

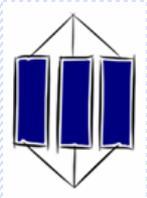
AC 1.1

**The structure of the hospitality
and catering industry**

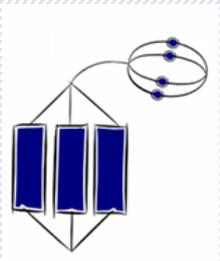
What is the structure of the Hospitality and catering industry ?



Identify at least 5 different establishments



Explain 2 establishments in detail.



Compare establishments explaining their similarities and differences

- The **Hospitality and Catering** sector includes: pubs, bars and nightclubs; restaurants; self-catering accommodation, holiday centres travel and tourist services; visitor attractions and hotels. Hospitals, prisons, schools armed forces and social care .
- It has grown over the last 20 years and, despite recession, is predicted to continue to grow .The sector as a whole currently employs almost 2 million people.

Residential establishments



Non commercial establishments



Non residential establishments

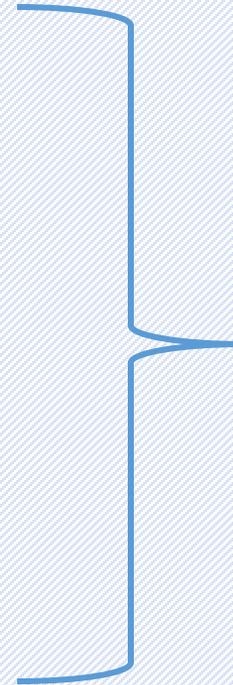


Range of establishments

Residential establishments



Hotels
Guest houses
Bed and breakfasts
Farmhouses
Motels
Holiday parks
Some public houses



Services and food provided varies by price charged

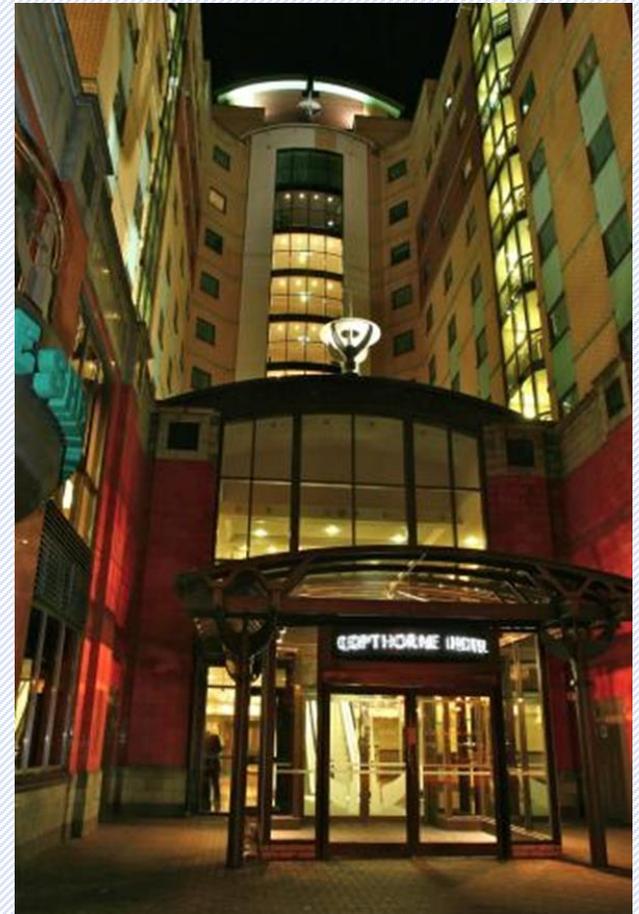


Hotels

The style of food provided will depend on the standard of the hotel

Hotel may provide

- No food provision
- Room service
- Hotel owned restaurants
- Franchise restaurants
- Breakfast provision only



Bed & breakfasts, Guesthouses, Farmhouses

Often showcase local themes
or produce.

May be breakfast, Half board
or full board, family run



Motels & Holiday parks



Lower standard than
hotels, food is usually
buffet style breakfast.
Corporate or independent

Non residential establishments

Restaurants
Fast food outlets
Public houses
Bars
Delicatessens
Take away outlets
School meals
Burger vans

Services and
food
provided
varies by the
situation and
price
charged



Variety of styles and food types, may be specialist eg italian, or gourmet or fine dining

Styles of service vary with types of food and cost

See styles of service section for more...

Restaurants



Cafes



Can vary from independent “greasy” spoon, Tea rooms or coffee shops. Serve snacks and full meals.

Fast food

Chains eg KFC, Dominos or independent businesses

Limited menu, low cost, eat in or take away

Disposable packaging



Take aways

Dedicated take away or restaurant attached or may be just take away, most food is cooked to order.

Public houses

Can serve “basket” meals sandwiches or full table service. Some chain pubs have a fixed menu eg Wetherspoons.



Bars

more cosmopolitan menu than pubs , often themed to the type of establishment. Table service or eat at the bar

Non commercial establishments

Hospitals

Prisons

Meals on wheels

Residential care homes

Armed services

Services and food provided varies by the situation and the needs of the clients.

Not required to make a profit

Hospitals

Patients may need reduced fat, sugar, protein diets depending on health
Soft meals, Vegetarian, vegan, religious, childrens meals
Budget for food controlled by NHS



School meals

School employed or outside company .Strict guidelines on what can be served to U16, oily fish 1x week, chips max 2x week



Meals on wheels

Social meal service provided by volunteers, to people unable to prepare their own food.



Care home meals



food served may depend on the needs of the clients, some may have conditions which need special meals. Some residents may need help eating and drinking

Armed services meals

Mass catering, Camps on active service, Canteens at bases. High energy, balanced nutritionally



Prisons

Food is prepared in by prison inmates to ensure that tight budgets for food are met

Marriott Niagara

- 4 star Hotel
- 3 different themed restaurants
- Breakfast restaurant
- Room service
- Starbucks attached to ground floor!



Bristol hotel Gibraltar



- No food or restaurant on site
- Shared breakfast room across street with another hotel

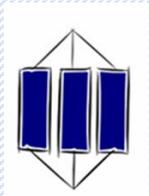
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**The structure of the
hospitality and catering
industry –
styles of service**

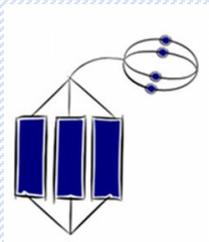
What are the styles of food service?



Be able to state a variety of styles of service



Explain the main features of each style of service



Be able to compare suitability of styles of service for different establishments

Styles of food service

- Depends on
- Type of establishment
- Type of food being served
- Cost of the meal or food
- Time available for the meal
- Type of customer
- Number of customers
- Availability of serving staff

Counter
service

Cafeteria
Self service
Fast food
Take away
Buffet
Carvery

Table service

Plate service
Family service
Silver service
Gueridon
service

Personal
service

Travel service
Tray service
Vending
service

Cafeteria /self service

- A single long counter displaying the food available
- Could be multiple counters (like at a motorway service area)
- Queueing is often required
- It can be fast so produces a high turnover
- Simple, basic experience for customers
- Displays lead to impulse buying
- Low skilled serving staff

Cafeteria / self service



Fast food / take
away



Fast food / take away

- Single or multiple counters where customer orders food from limited menu
- Food is collected from the counter
- A quick, simple type of service
- Can be a very high turnover of food
- Often a limited choice of menu
- Use disposable, cutlery, and packaging

Buffet / carvery

- Usually single counter
- Staff may serve some items eg meats from a joint
- Informal style of service
- Fast and simple service
- Reasonably low cost depending on the type of food served
- Poor portion control
- Needs efficient clearing away and arranging

Buffet / carvery



Plate service



Plate service

- Pre plated meals served from the kitchen
- Could be basic food or decorated cuisine
- From cafes to luxury restaurants
- Good portion control
- Consistent presentation
- Relys on skill of kitchen staff
- Time consuming for kitchen staff

Family service

- Dishes are put on the table where serving spoons are provided and customers serve themselves
- More sociable
- Less portion control
- Easy and quick to serve
- Suits groups of people
- Needs a large table because of all the dishes!



Silver service

- Food is served by staff using spoon and fork,
- Full silver service= all food served this way
- Demi silver service= meat pre plated, veg silver served

- More personal customer experience
- Slower speed of service
- Variation in portion control
- Needs skilled staff

Silver service



Gueridon service



Gueridon service

- Food is served from a side table using a spoon and fork
- Dishes can be cooked, finished or assembled in front of the customer
- Eg crepe suzette

- Specialist, skilled service,
- Individual attention to customer
- High staff costs
- Time consuming service

Transported meal service

- An assembled meal provided or a choice from a menu
- Planes, trains



Tray service

- An assembled meal provided or a choice from a menu
- Tray service used in hospitals, room service



Vending service

- Food and drinks served from a machine
- 24hour food service
- Drinks, snacks and meals can be offered
- Can include hot meals



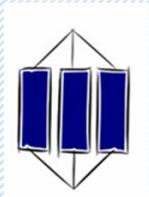
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**The structure of the hospitality
and catering industry-
hospitality at non catering venues**

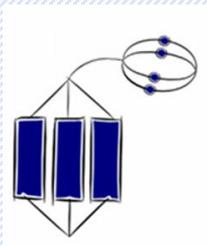
How do caterers provide food for events in non food venues?



Be able to define contract caterers and give examples



Be able to create menus suitable for different occasions



Be able to give advantages and disadvantages of different types of contract caterers

Contract Caterers

- food for functions such as weddings, banquets and parties in private houses.
- prepare and cook food and deliver it to the venue, or cook it on site.
- They may also provide staff to serve the food, if required.
- Complete catering solutions for works canteens etc

Board meeting menu

- Sandwiches or Rolls
- Crisps
- Savoury Croissants
- Mini Chicken Kebabs
- Vegetable Samosas
- Cheese Lattice
- Assorted Cakes
- Plates/Napkins

£6.75 per head



Hot lunch menu

- Chilli Con Carne
- Wild Rice
- Green Salad
- French Bread and Butter
-
- £7.50 per head



Dinner party catering



- Goats cheese tart and herb sauce
 - Smoked salmon, cream cheese parcels
 - Roast Pork with marjoram, apricot stuffing
 - Lemon Chicken, thyme butter sauce
 - New/ Baked/ Roast potatoes
 - Courgette Gratin
 - Sautéed Carrots in orange cardamom sauce
 - Strawberry and rhubarb compote topped with Praline
 - Chocolate profiteroles
- £38 per head

Wedding menu

- Lemon and mint salmon skewers with lime crème fraiche
- Rosemary and blue cheese scones topped with red onion marmalade
- Rare roasted beef with horseradish crème fraiche on a watercress salad
- Pesto marinated chargrilled chicken breast with baby leaf salad
- Puff pastry case of fine ratatouille and cheddar cheese
- Fine coleslaw salad
- Mixed leaf with cherry tomatoes and diced cucumber
- Basket of locally baked breads
- Glazed passion fruit tart

£45 head



Planning menus

- **Who** is the event for ? Eg mixed ages, children, teenagers
- **How** is it going to be served? Eg hot buffet, plate service, finger food, sit down meal
- **What** are the special requirements? Eg vegetarians, non spicy food, traditional meal
- **What** foods are appropriate for the event? Eg wedding, Christmas meal, seasonal foods
- **How much** is the price per head? Eg cheap and cheerful, full gourmet experience, buffet

For each of the following events, create a menu of at least 6 items that would be suitable to serve as a contract caterer

1. A local village school bonfire and fireworks party- cheap and cheerful
2. The vicars traditional tea party for the flower arrangers of the parish
3. A GCSE results day celebration party
4. A slimming club Christmas “do”

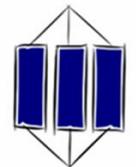
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The structure of the hospitality and catering industry- Standards and ratings

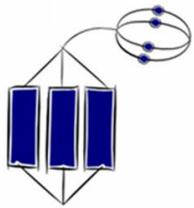
How are establishments rated and reviewed?



Be able to state different methods of ratings



Explain the differences between different methods of ratings



Be able to explain the advantages and disadvantages of different types of ratings

Benefits of ratings?

- A good establishment could see an increase in business from people wanting to try the food.
- It generates publicity for the establishment.
- Customers might come from further away to dine.
- Customers can identify less good establishments.



Food hygiene ratings is a different topic altogether.

Types of ratings



Michelin stars

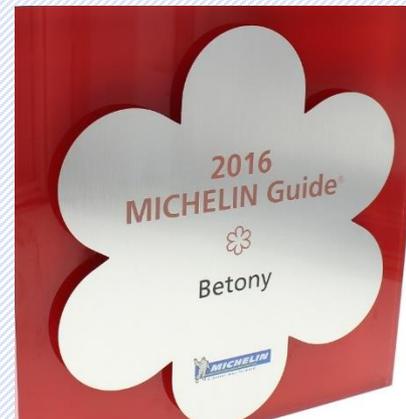
Anonymous inspectors visit establishments and have a meal and write a review of the establishment can award stars for excellence.

Out of 3,600 establishments inspected in Great Britain and Ireland they awarded:

3 ❁❁❁

23 ❁❁

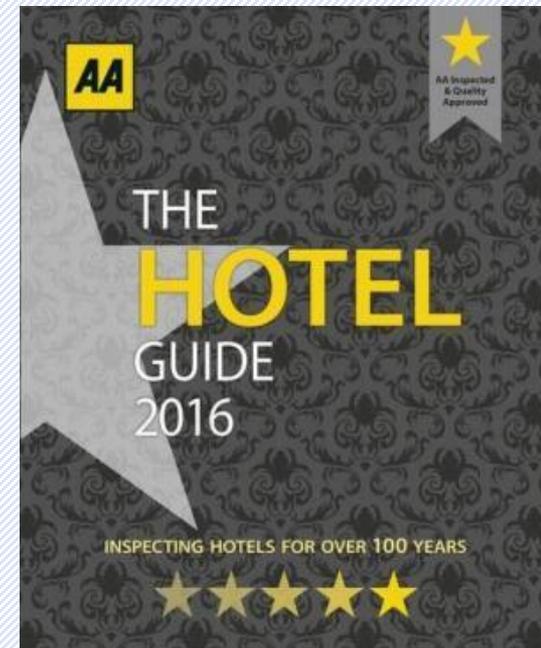
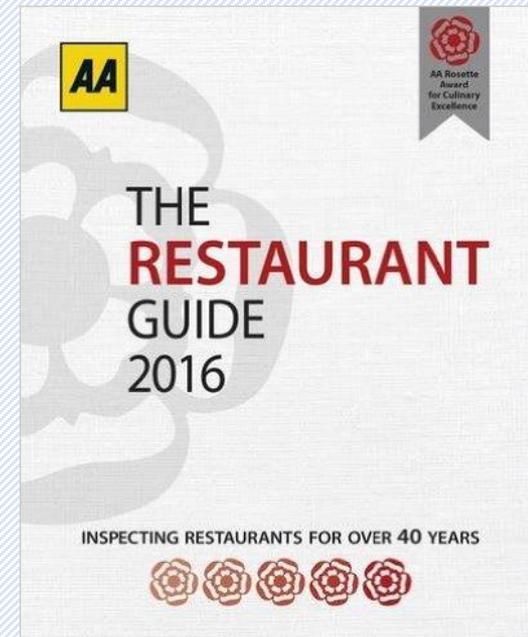
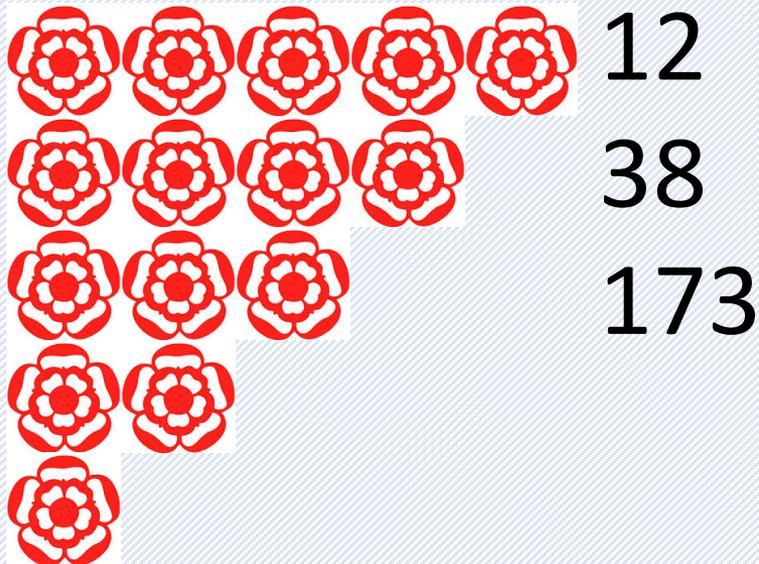
143 ❁



AA Rosettes & Stars

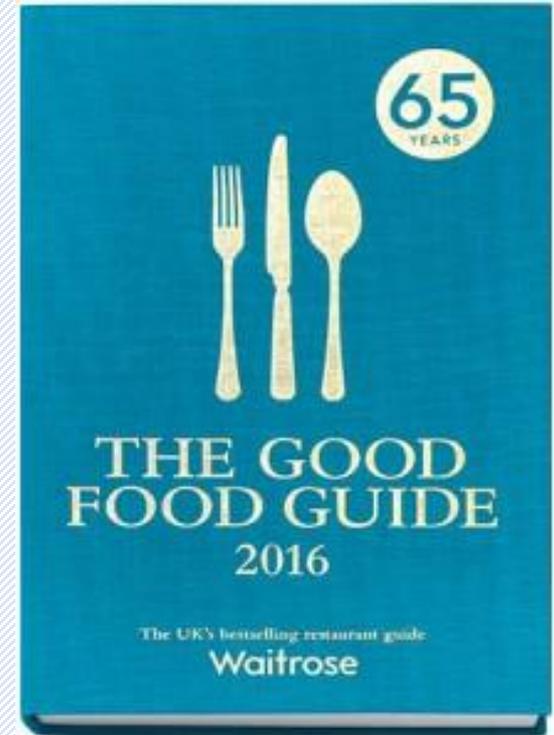
Inspectors visit restaurants or hotels and write a review of the establishment -award rosettes for restaurants, stars for hotels.

Restaurants



Good Food Guide

Members of the general public who have visited the establishment fill in a review which is compiled into a guide. Award points for excellence .



Score 10 – 2

Score 9 – 4

Score 8 – 13

Score 7 - 23

The Good Food Guide scores explained	
Score	Explanation
1	Capable cooking, with simple food combinations and clear flavours, but some inconsistencies.
2	Decent cooking, displaying good basic technical skills and interesting combinations and flavours. Occasional inconsistencies.
3	Good cooking, showing sound technical skills and using quality ingredients.
4	Dedicated, focused approach to cooking; good classical skills and high-quality ingredients.
5	Exact cooking techniques and a degree of ambition; showing balance and depth of flavour in dishes.
6	Exemplary cooking skills, innovative ideas, impeccable ingredients and an element of excitement.
7	High level of ambition and individuality, attention to the smallest detail, accurate and vibrant dishes.
8	A kitchen cooking close to or at the top of its game – highly individual with impressive artistry. There is little room for disappointment here.
9	Cooking that has reached a pinnacle of achievement, making it a hugely memorable experience for the diner.
10	Just perfect dishes, showing faultless technique at every service; extremely rare, and the highest accolade the Guide can give.



Le Gavroche- Michel Roux Jr

Michelin * *

AA 

Good food guide 8



But.....



“Far from two Michelin stars” 

Review of [Le Gavroche](#)



Le Gavroche

43 Upper Brook St. | Marble Arch, London W
(Mayfair)  020 7408 0881  [Website](#) 

 [Improve this listing](#)

Online review sites



- There are a number of online review sites where anyone can post their reviews of an establishment.
- with a large number of reviews, a restaurant's average score is likely to be reasonably accurate.
- There are guidelines to clamp down on establishments that give away freebies for a good review or give themselves good reviews!

Traveller rating



Poor reviews

- What could this do for their reputation?
- How could they address these?

"The prix-fixe lunch for \$20 was not much of a deal with food that was as insipid as unwaxed dental floss."

—Victoria Pesce Elliot

EATER

"An amuse bouche brings a stodgy croquette, the size and colour of a cat's turd, on a thick tomato purée full of metallic tang."

—Jay Rayner

EAT

"[Niçoise salad]... seemed to have been assembled by a cook who hates salad."



1.1 standards & ratings

Scheme	Rating	Who rates it	Advantages	disadvantages
Michelin stars	 1-3	Anonymous inspector- do not identify themselves	Inspector is restaurant expert or food critic	Only 1 persons opinion on one occasion
AA rosettes				
Good food guide				
Online review sites				

Top 10

- 1) Fat Duck, Bray, Berkshire. 3 Michelin Stars, 10/10 Good Food Guide, 5 AA Rosettes. Points 58
- 2) Gordon Ramsay, London. 3 Michelin Stars 10/10 Good Food Guide, 4 AA Rosettes. Points 56
- 3) L'Enclume, Cartmel, Cumbria. 2 Michelin Stars, 10/10 Good Food Guide, 5 AA Rosettes. Points 52
- 4) Sat Bains, Nottingham, Notts. 2 Michelin Stars 9/10 Good Food Guide, 5 AA Rosettes. Points 49
- 4) Hibiscus, London. 2 Michelin Stars, 9/10 Good Food Guide, 5 AA Rosettes. Points 49
- 6) Alain Ducasse at The Dorchester, London. 3 Michelin Stars, 7/10 Good Food Guide, 4 AA Rosettes. Points 47
- 6) Waterside Inn, Bray, Berkshire. 3 Michelin Stars 7/10 Good Food Guide, 4 AA Rosettes. Points 47
- 6) Restaurant Nathan Outlaw, Rock, Cornwall. 2 Michelin Stars, 9/10 Good Food Guide, 4 AA Rosettes. Points 47
- 9) Le Manoir aux Quat' Saisons, Oxford, Oxon. 2 Michelin Stars, 8/10 Good Food Guide 5 AA Rosettes. Points 46
- 9) Midsummer House, Cambridge, Cambs. 2 Michelin Stars, 8/10 Good Food Guide, 5 AA Rosettes. Points 46
- 11) Le Champignon Sauvage, Cheltenham, Glos. 2 Michelin Stars, 8/10 Good Food Guide, 4 AA Rosettes. Points 44
- 11) Le Gavroche, London. 2 Michelin Stars, 8/10 Good Food Guide, 4 AA Rosettes. Points 44

* one star

- minimum of five bedrooms.
- All bedrooms with en suite or private facilities.
- guests have access to the hotel at all times.
- Proprietor and/or staff on site all day and on call at night.
- A dining room, restaurant serving a cooked or continental breakfast seven days a week.
- A dining room, restaurant serving evening meals at least five days a week
- A bar or sitting area with a Liquor (alcohol) Licence.
- Hotel open seven days a week during its operating season
- Proprietor and or staff available during the day and evening to receive guests and provide information
- A clearly designated reception facility

*** Three star

- All areas meet the Three Star level of quality for cleanliness, maintenance and hospitality
- Residents have access at all times during the day and evening Dinner served a minimum of six evenings a week with bar snack or equivalent available on seventh
- Room service as a minimum of hot and cold drinks and light snacks (e.g. sandwiches) during daytime and evening.
- All bedrooms with en suite bathrooms.
- Internal or direct dial telephone system required
- Wi-Fi available in public areas.

****four star

- higher quality of service levels in all departments and in general higher staffing levels; as well as a serious approach and clear focus to the food and beverage offering.
- All areas of operation should meet the Four Star level of quality for cleanliness, maintenance and hospitality, residents should have 24 hour access, facilitated by on-duty staff.
- 24 hour room service, including cooked breakfast and full dinner during restaurant opening hours
- services offered, e.g. afternoon tea, meals at lunchtime
- At least one restaurant, for breakfast and dinner seven days a week.
- All bedrooms with en suite bathrooms showers.
- Wi-Fi or internet connection provided in bedrooms.

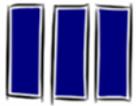
***** five star

- Excellent staffing levels with dedicated teams with management levels.
- Exceptional levels of proactive service and customer care.
- All areas of operation should meet the Five Star level of quality for cleanliness, maintenance, hospitality,
- Hotel open seven days a week all year.
- Enhanced services offered e.g. valet parking, escort to bedrooms, '24-hour reception, 24-hour room service, full afternoon tea.
- At least one restaurant, open to residents and non-residents for all meals seven days a week.
- Minimum 80% bedrooms with en suite bathroom with WC, bath and shower
- facilities e.g. secondary dining, leisure, business centre, spa,
- At least one permanent luxury suite available, bedroom, lounge and bathroom).

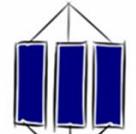
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**The structure of the
hospitality and catering
industry- suppliers to
hospitality and catering**

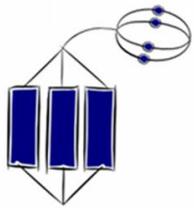
Where do Hospitality and Catering establishments buy their supplies?



Be able to state different types of suppliers



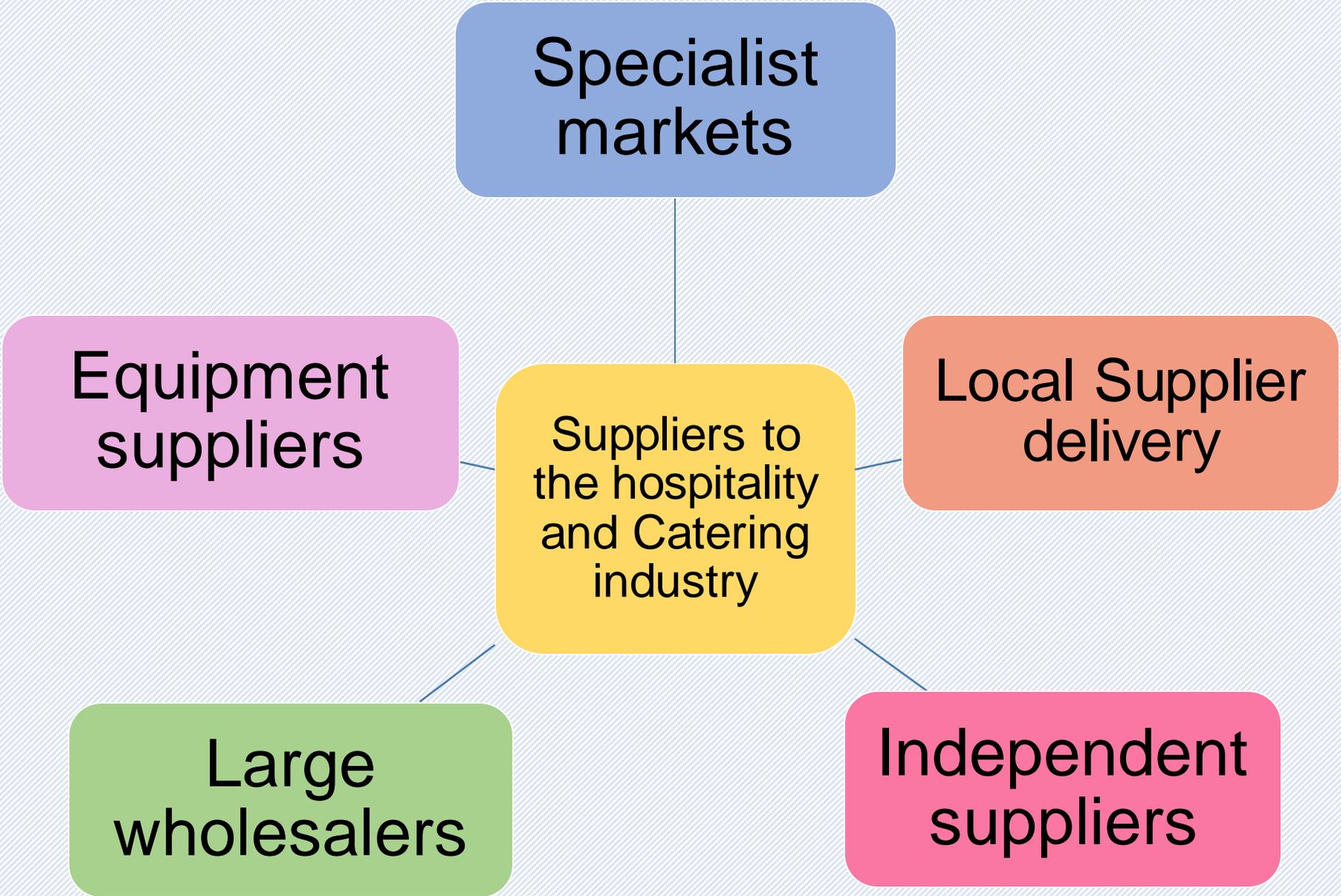
Explain the different types of suppliers



Be able to explain the advantages and disadvantages of different types of suppliers

Suppliers

- Hospitality and catering establishments usually need to purchase supplies in large quantities.
- From glassware to custard powder to meat to bed sheets and bathroom soap.
- Establishments use wholesalers and specialist markets where the price charged for large quantities is lower and the VAT is calculated by the establishment so not added to the cost.



Specialist markets

Equipment suppliers

Local Supplier delivery

Suppliers to the hospitality and Catering industry

Independent suppliers

Large wholesalers

Large specialist fish markets eg Billingsgate



Meat markets. Eg Smithfield



Specialist markets

Advantages	Disadvantages
<ul style="list-style-type: none">• Large choice of commodities• Several suppliers at the market means costs are kept down by competition• Supplies are always at their freshest• New supplies in every day	<ul style="list-style-type: none">• May not be easy to get to eg London• Work through the night and close early in the morning• Costs of transport back may be expensive• Purchaser has to judge quality for themselves before they buy

Specialist suppliers can deliver



Butchers



Local suppliers

Advantages	Disadvantages
<ul style="list-style-type: none">• Local deliveries, less environmental impact• May use local farms and companies for commodities• Smaller firms, personal business relationship• May be able to change order at short notice	<ul style="list-style-type: none">• May not have a wide selection• Smaller companies buy in smaller quantities so costs more• May not be able to supply large orders

Independent shops may supply some establishments



Large wholesalers supply a range of goods and food

BOOKER

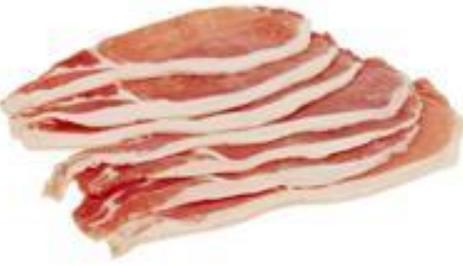
Our offer for caterers...



Our Catering Product Range

We provide a wide range of branded products complimented by Booker exclusive labels such as Chef's Essentials, Chef's Larder, Lichfields and Farm Fresh, and backed up by our excellent in-

Frozen foods suppliers



Supply frozen ingredients as well as pre made and pre portioned food



Large Wholesalers

Advantages	Disadvantages
<ul style="list-style-type: none">• Very large range of commodities and sundries• Can have in house butchery department• Pre made and pre portioned food• Large bulk packaging of ingredients	<ul style="list-style-type: none">• May be expensive for pre made foods• Have to order well in advance• Set delivery days• Have to order large quantities to get a discount

Catering equipment

Specialist large scale catering and kitchen equipment from specialist companies



Restaurant supplies

from specialist
companies



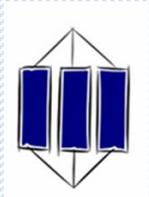
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Job roles in the Hospitality
and Catering industry

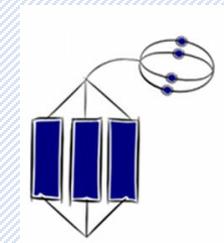
What are job roles in Hospitality?



Be able to state a variety of job roles



Explain the main requirements of each job



Be able to explain the qualities and training for each job

Management

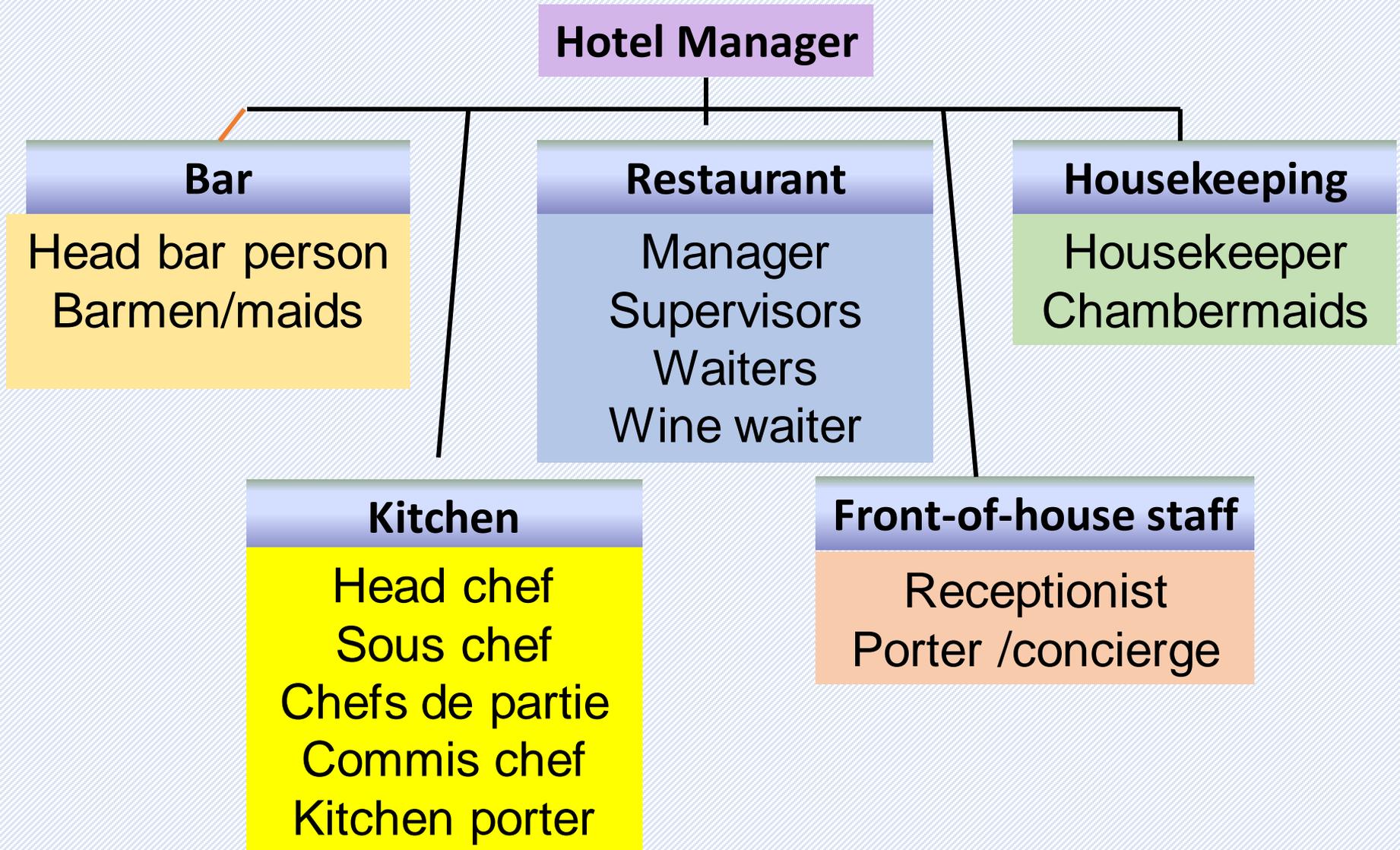
- A smaller establishment may have one manager in overall control of the day to day running.
- A larger establishment may have several managers each responsible for a different area of the business. Eg
 - Food services manager
 - Head chef
 - Bar manager
 - Office manager
 - Maintenance/housekeeping manager

Managers responsibilities

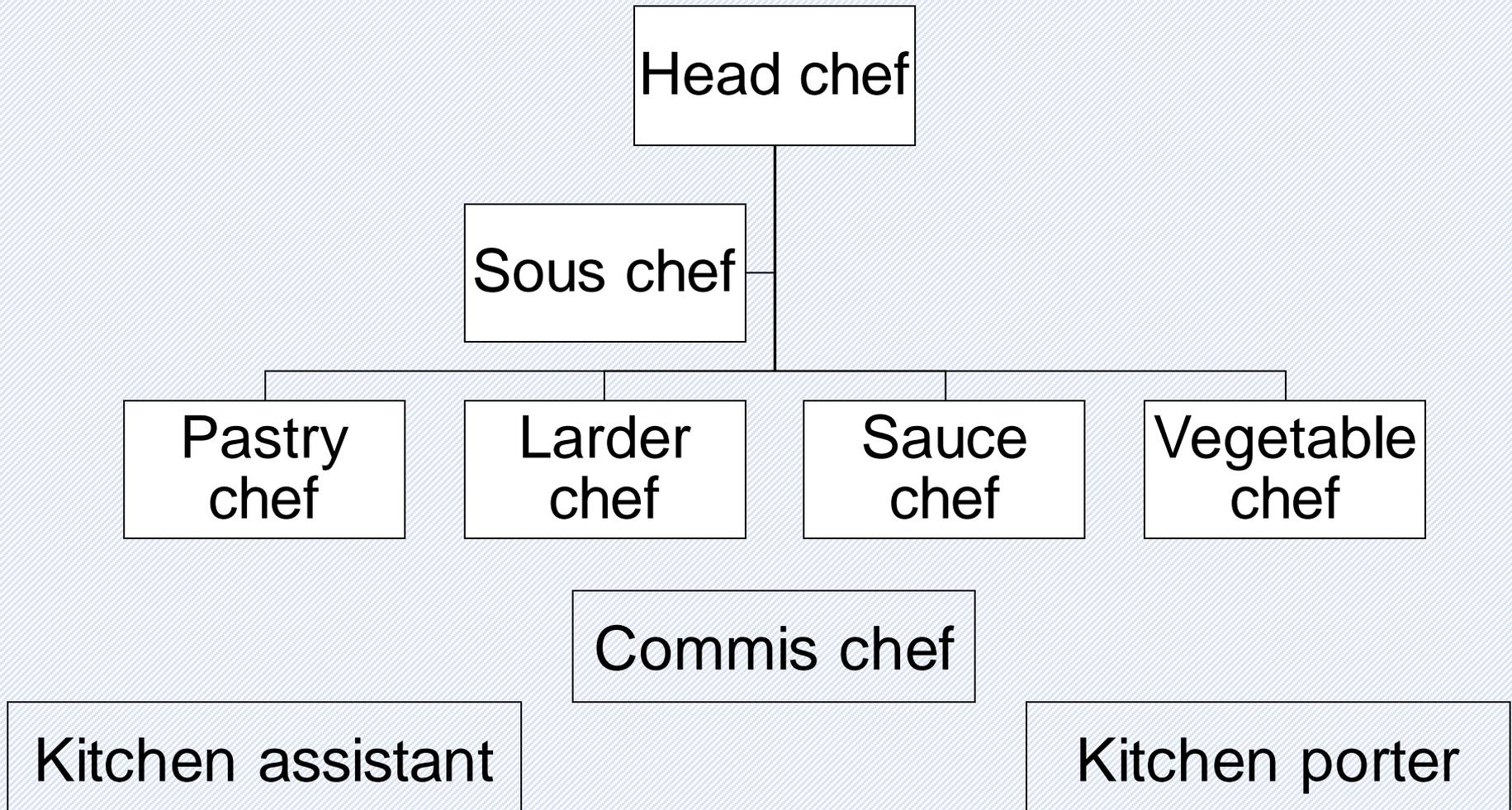
Depending on the size of the establishment, management responsibilities may include the following

- Dealing with complaints
- Setting budgets and monitoring spending
- Ensuring that wages are paid
- Complying with legislation
- Setting staff rotas
- Interviewing applicants for jobs
- Setting standards of service

Staff structure in a hotel



The kitchen brigade



Head chef

The head chef (Executive chef) is a management level position

The head chef is responsible for

- Menu planning
- Food production
- Costing and purchasing
- Staff work rotas and training
- Hygiene of the kitchen and staff
- Stock control

How to become a head chef

- A head chef is likely to have spent many years in a kitchen and have qualifications up to level 4 (GCSEs are level 2) .
- They will have worked their way up a career chain having started at or near the bottom as an assistant or Commis chef.
- Practical training in kitchens and formal training in college either by a full time course or as day release
- Specialisation in one or more sections for several years to gain experience
- Working as a sous chef to get experience of supervising a kitchen

Sous chef

- The Sous chef (sous=under in french) is directly in charge of food production, the minute by minute supervision of the kitchen staff, and food production
- A sous chef will also have many years experience in all stations of the kitchen and level 4 qualifications gained over years of study.
- this role is more kitchen based than the head chef which may have office based duties as well

Pastry chef

Le Pâtissier

The pastry chef is responsible for the preparation of baked goods such as pastries, cakes, biscuits, macarons, chocolates, breads and desserts, special occasion cakes. In larger establishments, the pastry chef often has team in their own kitchen



Larder chef



Le garde manger

Responsible for preparing cold foods, including salads, cold appetisers, pates and buffet items

Sauce chef



Le Saucier

Prepares sauces, stews and hot hors d'oeuvres and sautes food to order,
After the head chef and the sous chef the sauce chef is the next in line



Vegetable chef



L'entremetier

Prepares hot appetisers and often prepares the soups, vegetables, pastas and starches, side dishes

Sometimes split into soup (le potager) and vegetable (le legumier) chefs

Other areas- Chefs de partie

Poisonnier- fish

Legumier- vegetable accompaniments

Potager – soups

Boulangier – bread and baked goods

Boucher – prepares meat and charcuterie

Glacier – chilled and frozen desserts

Friturier – fry chef

Grillardin – grill chef

Commis chef *le commis*

Chef in training, helps in all areas of the kitchen to gain experience, and complete training, answers to the chefs de partie for the section they are working on

Kitchen assistants

Kitchen assistants carry out a range of jobs including washing up, fetching and carrying, preparation of vegetables and ingredients. They could be training to be a commis chef

Food & drink service

Food and drink service are front of house roles which require dealing with customers .
Known as waiting staff.
Staff in these areas prepare the dining room, lay tables, fold napkins, fill condiments,



Restaurant manager

- The restaurant manager is in overall charge of the restaurant,
- Takes bookings, relays information to the head chef, completes staff rotas, ensures the smooth running of the restaurant

Maître d'Hôte



Head waiter (ess)

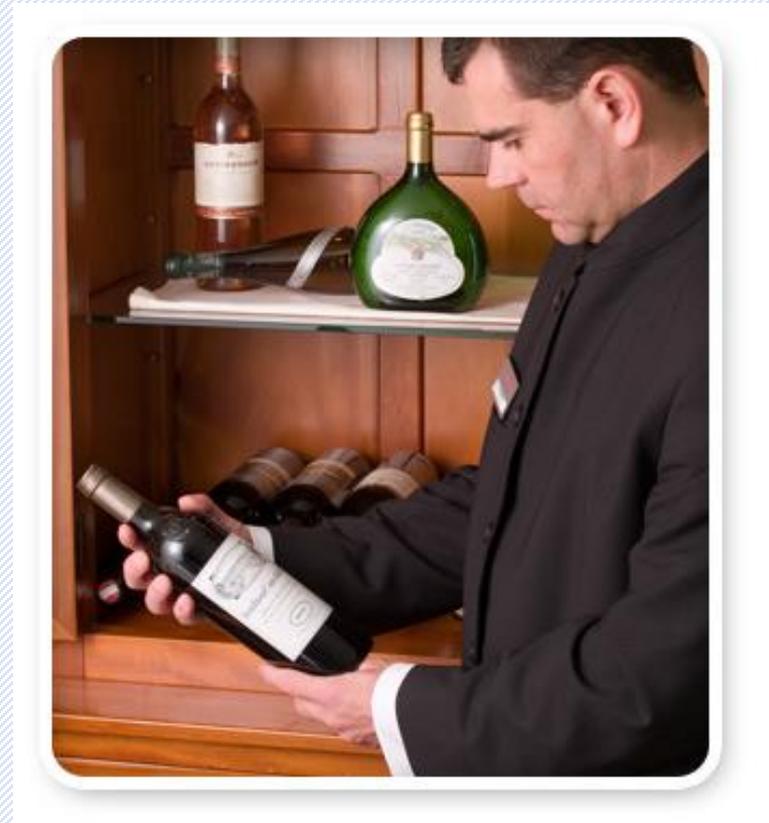
- Second in charge of the restaurant,.
- Greets and seats customers, relays information to the staff,
- Deals with complaints and issues referred by the waiting staff.



Wine waiter

Le sommelier

- Specialises in all areas of wine and matching food, advises customers on their choices of wine,
- Wine waiters serve the wine to the customer and can advise customers on their choices as well

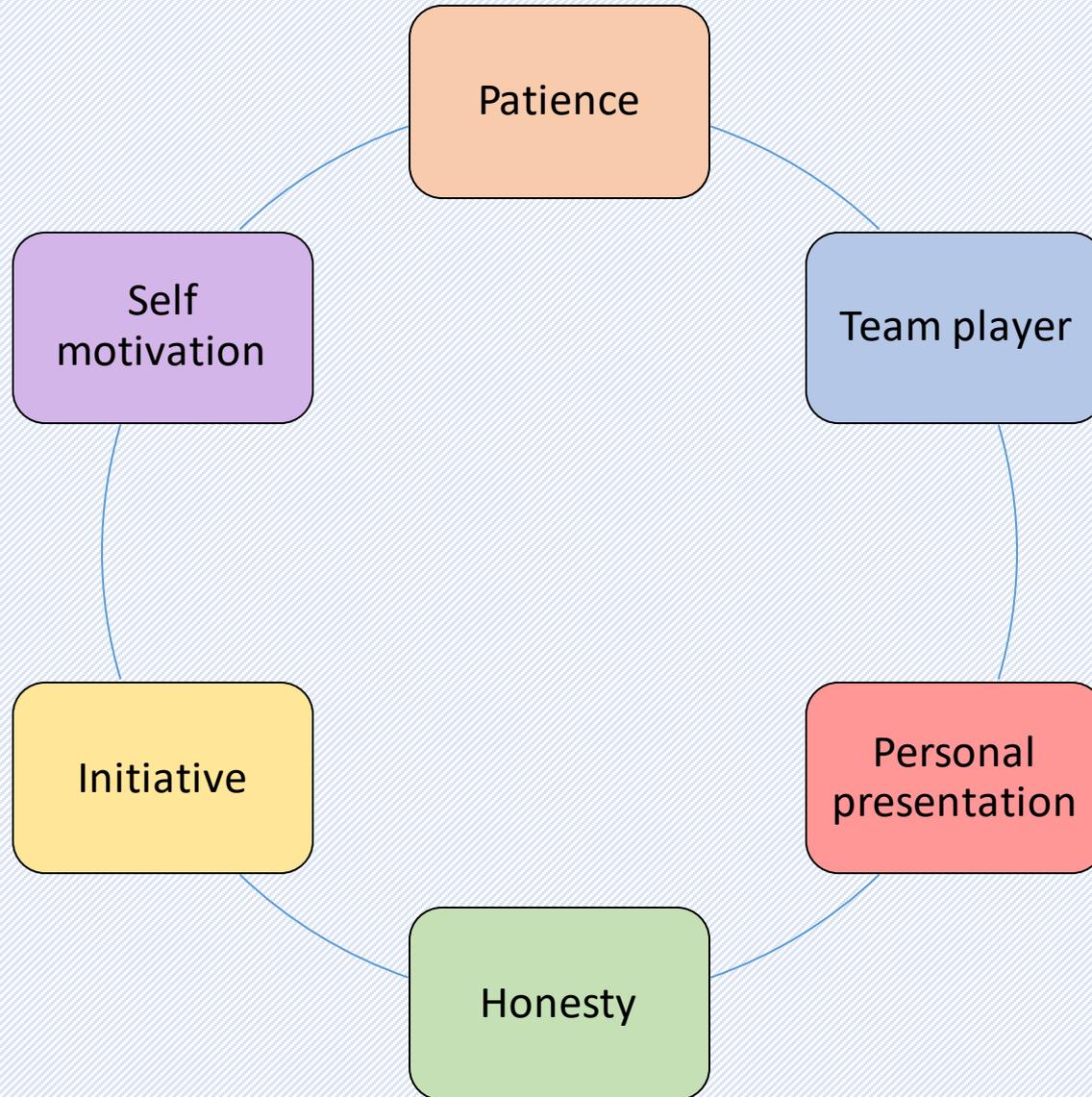


Waiting staff

- Serve customers, clear and lay tables, check the customers are satisfied with the food and service.
- May give advice on choices from the menu and special order foods



Personal attributes



Patience, tact and diplomacy

You need to be sensitive when dealing with others who have difficult issues, when solving problems or dealing with complaints. Always answer politely and make sure the customer is happy. Eg if they ordered a steak medium and then say it is undercooked even if it is medium

Team player

Hospitality jobs need people to be team players and communicate effectively and correctly with their co workers to ensure the smooth running of the establishment.

Personal presentation

Workers must have good standards of personal hygiene, tidy appearance and good posture . Smart dress, tidy hair and non visible tattoos give a good impression of the establishment

Honesty

When dealing with serving drinks and taking payments as well as other working situations you must be honest and transparent with your job. Telling the truth if something happens and being honest with money are essential

Initiative

Being able to work on your own initiative is a very important quality, anticipating customer needs and solving problems, if something spills , clear it up without having to be told, if a customer is looking unhappy with their food ask if everything is ok

Self motivation

Being self motivated means trying to do your best, not having to be constantly asked to do things, being at work on time, making sure things are done even if it was not your duty

AC 1.3

**working conditions
across the hospitality
and catering industry**

Employers want to employ most workers when they have busy times

Busy times of year:

- Christmas
- Tourist season
- School holidays
- Mothers day
- valentines

Days of the week

- Friday
- Saturday
- Sunday
- Pay day

Time of day

- Lunchtime
- Afternoon
- Dinner time
- (breakfast)

Working hours



- Hospitality and Catering jobs tend to be long hours, early starts for breakfast in a hotel to late nights for dinner in a restaurant.
- Staff will still get 2 days off a week but it will be quieter days instead of the weekend
- Shifts could be 6-3. 11-6. 3-11 or other hours.
- Monthly salaried staff may not have set hours eg Head Chef who might work from early morning to late night every day

Contracts of employment

Full-time
Part-time
Temporary
Casual

Contracts of employment

Full-time staff = over 36hrs a week

- Have permanent jobs and work all year.
- Contract explaining the terms of their employment.
- They may work set shifts or have shifts that change daily/weekly/ monthly.
- They will work a set amount of days over a 7 day week, including weekends.
- Entitled to sick pay and holiday pay
- Entitled to maternity pay



Contracts of employment

Part-time staff = 4- 16hrs a week

**PART TIME
BAR STAFF
REQUIRED**

- Have permanent jobs and work all year.
- Contract explaining the terms of their employment.
- They may work set shifts or have shifts that change daily/weekly/ monthly.
- They will work mostly at the busiest times of the day/week including weekends.
- Entitled to sick pay and holiday pay (in proportion)
- Entitled to maternity pay

Contracts of employment

Temporary staff

- Employed for a specific length of time such as the summer tourist season or the month of December.
- Temporary staff have the same rights as permanent staff for the duration of their contract.
- Temporary staff employed for longer than 2 years become permanent by law

Casual staff / Agency staff

work for specific functions and can be employed through an agency.

They do not have a contract or set hours of work.

They are needed at busier times of the year e.g. At Christmas or for weddings, New years eve.

Full-time and part-time employees must have



£



£



£

Full-time and part-time employees must have

1. a written statement of employment or contract setting out their duties, rights and responsibilities
2. the statutory minimum level of paid holiday 28 days for full time workers
3. a pay slip showing all deductions, eg National insurance, tax . Earning above £155 a week
4. the statutory minimum length of rest breaks- one 20 min break for 6 hrs worked
5. Statutory Sick Pay (SSP) £88.45 pw for 26 weeks (some may get full wages for a limited amount of time)
6. Maternity, paternity and adoption pay and leave-90% of earnings for 6 weeks then £139.58 for next 33 weeks

Pay



Role	Yearly pay (gross)
Hotel manager	£40,187
Restaurant manager	£33,940
Head chef	£33,521
Bar manager	£28,163
Sous chef	£26,278
Pastry chef	£24,464
Duty manager	£22,215
Waiting staff	£21,974
Bar staff	£21,236
Chef de partie	£21,106
Commis chef	£16,276

Tips

Most establishments divide between the workers, don't count towards minimum wages but you should pay tax on them

Other remuneration

- Meals
- Accommodation
- Uniform
- Bonuses



Conditions for workers

- Provision of uniform
- Optional overtime
- Working hours
- Meal allowance
- Pension
- Minimum wage
- Training adequate to job
- Equal opportunities – recruit, promote, train
- Health and safety – a right and a responsibility

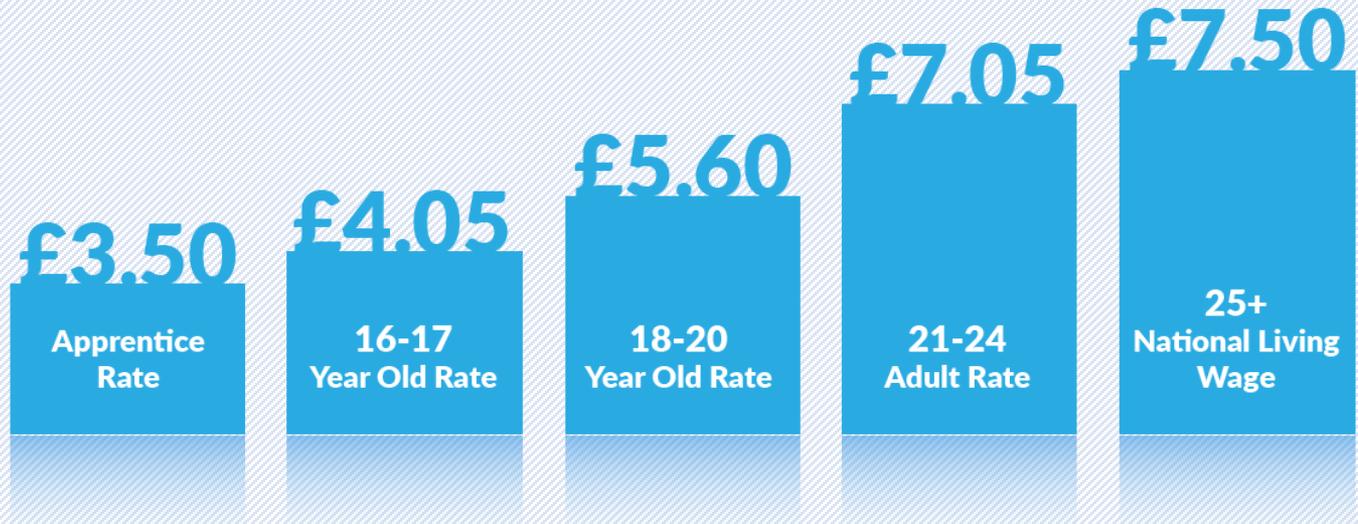


Legislation that protects workers

- Disabled Discrimination Act 1995
- Equal Pay Regulations 1970
- Health and Safety At Work 1974
- National minimum wage
- Working Times Regulations 1998
- Part-time workers Regulations 2000



The National Minimum Wage



Monthly salaried staff

Work fixed hours or shifts eg; managers, receptionists, housekeepers

Hourly paid staff

Hours of work vary day to day ,paid for the actual hours they work either at the end of a shift or weekly eg; waiters, kitchen assistants

Paid Annual Leave

All workers are entitled to 28 days paid leave annually

- **no** legal right for employees to be given Bank and Public Holidays. Most hospitality staff would work these days

To calculate holiday entitlement,

Multiply the full-time entitlement (28 days) by the number of days worked and divide by the number of days full-time staff work

Entitlement for 3 days a week: $28 \times 3/5 = 16.8$ days



Compulsory Rest Breaks

- Adult workers are entitled to 24 hours off in each 7 day period and young workers (15-18) are entitled to 2 days in 7.
- Adult workers are entitled to at least 20 minutes uninterrupted rest if their working day is longer than 6 hours.
- Young workers are entitled to 30 minutes rest if their working day is over 4.5 hours long.



Type of staff	Benefits for employer	Benefits for employees	Disadvantages for employer	Disadvantages for the employees
Full-time	Reliable Permanent staff Staff have a good knowledge of services provided	Regular income Job security Permanent contract with holiday benefits. Regular hours of work Will receive sick pay	Bound by contract terms Has to pay sick pay, maternity leave and holidays. Expensive to employ Require lunch breaks unlike part time staff	Usually have to work shifts Less flexibility
Part-time	Can be employed at busier times of the day such as lunch or dinner service	Can be more cost effective with less wages needed	Will need to pay for training of more staff rather than small amount of full time staff	Need to work basic requirement of hours before they are entitled to holidays and sick pay
Casual	Can be employed for functions or busy times of the year	Can choose when they want to work	Can be unreliable Have to pay agency fees Don't know the routines Casual staff haven't been trained Unfamiliar with services provided	Called at short notice to work Not a regular income No sick pay Often don't know where they will be working until the week before

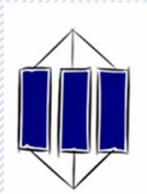
AC 1.4

Factors that affect the
success of Hospitality and
catering providers

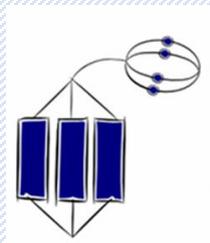
What makes an establishment successful ?



Be able to state some of the factors



Explain how the factors can affect the success of the establishment



Consider reasons affecting success or failure and identify ways of dealing with them

Gordon Ramsay Has Opened 49 Restaurants in His Career — and Seen 23 Close

By Clint Rainey and Hugh Merwin



Establishments can close due to a range of economic and other factors.

HOME » FOOD AND DRINK » FOOD AND DRINK NEWS

Jamie Oliver restaurants forced to close amid 'tough economic climate'

Three of celebrity chef Jamie Oliver's four "British classics" themed Union Jacks branches are to close

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Reasons for failure

1. **A saturated market** – there is a fine line between competition & too many for the number of customers
2. **General business incompetence** – 46% of business fail due to lack of business knowledge
3. **Lack of capital** – not enough money to get through the first few months
4. **Location** – either not enough people walk past (foot-fall) live & work nearby
5. **Quality of life** - most restaurateurs work 60 hours a week – not the glamorous life they thought
6. **Lack of industry experience** – most successful restaurateurs tend to have previous industry experience

Reasons for failure

7. Failure to create a good enough brand –

They did not incorporate the 12 Ps of restaurant branding, (Place, Product, Price, People, Promotion, Promise, Principles, Props, Production, Performance, Positioning and Press)

8. Name of the restaurant is too long.

A restaurant with a name that is brief, descriptive and attractive is more likely to succeed.

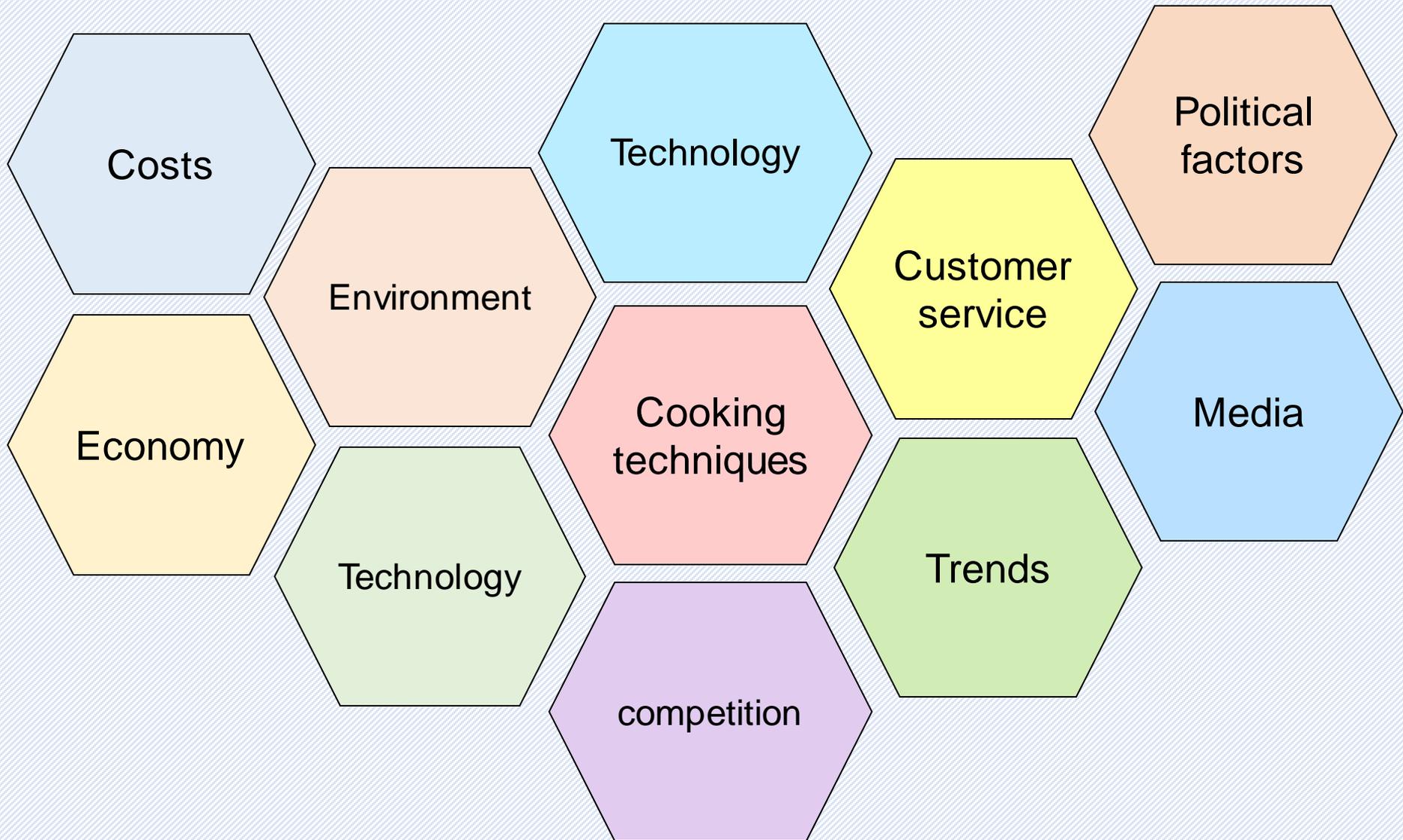
9. Lack of differentiation -

the brand is not different enough

10. Poor financial controls –

Main costs – labour and food exceeded 60% of sales

Factors affecting success



Factors affecting success

Costs - need to make a profit. Consider cost of everything you buy and selling price.

Material - Anything involved in making product

Labour - Costs of staff

Overheads - Anything not connected with making products

Economy - when the economy slows down, business have lower sales as consumers eat out less because they have less disposable income

Environment – 3 R's, packaging, food waste, global warming, carbon footprint, clean eating

Factors affecting success

Technology - Using technology to improve service, delivery and stock control – touch screen customer ordering, EPOS systems, stock management, apps for delivery services

Emerging and innovative cooking techniques – sous vide, clean eating, steaming, new restaurants,

Customer demographics and lifestyle

– delivery services Facebook Twitter

Customer service—customer satisfaction – free WiFi, order online

Competition - Low cost food (£1 menu, coffee McDs espresso v Starbucks)

Factors affecting success

Trends healthy food options, pop-up bars, cafes and restaurants, cronut, clean eating, low carb, good fats,

Political factors - Increasing regulations – from government due to health issues, Brexit, use of migrant labour, migrants – ethnic foods

Media - Strong global brand, Good community reputation – children's charities / Ronald McDonald House, celebrity chefs, celebrity endorsements, Masterchef,

Costing recipes

In order to calculate selling price and profit for dishes you need to calculate the recipe cost

$$\text{Ingredient cost} = \frac{\text{Pack cost}}{\text{Pack weight}} \times \text{weight used}$$

Divide by the number of portions made for the portion cost

Selling price

$$\text{Selling price} = \frac{\text{Portion cost}}{30} \times 100$$

Materials costs

Soap, loo roll,
Menus
Order pads
Cleaning materials
flowers

Food costs

Ingredients
Pre made foods
Bar food and drink
Food and drink for staff

Costs for an establishment

Overhead costs

Heating, lighting
Furniture
Maintenance of equipment
Curtains, carpets

Personnel costs wages

Chefs
Kitchen assistants
Bar staff
Waiting staff
Managers
Casual staff

What is portion control?

- Portion control is the amount of each menu item that is served to the customer.
- It depends on the type of customer, the type of food served,
- some foods are served in very small portions due to the high cost of the item eg caviar is served by the teaspoon



Benefits of portion control

- Keeps the food costs down
- Keep losses in food preparation and serving to a minimum
- Offer a consistent portion to customers
- Minimise waste eg leftovers
- To make a profit which is constant



Controlling portion size

Scoops for ice cream, potatoes



Ladles for soups, sauces, gravies



Individual portion sizes



Size of serving bowl etc



Controlling portion size



Slices of a food



Pre marked for portions



Decorated for portions



Pre portioned



SWOT Analysis

These are used by all types of business' to help them analyse their business and see where they are being successful and where they need to improve.

- **S**trengths
- **W**eaknesses
- **O**pportunities
- **T**hreats

They can be used to analyse the whole business or a specific project or idea, they can even be used to analyse individuals.