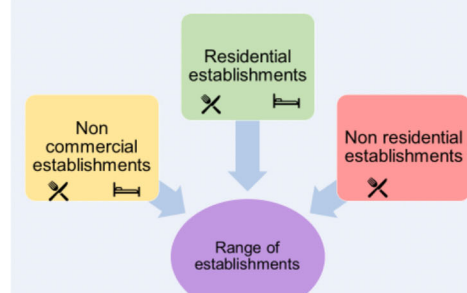


# LO1 Understand the environment in which the hospitality and catering providers operate

## AC 1.1 The structure of the hospitality and catering industry

- 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

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

Services and food provided varies by price charged



### 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

### 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



## AC 1.1 The structure of the hospitality and catering industry – styles of service

### 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	Table service	Personal service
Cafeteria Self service Fast food Take away Buffet Carvery	Plate service Family service Silver service Gueridon service	Travel service Tray service Vending service

## AC 1.1 The structure of the hospitality and catering industry- hospitality at non catering venues

### 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

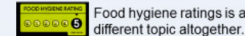
### Planning menus

- 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? Egg wedding, Christmas meal, seasonal foods
- How much** is the price per head? Eg cheap and cheerful, full gourmet experience, buffet

## AC 1.1 The structure of the hospitality and catering industry- Standards and 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.



### 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:

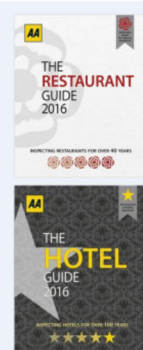
3 ★★★★★  
23 ★★★★★  
143 ★★★★★



### AA Rosettes & Stars

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

Restaurants  
12 ★★★★★  
38 ★★★★★  
173 ★★★★★

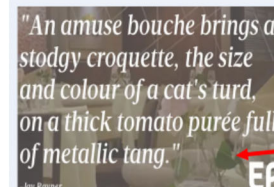


### \*\*\*\*\* five star

- 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).

### Poor reviews

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



### 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	Explanation
1	Excellent cooking, with simple food combinations and clear flavours, but some inconsistencies.
2	Good cooking, showing good basic technical skills and interesting combinations and flavours.
3	Decent cooking, showing sound technical skills and using quality ingredients.
4	Dedicated, focused approach to cooking, good technical skills and high quality ingredients.
5	Excellent cooking technique and a degree of ambition, showing balance and depth of flavour in dishes.
6	Excellent cooking skills, innovative ideas, impressive technique and an element of imagination.
7	High level of ambition and individuality, attention to the smallest detail, accurate and elegant dishes.
8	A kitchen cooking close to an art form, high quality ingredients, accurate and elegant dishes.
9	Cooking that has reached a pinnacle of achievement, making it a highly memorable experience for the diner.
10	Just perfect dishes, showing technical mastery of every course, extremely rare, and the highest accolade the Guide can give.



Score 10 – 2  
Score 9 – 4  
Score 8 – 13  
Score 7 – 23

### 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!



### 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.

### \*\*\*\*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.

### \*\*\* 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.

### \* 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





## LO1 Understand the environment in which the hospitality and catering providers operate

AC 1.1

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

#### Specialist markets

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

#### Local suppliers

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

#### Large Wholesalers

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

#### Restaurant supplies

from specialist companies



#### Catering equipment

Specialist large scale catering and kitchen equipment from specialist companies



AC 1.2

### Job roles in the Hospitality and Catering industry

- 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

#### 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*



#### 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

#### 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

#### 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

#### 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

#### Other areas- Chefs de partie

Poissonnier- 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

#### 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

#### 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

#### 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



#### 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

#### Larder chef



*Le garde manger*

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

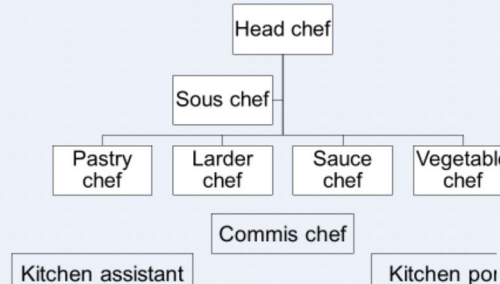
#### Frozen foods suppliers

*Drakes*

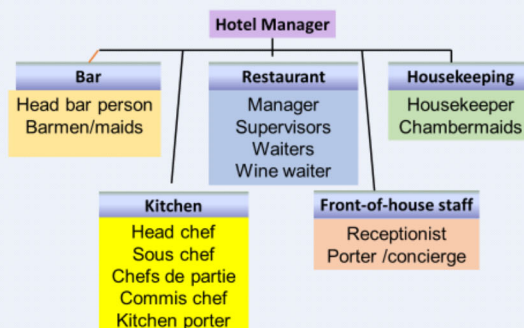


Supply frozen ingredients as well as pre made and pre portioned food

### The kitchen brigade



### Staff structure in a hotel





# LO1 Understand the environment in which the hospitality and catering providers operate

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 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

- 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

### Pay

Role	Yearly pay (gross)
Hotel manager	£40,187
Restaurant manager	£33,940
Head chef	£33,621
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:  $28 \times 3/5 = 16.8 \text{ days}$

### 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.

### 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

AC 1.4

## Factors that affect the success of Hospitality and catering providers

### 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

### 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,

### 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

**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**

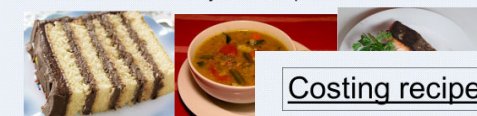
– delivery services Facebook Twitter

**Customer service**–customer satisfaction – free WiFi, order online

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

### 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



### Costing recipes

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

**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

**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