

Hotels and Restaurants

Practical tips for Hotel and Restaurant owners

Expert knowledge means success

Contents

1. Introduction
1. Accounting Analysis
4. Ratios
5. Capital Investment Appraisal
5. Operating Controls
6. Customer Indicators of Performance
7. Less Red Tape?
8. Health and Safety
8. Improve – Food and Drink Sector Skills Council
9. Further Information

Note: This publication has not been updated since it was last published. Some of the hyperlinks may have changed and may need updating. In addition, some of the information in this publication may be out of date.

Introduction

The hospitality business is big business. As it's also very competitive, it's essential to ensure that performance, which ought to be maintained at the highest possible level, is benchmarked not only against best practice but also against yardsticks established for the business itself - in other words, through regular monitoring and comparisons against established criteria.

This publication is designed to assist in an understanding of the special requirements of hotels, restaurants and other catering establishments.

Accounting Analysis

Hotels need to distinguish between the various categories of income they receive. These will include accommodation charges, restaurant takings, bar takings, telephone and other receipts, conference income and advance bookings. Depending on the sophistication of each hotel there may be other analyses required as well.

Restaurants will not need to categorise their income to the same extent as hotels but nevertheless will want to distinguish between food and bar sales.

Record-keeping and auditing considerations – Restaurants and Cafes

The *Uniform System* includes the following recommended forms for use in simplified record keeping for restaurants:

Major form	Source record
Sales and cash receipts	Daily report
Cashiers summary	Cash-register reports
Daily report	Cashiers summary
Cash disbursements	Chequebook and cheque vouchers
Record of unpaid bills (accounts receivable)	Unpaid invoice file
Salaries and wages worksheet; and check register	Employee payroll records (time cards)
Employment record	Employee payroll records; salaries and wages worksheet and check register

The issues which currently demands particular control and attention are:

- Income: cash transactions;
- Costs;
- Distinguishing liquor and food margins;
- Stock control;
- Rate of occupancy;
- Records supporting tax treatment of expenditures.

These are now explained in more detail:

(a) *Income: cash transactions*

The cash transactions occurring at each of the many cash points should be recorded separately for each till and for each shift worked. Till records should be transferred to the appropriate ledgers as rapidly as possible. The *Uniform System* suggests that sales should be segregated into various categories such as food, beverages, gift and miscellaneous. Taxes and service charges collected should, of course, also be recorded separately by source. Transfers from tills to ledgers should be such that the cash received from customers may be recorded in separate ledgers in respect of:

- Food, beverages, gifts and miscellaneous.
- Meal periods and shift periods.
- Locations.

(b) *Costs*

The *Uniform System* advocates particularly detailed control of cash disbursements. The group headings under which the records relating to costs should be kept, according to the *Uniform System*, are as follows:

- Amount of cheques;
- Accounts payable;
- Food purchases (including delivery and freight);
- Beverage purchases;
- Gifts and miscellaneous;
- Savings obtained through discounts for prompt payments;
- Payroll expenses;
- PAYE/NIC collected from employees and due to the Government;
- Employee benefits expenses;
- Operating expenses;
- Music and entertainment;
- Marketing;
- Energy and utility services;
- Administrative and general;
- Repairs and maintenance;



"Fit for Purpose"

In November 2002, the Government announced plans to stamp out shabby hotels and restaurants. Some local authorities will be given new responsibilities to ensure that hotels, restaurants and guest houses offer adequate facilities as well as meeting basic quality standards – a much harder line will be taken on making sure that customers are not sold short.

New National Occupational Standards

On 3 March 2005, *People 1st*, the Sector Skills Council for the hospitality, leisure, travel and tourism sectors, published new National Occupational Standards for the travel and tourism industry.

The standards prioritise sales, customer service, organisation and business planning and will form the basis for all vocational training for these industries.

For more information on the standards visit:

- Rent and other occupancy costs;
- General ledger.

(c) *Distinguishing liquor and food margins*

Restaurants are, in general, too lax in respect of distinguishing their food and drink transactions. Very often the bar tills records are not transferred to the appropriate ledgers resulting in the appearance of huge gross profits for food and losses for liquor. Costs should be recorded in such a way as to make it ultimately possible to calculate the different margins on the different categories of sales. Restaurants should break down their costs of food as follows:

- Starting inventory;
- Food purchases;
- Delivery charges;
- Ending inventory;
- Inventory wasted;
- Employees' meal costs.

The other costs of meals served which restaurants surveyed said should be recorded separately include:

- Cost of drink;
- Employees' wages and attributable costs;
- Attributable overheads.

(d) *Stock Control*

Inventory turnover is the index most depended on in respect of food and beverages control to assess efficiency. The norms for UK restaurants' annual inventory turnover are very similar to those for American restaurants. They range between:

- Food – 28 to 36 times;
- Beverages – 8 to 11 times.

Wastage is an issue that requires unusual attention. This requires all the inventories kept by most retailers to be maintained on a daily basis with records of start-of-day inventories and end-of-day inventories for both the storeroom and kitchen.

(e) *Rate of occupancy*

Records kept of the numbers of customers should be both "per meal period" and "per location". They should be sufficiently detailed to indicate how full each table was and the turnover of table covers per meal period.

Current practice of record-keeping: Hotels

The diverse activities constituting a hotel's business tend, for operational purposes, to be divided into departments. The *Uniform System of Accounts for Hotels* was developed primarily to help hotels reflect this departmentalisation in their presentation of accounting-based information. A simple format of the profit and loss account, which is recommended by this system, is known in the industry as a *Summary Operating Statement*.

The business operations of Hotels result in several special record-keeping requirements. The issues that currently demand particular control and attention are:

- Income: cash transactions;
- Costs;
- Distinguishing margins;
- Stock control;
- Rate of occupancy;
- Identification of sources of error;
- Records supporting tax treatment of expenditures.

(a) *Income: cash transactions*

The cash transactions occurring at each of the many cash points should be recorded separately for each till and for each shift worked. Till records should be transferred to the appropriate ledgers as rapidly as possible. The *Uniform System* suggests that sales should be segregated into various categories such as: food, beverages, gift and miscellaneous. Taxes and service charges collected should, of course, also be recorded separately by source.

Transfers from tills to ledgers should be such that the cash received from customers may be recorded in separate ledgers in respect of:

- Rooms;
- Food: beverages, gifts and miscellaneous;
- Meal periods and shift periods;
- Locations.

Cash transactions occurring at each of the many cash points with incomes of variable gross margins, should be fully recorded.

(b) *Costs*

Recommended forms

The *Uniform System* includes the following recommended forms for use in simplified record keeping. Many trade associations recommend that Hotels should use these.



HMRC backs down on NICs bills

The HMRC has been investigating restaurants' troncs systems (how tips are divided up between staff) for more than two years as part of "Operation Gourmet".

HMRC guidance stated that only money that was paid by the employer through an employer's payroll counted for National Minimum Wage (NMW) purposes. Tips paid by a tronc, did not count for NMW purposes. Monies that are paid through the payroll are subject to National Insurance contributions, and therefore restaurants using troncs to top up wages, were threatened with an NICs bill.

Some fines were issued to "offenders": *Pied à Terre* settled for £30,000, *Conran's* bill was expected to be in the low millions and *Mon Plaisir* called in the administrators after refusing to pay its fine.

However, in a surprise turn of events, the Government has backed down on its original guidance. On 10 February 2005, the Government published new guidance on how tips should be taxed. The new guidelines say that restaurants can use tips to top up waiters' salaries to the minimum wage. Any top-ups will be subject to PAYE but not National Insurance payments – potentially losing the taxman over £1 billion of revenue per year.

Major form	Source record
Sales and cash receipts	Daily report
Cashiers summary	Cash register reports
Daily report	Cashiers summary
Cash disbursements	Chequebook and cheque vouchers
Record of unpaid bills (accounts receivable)	Unpaid invoice file
Salaries and wages worksheet; and check register	Employee payroll records (time cards)
Employment record	Employee payroll records; salaries and wages worksheet and check register

The *Uniform System* advocates particularly detailed control of cash disbursements. The group headings under which the records relating to costs should be kept, according to the *Uniform System*, are as follows:

- Amount of cheques;
- Accounts payable.

These relate to the following:

- (i) Cost of food sales
 - Food purchases (including delivery and freight);
 - Beverage purchases;
 - Savings obtained through discounts for prompt payments.
- (ii) Salaries and wages
 - Salaries and wages paid to employees by occupation:
 - Service;
 - Preparation;
 - Administration and general
 - Other.
 - Payroll expenses (see Note 1);
 - PAYE/NIC collected from employees and due to the Government;
 - Employee benefits expenses.

Note 1

Changes in the demand for labour due to the seasonal nature of the industry, plus day-to-day variations in activity, means that records kept should include a casual wages register.

- (iii) Direct operating expenses
 - Uniform;
 - Laundry;
 - Kitchen utensils;
 - Cleaning supplies;
 - Contract cleaning;
 - Other hygiene expenses;
 - Licences;
 - Other.

- (iv) Marketing expenses
 - Selling and promotion;
 - Advertising;
 - Fees and commissions: franchise and agency.
- (v) Energy and utility services
- (vi) Administrative and general
 - Repairs and maintenance;
 - Rent and other occupancy costs;
 - General ledger.
- (vii) Other
 - Music and entertainment;
 - Gifts and miscellaneous.

Note 2

Further useful guidelines for efficient cost accounting for hotels may be found in the Chartered Institute of Management Accountants (CIMA) *Framework series 128 'Hotels'*.

(c) Distinguishing margins

Leading stock takers to hotels and restaurants say that hotels are, in general, too lax in distinguishing their food and drink transactions. Very often, the bar tills records are not transferred to the appropriate ledgers resulting in the appearance of huge gross profits for food and losses for liquor.

Costs should be recorded in such a way as to make it ultimately possible to calculate the different margins on the different categories of sales. At the very least, Hotels must identify and keep separate records of:

- The resources used for letting each room;
- The costs of food.

Costs of food

For the purposes of restaurant operations, *The Uniform System of Accounting for Restaurants* indicates that, for this purpose, restaurant operators should break down their costs of food as follows:

- Starting inventory;
- Food purchases;
- Delivery charges;
- Ending inventory;
- Inventory wasted;
- Employees' meal costs.



Good news for bar and restaurant workers

In October 2007, HMRC lost an Employment Tribunal appeal case against the restaurant/club Annabel's. The case involved the interaction between National Minimum Wage (NMW) and Troncs. Troncs are a system of pooling and distributing tips to staff in the service industries.

Under specific circumstances payments made as tips may be included as part of the payroll by the employer and count toward NMW. However HMRC argued that tips paid via a tronc should not count towards national minimum wage. HMRC were given leave to take the case to the High Court.

On 13 June 2008 the Employment Appeal Tribunal ruled in HMRC's favour by supporting current National Minimum Wage legislation relating to tips, in the case of Annabel's restaurant and night club. The Judge determined that where restaurant or bar service charges are paid by the customer to the employer, but are then paid into a 'troncmaster's' bank account for distribution in accordance with a 'tronc' scheme agreed between the troncmaster and employees, the sums so distributed to employees are not "paid by the employer" for the purposes of being included in any National Minimum Wage calculation.

This means that employers will have to pay their staff at least the National Minimum Wage regardless of any tips, gratuities, service or cover charges, so long as the tips are not paid directly through the employer's payroll.

National Minimum Wage legislation is being amended so that from 1 October 2009 employers will not be allowed to use tips to top up staff pay in order to meet the National Minimum Wage.

The other costs of meals served which hotels should record separately include:

- Cost of drink;
- Employees' wages and attributable costs;
- Overheads attributable.

(d) Stock control

Inventory turnover is the index most depended on in respect of food and beverages control to assess efficiency. Wastage is an issue that requires unusual attention. This requires all the inventories kept by most retailers should be maintained on a daily basis with records of start-of-day inventories and end-of-day inventories for both the storeroom and kitchen.

(e) Rate of occupancy

Records kept of the numbers should be:

- Rooms: per night; and
- Dining tables: per meal period, and per location (if the hotel has more than one restaurant).

They should be sufficiently detailed to indicate:

- Occupancy of each room;
- How full each table was per meal period;
- The turnover of table covers per meal period.

(f) Identification of sources of error

The need for continuous staffing, which requires shift work, means records kept must be by shift as well as by department and area.

Ratios

Profitability Ratios

Each establishment should seek to determine how profitable they are in various departments as well as obtaining an indication as to how profitable they are overall. Some ratios, which could be taken into account, are:

- Gross profit percentage of sales – this is a check on the relationship between the sales or takings of the establishment and the cost of those sales. As a rough guide it ought to be about 65% for meals and about 50% for wines and spirits but it may vary between different businesses. What is important is to compare the results between one accounting period with that for another and serious variation should be looked into at an early stage.

- Labour cost as a percentage of sales – in a catering business labour cost will include the gross cost of wages and salaries including National Insurance, Pension Contributions and of course the cost of staff meals.
- Operating expenses as a percentage of sales – this should be calculated for each heading of expense and determines the cost of each expense as a percentage of the gross operating income of the business before VAT.
- Net profit as a percentage of sales – this will vary between different businesses and will to a large extent depend on how the business has been financed. It will however provide an indication as to the ratio from one year to another in the same business.
- Net profit as a percentage of capital employed – this is an indicator of the return the business is making on the capital that is employed in it. Whilst the gross profit margin may be attractive and the net profit may show an economical operating activity, if for example the profit is £10,000 but the net assets employed are £2million pounds then that return is totally inadequate having regard to the capital which is employed. The ratio will therefore indicate whether the volume of business is too little for the amount of capital employed in it.
- Rate of stock turn – this is determined by taking the cost of goods sold during the accounting period and dividing it by the average of stock held over the period. The answer will be a multiple and will thus indicate the number of times the stock has been turned over.
- Other ratios – other ratios, which could be used, include tests on the liquidity of the business and its ability to collect its debtor monies quickly.

Operating ratios

It would be useful for management to look at other factors as well as those limited to the profitability of the business. For example:

- Room occupancy percentage – this ratio will determine the extent of occupancy of the number of rooms in a hotel establishment. It may be as high as 100% during a holiday season with much lower percentages at the beginning and end of the season.
- Occupancy percentage by number of people – the percentage is a measurement of the total occupancy by number of people (number of beds to be filled rather than rooms or number of places at the tables in a restaurant).



Guidance on Food Safety, Traceability, Product Withdrawal and Recall

The Food Standards Agency (FSA) has published informal, non-statutory advice on the requirements for food businesses which relate to the safety and traceability of food, notification of food safety incidents and product withdrawal and recall. It replaces earlier FSA guidance, which included EC guidance that were regarded as disproportionately costly by the industry.

Key changes in the new guidance include:

- greater discretion for businesses regarding the period for which they are required to keep traceability records;
- the requirement of 'immediate' production of traceability records has been changed in certain cases to 'within a short timescale'; and
- a new focus on the legislative requirements, with minimal advice on best practice.

The advice "*Guidance notes for food business operators on food safety, traceability, product withdrawal and recall*" is available at www.food.gov.uk/multimedia/pdfs/fsa1782002guidance.pdf

- Average length of stay – this is a check on the trend of bookings and is a useful budgeting tool.
- Average spend per customer – this is a good indicator showing how much each customer pays for the facilities offered.

Capital Investment Appraisal

In determining whether to invest capital in a hotel or catering establishment, the number of years it will take to pay back that investment is of course a significant factor in deciding whether or not to spend money in the first instance.

These are the main factors that are usually bought into account:

- Will the investment pay for itself?
- Are there any alternatives?
- What is the best way of paying for the investment?

There are various capital appraisal techniques that can be applied to reach the decision on the best way of going forward:

- The payback method – this method calculates the number of years for the cash from the investment to payback the expenditure.
- Return on investment method – this method looks at the income generated by the project as a percentage of the capital outlay.
- Discounted cashflow – this technique is a little more sophisticated. It will require the use of DCF tables. It works on the principal that cash tomorrow is worth less than cash today because of the effect of interest over the payback period.
- Discounted yield – this again is a sophisticated method, which considers at what rate of interest the current value of the total gross income from the project will exactly equal the cost.

Operating Controls

Efficient control of a business will mean that in order to avoid loss due to waste, pilfering, or just bad purchasing, it will be necessary to implement good operating controls. These will normally cover such matters as:

- Maintaining good buying records;
- Controlling the level of operating food stocks;
- Controlling bar stocks and bar valuations;
- Control of cash and cheque takings (including credit cards).

Food Safety Act Guidance

The Food Safety Agency has written new guidance notes on compliance with the Food Safety Act 1990. The guide provides advice for food businesses on the requirements of the Food Safety Act 1990 and updates the previous version – 'The Food Safety Act 1990 and You', issued by MAFF.

The guide takes into account amendments made to the Act by the Food Safety Act 1990 (Amendment) Regulations 2004 and the General Food Regulations 2004 to allow for the requirements of the General Food Law Regulation (EC) 178/2002 and also amendments in the light of the Food Hygiene Regulations 2006.

The guidance can be viewed at:
www.food.gov.uk/consultations/consulteng/2008/fsa90eng08



Customer Indicators of Performance

In many establishments, it's always a good idea to find out what the customer thinks of the service/product that you're providing. You can do this by establishing a number of indicators that are measured by the customer against a mark of 10 or 100.

For example, you might ask your customer on departure to fill in a brief questionnaire judging how good (or bad) they enjoyed their stay at your hotel or visit to your restaurant and to award a score out of 10 with 10 being 100% satisfaction and 1 being total dissatisfaction.

On the next few pages, we've put together a few indicators that you might like to apply in your establishment - many of these are geared towards hotels but, with slight adaptation, can be applied to restaurants as well.

Each of these indicators are "questions" that are asked of the customer either during their stay or immediately prior to departure.

To encourage greater response from customers, it may be a good idea to have a monthly prize draw available only to those completing the questionnaire.

Room										
Cleanliness upon entering bedroom/suite	1	2	3	4	5	6	7	8	9	10
Condition of furniture and equipment	1	2	3	4	5	6	7	8	9	10
Efficiency of lighting	1	2	3	4	5	6	7	8	9	10
Availability of data points for computer use	1	2	3	4	5	6	7	8	9	10
Noise level	1	2	3	4	5	6	7	8	9	10
Feeling of comfort/spaciousness	1	2	3	4	5	6	7	8	9	10
Overall room quality	1	2	3	4	5	6	7	8	9	10
Cleanliness and servicing of room	1	2	3	4	5	6	7	8	9	10
Bathroom and shower facilities	1	2	3	4	5	6	7	8	9	10
Décor and style	1	2	3	4	5	6	7	8	9	10

Hotel/ Restaurant/ Grounds										
Condition of entrance/reception	1	2	3	4	5	6	7	8	9	10
Decor	1	2	3	4	5	6	7	8	9	10
Seating/waiting area	1	2	3	4	5	6	7	8	9	10
Maintenance and upkeep of grounds	1	2	3	4	5	6	7	8	9	10
General impression	1	2	3	4	5	6	7	8	9	10

Evaluative										
Reasonableness of bill	1	2	3	4	5	6	7	8	9	10
Value for money	1	2	3	4	5	6	7	8	9	10
Value of meals	1	2	3	4	5	6	7	8	9	10
Meal quality and variety	1	2	3	4	5	6	7	8	9	10
Room service experience	1	2	3	4	5	6	7	8	9	10
Speed and completeness of problem resolution	1	2	3	4	5	6	7	8	9	10
Customer's intent to return within 6 months	1	2	3	4	5	6	7	8	9	10
Customer's intent to return within 12 months	1	2	3	4	5	6	7	8	9	10
Customer's intent to recommend to others	1	2	3	4	5	6	7	8	9	10
Customer's overall satisfaction	1	2	3	4	5	6	7	8	9	10

People and Procedures										
Effectiveness of reservation system	1	2	3	4	5	6	7	8	9	10
Check-in procedures	1	2	3	4	5	6	7	8	9	10
Check-out procedures	1	2	3	4	5	6	7	8	9	10
Are our systems and procedures "user-friendly"	1	2	3	4	5	6	7	8	9	10
Staff attitude and attention to detail	1	2	3	4	5	6	7	8	9	10
Staff efficiency	1	2	3	4	5	6	7	8	9	10
Availability of information when requested	1	2	3	4	5	6	7	8	9	10
Accuracy of bill	1	2	3	4	5	6	7	8	9	10
Speed of bill processing	1	2	3	4	5	6	7	8	9	10
How flexible and easy to do business with are we	1	2	3	4	5	6	7	8	9	10
If something went wrong, did we show initiative in dealing with it	1	2	3	4	5	6	7	8	9	10
Did we deal with problems on the spot	1	2	3	4	5	6	7	8	9	10
Did we keep the promises we made	1	2	3	4	5	6	7	8	9	10
Did we create a favourable and positive memorable experience	1	2	3	4	5	6	7	8	9	10
Did we respond quickly to your requirements	1	2	3	4	5	6	7	8	9	10
How well did we use technology to enhance your experience with us	1	2	3	4	5	6	7	8	9	10
Did we make it easy for you to comment on our service or product quality	1	2	3	4	5	6	7	8	9	10

Less Red Tape?

Industry experts monitoring moves to cut the burden of red tape on the hotel and restaurant industry sector met¹ at the request of Janet Anderson, Minister for Tourism. They pledged to help ensure that the pace of regulatory reform is maintained. The new group was tasked with ensuring that the reviews already under way for streamlining the regulation of the industry took full account of the industry's needs. It canvassed the views of hoteliers and restaurateurs on the reform of the regulations that affect them. The group was set up by the Department for Culture, Media and Sport in direct response to the recommendations made by the Better Regulation Task Force (BRTF) in its report: *Tackling the Impact of Increasing Regulation - A Case Study of Hotels and Restaurants*².

The hotel and restaurant industries are big business, and are vital to the tourism industry of the UK. They contribute around £30 billion a year to the British economy and have created one in seven new jobs over the

past ten years. Streamlining the regulatory system for hotels and restaurants is a top priority - the Government says it aims to strike a balance between removing unnecessary burdens on the industry, while maintaining adequate protection for consumers, workers and the environment. In the Government's response to the BRTF report and its recommendations it accepted:

- The need for: clearer and simpler guidance on regulatory requirements;
- Clearer Government sponsorship roles for tourism and hospitality;
- Further modernisation of the planning system to make it faster, more responsive and transparent;
- Consultation on the need for new planning guidance for hotels, restaurants and related sectors;
- Simpler fire safety regulations, backed by simple and clear guidance;
- Streamlined approvals for development in heritage buildings, and improved access for disabled people.

The Government agreed that the Department for Culture, Media and Sport (DCMS) should, in conjunction with Cabinet Office's Regulatory Impact Unit (RIU) and the Small Business Service (SBS) monitor the overall impact of regulation on the sector. The Case Study can be found at:

<http://archive.cabinetoffice.gov.uk/brc/publications/hotelsentry.html>

Health and Safety

The Health and Safety Executive (HSE) has published (on 15 August 2001) a free information sheet to help reduce injuries to waiting staff.

Health and Safety for Waiting Staff (Catering Information Sheet No 20) aims to remind employers and employees of the types of injury that commonly occur while doing this job and that many accidents can be easily avoided by following a series of simple 'do's and don'ts.' This information sheet highlights common risks and gives advice on how to reduce these. It summarises employers' responsibilities and provides a checklist of safety measures for employers and staff. The checklist can be used by managers to brief staff or be used by staff as a reminder of good practice.

It is important to brief temporary and permanent staff on workplace health and safety risks and the steps being taken to control them. Proper controls are needed, not only at permanent work premises but also at any temporary venues that may be used.

Copies of *Health and Safety for Waiting Staff*, are available free of charge and can be ordered online at www.hsebooks.co.uk viewed at:

www.hse.gov.uk/pubns/cais20.pdf or are available from:

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Improve – Food and Drink Sector Skills Council

Improve is the company formed to be the licensed Sector Skills Council for the UK's £66 billion turnover food and drink manufacturing sector. Their aim is to work with the employers of more than 600,000 people at companies of all levels, sizes and functions to:

- increase skill;
- increase workforce competencies;
- raise productivity;
- improve business performance; and
- attract people to a career in the sector.

For more information on *Improve*, visit www.improveltd.co.uk

Training Tool for Food Businesses

Improve has developed a new online learning tool for business owners to use when training new staff. Available on CD-ROM, the tool provides a basic one-hour training programme about food hygiene, covering personal hygiene, food safety, cleaning in food premises, waste and pest control. The tool aims to address the time-consuming and costly process of inducting new staff in these basic procedures and is priced at £35.

Employer Newsletter

Improve has also launched a quarterly newsletter for business owners called *Flavour*. The newsletter contains the latest news about the sector, information about training standards and practical tips about such issues as food hygiene.

To view the newsletter visit: www.improveltd.co.uk/

HSE publishes Slips and Trips prevention guidance

The Health and Safety Executive (HSE) has published a revised guidance for caterers on preventing slips and trips offering practical advice to caterers to help them prevent accidents and comply with legal requirements including:

- The importance of stopping floor contamination in the first place;
- Information on methods for cleaning up spillages immediately;
- The importance of providing floors with sufficient grip and surface roughness and information to help determine floor specifications;
- The need for good housekeeping, keeping obstruction-free work areas, and avoiding uneven or poorly maintained floor surfaces; and
- Assessing slips risk on smooth floors using HSE's free Slips Assessment Tool software (SAT).

The guidance emphasises the benefits of getting everyone involved - staff, managers and safety representatives - in making sure that everyone has a good understanding of the right way to work and precautions to take to secure a slip and trip free environment.

Additionally, it highlights three key messages to remember and act upon:

- Most slips injuries happen on wet floors;
- Most trips are due to poor housekeeping; and
- Plan ahead to deal with any problems during busy periods when the pace of work increases.

The guidance "Preventing slips and trips in kitchens and food service" can be downloaded from the HSE website at:

www.hse.gov.uk/pubns/cais6.pdf

The HSE slips assessment tool software can be downloaded free from www.hsesat.info

Further Information

The key to successful hospitality is delivering what the customer wants and exceeding expectation through superior service and quality. Knowledge about your business and how your customers perceive your performance are crucial factors in the pursuit of improvement.

This guide is for general interest - it is always essential to take advice on specific issues. We believe that the facts are correct as at the date of publication, but there may be certain errors and omissions for which we cannot be responsible.

References:

¹ Published on 27 February 2001 - See Department of Culture, Media and Sport press release 49/01

² Published on 29 June 2000. It was made available on the Internet at: www.cabinet-office.gov.uk/regulation/index/task.htm

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