

Following a recent survey of its membership, TUCO have collated the below results regarding the state of the industry following the pandemic. This data was collected in Q4 2020.

What % income drop did you originally budget for 20/21 in the following areas:

Retail Outlets:

- 0-10%: 19%
- 11-20%: 0%
- 21-30%: 0%
- 31-40%: 6%
- 41-50%: 25%
- 51-60%: 0%
- 61-70%: 6%
- 71-80%: 19%
- 81-90%: 6%
- 91-100%: 0%

Residential Catering:

- 0-10%: 25%
- 11-20%: 0%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 13%
- 51-60%: 0%
- 61-70%: 0%
- 71-80%: 6%
- 81-90%: 6%
- 91-100%: 13%

Hospitality:

- 0-10%: 13%
- 11-20%: 0%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 6%
- 51-60%: 6%
- 61-70%: 6%
- 71-80%: 19%
- 81-90%: 0%
- 91-100%: 13%

Events:

- 0-10%: 13%
- 11-20%: 0%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 6%
- 51-60%: 0%

- 61-70%: 6%
- 71-80%: 13%
- 81-90%: 6%
- 91-100%: 25%

What % of income are you currently achieving compared to pre-COVID levels for the following areas:

Retail Outlets:

- 0-10%: 31%
- 11-20%: 44%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 0%
- 51-60%: 0%
- 61-70%: 0%
- 71-80%: 0%
- 81-90%: 0%
- 91-100%: 0%

Residential Catering:

- 0-10%: 13%
- 11-20%: 0%
- 21-30%: 6%
- 31-40%: 0%
- 41-50%: 6%
- 51-60%: 6%
- 61-70%: 0%
- 71-80%: 0%
- 81-90%: 0%
- 91-100%: 6%

Hospitality:

- 0-10%: 75%
- 11-20%: 6%
- 21-30%: 6%
- 31-40%: 0%
- 41-50%: 0%
- 51-60%: 0%
- 61-70%: 0%
- 71-80%: 0%
- 81-90%: 0%
- 91-100%: 6%

Events:

- 0-10%: 63%
- 11-20%: 6%
- 21-30%: 0%
- 31-40%: 0%

- 41-50%: 0%
- 51-60%: 0%
- 61-70%: 0%
- 71-80%: 0%
- 81-90%: 0%
- 91-100%: 6%

What number of outlets (including those offering takeaway or click and collect):

Were open at the start of 19/20?

- 0-5: 38%
- 6-10: 0%
- 11-15: 31%
- 16-20: 25%
- 21+: 6%

Are currently open?

- 0-5: 63%
- 6-10: 31%
- 11-15: 6%
- 16-20: 0%
- 21+: 0%

How many people in your workforce:

Did you have in 19/20?

- 0-50: 31%
- 51-100: 31%
- 101-150: 6%
- 151-200: 25%
- 200+: 19%

Do you currently have including furloughed staff?

- 0-50: 44%
- 51-100: 25%
- 101-150: 19%
- 151-200: 6%
- 200+: 0%

Are being furloughed at the moment?

- 0: 38%
- 1-50: 50%
- 51-100: 6%
- 101-150: 0%
- 151-200: 0%
- 200+: 0%

If you have university residences:

How many students did you have in 18/19?

- 0-1000: 6%
- 1001-2000: 6%
- 2001-3000: 19%
- 3001-4000: 0%
- 4001-5000: 13%
- 5001-6000: 6%
- 6001+: 6%

How many students did you have in 19/20?

- 0-1000: 6%
- 1001-2000: 13%
- 2001-3000: 19%
- 3001-4000: 0%
- 4001-5000: 13%
- 5001-6000: 6%
- 6001+: 6%

What % of occupancy are in residences now?

- 0-10%: 0%
- 11-20%: 0%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 0%
- 51-60%: 0%
- 61-70%: 13%
- 71-80%: 6%
- 81-90%: 31%
- 91-100%: 6%

What % of all university staff are working remotely at your institution (including academic staff)?

- 0-10%: 6%
- 11-20%: 6%
- 21-30%: 0%
- 31-40%: 0%
- 41-50%: 6%
- 51-60%: 0%
- 61-70%: 25%
- 71-80%: 13%
- 81-90%: 25%
- 91-100%: 0%

What actions have you taken or are planning to take to increase revenue & to minimise costs and the impact of COVID?

- Recruitment freeze: 75%
- Redundancy: 25%
- Outlet closures: 75%

- Redeployment of staff: 75%
- Have used the original furlough scheme: 94%
- Will use the flexible furlough scheme: 56%
- Moved to cashless: 75%
- Deployed click and collect: 56%
- Delivering to location: 19%
- Takeaway apps: 19%
- Package meal savers: 25%
- Micro-markets e.g. unmanned grab & go: 6%
- Automated grab & go: 6%
- Convenience stores within retail outlets: 6%
- Ingredient boxes: 13%

Additional open-ended responses:

Q: If you outsource any element of your retail operation, what changes have you made with contractors?

- Agreed rent reduction or rent freeze. Also exploring if they can exercise force majeure to avoid paying agreed contract fees.
- Frozen contract payments.

Q: What recovery plans are you hoping to implement in the future after COVID?

- Additional outlets and restructure of staffing
- We are looking to promote a discount scheme and meal deal as well as implementing more technology
- Restructure
- Restructure outlet opening times, staff hours of work. Change one outlet to allow us to 'compete' with external rivals in terms of type of offering
- Reduced size of contracted workforce and reduced number of outlets.