)

No other interests. Will be handing in notice to run the black cat. 3 months notice period required. Will live on site with partner once capex is finalised.

Financials (where applicable)

Detailed financials submitted as part of business plan application. Accountant approved and in line with our capex forecasts.

Support network

Partner runs a social media company. She will manage marketing of site and the design and social platform. Paul will be operations. Has a support from his contacts generated through years of experience.

Business plan standouts

Well thought through and details BP submitted. Good understanding of position. Modern High St – Bar with great food. Trade through the day with focus on driving sales with different customers at different times.

Front/back of house operations

Paul Smith will be FOH, Sue will be FOH and BOH. Paul will recruit and manage staff, ordering, offer. Sue will create the platform for this.

Future prospects/ambitions

Both partners are keen sailors/yachters, having recently completed their chartering course. They want to live in Lymington and be more involved in this community whilst owning their own business.

The Proposed Scheme – External



The Proposed Scheme – Floor Plan

[Link to existing floor plan](#)



The Proposed Scheme



BAR SERVERY



LOCALS BARS



GARDEN DINING



PART OF THE 'HEINEKEN COMPANY

The Proposed Scheme



EXTERNAL COURTYARD

Fusion Inn (TBK The Sail inn), Queen Street, Lymington, SO41 9NG
Additional Proposed Premises Licence Conditions

1. Door staff shall be employed at the premises on Friday and Saturday whenever the premises trade after 01.00. Door staff shall commence no later than 23.00 and will remain on duty until 30 minutes after the premises are closed to the public to aid with the dispersal of customers
2. No new customers shall be permitted entry to the premises after midnight. Re-admission to existing customers to retrieve personal belongings and those who have gone outside to smoke is permitted
3. No customers shall be allowed to use any external area of the premises after 23.00 hours, except for customers permitted to temporarily leave the premises to smoke in the external area to the front of the premises. No drinks shall be permitted to be taken into the external area after this time
4. A Challenge 25 proof of age scheme shall be operated at the premises where the only acceptable forms of identification are recognised photographic identification cards, such as a driving licence, passport or proof of age card with the PASS Hologram
5. Full training shall be provided to all staff involved in the sale of alcohol on commencement of employment relating to prevention of underage sales of alcohol, proxy sales of alcohol to underage persons and sales of alcohol to a person who is drunk. Refresher training shall be provided at regular intervals – at least every 6 months. Records detailing the training provided shall be kept on the premises for a minimum of 12 months and be made available for production upon request by the Police and other officers of Responsible Authorities

George Domleo

From: Karen Cochrane
Sent: 27 April 2018 12:43
To: [REDACTED]
Subject: RE: Fusion Inn, Lymington Hampshire.

Dear [REDACTED]

I have forwarded your email to both the area manager and the estates manager and if I hear anything at all I will be in touch.

Kind regards,

Karen

Karen Cochrane
Solicitor

 Flint Bishop LLP St. Michael's Court, St. Michael's Lane, Derby, DE1 3HQ
 karen.cochrane@flintbishop.co.uk
 01332 226 148

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From: [REDACTED]
Sent: 27 April 2018 11:34
To: Karen Cochrane
Subject: Re: Fusion Inn, Lymington Hampshire.

I really appreciated your help here, Karen. I did not hear anything from your client Star Pubs and Bars Ltd but as the Fusion Inn is actually nothing to do with me, I am not surprised by this. After my contact with you the security people turned up 2 days later and I have seen them a couple more times here. There was

actually also a chap looking at the pub, considering taking this over although I have not seen him again since mid March. There is though a "squatter" now living in one of the sheds at the back of the Fusion Inn. It is a terrible mess there and not acceptable. The Department of the Environment of the New Forest District Council have been alerted as this is a health hazard now.

Please be kind enough to forward this to your clients again. None of us here can understand why Star Pubs did not simply just secure the gates at the back - both of which have now fallen off leaving the whole rear of the Fusion wide open.

best wishes



On 12/03/2018 10:53, Karen Cochrane wrote:

Dear 

I have forwarded your correspondence to my clients Star Pubs and Bars Ltd and asked that they contact you directly.

Kind regards,

Karen

Karen Cochrane
Solicitor

📍 Flint Bishop LLP St. Michael's Court, St. Michael's Lane, Derby, DE1 3HQ
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From: [REDACTED]
Sent: 10 March 2018 13:22
To: Karen Cochrane
Subject: Re: Fusion Inn, Lymington Hampshire.

Dear Karen,

TRUST ME I'M A LAWYER.

I was delighted, and so were my neighbours, to receive your e-mail of January 5th, 2018 informing me that - and I quote you " the lease has been signed and that work is due to start on site imminently". Well Karen, I know you meant well and your intentions sincere and so we had no reason to doubt your word - after all you are a lawyer ! We were optimistic that at last Star Pubs had found a new tenant and encouraged that the plan remains for the premises to be turned back, as you stated, in to a traditional "Great British Pub". But, Karen the harsh reality is that nothing has happened here in 10 weeks whatsoever - in fact the situation has deteriorated even further to the point where action has to be taken. [REDACTED]

[REDACTED] where thieves and con men run riot, I can only conclude that the Area Manager was telling massive Porky Pies - excellent Cockney rhyming slang to exclude those not in the now.

The Fusion Inn continues to crumble into an ugly eyesore, battered, neglected, grimy and derelict, a gaunt shell of a pub and a hideous blot on our landscape. The rear single gate lies hanging from one rusty hinge edged by broken glass since the debacle on New Year's Eve. Old beer barrels roll across the garden courtyard and rubbish accumulates in the storage area becoming a health and safety hazard. One month ago, a security man arrived, much to my surprise. I happened to be outside. He was taking over from the previous security man, whom we hardly ever saw. The new chap was looking for the key to get into the Fusion Inn as it had been left somewhere under a brick outside. He asked me if I knew which brick it was under. This incident alone deserves a Dad's Army award. None of us can understand why the Fusion Inn was not secured properly at the back in the first place. Matters though have got much worse.

Last Wednesday around 11.30pm I heard scuffling and shouting outside which came from the garden area and I think a couple of chaps were searching the storage huts. Last night there was a break in through the side window (one window is permanently open above the rear door) and the fear is that it now won't be long before rogue travellers - squatters - take over the Fusion Inn which has dangerous implications. It is our intention to do something about this before matters totally get out of hand.

I would ask you please to seriously get on the case. I hope that that you won't be fobbed off again with idle words from the Area Manager. I feel it would be more productive if I made contact with the Managing Director of Star Pubs - do you have his e-mail details ?

With best wishes

[REDACTED]

On 05/01/2018 09:50, Karen Cochrane wrote:

Dear [REDACTED]

I have received an email from the area manager to state that the lease has now been signed and that work is due to start on site imminently. Whilst I don't have a start date, the fact that I have been advised work will be starting asap is hopefully a good sign.

I understand that the plan remains for the premises to be turned back into a traditional "Great British Pub".

If I hear anything further I will let you know.

Kind regards,

Karen

Karen Cochrane

Solicitor

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From: [REDACTED]
Sent: 04 January 2018 12:34
To: Karen Cochrane
Subject: Re: Fusion Inn, Lymington Hampshire.

Thank you very much, Karen. I appreciate it is not your problem but we are at a loss as to what to do next. I feel that Star Pubs have been negligent. All they simply had to do was fit the missing gate - then lock the 2 gates with VPS as key holders here and there would have been no problem at all. The shed doors are wide open and clattering and broken glass is scattered near the rear entrance.

I wish you happy and successful 2018.

Best wishes



On 04/01/2018 12:22, Karen Cochrane wrote:

Dear [REDACTED]

I do apologise for the delay in responding to your email. I have been away over Christmas.

I have today forwarded your concerns to the area manager and asked for clarification as to what can be done to help.

I hope to be able to respond shortly.

Kind regards,

Karen

Karen Cochrane
Solicitor

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From: [REDACTED]
Sent: 28 December 2017 14:39
To: Karen Cochrane
Subject: Fwd: Fusion Inn, Lymington Hampshire.

Hi Karen

I feel you may have some influence with Star Pubs so if you do please speak to them about this appalling situation. I have heard that VPS do not do very much because their budget is very low from Star Pubs.

I wish you a very Happy New Year.

[REDACTED]

----- Forwarded Message -----

Subject: Fusion Inn, Lymington Hampshire.
Date: Thu, 28 Dec 2017 14:34:23 +0000
From: [REDACTED]
To: [REDACTED]

Dear Sir or Madam.

I am trying to get in touch with the person of the VPS company, which I believe is part of your Group, that has the agreement to oversee the security of the Fusion Inn in Lymington. This pub has been closed for many months now but the back courtyard garden is wide open with very poor security. The place is grim, derelict, decrepit and seriously delapidated now, and is a blot on the landscape. I gather Star Pubs are having great difficulty in finding a new tenant for the Fusion Inn. On

Christmas Eve there were several drunken youths celebrating Christmas, I assume, but their behaviour was out of order and a damn nuisance at 11pm. (or any time for that matter) The rear of the pub is open to the public as one gate fell off 3 years ago and was never replaced and the second gate is left swinging from one old broken rusty hinge, (the lack of gates is an infringement of their New Forest District Council license) This provided the opportunity for the troublemakers on Sunday evening to roll empty beer barrels across the old garden paving stones - they opened the 2 storage sheds, presumably for items to steal and they threw beer glasses across the courtyard and there is a lot of broken glass outside and the open shed doors clatter away. I have spotted on several occasions people dumping rubbish in the garden area which could create a health and safety hazard. The Fusion Inn has become an embarrassment amidst the elegant environment of Lymington.

I feel that Star Pubs urgently need to address this situation by liaising with your company before matters deteriorate even further.

I look forward to hearing from you.

