



Trading Insight

July 2026

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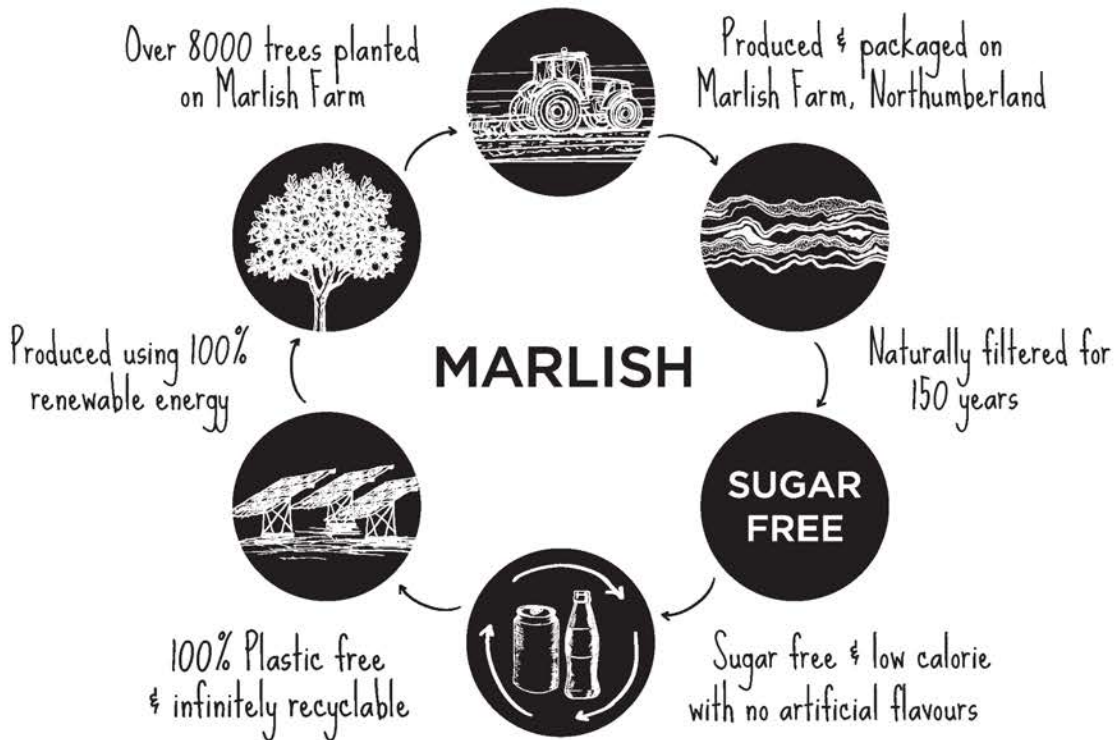
"Well organised, felt very useful in many aspects, and was just an enjoyable event".



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"I thought the exhibitions were great, lots of variety, lots of goodies and came away with the team full of ideas to implement over the Summer".



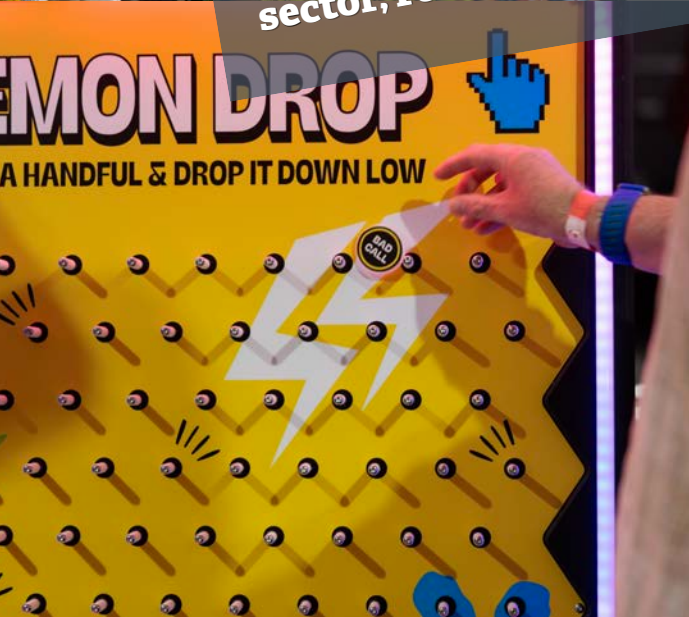
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Building a Better SU: Inside Wolverhampton Students' Union Transformation

When Wolverhampton Students' Union set out to secure a new home on campus, the project was about far more than relocating services or refurbishing a building. The ambition was to create a vibrant, commercially sustainable space that reflects today's students' needs while remaining future-ready.

Achieving this required a collaborative approach, bringing together the Students' Union, the University Estates team, a specialist retail consultancy, and the expertise of NUS Charity Trading Support. The result is not only a transformed space for students but also a blueprint for how students' unions can approach major capital projects with confidence.



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Students' Union

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A Clear Brief

From the outset, the project was driven by a clear strategic vision. Tom Clarke, Chief Executive Officer of Wolverhampton Students' Union, and Claire Kerry, Head of Social Enterprise, established an ambitious brief grounded in a strong understanding of both student needs and commercial sustainability.

Recognising the scale and complexity of the project, they engaged The Retailer Group (TRG), a commercial consultancy with deep experience in retail, hospitality and leisure environments. Gordon MacPherson of TRG worked closely with the Students' Union and the University's Estates team to translate the initial concept into a practical, deliverable design, from the overall building footprint to the finer details of its look and feel.

Concept to Blueprint

One of the first priorities was determining how every part of the building would function. Rather than viewing the space as one large venue, each area was designed with a specific purpose, including social spaces, café, bar, games room, back-of-house operations and student support services. This detailed planning ensured that every square metre had a clear purpose, balancing student needs with operational efficiency and commercial performance.

Working alongside the University's Estates team on the enabling works, TRG helped to identify the structural and mechanical constraints that would shape the design, feeding these back into the concept to ensure ambition and practicality remained aligned throughout. The enabling work phase is often where projects run into difficulty; here it was treated as an integral part of the design process rather than an afterthought.

Colouration, branding and the overall aesthetic were also developed collaboratively to create a space that would feel distinctly Wolverhampton: vibrant, welcoming, and designed around the way students engage with their union.



NUS Services: Getting the Offer Right

While the physical design evolved, equal attention was given to the commercial offer that would bring the building to life. Working alongside the SU and TRG, Alison Inch and Adam Parton from Trading Support helped shape the catering operation from the earliest stages of the project.

Their expertise informed the design of the kitchen, equipment specification, storage, refrigeration and customer flow, ensuring the facilities would operate efficiently from day one. By considering every stage of the customer journey, from queue management to waste disposal, the team avoided unnecessary costs and created a space that works as effectively behind the scenes as it does for students.

A Model Worth Replicating

The project's success lay in genuine collaboration. Rather than working independently, the SU, The Retailer Group, the University's Estates team and Trading Support shared expertise, challenged ideas and made decisions collectively throughout the project.

Tom Clarke and Claire Kerry provided strategic leadership and knowledge of their students. Gordon MacPherson and The Retailer Group brought the commercial and retail expertise to translate that into a workable design. Alison Inch and Adam Parton ensured the operational realities of food and beverage service were baked in from the beginning. And the University's Estates team provided practical grounding in what the building itself could accommodate.

For those considering their own estates projects, whether new builds, relocations or major refurbishments, the Wolverhampton approach offers a clear lesson: invest in the right expertise early, keep all stakeholders genuinely involved, and treat the enabling work and the concept design as two sides of the same coin. The result is a space that works not just on the day it opens, but for years to come.

Tom Clarke joined Wolverhampton Students' Union as Head of Belonging in 2022 and has served as Chief Executive Officer since November 2024.

Claire Kerry worked in commercial and marketing roles across the sector from 2017 before joining Wolverhampton Students' Union as Head of Social Enterprise.

Gordon MacPherson of The Retailer Group specialises in commercial strategy, retail and hospitality design, project coordination and cost control, as a Strategic Partner to NUS Services. www.theretailer.co.uk



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Safer Socialising

26 -
27

Creating a safe, welcoming and responsible environment for students has always been important to our movement. Students' union bars and social spaces play a vital role in campus life, offering places where students can relax, connect with friends and enjoy themselves in a safe and supportive setting.

Best Bar None (BBN) recognises, promotes and rewards venues that demonstrate outstanding social responsibility, helping students' unions demonstrate their commitment to safety, welfare, and responsible operations.

As we launch the 2026-27 Best Bar None scheme, a few updates have been introduced to ensure the accreditation reflects current legislation, emerging risks, and best practice across the sector.

What's New for 2026-27?

This year's scheme includes several changes to the assessment criteria, with some questions moving between Essential and Bonus.

Here's just a few of the changes then we'll arrange focus groups to run through all of them once sign-up has closed.

Preparing for Martyn's Law

A new section has been introduced covering Martyn's Law and venue security measures. While some of these requirements will initially be assessed as bonus criteria, they will become essential requirements by the next assessment cycle so it's worth familiarising yourself with the changes. This gives venues the opportunity to begin embedding these practices now and prepare for upcoming legislative changes.

Streamlined Assessment Criteria

To make the assessment clearer, some existing criteria have been consolidated into single questions. For example, separate requirements relating to weapons and drugs policies have been combined into a broader Contraband Policy requirement for the 26-27 scheme.



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Evidence Requirements

Several areas now require additional supporting evidence, including:

- Customer signage informing visitors about search procedures
- Evidence of staff actively circulating and engaging within customer areas
- Proof that security staff have received training on venue policies
- Documentation of venue evacuation procedures
- Recorded noise monitoring processes
- Completion of ProtectUK and ACT Awareness training

In response to sector-wide concerns, the assessment will also include new questions on drink spiking prevention measures and greater focus on gambling – which may impact Bongo's / Lingo Bingo.

The community experience section has been reduced, with event-specific questions removed from the assessment.

Alongside the core BBN accreditation, venues can also achieve enhanced accreditation by evidencing two optional activities: Listen for Life - The NTIA campaign to reduce hearing loss by 50% in young adults across the UK within the next 5 – 10 years.

Accessibility - Ensuring the venue has considered customers and staff with disabilities and put measures in place to support them.

While BBN accreditation is certainly no small undertaking, the time and effort involved are well worth it. We'll be sharing the new BBN toolkit soon, which will make the process much easier.

We look forward to working with venues across the movement throughout 2026-27 and celebrating those that continue to set the standard for safe, responsible and welcoming student social spaces. If you haven't already signed up, you can do so [here](#).

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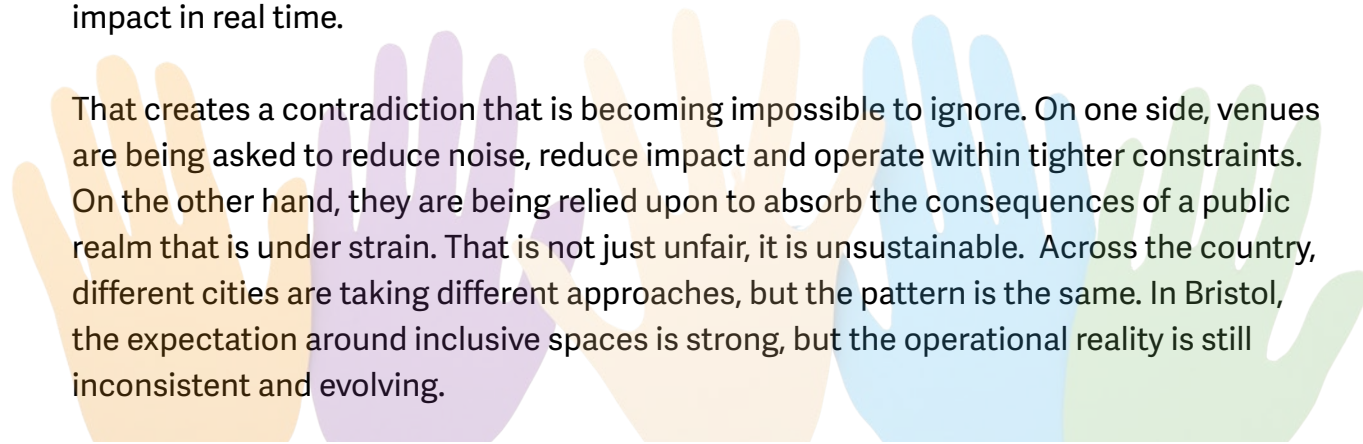
Inclusion: What's Said vs. What's Delivered

Across the UK, the conversation around gender, identity and access has become louder, more politicised and, in many cases, less useful for the people expected to deal with the reality of it on the ground. Legal interpretation has shifted following the UK Supreme Court ruling on the Equality Act 2010. Guidance is still evolving through the Equality and Human Rights Commission, and organisations are reviewing their positions in real time. But venues do not operate in theory. They operate in live environments, with real customers, real pressure and real consequences. And increasingly, they are being left to interpret all of this without the clarity they need.

That is where the problem now sits. Whatever is happening at policy level, the responsibility is being pushed downwards. It sits with operators, managers and frontline teams who are expected to make sensitive judgment calls in busy, high-pressure environments. These are not controlled situations. They happen quickly, often in front of other customers, and usually at the exact moment someone feels uncomfortable, exposed or vulnerable. If you run a venue, you already know this. You do not get time to stop and check guidance. You deal with it there and then.

At the same time, venues are dealing with rising costs, business rates and a trading environment that is becoming harder to sustain. Layered on top of that is a more uncomfortable reality that operators will recognise immediately. Venues are increasingly being burdened with the shortcomings of public services in protecting the public realm. Crime, street-level disorder and customer vulnerability are growing concerns, particularly in high footfall areas, yet venue staff are expected to manage the impact in real time.

That creates a contradiction that is becoming impossible to ignore. On one side, venues are being asked to reduce noise, reduce impact and operate within tighter constraints. On the other hand, they are being relied upon to absorb the consequences of a public realm that is under strain. That is not just unfair, it is unsustainable. Across the country, different cities are taking different approaches, but the pattern is the same. In Bristol, the expectation around inclusive spaces is strong, but the operational reality is still inconsistent and evolving.



Brighton & Hove has gone further in trying to embed inclusion into licensing and safety expectations, which is a step in the right direction, but policy alone does not tell staff how to respond when something actually happens.

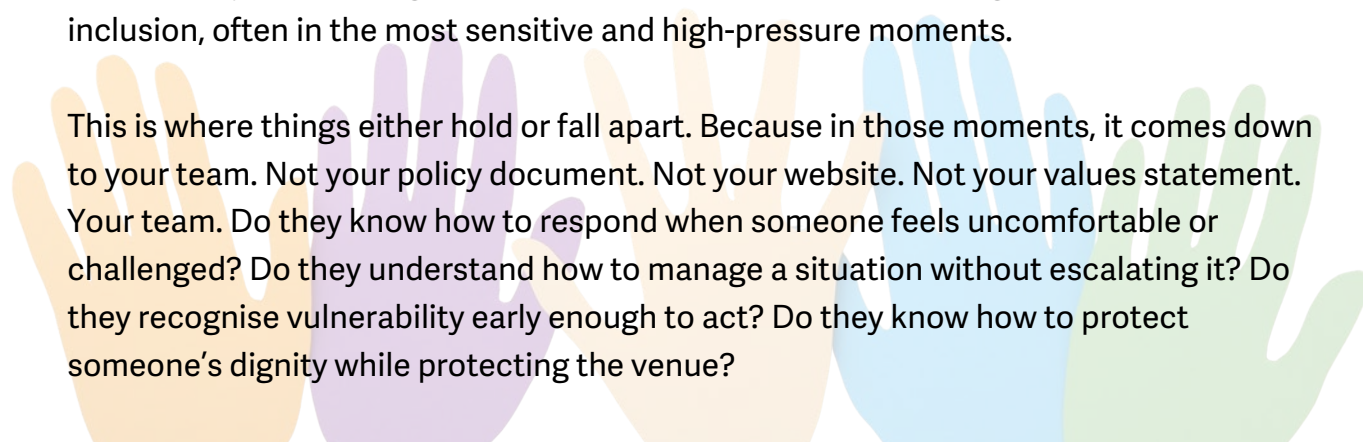
In Manchester, there is a clear commitment to inclusion and night-time safety, but delivery ultimately depends on how individual venues interpret that intent and whether their teams are equipped to act on it.

Across Scotland, the wider legal and political debate has created even more uncertainty for operators trying to maintain consistent, inclusive environments.

It's no wonder, then, that the government is pushing towards a more growth and investment-driven, permissive approach to licensing. That shift reflects a recognition that in some areas, local strategies have become too restrictive, too cautious and too disconnected from the realities of running a night-time economy. When nightlife is treated as something to contain rather than something to support, the result is predictable. Investment slows, culturally important spaces become more fragile, and operators are left carrying an increasingly difficult balance of expectation, responsibility and cost.

For venue operators, this creates a very real tension. You are expected to deliver safe, inclusive, well-run environments while navigating inconsistent policy, rising financial pressure and increasing responsibility for what happens beyond your front door. At the same time, you are being asked to interpret complex and evolving expectations around inclusion, often in the most sensitive and high-pressure moments.

This is where things either hold or fall apart. Because in those moments, it comes down to your team. Not your policy document. Not your website. Not your values statement. Your team. Do they know how to respond when someone feels uncomfortable or challenged? Do they understand how to manage a situation without escalating it? Do they recognise vulnerability early enough to act? Do they know how to protect someone's dignity while protecting the venue?



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Inclusion: *What's Said vs. What's Delivered*

If the answer is unclear, there is a gap. And right now, too many teams are being left to rely on instinct. Instinct is not enough. Assumption is not enough. If your staff are guessing, then you are exposed, and so are your customers.

This is exactly why Ask for Clive matters. Not as a badge or a statement, but as a practical tool for operators who want to get this right. This is about giving teams the confidence and clarity to respond properly, not perfectly, but professionally. It's about embedding behaviour, not just messaging. It's about making sure that when something happens, your team knows what to do in the moment. Because ultimately, this is about safeguarding service delivery. This is about driving a culture shift.

The venues that will lead through this period are not the ones reacting to headlines. They're the ones investing in their people, setting clear expectations and making sure their teams are prepared for the reality of the job. They understand that inclusion, safety and service are not separate conversations. They are the same thing. The landscape will continue to evolve. Guidance will become clearer over time. But until then, the responsibility sits with venues. So the question is not whether this is complicated - it clearly is. The question is whether your team is equipped to deal with it. Right now, too often, they're not. This is exactly why the Night Time Industries Association is backing Ask For Clive as a direct route to help venues navigate an increasingly complex and sensitive landscape. The focus must remain where it belongs: on behaviour, risk and effective frontline response. Fear around trans people does not match the evidence. Risk is not about identity; it is about behaviour.

Ask for Clive gives venues a practical, evidence-based framework to build safer, more welcoming environments through professionalism, confidence and care, rather than confusion or fear.

Silvana Kill (She / Her)
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TRADE CONVENTION

COCKTAIL PROGRAMME AWARD WINNERS

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The finalists were:

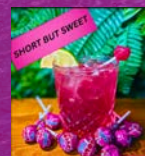


Max James from Warwick Students' Union
for Purple Thunder



Dylan Nausa-Pinnington from Queen Mary Students' Union
for Strawberry Matcha-Tini

Liam Richardson from Lincoln Students' Union
for Short But Sweet



Kate Murray from Lincoln Bishop University SU
for Kate's Cosmo



Holly Mason from The SU Bath
for The Coco-Marko-Margo



And the winner was...

Dylan Nausa-Pinnington from Queen Mary Students' Union
for Strawberry Matcha-Tini

Congratulations to all!

SPOTLIGHT ON: MOONSHINE VODKA

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Kent SU

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Nottingham Trent Students' Union

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