

Quest – Splus 2 - Food and Beverage

Guidance Notes



| Module Outcome |
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| <ul style="list-style-type: none"> High standards of food hygiene are in place (both statutory & non-statutory) The food and beverage operation meets the needs of the customers The food and beverage operation is profitable and/or achieves its business targets Staff provide a high level of customer service Where possible the facility will support local trade and meet ethical purchasing standards |
| PLAN |
| Challenge: How do you plan the delivery of your food & beverage operation? |
| <p>Examples of best practice</p> <ul style="list-style-type: none"> Standards (local & national) HACCP (Assured Safe Catering system) Business plan objectives Responsibility Resources Budget Key performance indicators (KPIs)/ Gross profit margins Procurement Promotional plan Research Working with partners Procedures and policy standards. |
| <p>Suggested Guidance</p> <ul style="list-style-type: none"> Have acceptable and measurable standards been defined by good practice and national legislation Does the facility have a robust documented Food Safety Management System to ensure the safe delivery of food from supplier to the customer, such as an assured safe catering plan (Hazard Analysis and Critical Control Point) Have the business plan objective(s) been defined that set out what the facility wants to achieve Has a member of staff been allocated the responsibility and accountability for overseeing and coordinating the different functions of the business Have sufficient resources been allocated to meet the needs of the business Is the budget set on last year's actual +/- %, or has the management team fundamentally reviewed the business to determine how the facility can improve its performance in the following year |

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- Have relevant key performance indicators been identified and targets set to determine measurable objectives, such as usage type, income, gross profit margins, types of products purchased and staffing levels
- Has an evaluation of the potential suppliers taken place that allows a competitive and effective procurement procedure
- Is there a measurable promotional plan in place for the food and beverage services including signage and promotions
- Has research been conducted to take into consideration the needs of the customer
- Have partners' needs been taken into consideration when establishing catering services; this may include the health improvement outcomes of the health sector
- Are procedures and policies developed, defined, and documented as part of an integrated quality management system, for staff and where appropriate customers?

DO

Challenge: How do you communicate with your staff, partners, and customers to ensure regular and increased usage and spending?

Examples of best practice

- Display customer pledges
- Product range display
- Recognised awards
- Written standards/procedures
- Forums/meetings with customers, partners, and staff
- Website/App/social media used for promotion
- Directional signage clear
- Promotions
- Healthy Options

Suggested Guidance

- Are pledges displayed for both staff and customers that communicate the organisation's commitment to acceptable standards, food processes and a commitment to high standards
- Is the sale of products both visual and creative, is there a varied range to meet customer requirements? Is allergen information displayed
- Is the business promoted through recognised awards, for example Food Standards Agency (FSA) food hygiene rating award scheme
- Are guidance documents and clear written procedures provided that define standards for staff that perform operational duties; do they emphasise the required procedures for presentation and how the standards can be delivered and maintained
- Do regular meetings and forums take place with customers, partners, and staff; do they determine whether the desired expectations are being met

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- Are the website, customer Apps and/or social media used to promote the food and beverage service, is it used effectively to assist in increasing usage and promoting greater awareness
- Is directional signage clear and effective, are the facilities visual, and easy to find and are they welcoming
- Are promotions used to attract new customers and increase the secondary spending of existing customers
- Are healthy options provided to assist in meeting the health improvement targets of partners?

DO

Challenge: What legislation, regulations & guidance have you considered for the delivery of your food and beverage services?

Examples of best practice

- Safer food, better business, and HACCP system
- COSHH
- Checks and Inspection
- Cleaning schedules
- Temperature checks and temperature checking equipment calibrated
- Equipment inspections and servicing
- Safe systems of work
- External audit actions
- Risk assessments
- Hazardous waste regulations
- HACCP assessments
- Bans or restrictions on single-use plastics
- Rules set out for food allergens

Suggested Guidance

- Does the facility use safer food, and better business guidance to help determine essential documentation and systems for all food, from procurement to service; all processes identifying critical control points (HACCP)
- Is essential COSHH data and assessment documentation in place for all chemicals currently in use
- Are appropriate checks and inspections carried out, such as opening and closing inspections
- Are all cleaning schedules detailed to ensure a high level of standard is achieved; Are our staff members aware of the level of cleanliness to be achieved
- Is there a system in place to record all temperatures (freezers, fridges, and hot food), a minimum of twice a day? Is the temperature-checking equipment available, calibrated, and maintained
- Is the equipment safe to use, is it inspected, are the staff provided with clear instructions on how to check the equipment safely and are service schedules in place

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- Are procedures in place (safe systems of work) for operational tasks, such as beer line cleaning, food preparation and machine cleaning
- Have actions been completed and signed off following external audits, such as EHO
- Have risk assessments been completed for high-risk tasks and activities, including the use of deep fat fryers, and electric carving knives; has first aid been considered, including the action for burns and scolds
- Is hazardous waste disposed of appropriately; kitchen oil and contractors 'Waste Transfer Notes' available on-site
- When writing HACCP assessments, has the management considered the following:
- Have they identified hazards to food safety which might be present within the business - "What can go wrong, when and where?"
- Are controls in place to deal with these hazards - "What can I do about it and when?"
- Are controls carried out and checked
- If something goes wrong everyone is clear of what to do about it and then does it - "What is acceptable?" "How can I check?", "What can I do about it?"
- Are procedures kept up to date - "If I change my way of preparing food, do I need to change my food safety controls?"
- Are documents kept, which are necessary to show what the procedures are - "What documents should I keep showing what my procedures are?"
- Are records necessary to show the procedures are working kept - "What records should I keep showing my procedures are working and any problems have been put right?"
- Are single-use plastic items, such as cutlery, trays, plates, and bowls not in use, and a suitable alternative has been provided?
- Does the facility provide allergen information in writing to the customers directly, for example on a menu, chalkboard or information pack, or a written notice placed in a clearly visible position explaining how customers can obtain this information? Do prep-packed food for direct sale display allergen information on their labels?

DO

Challenge: What training has taken place to deliver these services to the high standards expected from customers?

Examples of best practice

- Training plan
- Induction training & records
- Training needs; development and CPD
- Minimum recognised qualifications
- Competency testing
- Customer care training
- Stock control, portion control, wastage, and gross profit
- Procedures and policy systems

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Suggested Guidance

- Is the training plan comprehensive, clearly identifying the standards and needs that are required in the food and beverage department
- Does the staff induction process fully cover all aspects deemed necessary to deliver the operation
- Is a programme in place to identify training needs; has a training schedule been developed to allow staff to develop and enhance their skills from the minimum requirements through to continual professional development (CPD)
- Has the service defined minimum recognised qualifications for staff at all levels, such as the basic, intermediate, or advanced food hygiene certificates
- Is regular and concise competency testing in place which assists in identifying training needs and ensures that staff are up to date and conversant with processes and procedures
- Is customer care training delivered as part of the induction and ongoing training programme
- Are front-line staff aware of the importance of stock control, portion control, wastage, and the effects on gross profit margins
- How do management ensure that staff are trained in any relevant procedures and policies; and are changes actioned accordingly?

DO

Challenge: How have you allocated resources to deliver these services?

Examples of best practice

- Safer foods, a better business manual
- Equipment and maintenance budgets
- Sufficient resources
- Staffing structure
- Responsibilities
- Sufficient stock and range of products

Suggested Guidance

- Are the safer foods, and better business manual in place and being followed, with staff given appropriate time to complete records
- Are equipment and maintenance budgets established for the ongoing replacement and renewal of equipment provision
- Have sufficient resources been allocated to enable the staff to deliver and maintain acceptable service standards, including those priority areas that may require additional resources to meet the desired outcome
- Does the staffing structure allow an efficient and effective service to operate and have peak times been identified and staffed accordingly
- Are responsibilities and roles clearly defined for all staff
- Does the facility have sufficient stock and a varied range of products to ensure customers can buy the products they wish to purchase?

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| MEASURE |
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| Challenge: How do you measure? |
| Examples of best practice <ul style="list-style-type: none"> • Customer feedback • Check sheets and schedules • Monitoring of check sheets and schedules • Stock control • Gross profit margins • Secondaries spend • Recycling • Waste management • Mystery visits • External validation |
| Suggested Guidance <ul style="list-style-type: none"> • Is there a process in place for customers to give feedback on the food and beverage operations; is it specifically measured on general issues and/or concerns or specific areas, for example, cleanliness, staff, and various products • Are the check sheets and schedules in place, and do they allow for measurable reporting • Are check sheets and schedules completed consistently and is there an adequate level of managerial countersigning and monitoring that can be measured • Is there a stock control system in place; are the systems measured • Is there a healthy gross profit and are identified concerns dealt with • Is there a process in place to measure secondary spend • Is there a policy on recycling and how is this measured • Is there a robust system in place for measuring and controlling food waste • Does the facility make use of mystery visits to test the customer experience; are the findings and observations analysed and measured • Do external validations measure quality assurance? |

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| REVIEW | |
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| Challenge: How do you review what you measure? | |
| Examples of best practice | <ul style="list-style-type: none"> • Trend analysis • Quantifiable review process • Performance review • Benchmarking • Schedules and rotas changed according to customer footfall • Budgets • Use of trained staff • Staff development • Procedure changes due to feedback • Controlled expenditure • Local, free-range, organic or fair-trade produce • Changes communicated to customers • Procedure and policy systems. |
| Suggested Guidance | <ul style="list-style-type: none"> • Does trend analysis indicate that the current operations are/ are not adequate to deliver standards and meet customer expectations • Is there a quantifiable review process in place which takes into account the results from check sheet completion and feedback from customer comments • Are the results of performance fed back and discussed with staff; does the outcome of reviews enable management to allocate additional resources • Does the facility benchmark its performance against other facilities, both within and external to the leisure industry • Are schedules and rotas reviewed in line with changes to the business and customer footfall, which can help deliver and maintain high standards • Does the operation work within the budget constraints; could a review of operations result in cost savings • Does the use of trained staff result in less staff required; positive feedback can be considered as an indication of success within the operation • Is staff development a priority; does productivity increase as a result of staff training • Are procedures changed to reflect both staff and customer feedback • Are expenditure budgets easily controllable • Does the operation actively buy local, free-range, organic or fair-trade produce; is this advertised and promoted to customers and have links been established to any local organisations as this can often be perceived positively by customers • Does the facility communicate to customers the changes that have been made following their feedback and recommendations • Do management have a process in place to regularly review and update relevant procedures and policy systems? |

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| IMPACT | |
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| Challenge: Has what you have done made a difference? | |
| Examples of best practice <ul style="list-style-type: none"> • Customer recommendations • Increased customer satisfaction • Profitability improving • Secondary spend • Staff satisfaction and ownership • Increased recycling and waste management. | |
| Suggested Guidance <ul style="list-style-type: none"> • As a result of customers recommending the facility to other potential users the number of customers using the catering department increased • Increased customer satisfaction will deliver further recommendations, fewer complaints, and reduced management time in dealing with these issues • Is the profitability of the service improving, are margins achieving the targets set out in the business plan • Is the facility improving its secondary spend per head • Staff that contribute to the construction and delivery of standards have greater ownership, they are happier at work and deliver high standards consistently • Consideration has been taken regarding recycling and waste management which will have a positive impact on environmental standards • As a result of actions taken, have the food hygiene standards/ratings have improved? | |