

Health Works: a look inside eating-out

A Report by the British Hospitality Association



MAY 2011

BRITISH
HOSPITALITY
Association

The British Hospitality Association, incorporating The Restaurant Association, is the national trade association for the hotel, restaurant and catering industry. It has in membership almost every publicly quoted hotel group, many independent hotels, restaurants and clubs, major food and service management companies, motorway service operators and many local hospitality associations, as well as hospitality education establishments. In total, it represents more than 40,000 establishments with over 500,000 employees across the UK.

The association promotes the interests of the entire hospitality industry to government ministers, MPs and MEPs, members of the Scottish Parliament and Welsh Assembly, the EU Commission, the City and the media.

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British Hospitality Association
Queen's House
55/56 Lincoln's Inn Fields
London WC2A 3BH

Tel: 020 7404 7744
Fax: 020 7404 7799
E-mail: bha@bha.org.uk
www.bha.org.uk



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Foreword



Britain's hospitality industry serves one in every six meals consumed in the United Kingdom – that's more than 8.3bn meals per year. Employing over 2.4m people and with food sales alone valued at over £31bn last year, hospitality is at the forefront of our daily lives, our economy and our future.



Success in hospitality comes from anticipating and meeting customers' changing needs. Harnessing new technologies and negotiating political and regulatory changes are only part of the challenge. Differentiation comes through the excellence of food service delivery and the continuous innovation of new concepts, new menus, new styles of cooking and new culinary experiences.



As our nation's attention rightly turns to health with the government's Responsibility Deal for Public Health, the industry is leading the changes to the way in which we eat and live. Hospitality is in the business of promoting 'well-being' and has already taken strides in embracing health throughout all aspects of the business – from the reduction of salt, sugar and elimination of artificial trans fats to the increasing popularity of healthy option dishes, to the education of employees and consumers.



Furthermore, the industry, led by the BHA, continues to work with government to ensure that regulation and policy is practical and does not jeopardise its capability of continuing to generate wealth and employment.

This report highlights the industry's leadership in promoting healthier eating and healthier living, with many BHA members signing the Deal's pledges and many more anticipating to do so. We invite all interested parties and stakeholders to provide their views and to participate in advancing our efforts for the UK.

FROM TOP TO BOTTOM

Ufi Ibrahim Chief Executive, British Hospitality Association

Richard Earl of Bradford Chairman, The Restaurant Association

Phil Hooper Chairman, Food and Service Management Forum, British Hospitality Association

Graham Turner Chairman, National Restaurants Group, British Hospitality Association

Hospitality: at the heart of British life

The British hospitality industry is a major provider of food across the nation. It serves one in every six meals consumed in the UK – 8.3bn per year in total – which includes food eaten in hotels, restaurants and cafes, at work and at leisure, as well as in hospitals, schools, prisons, and the armed forces. Nearly 20 per cent of all food eaten is provided by the hospitality industry and with over 250,000 outlets, food sales are currently valued at over £31bn per year.

The wealth and employment generated through hospitality is spread across the UK, providing economic opportunities where jobs are most needed – from the Highlands of Scotland to the South West of England, as well as in major cities such as London or Edinburgh. As an industry comprising internationally renowned businesses and a significant proportion of small enterprises, hospitality actively strengthens the social fabric of local communities throughout the UK.

The industry is thus at the heart of the nation's well-being, bringing people together on occasions that range from family celebrations to that special dinner for two, from a quick lunch to a cup of coffee, from a global event such as the Olympics to a village tea party. And its influence extends far beyond the nation's home life, through books, press and television, with growing consumer interest in the provenance of the food consumers buy and the way it is prepared.

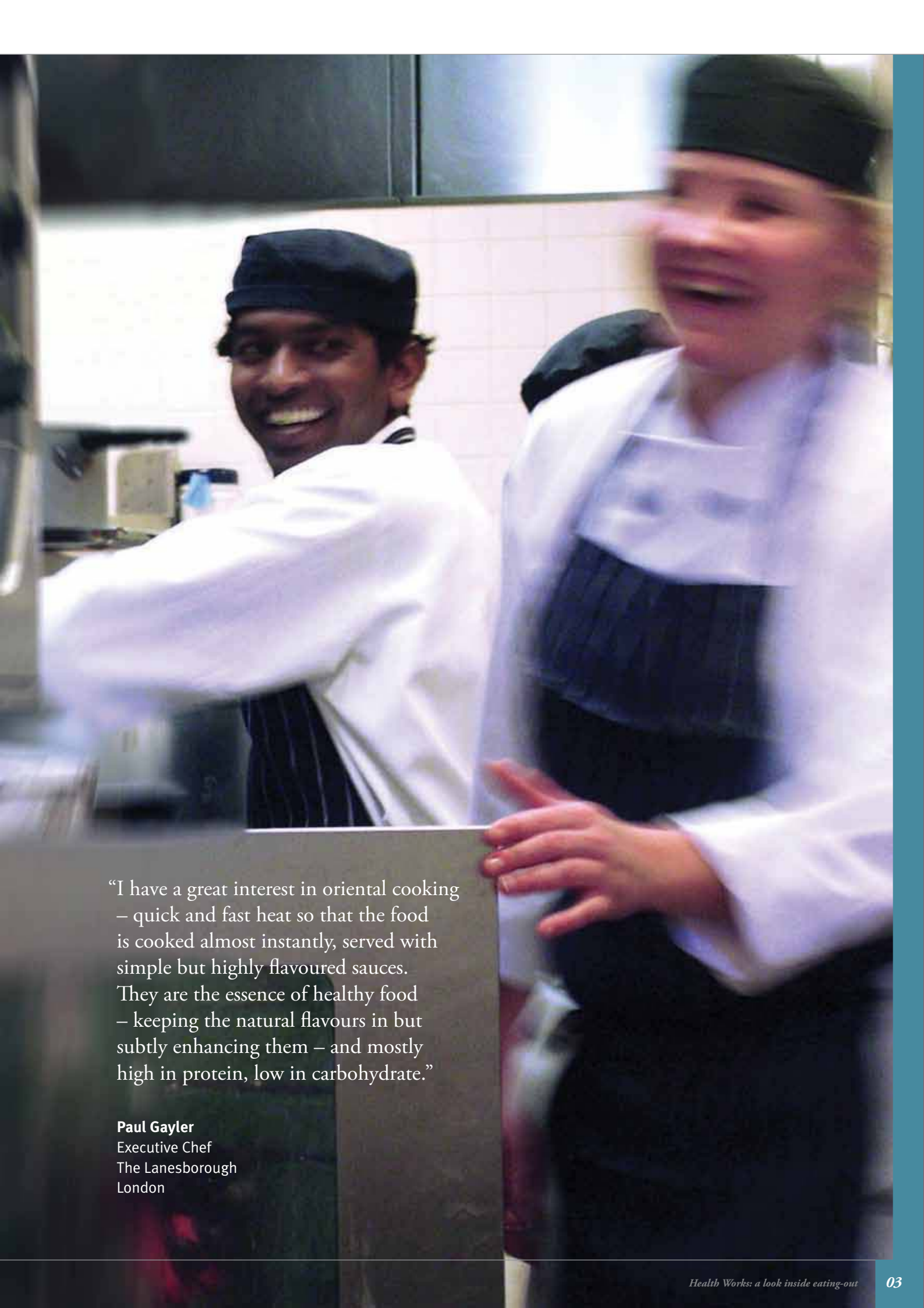
WHAT IS HOSPITALITY?

The hospitality economy includes:

- Hotels and related services
- Restaurants and related services (including pubs, takeaway food shops, licensed clubs and motorway service areas)
- Catering (including contract catering to both private and public sector clients, and in-house catering in such sectors as healthcare, education, local authorities and the armed forces)
- Event management (including conference and exhibition organisers)
- Temporary agency employment across these sectors.

THE HOSPITALITY ECONOMY...

- Has an estimated yearly turnover of £90bn and directly contributes £46bn annually to the UK economy in Gross Value Added.
- Accounts for eight per cent of total employment in the UK, generating 2.44m direct jobs (one in every 13), thus making it the fifth largest industry.
- Generates an additional 1.2m indirect jobs through multiplier effects throughout the UK economy, with nearly 700,000 of these via supply-chain purchases.
- Contributes directly £34bn per year in gross tax revenues to the Treasury – six per cent of annual Exchequer tax receipts.



“I have a great interest in oriental cooking – quick and fast heat so that the food is cooked almost instantly, served with simple but highly flavoured sauces. They are the essence of healthy food – keeping the natural flavours in but subtly enhancing them – and mostly high in protein, low in carbohydrate.”

Paul Gayler
Executive Chef
The Lanesborough
London

Eating-out: a growing market



The eating-out market has doubled in value over the past two decades due, in large part, to greater wealth, increasing discretionary spend, greater choice of eating-out establishments, the increase in single households, the decline in traditional family structure, and lifestyle preferences.

But one major element has been the result of constant innovation on the part of food service operators. New dining concepts, new styles of cuisine, new dishes including lighter snacks and sharing dishes, and new styles of service are being introduced every year. This process continuously re-invents and refreshes the eating-out experience.

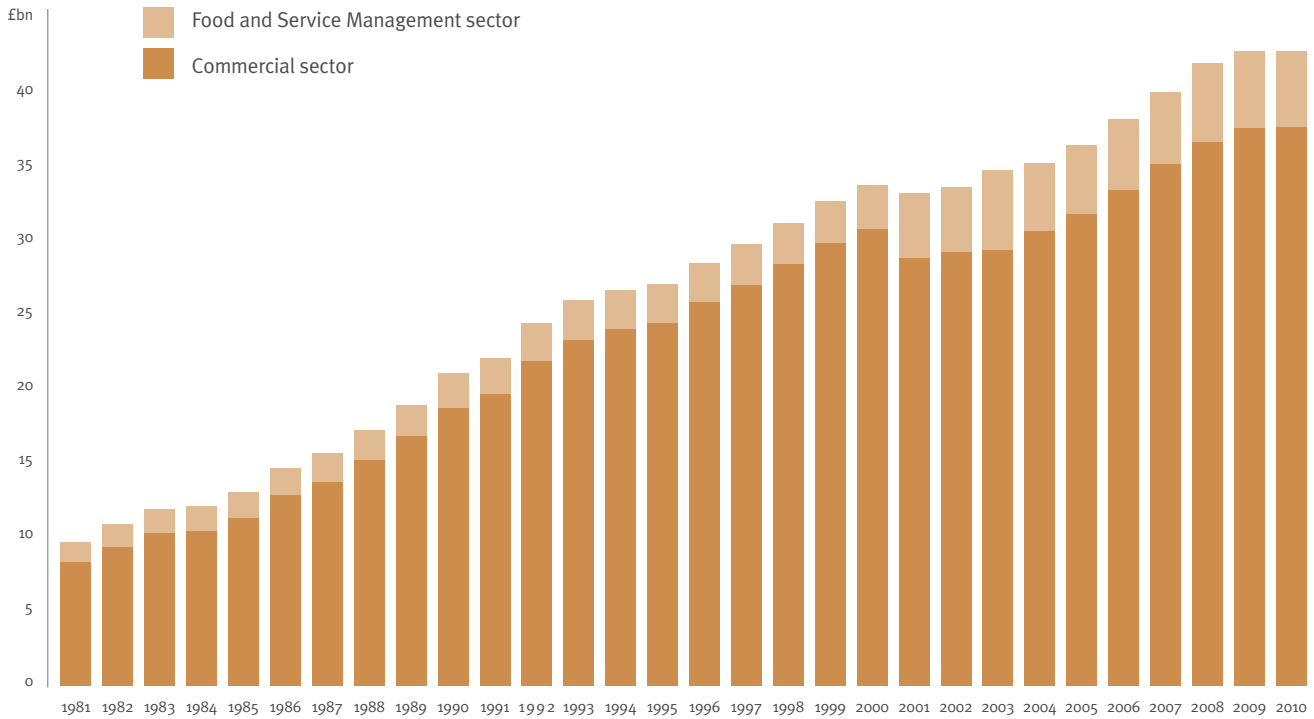
“Aulis (an associated enterprise) is a place to create, an area dedicated to research and study of agricultural, social and territorial awareness. There is focus on creating a healthier cuisine using our native ingredients, many of which have long been forgotten and bringing them into the twenty first century using the latest cooking techniques.”

Simon Rogan
L'Enclume, Cartmel



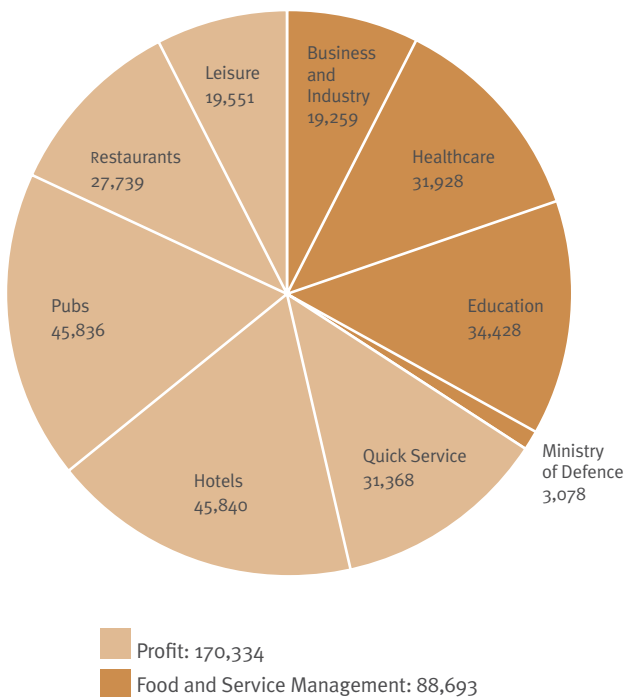
Food and beverage sales in the UK

The commercial sector includes food and drink sales in hotels, restaurants, cafes, pubs and clubs; the food and service management sector includes sales in contract catering and in-house catering outlets in business and industry, education, healthcare and the armed forces.

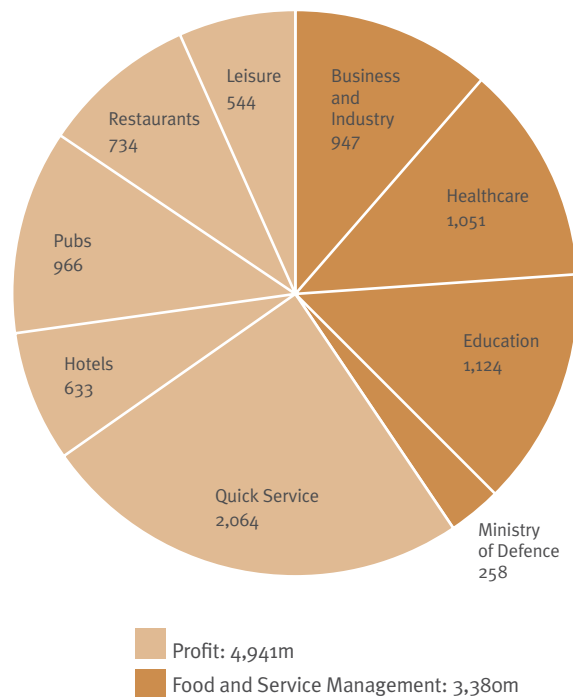


Source: Horizons. At current prices.

Number of hospitality outlets, 2010



Number of meals served in all sectors (m), 2010



Source: Horizons.

The restaurant industry is particularly dynamic, meeting new customer needs and expectations with speed and imagination. Innovation in food production methods has increasingly played a part in kitchens with new technology being used. Internationally celebrated British chefs such as Heston Blumenthal, Jamie Oliver, Marco Pierre White, Michel Roux and Gordon Ramsay are at the forefront, bringing new ideas, new dishes and a wider variety of flavours to an increasingly discerning consumer.

At the same time, standards are rising to such an extent that London is now regarded as one of the eating-out capitals of the world with the UK having over 130 Michelin starred restaurants. Much of this success can be traced to the skills and talents of emerging British chefs together with the international chefs operating here.

The industry can legitimately be proud of this success. It provides direct employment for over 2.4m people, with a further 1.2m in indirect employment. In the restaurant and pub industry alone it employs over 1.3m. Few industries offer a better opportunity for growing their labour force. The BHA estimates that, with the right framework, the industry can create a further 236,000 new and additional jobs by 2015. Furthermore, with a tradition of developing its talent by means of on-the-job training, hospitality offers youngsters employment, professional development and career opportunities that other sectors simply cannot match.

It is against this background of success – and because it is such a large provider of out-of-home meals – that the industry is now keenly playing its part in the UK government's programme of improving the health of the nation.

“Nothing is more exhilarating than fresh fish simply cooked. The success of British cooking depends on the very best ingredients being treated in the very simplest way and when that happens, I think there is nothing to beat it in the whole world.”

Rick Stein

*Source: DH Responsibility Deal Press Release 15 March 2011.

†Source: Gallup-Healthways Wellbeing Index: Well-being in the UK, Ben Leedle, RSA 12 April 2011.



SO WHAT'S THE PROBLEM?

The problem, in short, is growing obesity.

- Latest figures show that almost a quarter of UK adults are obese, with 60 per cent overweight or obese, making the British the most obese nation in Europe.
- In 2009, 28.3 per cent of children (2-10 years) were overweight or obese.
- Obese and overweight individuals place significant pressures on the NHS – direct costs are estimated to be around £4.2bn and are forecast to more than double by 2050*.
- With interventions to modify behaviours (e.g. better diet, more exercise) over five years, the UK could make cumulative cost savings of £218bn, reducing medical costs by 15.5 per cent†.

“In all our restaurants, we’re focused on producing food that not only tastes good but is good. So we’re very careful about the way we prepare and cook – good local ingredients whenever possible and careful cooking that retains all the flavours. Of course people want to eat well – but it’s possible to eat well and eat healthily and we respect that.”

Bruce Poole

Chez Bruce, London



BHA's RESTAURANT AND FOOD SERVICE GROUPS

The Restaurant Association has represented the interests of the independent restaurant sector since 1967. In 2004 it was absorbed into the British Hospitality Association while retaining its own identity. The current chairman is Richard Earl of Bradford, proprietor of Porter's Restaurant in Covent Garden. The Restaurant Association runs the annual Young Chef Young Waiter competition which aims to encourage young talent in the hospitality industry.

Brand restaurants are represented on the BHA's National Restaurants Group, which includes such well known names as Pizza Express, McDonald's, Domino's, D&D Restaurants, Harvester, Beefeater, Yo! Sushi, Starbucks, Loch Fyne and many others. Chairman of the group is Graham Turner of Tragus Holdings, owner of the Café Rouge, Bella Italia and Strada brands.

Britain's contract catering companies are represented on the BHA's Food and Service Management Forum. The current chairman of the Forum, which includes almost all the UK's major contract catering companies, is Phil Hooper, corporate affairs director, Sodexo UK. The Forum publishes an annual survey of operating results for the sector.



Winners of the 2010 Young Chef Young Waiter competition with Bob Walton, president of The Restaurant Association, which organises the competition.

The Responsibility Deal



One of the government's primary tools to tackle the problem of obesity and its implications on health and NHS costs is the introduction of the Responsibility Deal in England, which was launched in March 2011. This is a voluntary scheme which aims to encourage both commercial companies and the public sector to develop a series of core commitments and pledges for action on food, alcohol, behavioural change, physical activity and health at work.

FOOD PLEDGES

The BHA is a signatory to the Deal and serves on its Board as well as on two of its five networks: Food and Behaviour Change. The principal pledges for hospitality companies relate to food:

1

We will provide calorie information for food and non-alcoholic drinks for our customers in out-of-home settings from 1 September 2011 in accordance with the principles for calorie labelling agreed by the Responsibility Deal.

Current signatories:

7 Day Catering, Camden Food Co, Compass, Harvester, ISS Eaton Facility Services Food and Hospitality, ISS Eaton Facility Services Healthcare, KFC UKI, McDonald's, Nestlé UK, Pizza Hut, Prêt à Manger, Sodexo, The Real Greek, Wimpy, Unilever, Yo! Sushi.

2

We commit to the salt targets for the end of 2012 agreed by the Responsibility Deal, which collectively will deliver a further 15 per cent reduction on 2010 targets. For some products this will require acceptable technical solutions which we are working to achieve. These targets will give a total salt reduction of nearly 1g per person per day compared to 2007 levels in food. We recognise that achieving the public health goal of consuming no more than 6g of salt per person per day will necessitate action across the whole industry, Government, NGOs and individuals.

Current signatories:

7 Day Catering, Bella Italia, Café Rouge, Compass, Costa, Greene King, ISS Eaton Facility Services Food and Hospitality, ISS Eaton Facility Services Healthcare, Nestlé UK, OCS Group UK Ltd, Pizza Express, Sodexo, Subway International, Strada, Unilever, Whitbread, Yo! Sushi.

3

We have already removed, or will remove, artificial trans fats from our products by the end of 2011.

Current signatories:

7 Day Catering, Apetito, Bella Italia, Burger King, Café Rouge, Camden Food Co, Compass, Costa, Greene King, ISS Eaton Facility Services Food and Hospitality, ISS Eaton Facility Services Healthcare, KFC UKI, McDonald's, Nestlé UK, OCS Group UK Ltd, Pizza Hut, Pizza Express, Strada, Subway International, Unilever, Whitbread, Yo! Sushi.

Catering companies operating in sectors such as schools and healthcare establishments already have strict nutritional guidelines.

In October 2010, building on the BHA's involvement in the 2009 Food Standards Agency pilot study on calorie labelling, the association committed 'to contribute positively to government programmes designed to tackle the rise in obesity and to work towards wellness and health across the UK by encouraging chefs to improve their skills in delivering healthy and nutritious food and operators to offer healthy choice menus.'

INDUSTRY ACTION ON HEALTHY FOOD

The hospitality industry understands and accepts the government's health objective. Recognising the challenges faced by today's consumer and the growing demand for healthy options, it has already taken steps to address many of them.

For example, as the case studies in Part 2 of this report show, many operators have already moved a long way along the path of meeting the food pledges.

- Operators have already reduced the amount of salt they use in their dishes, or buy in from food suppliers.
- Caterers have already largely eliminated the use of artificial trans fats.
- Many operators are now embarking on a programme of introducing calorie-counted dishes on their menus.

In addition, the BHA conducted a Health and Wellness Survey* in March 2011 representing 10,000 establishments, which revealed how much has already been achieved by the industry.

- 80 per cent of all respondents offer lighter meals, salads and other low calorie dishes.
- 62.5 per cent of respondents have already eliminated all artificial trans-fats from their menus.
- Half have reduced salt levels by 10-15 per cent working towards the FSA 2012 salt targets.
- Nine out of ten respondents are committed to reducing salt and eliminating artificial trans fats from menu items within the next 12 months.
- Three-quarters are committed to introducing some calorie-counted information within the next 12 months, with over 60 per cent planning to provide full nutritional information on their websites and in the restaurant on request.

*Source: BHA Health and Wellness Survey, March 2011. Respondents represent over 10,000 outlets in the Quick Service Restaurant, fast food, commercial branded and independent restaurant sectors, food and service management sector and branded and independent hotel sectors.



“I’m on a quest to increase my knowledge even further of the quality of produce grown or reared in Lancashire. We work closely with local growers, farmers and producers to help develop and perfect their product to the highest of standards. One of our innovations has been the introduction of a daily vegetarian gourmet menu.”

Nigel Haworth
Co-proprietor, Northcote, Lancs



INDUSTRY ACHIEVEMENTS

In the light of all the actions that individual operators have taken, what has been achieved so far? Combined with government initiatives such as Change4Life, there is already a quantifiable improvement in the nation's diet.

Results from the 2010 National Diet and Nutrition Survey indicate:

- The nation is eating less saturated fat, less trans fat and less added sugar than it was 10 years ago. Saturated fat intake in adults has dropped slightly to 12.8 per cent of food energy, compared with 13.1 per cent in 2000/1, and men and children are eating less added sugar.
- Trans fat intakes have also declined slightly and are now at 0.8 per cent of food energy, which is well within recommended levels.
- On average, adults are eating 4.4 portions of fruit and vegetables a day with over a third of men and women now meeting the five-a-day guideline.
- Challenges still remain to reduce intakes of saturated fat and added sugar to the recommended level of 11 per cent of food energy intake, and higher consumptions of fibre, fruit, vegetables and oily fish are recommended.

Apart from government action in England, there have been individual schemes in Scotland and Wales which the hospitality industry also supports:

HEALTHY LIVING AWARD

The Healthy Living Award, in Scotland is a means by which the Scottish government works with the foodservice industry to improve diet and tackle obesity. The BHA helped create the award at both the standard and higher levels and is involved in the review of the current award scheme.

Businesses are rewarded for increasing the percentage of their menus which contain healthy food choices and finding ways of helping their customers make better food choices. As a result, consumers can be sure they are eating for health. The Award includes a vending standard which labels healthy living choices.

The award, which has been independently evaluated, has been gained by over 1,200 establishments serving over 200,000 customers every day. BHA members, including Sodexo and Brakes, contributed to the development of the award, which has also been gained by other BHA members including Aramark, Autograph, Avenance, BaxterStorey and CH & CO.



HEALTHY OPTIONS AWARD

The Healthy Options Award in Wales was developed by Caerphilly County Borough Council and launched nationally by the Chartered Institute of Environmental Health Cymru. It encourages foodservice businesses to improve customers' diets and health by providing healthier food choices. BHA members who have gained the award include Aramark, Avenance, BaxterStorey and Celtic Catering.

Vending machines in hospitals have also been an area of focus for the Welsh Assembly government with an announcement by Edwina Hart, the Health Minister, in 2010 that machines should only contain healthy options. The BHA is concerned that this policy is inconsistent because visitors are still able to purchase foods with high fat, sugar and salt contents in hospital shops. In conjunction with the Food and Drink Federation and the Automatic Vending Association, the BHA formed the Vending Choice Coalition and the Welsh Assembly government has agreed to review its vending guidelines to ensure that the industry is not singled out by the assembly's health policies.





“Teaching professional cookery for the hospitality industry has changed since the days when I was at college. Today, we’re focused more on how to get the best out of products, the advantages of using different, usually healthier, methods of cooking like steaming and baking, the importance of using fresh local produce with herbs to season and add flavour – in fact we’re taking a much more scientific approach to food and its properties. In this way the chefs of tomorrow are able to understand how to produce healthier versions of many traditional dishes – as well as introducing many new dishes that are tasty but intrinsically healthier.”

Michael Coaker

Senior lecturer in culinary arts, University of West London and former chef de cuisine, The May Fair Hotel, London



FOOD SAFETY

Clear information on standards of food safety is becoming more widely accepted as a key driver in changing consumer behaviour when purchasing food.

The BHA and its members have long recognised that high food safety standards are good for both business and consumers; as a result, the association has supported the development and implementation of the Food Standards Agency’s Food Hygiene Rating Scheme in England, Wales and Northern Ireland as well as the Food Hygiene Information Scheme in Scotland although the association would have greatly preferred the introduction of the simpler Scottish two-tier ‘pass’ and ‘improvement required’ scheme throughout England to the FSA’s choice of a five-tier scheme. High standards of food safety are important to the tourist economy, particularly as we approach the London Olympics.

FOOD SECURITY

Security in the supply of food is critical as much of the UK’s food is imported. Climate change has increased the incidence of crop failures worldwide and, combined with changes in dietary habits across the world, food prices have increased. During the current financial crisis, these increases have had a significant impact on the hospitality industry at a time when consumers are constantly looking for better value for money. This has put extreme pressure on commercial margins. Many hospitality businesses now try to source food locally in order to support their local economy and this also improves the security of supply.

CHALLENGES

Despite the considerable progress already made, it is important to recognise that challenges still lie ahead in relation to the widespread introduction of calorie-counted menus.

The complexity of the industry means that sectors serve consumers in a wide variety of different ways. It is not always appropriate to provide calorie information on menus in some of these outlets and not everyone needs to take significant steps to reduce calorie intake anyway. Armed forces personnel must match their physical activities with a suitable (often high) calorie intake. Many hospital patients, including older people, will be on a special diet. Meals in schools must conform to the nutrient and food based standards developed by the School Food Trust. BHA members were among the first organisations to comply with these standards.



In addition, some operators may feel it is more appropriate to have calorie information available on their websites and not on the menu, as the dining experience is a leisure rather than a functional experience. Consumers do not always want to have calorie information when eating out-of-home; indeed, many tend to believe that it is required by other consumers but not by them – thus ensuring that it is ignored by many.

There are also a number of technical issues to consider, such as ingredient substitution, daily menu changes, portion sizes and variations in cooking methods, all of which can affect total calorie count. For independent restaurateurs, who regularly create new dishes, calorie-counting every dish will be an onerous, expensive and time-consuming exercise.

Nevertheless, providing calorie information for dishes is possible where standardised-recipe dishes are provided and where they do not vary from outlet to outlet. There is still significant cost in creating and maintaining this information, however, and not every catering company provides standard recipes for their dishes throughout their organisation. ('Standardised' in this context, is defined as a product that is offered for at least 30 days in a year.)

The cost and technical difficulties faced by individual businesses in accurately calculating the number of calories in made-up dishes, which vary from day to day, may become a significant deterrent to the scheme being widely introduced on a voluntary basis throughout the industry, although peer and consumer pressure may eventually put pressure on them to provide calorie information.

Nor is it clear that providing calorie-counted menus will effectively deter high calorie intake. Recent research by the *American Journal of Clinical Nutrition** in the USA, where restaurants and similar food retail establishments with 20 or more locations will have to list calorie content information for standard menu items on restaurant menus and menu boards (including drive-through menu boards) suggests that 'calorie posting' seems not to help people reduce intake but to increase it.

* Source: Loewenstein, G. Confronting reality: pitfalls of calorie posting. *American Journal of Clinical Nutrition* March 2011; 93: 679-80



FSA PILOT TRIAL ON CALORIE COUNTING

In June 2009 the Food Standards Agency began to work with 21 companies to pilot trial calorie labelling on dishes at the point of choice.

Compass, ISS Mediclean, Sodexo and 7 Day Catering as well as Marks and Spencer, Nestlé, Tesco and Unilever provided calorie information in their staff restaurants while others in casual dining, coffee and sandwich shop, quick service restaurant, pub and leisure sectors also took part.

The FSA commissioned an evaluation of the trial by an independent research company (TNS-BRMB) which assessed consumer understanding and usability, together with the practical costs incurred by businesses in the provision of this information.

The evaluation showed that any issues for businesses in providing calorie labelling could be overcome with relative ease. For consumers three factors – visibility, understanding and consumer engagement – were found to have an impact on their capacity and inclination to use calorie labelling.

In general, people were able to envisage using calorie labelling to help them make healthier choices whilst still enjoying their favourite foods when eating out. It was also thought that more people would know what to look for and would use calorie labelling once it had become more widespread.

The Agency published a consultation on the key principles of a voluntary scheme for introducing calorie labelling at point of choice in catering outlets but, with the introduction of the new government, the scheme was absorbed into the Department for Health and has now become part of the Responsibility Deal.

[†] BrainJuicer, January 2011, n= 3,500 global respondents who eat out at least once a week from seven countries: US, UK, China, Germany, Russia, Brazil & Turkey. Global research commissioned by Unilever Food Solutions.

This is thought to be that because dieters had previously exaggerated the calorific content of food to regulate intake, accurate information about calories could undermine such a strategy – their view being ‘it’s not as bad as I thought, and it’s only this once anyhow.’ Alternatively, some low-income dieters may perceive a higher calorie item at a lower price as a better deal in terms of calories per dollar, thereby using the calorie information in exactly the opposite fashion to that intended by policy-makers.

The author of the study acknowledges that further study is required to understand the effects of calorie posting and makes the point that it should not be seen as a substitute for, or a means of delaying, other policies that may get deeper to the root cause of diet, health and lifestyle challenges – a view which the BHA shares.

The BHA supports a voluntary scheme in which those food service businesses that want to provide calorie information on their dishes are encouraged to do so. It is also encouraging members to provide clearly signposted healthy option dishes to consumers, and to monitor changes in consumer choices, sharing the resulting research.

The information about healthy options should be provided to consumers on their menus, website, packaging, tray liners or by any other means, including engagement with staff serving the consumer. Because behaviour change will not necessarily be achieved merely by providing calorie-counted dishes, it is perhaps more important for restaurants to continue to offer consumers a wide range of healthy dining choices.

However, findings of the World Menu Report[†] show that 59 per cent of those surveyed believed that having nutritional information would influence their choice of establishment – of these 75 per cent said health was the reason.

WHERE DO WE GO FROM HERE?

The success of the hospitality industry rests on meeting and satisfying changing customer needs, which it has done extraordinarily well. New challenges will continue to emerge in the future. As we have seen, operators have already demonstrated their commitment to government health and well-being policy initiatives and award schemes, at both national and local levels. This work includes the BHA's own involvement with Phase 2 of the Responsibility Deal which will particularly focus on reducing calorie intakes and increasing consumption of fruit and vegetables, as well as meeting the 2012 salt targets.

As an industry, however, there are some concerns that the voluntary government 'nudge' to provide calorie information at point of purchase may overshadow other important areas of focus. Behaviour change is not just about diet, but also includes reducing the level of smoking and alcohol consumption and encouraging more exercise. It is also important to remember that physical health is only one facet of improved well-being which is also influenced by financial, social, community, career and emotional variables.

However, the BHA and its members remain clear about their commitment to play a full part in the government's public health agenda and will continue to move forward to achieve its aims, engaging with consumers, their employees and with government.

Jamie Oliver and the Ministry of Food

Jamie's Ministry of Food, which opened in Rotherham, is about getting people cooking again. His idea is to inspire people who have never cooked to give it a try and then, once they've learned a recipe, to teach two other people how to make it, too. The idea is also to mobilise anyone who can cook to pass on their skills by teaching their friends, family or workmates how to cook good, honest, affordable food. Jamie's latest Ministry of Food, in Stratford, will bring cooking lessons and demonstrations to schools, community centres and businesses in the east London area. The enterprise is expected to combine this outreach work with a fixed shopfronted

location later in 2011. Standard cooking courses and tailored provision will raise local people's confidence and competence in cooking as well as strengthening other life skills, help participants into training and employment and to shop, cook and eat in new ways. The idea has already spread to Australia and the Caribbean.



What companies have already achieved

Much progress has already been made by hospitality and catering companies, in both the commercial and public sectors, to introduce healthy option menus, reduce levels of salt and introduce calorie counted menus.

“At Coca-Cola, we are privileged that our drinks are the most popular in Britain, and know that with such a position comes responsibility. That is why we are committed to show leadership as a business, while inspiring consumers to make healthier choices too. Our business is determined to play our part as a Partner in the Responsibility Deal. We provide a wide range of drinks for every occasion, ranging from sparkling soft drinks to juice and juice drinks, bottled waters, sports and energy drinks. In total, we produce more than 100 different beverages across the entire range. We have led the industry in producing low and no-sugar varieties of popular drinks, and we now offer low or no-calorie versions

of the majority of our core sparkling brands – together representing more than one third of our sales in the UK. Diet Coke today is the single largest-selling zero calorie soft drink in the world. Our business is committed to providing clear nutritional information about our drinks, both by the inclusion of on pack GDAs and ingredient specific information on our corporate website www.cocacola.co.uk and we strive to reduce sugar content without changing taste whenever it is technically possible to do so. For example, we have cut the caloric content of regular Fanta, by more than 30%, of Oasis by 40% and Lilt by 60% in recent years.”

Coca-Cola

CALORIE-COUNTING ON ALL PRODUCTS

Brakes provides calorie values for everything it sells. This information is on the packaging for most foods and is available on request as part of a specification or as part of the selection process when choosing products.

On salt reduction, the company has been reducing salt in some products since 2001 so the changes have been gradual to allow for tastes to change. It meets the 2010 salt targets for key products such as bread, bacon, sausages, pies, pasties and biscuits and, although it has not yet committed to the 2012 targets, a large number of products do already meet them. It provides sodium and salt information on all packaging and on specifications so that caterers can be aware of the sodium content of ingredients which are used in their dishes.

The reduction in trans fats is achieved through the removal of Hydrogenated Vegetable Oils (HVOs). Brakes completed the removal of HVOs in 2007 and since the beginning of 2008 it has not produced any products containing HVOs.



Case Study: ARAMARK

TRAINING NEEDS TO GO WITH CALORIE-COUNTING

“We launched a Health by Stealth charter to ARAMARK last year, where the objective was for teams to agree with their clients ten things they could do back-of-house to improve customer diets, without necessarily marketing the fact. This was simple to do and was subsequently well received. In our further and higher education businesses we also launched a programme called ‘Switch’ to encourage students to make healthier choices.

“Indeed, over the years, we’ve tried various campaigns, such as the Big Fat Truth with Unilever, where we removed butter for a period of time. The result was good but clients and customers still wanted to go back to having the choice, which has been a recurring theme.

“We’ve put calorie-counting into some of our accounts on a priority basis, and we are currently working on a programme that connects into our food production system. Our concerns are that training needs to go with this to ensure integrity of information, so we anticipate it taking some time before a full roll-out will take place.

“In one of the sites that has calorie information, we noticed the biggest change of behaviour was around coffee purchasing, with many customers moving away from lattes and cappuccinos to Americanos with milk.

“One of our big successes was changing one of our semi-skimmed milk lines to one per cent milk, which removed five tonnes of saturated fat from our customers diets in a year with virtually no negative feedback.

“Reducing salt continues to be an ongoing programme and very few restaurants now have salt on the tables. We mainly use sachets and, typically, have low salt options available. Manufacturers are also key in this area and they have all been working hard to reduce salt content. Our next step is to look at how we can work closer with our chefs on cooking techniques, but the majority have already taken steps to reduce salt usage.

“Trans fats don’t give us great concern, as typically our suppliers have already removed them from products.”



Val Carter
Corporate Responsibility
and Training Director
ARAMARK



Case Study: SODEXO

'HEALTHWISE' RAISES AWARENESS FOR SODEXO'S CUSTOMERS

Sodexo provides more than one million meals every day in the UK and Ireland. It has a clear commitment to create an environment that supports and encourages people to make informed, balanced choices that will enable their consumers to live healthier lives. 'Healthwise' is the company's nutrition, well-being and lifestyle philosophy.

Since its inception in 1985 it remains at the heart of Sodexo's business in raising awareness of nutrition and the benefits of a healthy, balanced and varied diet.

As part of healthier staff restaurants, Healthwise already demonstrates examples of good practice by ensuring that healthier foods and beverages are available, fruits and vegetables are promoted via the government's recommended five-a-day scheme, chefs work in collaboration with dietitians to reduce the levels of fat, salt and sugar in recipes, salad items are generally undressed and healthier cooking practices are in place.

Sodexo was one of the early adopters of the calorie labelling pilot scheme originally initiated by the Food Standards Agency in 2009. It has since continued to display calorie information across a number of its sites, even prior to the announcement of the Public Health Responsibility Deal.



Since the government's announcement, the company has further rolled out calorie labelling to some of its other sites, supported with consumer-facing healthy eating messages and nutrition information to help consumers make an informed choice.

In addition to calorie information, some sites have gone further to inform consumers on the levels of fat, saturated fat, salt and sugar and their contribution to an individual's daily nutritional requirements by displaying guideline daily amounts (GDAs).

Calorie-labelling and GDAs have been welcomed by Sodexo's clients and consumers but as yet there is no evidence this has had an effect on consumer behaviour. A plan is now in place to further roll out calorie/GDA information across the business to even more sites by 1st September.

In summer 2009, Sodexo launched Nutrition Champions across the business. These are specially trained to assist in cascading nutrition and health messages and promotions by working alongside dietitians. This further enhances the Healthwise philosophy.

Sodexo also continues to work and influence its suppliers to reduce levels of salt, sugar and fat within the product range.

Case Study: MALMAISON HOTELS

HEALTH STRATEGY FOR CUSTOMERS AND EMPLOYEES

“Our food purchasing policy, called ‘Home Grown and Local’, reflects our commitment to seeking out the finest local produce within the communities of our hotels. We also partner these businesses to help build the profile of their goods and, in a subtle way, attempt to educate the public about the virtues of eating quality produce that has not been processed or tampered with in any way.

“During the summer of 2010 each hotel organised a series of farmers’ markets where our suppliers were invited in to promote their goods to the guests of the hotel and those coming in from the local community. The suppliers cooked and offered tasters of their produce and also provided information on their production practices.

“We have also rolled out a strategy of health and well-being for our employees. Starting with non-smoking presentations to our staff by our benefits provider, the hotels now organise fun runs to promote exercise. Our benefits provider also visits hotels to educate staff on healthy eating and the importance of exercise. Areas in the staff canteen are set up where employees are asked to guess the calorific value of different food items,

bicycle shops are invited to promote the ride-to-work scheme, and our staff benefits include heavily discounted gym memberships.

“In addition we work closely with the ARK Foundation and have delivered presentations and a confidential helpline to all of our employees to build awareness of drug and alcohol abuse.

“From a business perspective, I see promoting health and well being through our procurement strategy as a key point of difference for our business. It’s not about telling our customers what to eat but, instead, partnering great, high quality local suppliers in order to offer a fantastic range of local produce on our menus.”

Robert B Cook
Chief Executive Officer
Malmaison Hotels



Case Study: CYGNET CATERING

NATURAL FLAVOURINGS AND HERBS



“Cygnet Catering specialises in providing meals for primary and secondary schools. It has been meeting guideline standards for salt, fat and sugar for a number of years and provides calorie counts on all its dishes. We rely on using natural flavourings and herbs which, as well as enhancing the flavours, also introduces essential nutrients to the dishes.”

Jim Cartwright
Managing Director
Cygnet Catering

FLORA FIT STREET LED TO SIGNIFICANT HEALTH GAINS

Flora worked in partnership with Clapham Park Project (CPP) to launch a health campaign in June 2004 called Flora Fit Street. The aim of this innovative public-private project was to show how sustainable and dramatic improvements in heart health could be achieved through the adoption of a healthier lifestyle.

CPP was chosen because of Lambeth's higher than national average Cardiovascular Heart Disease (CHD) mortality rates. The project was launched with government funding and wide support from the World Heart Federation and the National Obesity Forum. To link the project with local HCPs, thereby encouraging project awareness and referral, a toolkit was developed packed with heart health information and pull-out leaflets, for use with patients by HCPs.

In total, the Flora Fit Street project offered 25 different activities to the project area and held a shared focus on nutrition, physical exercise and smoking cessation. These were targeted at the whole community, including activities for children of primary school age through to senior citizens. They were held locally in familiar venues, with flexible class times and were free. The programme employed a wide network of qualified fitness professionals, state-registered dietitians, health consultants and local instructors.

Additionally, subsidies were agreed with existing activity based facilities and a Health Heart Discount Card enabled residents subsidised entry for swimming, ice skating and cycling. A variety of health services were offered to residents, including Heart Health MOTs designed to provide a 'lifestyle prescription' and fitness and nutrition drop-in clinics. Other free activities included salsa, power walking, Tai Chi, Yoga, Street Dance, running and gardening. Assistance with transport, childcare and translation was also provided.

A primary school programme was also launched whereby heart health classes were provided by a project network of experts. Other programme components included: Get Fresh Set, encouraging children to eat fruit and veg through learning to grow it themselves; a walking bus; and outdoor activities organised at break time to encourage more physical activity.



The project, attracting £330,000 of government funding, was launched in June 2004 and ran for 12 months ending in June 2005.

A scientific evaluation was completed by the Institute of Primary Care and Public Health at Southbank University. Of the participants who took part in the study, statistically significant changes were found following the 12 weeks health assessment:

- 14.5 per cent increase in the number of participants achieving a desirable cholesterol level of 5mmol/L or less.
- Mean cholesterol level decreased by 0.28mmol/L, representing a 5.9 per cent reduction in mean cholesterol level.
- 11.9 per cent increase in the number of people who attained a glucose level of 6mmol/L or below, with mean glucose levels decreasing by 0.30mmol/L.
- Healthy food choices increased by 44.7 per cent and non-healthy food choices decreased by 40.6 per cent.

The project was evaluated again after six months, and showed a 25.8 per cent increase in the number of participants attaining a desirable cholesterol level. The mean cholesterol level also decreased by 0.634 mmol/L, representing a 13.2 per cent reduction.

Fit Street Evaluation Methodology and Design

- 199 participants consented to take part in the study. There were a larger number of women (n=126) than men (n=73).
- Recruitment into the study took place over two events held in February 2005. During their initial consultation, eligible residents were asked if they would consent to take part in the study.
- Data included a lifestyle questionnaire and a range of physiological measures.

Reference: Taked, A; Crichton, N; Gauvin, S. Flora Fit Street Final Report. London South Bank University. March 2006

Case Study: PIZZA EXPRESS

LIGHTER PIZZAS – AND GDA RECOMMENDATIONS

“In April, we introduced a new range of pizzas called Leggera, which means ‘light’ in Italian. These are all low in saturated fat, and lighter in calories (at least 30 per cent lighter than the average of our pizzas.) We have included the percentage of Guideline Daily Amounts (GDA) which recommend that women need around 2,000 calories a day, men around 2,500 calories and children, aged between 5-10 years old, around 1,800 calories. We plan to provide a full nutritional breakdown of each of our dishes by the end of the year.”



Case Study: HARVESTER

CALORIE-COUNTS – AND A WEB-BASED CALCULATOR



Harvester was the first UK-wide restaurant brand to print dish-by-dish calorie information on its menus. The calorie information is printed on menus for individual dishes including starters, mains, sauces, sides and desserts.

Combined with over 1,500 combinations available on the Harvester Salad & Grill menu, the company has also developed a web-based meal calculator to allow diners to view the information in a simple, user-friendly format.

This not only reveals the nutritional information for the menu selection, but also how much it will cost.

The Salad & Grill menu concept gives the maximum possible choice allowing diners to mix and match grilled dishes, sauces, side dishes and unlimited visits to the Harvester Salad Cart. A free to download iPhone app provides finger tip access to menus, calorie information, nutritional breakdowns and allergen guidance.

Case Study: CHARLTON HOUSE

WEBSITE PROMOTES CUSTOMERS' HEALTHY EATING

Caroline Fry



Following the re-launch of its dedicated website on healthy eating in the workplace today – www.wellbeingbeingwell.co.uk – Charlton House is working closely with Amanda Ursell, the nutritionist and The Times columnist, to maximise the good health of its customers.

Caroline Fry, managing director of Charlton House, who has been the driver behind the initiative, believes that the move will take the work which the company has done to date to a new level and keeps the focus clearly on the health of customers.

The 'well-being, being well' programme features a highly nutritional ingredient of the week on menus throughout the company's restaurants nationwide. The initiative is supported by the dedicated website which gives the health enhancing properties of the foods featured. In addition, David Cavalier, the group's food director, has created a

series of recipes incorporating the 'ingredient of the week' for customers to make at home.

Charlton House feeds approximately 40,000 people a day nationwide. Caroline Fry admits that it isn't always possible for people to make the best food choices because of work pressures, long working hours, commuting times and family commitments.

"Our goal is to hand it to them on a plate by making healthy eating as simple as stepping into their staff restaurant," she says.



Case Study: COMPASS

COMPASS INTRODUCES CALORIE LABELLING

Amanda Ursell also works closely with Lusso, CH&CO's fine dining and bespoke staff catering brand for clients in the City.

Her presence goes hand-in-hand with many healthy eating initiatives introduced by the company such as pole and line caught Skip Jack tuna in spring water rather than brine for health and environmental benefits.

In addition, Charlton House now serves reduced sugar baked beans throughout its restaurants and the majority serve 1 per cent fat milk. Cheese, sausages and bouillon are currently under the limelight to see what improvements can be made.

"The well-being campaign has done more than put healthy foods on the menu," says Caroline Fry. "It has raised awareness of this issue throughout our customer base and has given us a creative vehicle to communicate our on-going healthy eating initiatives and health and well-being tips from our expert, Amanda.

"The great thing about her is that she views our work from a consumer's point of view, rather than that of a caterer. The result is that we can really focus on our customers' needs and interests"

The well-being website won Best Foodservice Website in the Catersearch.com Web Award in 2010.

www.wellbeingbeingwell.co.uk



Amanda Ursell
Nutritionist

As the only foodservice provider on the government's Responsibility Deal plenary group, Compass Group is introducing calorie labelling across its business and has pledged significantly to reduce salt content and remove all artificial trans fats from the 1m meals that it provides every day.

The company has already rolled out nutritional information for its centrally-developed core range of recipes across 2,000 workplaces and is taking this further, working with clients to provide nutritional information, helping customers to make healthy choices.

"Health and well-being is at the heart of our business and we believe that caterers have an important role to play in helping and encouraging people to eat a healthy, balanced diet," says Ian Sarson, group managing director.

"The range and number of organisations signing up to the Responsibility Deal shows that there is a real appetite for everyone to work together to help people lead healthy, active lifestyles.



Ian Sarson
Group Managing Director

"Our achievements to date and our role on the Responsibility Deal plenary group demonstrate our commitment to providing information that helps customers maintain a balanced diet, and to ensuring that well-being remains a core priority for the business."

Case Study: BARTLETT MITCHELL

DARING CUSTOMERS TO EAT MORE HEALTHILY

Bartlett Mitchell's healthier eating campaign – DARE (Delicious and Responsible Eating) – provides customers with the real facts behind the food they've ordered. With a different topic each month on subjects such as salt reduction, how to eat healthily, why drinking more is good for you, the value of fresh vegetables, DARE enables customers to make a more informed choice of the food they eat. It's hoped that not only will they make the right choice at work, but they will also adapt and take it back to their home life and family. The campaign gives customers the facts and recipes as well as take-home kits to keep.

The company uses different streams to market the DARE campaign, with promotions around it in order to make sure that while it is clearly educational in intent, it is also seen as fun – “experience tells us that when you force information on to people it is rejected,” says Wendy Bartlett, co founder.

The use of the traditional methods of marketing, such as notices, table-talkers and flyers are commonplace but to spread the message further the company is also using Facebook and twitter, which makes it part of everyday digital dialogue. The key to making sure any message is heard is good marketing, says Ms Bartlett.



Wendy Bartlett
Co founder

Case Study: McDONALD'S

THREE-PRONGED APPROACH BY McDONALD'S

McDonald's is committed to helping our customers make dietary choices that are right for them and we have pursued a three-pronged approach to achieving this: menu choice, reformulation and the provision of nutrition information.

Choice

We have extended our menu to increase the number and range of options available for our customers. Customers can now choose from a range of additional items that have not previously been available, including porridge and bagels (breakfast menu), Little Tasters, Deli sandwiches, fruit bags, carrot sticks, salads (including salad dressings, which are all less than 3 per cent fat), Tropicana orange juice, Fruit Shoot drinks and organic milk.

We have a number of options on our menu which count as one or more of the five-a-day portions of fruit and vegetables. We are now one of the leading retailers of pre-prepared fruit in the UK.

Reformulation

As well as extending choice we have also reformulated many of the recipes on our menu.

Our first reformulation began as far back as 1993 when we moved from a beef tallow cooking oil to a vegetable based oil to reduce saturated fat by 17 per cent. Since then we have reformulated our cooking oil on four further occasions (1998, 2004, 2007 and 2010) to reduce either saturated fat or artificial Trans Fatty Acids (TFAs). Since 1993 we have proactively reduced the saturated fat content of our cooking oil by 82 per cent. We have also eliminated all hydrogenated vegetable oils from all of our food and drink ingredients.

In 2003, we became the first company in our sector to embark on a project of extensive reformulation to reduce the salt content of our food. Over subsequent years, through technological innovations and the reformulation of many of our core menu items, we have dramatically reduced salt content across our menu.



Examples of reductions include:

- Fries have 24 per cent less salt
- Chicken McNuggets have 30 per cent less salt
- Ketchup has 23 per cent less salt
- Our standard Buns have 20 per cent less salt
- McChicken Sandwich patties have 20 per cent less salt

The nutritional profile of today's average 'Happy Meal' from our children's menu has substantially changed and contains 32 per cent less sugar, 19 per cent less saturated fat and 45 per cent less salt than the average Happy Meal consumed in 2000. Three-quarters of our Happy Meal items are classified as 'non HFSS' (not high in fat, salt, sugar), based on criteria developed by the Food Standards Agency.

Where further reformulation opportunities exist, we will continue to introduce these.

Information

In 1984, we became the first restaurant chain to provide nutritional information about our food and since then we have continued to increase the availability of nutritional information for our customers and staff.

Nutritional information about the food and drink on our menu is available on our packaging, on the back of all tray-liners, via our website and, from September 2011, we will display calorie information for all our food and drink clearly and prominently at the point of choice – on the menu boards – in all our 1,200 restaurants across the UK.

INTRANET MENU BANK IN GUIDELINES TO CHEFS



“We have been committed to reducing salt and eliminating saturated fats for a number of years, as well as making it easier for our chefs to access a wide range of healthy menus and promotions by creating an intranet menu bank. We’ve communicated to all our chefs the salt reduction targets, highlighting ways to reduce salt usage, and hold regular chef workshops to emphasise the targets set.

“We’ve completed the move to using only rape seed oil, which has a considerably lower saturated fat content than sunflower or olive oil, and we’ve worked with our suppliers to source alternative bought-in products that are lower in salt and fat.

“Guidelines to our chefs include using lower fat spreads on sandwiches and rolls, light mayonnaise, undressed salads, semi skimmed milk in cooking rather than full fat milk, grilling, poaching and steaming rather than frying, dry-frying using good non-stick pans, reducing the amount of cheese, meats and salts in cooking and increasing the use of vegetables, leaner meats and herbs and spices.

“We run red meat-free weeks and regularly promote various aspects of our healthy eating programme, though experience of some examples of poor customer take-up tells us that some steps have to be made more by stealth. We’ve adopted our Eat Well calorie-counted programme which provides calories on many of our dishes.

“In the future, we will continue to bring salt usage down further and our director of food will continue to spot check menus and methods of cooking to ensure that our targets are being met.”



Phil Roker
Director

Case Study: OCS

HEALTHY EATING PLEDGE FOR HEALTHCARE



Graham Gilbert
Division Director
Public Sector, OCS

“In its healthcare division, OCS has focused its efforts on healthy eating. At the Royal Free Hospital our chief executive and the Trust’s chief executive signed a healthy eating pledge for the staff restaurant over three years ago and we work with the hospital’s dietician to measure calories and fat content in all the recipes we use. This is displayed against each dish on the menu so that customers can make an educated choice.

“This is further strengthened by our pricing policy which offers a healthier choice at a lower price than the higher calorie meals.

“We also joined the five-a-day campaign and feature this on our marketing for all fresh fruit and vegetables so that our customers know they are getting the right balance in their diets.

“We are also training all our chefs and cooks to use less salt in their recipes and to bring out the flavours by using herbs and spices as an alternative. These actually improve the flavour of the dishes. We are also providing ‘low salt’ sachets as an alternative to the salt sachets in all of our restaurants.”



Case Study: DOMINO'S

RESPONSIBILITY DEAL WILL BUILD ON EXISTING COMMITMENTS

Domino's will be signing up to the Responsibility Deal and will use it to build on its existing nutritional commitments that were made to the Food Standards Agency. It removed all artificial hydrogenated fats some time ago and has already removed a significant

amount of salt. It will now look to improve its nutritional labelling and continue its salt and fat reduction programme. This is a long and slow process, but it is committed to playing its part in improving the health of the nation.



NESTLÉ PROFESSIONAL LAUNCHES WEB-BASED RECIPE TOOL

Developing exciting new menus and recipes in any sector can be a challenge but with the added pressures of improved nutrition, cost efficiency and demanding consumers this can prove increasingly difficult. For this reason in 2008 Nestlé Professional took the initiative to launch Maggi Menu Solutions.

With the introduction of the government's food-based standards for school lunches this easy-to-use web-based tool provides nutritionally balanced recipes and menus specifically designed to help school caterers facilitate quick, cost effective menu planning that appeals to the appetite of children of all school ages.

All the recipes and menus have been developed by the Nestlé Professional team including chefs, nutritionists, home economists and educational experts. Every educational recipe has been developed to meet the School Food Trust's food-based standards and is supported with data for each of the 14 nutrients helping the schools comply with the nutrient-based standards. Additional materials can also be found online including posters and information cards that can be given to parents and personalised by caterers.

In 2009 the team developed a further Maggi Menu Solutions recipe bank specifically to be used in pubs. These recipes are tasty, authentic and specifically developed to work in fast moving kitchens. As the demand for healthier choices is increasing in out-of-home eating, the tool provides nutritional tips and information that can be used on menus and posters. To make menu planning even easier, a profit calculator is also provided ensuring that menus are the most cost-effective they can be.

In 2010 Nestlé Professional added the workplace area to Maggi Menu Solutions. Again specific recipes were developed for this environment, ensuring fresh and tasty ideas, healthier options and cost effective solutions for caterers who may be providing for the same customers on a daily basis.



As well as each recipe being developed for its own specific channel, all nutritional information is supplied for each recipe.

This is calculated for each serving and presented in a simple and easy to navigate format.

The demand for a service such as Maggi Menu Solutions was well understood but the company was surprised to have so many food service professionals sign up. Over 1,200 customers have already registered, with the site receiving over 1,000 hits per month. It is free and simple to use with the option to download posters, recipes, images and nutrition information.

For the past six years the company has sponsored SCOTY (School Chef of the Year) and it works closely with the Local Authorities Catering Association developing school chefs around the country at a grass roots level. These chefs design inspirational school meals within the nutritional guidelines to enter into the competition. The top SCOTY recipes are added to the education area of the website so that the gold standard recipes can be used by aspiring school chefs everywhere.

Another addition to Maggi Menu Solutions is Guest Chef. Each quarter a different sector will be championed, providing new tried and tested recipes from guest chefs across several catering channels. To accompany this, there will be a pod cast and point-of-sale material available for each recipe.

Register at Maggi menu solutions at <http://www.maggi-menusolutions.co.uk/>

‘GOOD TOGETHER’ INITIATIVE NOW IN SECOND YEAR



Whitbread Hotels and Restaurants were early entrants to the Food Standards Agency’s scheme of pledging to take steps to improve some aspects of their food. These pledges included improvements to kitchen practice, procurement, menu planning and provision of information to guests. These pledges brought together a number of initiatives that the Company had already been working on, enabling a more integrated approach.

In particular, it enabled the company to think of the supply chain from suppliers, right through to guests as a continuous system. From this a number of further initiatives came about including working with suppliers to meet FSA targets for salt and guidelines for saturated fat reduction, working with the Vegetarian Society to develop meals suitable for their members, a web based system for training kitchen staff and the provision of allergy and nutrition information for guests on the Whitbread websites.

These initiatives were then integrated in the ‘Good Together’ initiative, which is now in its second year. This is a broad and ambitious programme that aims to help Whitbread personnel, customers and supply chain partners make fundamental changes in how they work which, when combined, will make a significant change to the company’s overall environmental and social footprint.

It identifies six priority areas – the environment, employees, sourcing, brands, health, the community and upholding standards.

In the areas of health and sourcing Whitbread has created a supplier policy outlining its requirements in areas of nutrition and food safety, reducing the salt and fat in a number of dishes, creating a healthier eating policy and formalising the training of kitchen and waiting staff, as well as improving methods of dissemination of nutrition and allergy information to guests.

Progress in the implementation of the Good Together programme will be measured against documented targets in each of the areas and a report published on an annual basis.

British Hospitality Association members

1 LOMBARD STREET (JESSEN & CO), LONDON
 247 RECRUIT, WOKING
 60 HOPE STREET RESTAURANT, LIVERPOOL
 AAGRAH GROUP, SHIPLEY
 ABM CATERING, COVENTRY
 ABODE HOTELS, BATH
 ACADEMY OF FOOD & WINE SERVICE, SUTTON
 ACCENT CATERING SERVICES, MIDDLESEX
 ACCOR HOTELS, LONDON
 ACT, LONDON
 ACTIVEION (EUROPE), BADEN
 ADMIRAL GROUP, LONDON
 ADNAMS & CO, SOUTHWOLD
 ALBERTINE, LONDON
 ALEXANDER'S WINE BAR BRASSERIE, UXBRIDGE
 ALEXANDRA HOTEL, HIGH WYCOMBE
 ALEXANDRA HOTEL, LYME REGIS
 ALLERDALE COURT HOTEL, COCKERMOUTH
 ALVESTON HOUSE HOTEL, BRISTOL
 AM PM SCOTLAND, ABERFELDY
 AMBASSADOR HOTEL, LLANDUDNO
 AMCOMM LTD, BALAERES
 ANDAZ LONDON (HYATT), LONDON
 ANDREW EDMUNDS, LONDON
 ANGEL HUMAN RESOURCES, LONDON
 ANIMAL INNS, NORWICH
 ANN'S PANTRY, MOELFRE
 APEX HOTELS LTD, EDINBURGH
 APRICOT CATERING, HEREFORD
 ARAMARK, FARNBOROUGH
 ARMY & NAVY CLUB, LONDON
 ARTIZIAN CATERING SERVICES LTD, READING
 ARUNDEL HOUSE, CHEDDAR
 ARUNDELL ARMS HOTEL, LIFTON
 ASCOT HOUSE HOTEL, HARROGATE
 ASTLEY BANK HOTEL, DARWEN
 AUCHRANNIE HOTEL, ISLE OF ARRAN
 AUTOGRAPH FOODSERVICE, SLOUGH
 AVINGTON FINANCIAL, LONDON
 AVOCA HOUSE HOTEL, LONDON
 AYNOMME MANOR HOTEL, GRANGE-OVER-SANDS
 A-Z RESTAURANTS, LONDON
 BAGLIONI HOTELS, LONDON
 BAILIFFSCOURT HOTEL, LITTLEHAMPTON
 BALDWIN'S OMEGA, SHEFFIELD
 BALMORAL HOTEL, EDINBURGH
 BAMBOO REVENUE, LONDON
 BANCHORY LODGE HOTEL, BANCHORY
 BAR BATTU, LONDON
 BARCELO HOTELS, HINCKLEY
 BARCLAYS BANK, LONDON
 BARNSELY COLLEGE
 BARRRELL INN, HOPE VALLEY
 BARRY HOUSE HOTEL, LONDON
 BARTLETT MITCHELL, EGHAM
 BAUMANN'S BRASSERIE, COLCHESTER
 BAXTERSTOREY (HOLROYD HOWE), READING
 BEANSHEAF HOTEL, MALTON
 BEAVER HOTEL, LONDON
 BEDFORD ARMS HOTEL, RICKMANSWORTH
 BEDFORD LODGE HOTEL, NEWMARKET
 BEECHWOOD HOTEL, NORTH WALSHAM
 BELFAST METROPOLITAN COLLEGE, BELFAST
 BELL ROCK HOTEL, ISLES OF SCILLY
 BELLE HOUSE, PERSHORE
 BENGAL DYNASTY, DEESIDE
 BENTLEY BROOK HOTEL, ASHBOURNE
 BERRY HEAD HOTEL, BRIXHAM
 BEST WESTERN HOTELS, YORK
 BIBENDUM, LONDON
 BIBURY COURT HOTEL, CIRENCESTER
 BINGHAM HOTEL, RICHMOND-ON-THAMES
 BLAS AR FWYD, CONWY
 BLEEDING HEART, LONDON
 BLUE APPLE CONTRACT CATERING, WOKINGHAM
 BOATSIDE, HEXHAM
 BOODLE'S, ONDON
 BOSWELL HOUSE HOTEL, CHELMSFORD
 BOURNEMOUTH AREA HOSPITALITY ASSOCIATION
 BOURNEMOUTH UNIVERSITY, POOLE
 BOVEY CASTLE, DARTMOOR NATIONAL PARK
 BOWOOD HOTEL, SPA AND GOLF RESORT, CALNE
 BOXMOOR LODGE HOTEL, HEMEL HEMPSTEAD
 BP & SEM CONSULTANTS, LANGLEY
 BRADLEY'S RESTAURANT, HUDDERSFIELD
 BRAKES, LONDON
 BREND HOTELS LTD, BARNSTAPLE
 BRIDGE HOTEL, COCKERMOUTH
 BRIDGE OF ORCHY HOTEL, BRIDGE OF ORCHY
 BRIGHTON & HOVE HOTELS ASSOCIATION
 BRIGHTON MARINA HOUSE HOTEL, BRIGHTON
 BRINKLEYS, LONDON
 BRICKENCOTE HALL HOTEL, KIDDERMINSTER
 BROOKLANDS HOTEL, WEYBRIDGE
 BROOK'S, BRIGHOUSE
 BROOKSIDE HOTEL, CHESTER
 BROOKS'S, LONDON
 BROOKSTREET DES ROCHES LLP, ABINGDON
 BROOKWOOD PARTNERSHIP, WALTON-ON-THAMES
 BROWN'S HOTEL, LONDON
 BRULA, TWICKENHAM
 BRYCES, DORKING
 BRYN BRAS CASTLE, CAERNARFON
 BRYN-Y-MOR HOTEL, LLANDUDNO
 BUFFALO BILLS, SOUTHAMPTON
 BUNZL LOCKHART CATERING, READING
 BURPHAM COUNTRY HOUSE & RESTAURANT, ARUNDEL
 BURTON INNS, BURTON-ON-TRENT
 BURTON LODGE HOTEL, DRIFFIELD
 BUSH HALL HOTEL, HATFIELD
 BUSINESS ANYWHERE, ALLOA
 BUTLEY (ORFORD) OYSTERAGE, WOODBRIDGE
 CAER BERIS MANOR HOTEL, BUILTH WELLS
 CAERLYR HALL HOTEL, CONWY
 CAFE PACIFICO, LONDON

CAFE RUBIK, CHELTENHAM
 CAFE SPICE NAMASTE, LONDON
 CAFE TWENTYONE NEWCASTLE, NEWCASTLE-UPON-TYNE
 CAIRN LODGE SERVICES LTD, LANARK
 CALCOT MANOR HOTEL, TETBURY
 CALEDONIAN CLUB, LONDON
 CALP'S HEAD, CLITHEROE
 CAMBUS O'MAY HOTEL, BALLATER
 CANDLESTICKS INN, RINGWOOD
 CANTLEY HOUSE HOTEL, WOKINGHAM
 CAPARO HOTELS, TORQUAY
 CAPITAL HOTEL, LONDON
 CAPRICE HOLDINGS, LONDON
 CARAFFINI, LONDON
 CARLTON CLUB, LONDON
 CARLUCCIOS, LONDON
 CARMARTHENSHIRE TOURISM ASSOCIATION, AMMANFORD
 CARPACCIO RESTAURANT LONDON
 CASA ROMANA, CARLISLE
 CASPIAN, WORKINGTON
 CASTELL MALGWYN, CARDIGAN
 CASTLE COTTAGE HOTEL, HARLECH
 CASTLE HOTEL, CONWY
 CASTROS, LEEK
 CATERER.COM, LONDON
 CAVENDISH HOTEL, BAKEWELL
 CELLAR GASCON, LONDON
 CELTIC CATERING PARTNERSHIP, PONTYCLUN
 CHAMBERLAIN'S, LONDON
 CHARDON MANAGEMENT, GLASGOW
 CHARLES BATHURST INN, RICHMOND
 CHARLTON KINGS HOTEL, CHELTENHAM
 CHATSWORTH HOTEL, EASTBOURNE
 CHELTENHAM HOSPITALITY ASSOCIATION
 CHERWELL BOATHOUSE, OXFORD
 CHEWTON GLEN HOTEL, NEW MILTON
 CHEZ BRUCE, LONDON
 CHEZ LINDSAY, RICHMOND-ON-THAMES
 CHOI'S, CHISLEHURST
 CHOUGH'S NEST HOTEL, LYNTON
 CHRIS MORTON ASSOCIATES, CHESTER
 CHRISTAKIS GREEK TAVERNA, LIVERPOOL
 CHRISTIE GROUP PLC, LONDON
 CHRISTOPHERS, LONDON
 CIGALA, LONDON
 CIP RECRUITMENT SERVICES, LONDON
 CITY OF BRISTOL COLLEGE
 CITY OF LONDON CLUB, LONDON
 CITY UNIVERSITY CLUB, LONDON
 CLARENDON HOTEL, LONDON
 CLASSIC BRITISH HOTELS, WOKING
 CLEANING CONCIERGE ASSOCIATION, TOKYO
 CLOUD HOTEL, BROCKENHURST
 CLUB GASCON, LONDON
 CLUB LA COSTA RESORTS & HOTELS, LONDON
 CMS CAMERON MCKENNA LLP, LONDON
 COAL GRILL & BAR, HAMPTON HILL
 CO SAVE LTD, HORSHAM
 COLCHESTER INSTITUTE
 COLEG LLANDRILLO, COLWYNN BAY
 COLEG MENAI, BANGOR
 COLLYER BRISTOW LLP, LONDON
 COLUMBIA ROAD RESTAURANT LLP, GUILDFORD
 COLWALL PARK HOTEL, MALVERN
 COLYERS, LONDON
 COMBE HOUSE HOTEL, HONITON
 CONDE NAST JOHNSONS, LONDON
 CONFERENCE PARK, BIRMINGHAM
 CONSIDERATE HOTELIERS ASSOCIATION, DORCHESTER
 CONSTANTIA COTTAGE RESTAURANT, CROMER
 COPPID BEECH HOTEL, RACKNELL
 CORINTHIA HOTEL LONDON, LONDON
 CORNEY & BARROW WINE BARS, LONDON
 CORSE LAWN HOUSE HOTEL, GLOUCESTERSHIRE
 COTSWOLD HOUSE HOTEL, CHIPPING CAMPDEN
 COTTAGE IN THE WOOD HOTEL, MALVERN
 COUNTRY HOTEL, HEXHAM
 CRANBOURNE HOTEL, PLYMOUTH
 CRAZY BEAR GROUP, STADHAMPTON
 CRESCENT HOTEL, HARROW
 CRESCENT HOTEL, LONDON
 CRIEFF HYDRO GROUP, CRIEFF
 CROSBY LODGE HOTEL, CARLISLE
 CROSS BUTTS STABLE RESTAURANT, WHITBY
 CUBA LIBRE & BAR HAVANA, LONDON
 CYGNET FOODS LIMITED, WARRINGTON
 CYMRU CATERING, RHAYADER
 D&D LONDON, LONDON
 DA LUCIO, SURBITON
 DALMUNZIE HOUSE HOTEL, BLAIRGOWRIE
 DAMSON DENE HOTEL & LEISURE CLUB, KENDAL
 DANESFIELD HOUSE HOTEL & SPA, MARLOW
 DARE VALLEY COUNTRY PARK, ABERDARE
 DARTINGTON HALL, TOTNES
 DE VERE GROUP, ASCOT
 DEEPDALE BACKPACKERS, KING'S LYNN
 DELAWARE, NORTH, WEMBLEY
 DEMUTHS, BATH
 DENNY'S UNIFORMS, LEATHERHEAD
 DEVONSHIRE ARMS HOTEL, SKIPTON
 DIMITRI'S, MANCHESTER
 DIPLOMAT HOTEL, LONDON
 DODD & CO, CARLISLE
 DOG & PARTRIDGE HOTEL, PRESTON
 DOLPHIN HOTEL, LONDON
 DOMINO'S PIZZA GROUP, MILTON KEYNES
 DONINGTON PARK FARM HOTEL, DERBY
 DORCHESTER HOTEL, LONDON
 DORE GRILL, SHEFFIELD
 DORMY HOUSE HOTEL, BROADWAY
 DORSET SQUARE HOTEL, LONDON
 DOUWE EGBERTS COFFEE SYSTEMS, SLOUGH
 DREAMHOUSE APARTMENTS, GLASGOW
 DRIFTWOOD HOTEL, TRURO
 DUCKS, ABERLADY

DUNOON HOTEL, LLANDUDNO
 DUNSLEY HALL HOTEL, WHITBY
 DURRANTS HOTEL, LONDON
 DYVELLS HOTEL, CORBRIDGE
 EAST LODGE HOTEL, MATLOCK
 EASTBOURNE HOSPITALITY ASSOCIATION
 EASTBOURNE SEAFRONT HOTELS ASSOCIATION
 EBURY WINE BAR, LONDON
 ECO, LONDON
 ECOPURE WATERS, HADDENHAM
 ECOTEC ENVIRONMENTAL SERVICES, MILTON KEYNES
 EDINBURGH INTERNATIONAL CONFERENCE CENTRE
 EDNAM HOUSE HOTEL, KELSEO
 ED'S EASY DINER, LONDON
 ELIOR UK, STAINES
 ELITE HOTELS, FOREST ROW
 ELLIOTT MARKETING & PR, MILTON KEYNES
 EMLE'S, LONDON
 EMPEROR OF INDIA RESTAURANT, MAIDENHEAD
 EMPIRE HOTEL, LLANDUDNO
 ENGLISH LAKES HOTELS, WINDERMERE
 EPSOM THAI RESTAURANT, EPSOM
 ESPLANADE HOTEL, LLANDUDNO
 ESSEBORNE MANOR HOTEL, ANDOVER
 EURO HOSTELS, GLASGOW
 EVEREST INN, HYTHE
 EXCLUSIVE HOTELS, BAGSHOT
 EXMOOR WHITE HORSE HOTEL, MINEHEAD
 EYNSHAM HALL HOTEL, WITNEY
 FAIRWAYS RESTAURANT, ST. HELENS
 FAIRYHILL HOTEL, SWANSEA
 FAJITAS, BEDFORD
 FALCON HOTEL, BUDE
 FALMOUTH & DISTRICT HOTELS ASSOCIATION,
 FARLAM HALL HOTEL, BRAMPTON
 FARMER COPLEYS FARM SHOP, PURSTON
 FARMSTAY UK, KENILWORTH
 FARTHINGS RESTAURANT, LEEDS
 FEATHERS HOTEL, LEDBURY
 FENCE GATE INN & BANQUETING CENTRE, BURNLEY
 FIRST MOTORWAY SERVICES, CALDICOT
 FISCHER'S BASLOW HALL HOTEL, BAKEWELL
 FISHERBECK HOTEL, AMBLESIDE
 FIVE LAKES RESORT, ST. ALBANS
 FLOW HOSPITALITY TRAINING, EDINBURGH
 FLYING PIZZA, LEEDS
 FOOD FOR FRIENDS, BRIGHTON
 FORESTDALE HOTELS, BOURNEMOUTH
 FORWARD CONSORTIUM, REDDITCH
 FOUR PILLARS GROUP, WITNEY
 FOUR SEASONS HOTEL LONDON
 FOURCROFT HOTEL, TENBY
 FRENCH HORN HOTEL, READING
 FRIENDS, PINNER
 G & R HOSPITALITY SOLUTIONS, NEWBURY
 GARRACK HOTEL, ST IVES
 GENERAL TARLETON INN, KNARESBOROUGH
 GEORGE OF STAMFORD HOTEL, STAMFORD
 GIBBON BRIDGE HOTEL, PRESTON
 GILPIN LODGE HOTEL, WINDERMERE
 GIRAFFE GROUP, LONDON
 GLAMIS CASTLE, ANGUS
 GLASGOW CALEDONIAN UNIVERSITY
 GLENEAGLES HOTEL, AUCHTERARDER
 GLENGARRY CASTLE HOTEL, INVERGARRY
 GLEWSTONE COURT HOTEL, ROSS-ON-WYVE
 GLIFFAES COUNTRY HOUSE HOTEL, CRICKHOWELL
 GLORIA JEANS COFFEES UK, DORMANSLAND
 GLOVERS SOLICITORS, LONDON
 GOLDEN PHEASANT INN, KNUTSFORD
 GOOSE FAT & GARLIC, SAWBRIDGEWORTH
 GORE HOTEL, LONDON
 GOUGH HOTELS, BURY ST. EDMUNDS
 GOURMET BUFFET HOUSE LTD, DUNGANNON
 GRAN PARADISO, LONDON
 GRAYTVE MANOR HOTEL, EAST GRINSTEAD
 GREAT BARR HOTEL, BIRMINGHAM
 GREATER PORTSMOUTH HOTELS ASSOCIATION
 GREEN LAWN HOTEL, FALMOUTH
 GREENHEAD HOUSE, SHEFFIELD
 GROV'S DYKE HOTEL, HARROW
 GROSVENOR HOTEL, ILFRACOMBE
 GROSVENOR PULFORD HOTEL, CHESTER
 GSS CATERING MANAGEMENT SERVICES, HARPENDEN
 GUIDO'S, AMERSHAM
 GUILDFORD COLLEGE OF FURTHER AND HIGHER EDUCATION
 GUILDHALL TAVERN, POOLE
 GUOMAN HOTEL MANAGEMENT, LONDON
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 HALKIN HOTEL, LONDON
 HALLMARK CATERING, LYMINGTON
 HAMBLETON HALL HOTEL, OAKHAM
 HAMPSTEAD VILLAGE GUEST HOUSE, LONDON
 HAND PICKED HOTELS, SEVENOAKS
 HARBOUR & JONES, LONDON
 HARBOUR HOTELS GROUP, CHRISTCHURCH
 HARBOURMASTER HOTEL, ABERAERON
 HARD ROCK INTERNATIONAL, LONDON
 HARRINGTON HALL HOTEL LTD, LONDON
 HARRINGTONS, CHATHAM
 HARRISON CATERING SERVICES, THAME
 HARTS HOTEL, NOTTINGHAM
 HAZELWOOD HOTEL, YORK
 HEADLAM HALL HOTEL, DARLINGTON
 HEADLAND HOTEL, NEWQUAY
 HEMPEL HOTEL, LONDON
 HERITAGE LEISURE GROUP, CHELMSFORD
 HILTON HOTELS CORPORATION, WATFORD
 HISTORIC HOUSE HOTELS, LLANDUDNO
 HISTORIC SUSSEX HOTELS, MIDHURST
 HM REVENUE & CUSTOMS, EDINBURGH
 HOB GREEN HOTEL, HARROGATE
 HOGAN LOVELLS INTERNATIONAL LLP, LONDON
 HOG'S BREATH CAFE, HYDE END
 HOLBECK GHYLL COUNTRY HOUSE HOTEL, WINDERMERE

HOLDWORTH HOUSE HOTEL, HALIFAX
 HOLTGATE HILL HOTEL, YORK
 HOLT LODGE HOTEL, WREXHAM
 HOME & HOME, BATH
 HOSTESS, MANSFIELD
 HOTEL FELIX, CAMBRIDGE
 HOUSE OF COMMONS LONDON
 HOUSE OF LORDS, LONDON
 HOUSE OF TOWNEND, MELTON
 HSBC MERCHANT SERVICES LLP, LEICESTER
 HUDDERSFIELD CENTRAL LODGE, HUDDERSFIELD
 HUFFKINS TEA ROOMS, BURFORD
 HUNDRED HOUSE HOTEL, TELFORD
 HUNTSMAN, DINAS POWYS
 HYATT REGENCY LONDON THE CHURCHILL, LONDON
 HYDR HOTEL, EASTBOURNE
 IKHYA ENTERPRISES, GUILDFORD
 IL FORNO, LIVERPOOL
 IMPERIAL HOTEL, GREAT YARMOUTH
 INDIAN ZING RESTAURANT, LONDON
 INTERCONTINENTAL HOTELS GROUP, BUCKINGHAMSHIRE
 INTERNATIONAL SCHOOL OF BUSINESS MANAGEMENT, LUCERNE
 ISLE OF ERIKA HOTEL, OBAN
 JAVA & JAZZ COFFEE HOUSE, FOREST ROW
 JEAKE'S HOUSE HOTEL, RYE
 JERSEY HOSPITALITY ASSOCIATION LTD
 JOANNA'S RESTAURANT, LONDON
 JOE ALLEN, LONDON
 JOHNSONS STALBRIDGE LINEN SERVICES, SHAFESBURY
 JONES LANG LASALLE HOTELS, LONDON
 JQ HOTEL, BIRMINGHAM
 JUDGES COUNTRY HOUSE HOTEL, YARM
 JULIAN'S RESTAURANT, WIRRAL
 JULIE'S, LONDON
 JUMEIRAH CARLTON TOWER HOTEL, LONDON
 K WEST HOTEL & SPA, LONDON
 KAI OF MAYFAIR, LONDON
 KENT HALL HOTEL LONDON
 KING WAH RESTAURANT, WIRRAL
 KNAPPGARDEN & SOHO NORTH RESTAURANT, DALARNA, SWEDEN
 KNOCKMIE HOTEL, FORRES
 LA BARBE, REIGATE
 LA BRASSERIE, LONDON
 LA CACHETTE, ELLAND
 LA CANTINA, SOUTHAMPTON
 LA GAFFE HOTEL, LONDON
 LA PIAZZA, EDINBURGH
 LA PORTE DES INDES, LONDON
 LA VERANDA, CARSHALTON
 LADY ANNE MIDDLETONS HOTEL, YORK
 LAKES HOSPITALITY ASSOCIATION,
 LAKESIDE HOTEL, ULVERSTON
 LAMONT PRIDMORE, WORKINGTON
 LANCASTER LONDON, LONDON
 LANCRIGG COUNTRY HOTEL, GRASMERE
 LANGAN'S COQ D'OR, LONDON
 LANGAR HALL HOTEL, NOTTINGHAM
 LANGLEY CASTLE HOTEL, HEXHAM
 LANGSTONE CLIFF HOTEL, DAWLISH
 LAS IGUANAS BRISTOL
 LASSWADE COUNTRY HOUSE HOTEL, LLANWRTYD WELLS
 LASTINGHAM GRANGE HOTEL, YORK
 LAVIGNA, LONDON
 LE CAVEAU, SKIPTON
 LE COLOMBIER, LONDON
 LE GAVROCHE, LONDON
 LE MANOIR AUX QUAT' SAISONS, OXFORD
 LE PREMIER COFFEE BAR & RESTAURANT, BURTON-ON-TRENT
 LEANDER CLUB, HENLEY-ON-THAMES
 LEEDS METROPOLITAN UNIVERSITY,
 LEGACY HOTELS, HENLEY-IN-ARDEN
 LEMON TREE BISTRO LTD, FRAMLINGHAM
 L'ENCLUME, GRANGE-OVER-SANDS
 LEON, LLONDON
 LEWISHAM COLLEGE, LONDON
 LEXINGTON CATERING, LONDON
 LINO'S, WIRRAL
 LINTHWAITE HOUSE HOTEL, WINDERMERE
 LION HOTEL, CRICCIETH
 LIVEBOOKINGS, LONDON
 LIVERPOOL RESTAURANT ASSOCIATION
 LIVING VENTURES RESTAURANTS LTD, KNUTSFORD
 LLANDUDNO HOSPITALITY ASSOCIATION
 LOCH FYNE RESTAURANTS, BURY ST EDMUNDS
 LOCH MELFORT HOTEL, OBAN
 LODGE HOTELS (LINCOLN), LUCKINGTON
 LONDON BRIDGE HOTEL, LONDON
 LONDON CARRIAGE WORKS / HOPE STREET HOTEL, LIVERPOOL
 LONDON HOTEL SCHOOL, LONDON
 LONDON LINEN SUPPLY, SOUTHALL
 LONDON METROPOLITAN UNIVERSITY,
 LONGVIEW HOTEL, KNUTSFORD
 LOS AMIGOS, STOCKPORT
 LOSEHILL HOUSE HOTEL, HOPE
 LOWRY HOTEL, MANCHESTER
 LUCKNAR PARK HOTEL, CHIPPENHAM
 LUC'S BRASSERIE, LONDON
 MACDONALD HOTELS, ASCOT
 MACINTYRE HUDSON, LONDON
 MAEKONG THAI, BROMSGROVE
 MAGPIE CAFE, WHITBY
 MALMAISON & HOTEL DU VIN HOTELS, LONDON
 MAMAS & LEONIS, SHEFFIELD
 MANANA RESTAURANT, PWLLHELI
 MANDARIN ORIENTAL HYDE PARK, LONDON
 MANX HOSPITALITY PARTNERSHIP, ISLE OF MAN
 MARAZIO HOTEL, MARAZION
 MARC LTD, LONDON
 MARCHÉ, BIRMINGHAM
 MARCLIFFE AT PITFODS HOTEL, ABERDEEN
 MARLOW'S, LEEDS
 MARRIOTT INTERNATIONAL, LONDON
 MARTINS RESTAURANTS, FAVERSHAM
 MASALA WORLD, LONDON
 MATRICARDIS BAR & RESTAURANT, HENLEY-IN-ARDEN

MAYBOURNE HOTEL GROUP, LONDON
MCDONALD'S RESTAURANTS, LONDON
MELIA WHITE HOUSE, LONDON
MELITA HOUSE HOTEL, LONDON
MELTONS, YORK
MERLYN COURT HOTEL, LONDON
MESON DON FELIPE, LONDON
METROPOLITAN HOTEL, LONDON
METROPOLITAN RESTAURANTS LTD, LONDON
MIC HOTEL AND CONFERENCE CENTRE, LONDON
MILLENNIUM & COPTHORNE HOTELS, LONDON
MILSOAM HOTELS, COLCHESTER
MING COURT, LONDON
MINT HOTEL, LONDON
MITCHELLS & BUTLERS BIRMINGHAM
MOGFORD LTD, OXFORD
MONTAGUE LOYD, FALKIRK
MORSTON HALL HOTEL, HOLT
MOSIMANN, LONDON
MOUNT CHARLES CATERING, BELFAST
MOUNT ROYALE HOTEL, YORK
MR CHAN'S RESTAURANT, ST. HELENS
MR CHOW, LONDON
MR THOMAS'S CHOP HOUSE, MANCHESTER
MULLION COVE HOTEL, HELSTON
MUMTAZ RESTAURANT, BRADFORD
MYHOTEL, BLOOMSBURY
MYHOTEL, BRIGHTON
NANDOS CHICKENLAND, LONDON
NATIONAL LIBERAL CLUB, LONDON
NAVARO'S, LONDON
NEDS NOODLE BAR, LONDON
NETHERWOOD HOTEL, GRANGE-OVER-SANDS
NEW ENGLAND HOTEL, LONDON
NEW MAYFLOWER, LONDON
NEW WORLD, LONDON
NEWAY INTERNATIONAL, LONDON
NEWBY BRIDGE HOTEL, LONDON
NINCOMSOUP, LONDON
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NORTH WALES TOURISM, COLWYN BAY
NORTHCOTE, BLACKBURN
NORTHERN HOTEL, BEXHILL-ON-SEA
NORTHERN IRELAND HOTELS FEDERATION
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NORWICH CITY COLLEGE OF FURTHER AND HIGHER EDUCATION
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NUOVI SAPORI, LONDON
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OCEAN HOTEL, SANDOWN
OCEAN LOUNGE, SOUTH SHIELDS
OCKENDEN MANOR HOTEL, HAYWARDS HEATH
OCS GROUP UK, CRAWLEY
O'ESTE, ORMSKIRK
OLD BRIDGE HOTEL, HUNTINGDON
OLD COURSE HOTEL, ST ANDREWS
OLD PLOW BISTRO, PRINCES RISBOROUGH
OLD QUAY HOUSE HOTEL, FOWEY
OLDE SHIP HOTEL, SEAHOUSES
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OLIVE TREE RESTAURANT, SOUTHAMPTON
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ONE GREAT GEORGE STREET, LONDON
ORIENTAL CLUB, LONDON
OTUS & CO, LONDON
OXFORD & CAMBRIDGE CLUB, LONDON
OXFORD BROOKES UNIVERSITY
OXFORD HOTELS & INNS MANAGEMENT, DARTFORD
PADDINGTON BUSINESS IMPROVEMENT DISTRICT, LONDON
PAN ASIA RESTAURANT, MANCHESTER
PARAMOUNT RESTAURANTS, LONDON
PARIS HOUSE RESTAURANT, WOBURN
PARK HOTEL, DISS
PARK HOUSE HOTEL, SANDRINGHAM
PARK PLAZA COUNTY HALL, LONDON
PARKLANDS HOTEL, MARLBOROUGH
PARKWOOD HOTEL, LONDON
PARTNERS IN PURCHASING, LONDON
PATCHAREE THAI RESTAURANT, KINGSTON-UPON-THAMES
PATTERSONS, LONDON
PEEL HOTELS, LONDON
PEKING GARDEN BRAHALL, STOCKPORT
PEKING GARDENS, SUTTON COLDFIELD
PEMBROKESHIRE TOURISM
PENKERRIS HOTEL, ST AGNES
PENMAENNUCHAF HALL HOTEL, DOLGELLAU
PENNY BLACK, ALNWICK
PEN-Y-DYFFRYN COUNTY HOTEL, OSWESTRY
PEN-Y-GWRYD HOTEL, CAERNARFON
PEPE SALE, READING
PETIT PARIS, NOTTINGHAM
PILGRIM HALL HOTEL & CONFERENCE CENTRE, UCKFIELD
PINES HOTEL & HAWORTH'S RESTAURANT, CHORLEY
PIPE OF PORT, SOUTHEND-ON-SEA
PIZZA EXPRESS, LONDON
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POISSONNERIE DE L'AVENUE, LONDON
PONSHERE HOTEL, PERRANPORTH
PONTIS GROUP, LONDON
PORTERS ENGLISH RESTAURANT, LONDON
PORTLAND HOTELS, EDINBURGH
PORTMEIRION HOTEL, PENRHYNDEUDRAETH
PORTOBELLO HOTEL, LONDON
POSTLION RESTAURANT, WINDERMERE
PRIDE OF BRITAIN HOTELS, MALMESBURY
PRINCIPAL HAYLEY HOTELS & CONFERENCE VENUES, HARROGATE
PROGRESSIVE TRAINING, ST. ALBANS
QHOTELS, LEEDS
QUANTUM LEAP EVENTS, LONDON
QUAYSIDE, IPSWICH
QUEENSBERRY HOTEL, BATH
QUEENSWOOD HOTEL, NORTH SOMERSET
R B ENTERPRISES, LONDON

RA ASSOCIATE, BRIDLINGTON
RADISSON BLU HOTEL, MANCHESTER
RADISSON EDWARDIAN HOTELS, HAYES
RAJ OF INDIA, LONDON
RAMADA JARVIS HOTELS, HIGH WYCOMBE
RANSOMES DOCK RESTAURANT, LONDON
RATE TIGER, LONDON
RAVELLO, LONDON
RAVEN HOTEL, MUCH WENLOCK
READS, FAVERSHAM
RED CARNATION HOTELS UK, LONDON
RED HERRING, LOWESTOFT
RED HOUSE HOTEL, MATLOCK
RED LEA HOTEL, SCARBOROUGH
REDBRICK HOUSE, MANSFIELD
REDCLIFFE HOTEL, PAIGNTON
REDCOATS FARMHOUSE HOTEL, HITCHIN
RESTAURANT DEVELOPMENT SERVICES, BETHESDA
RESTAURANT TRISTAN, HORSHAM
RIBBLE VALLEY INNS, MITTON
RICK'S CAFE, LONDON
RISING SUN HOTEL, LYNMOUTH
RIVER HOTEL, OXFORD
RIVERSFORD HOTEL, BIDEFORD
RIVERSIDE HOTEL & LEISURE CLUB, KENDAL
RIVIERA HOTEL, SIDMOUTH
ROADCHEF HOLDINGS, STAFFORD
ROAST, LONDON
ROSE & CROWN HOTEL, BARNARD CASTLE
ROTHAY GARDEN HOTEL, AMBLESIDE
ROTHAY MANOR HOTEL, AMBLESIDE
ROTHERHAM COLLEGE OF ARTS & TECHNOLOGY
ROWHILL GRANGE HOTEL AND UTOPIA SPA, DARTFORD
ROWLEY'S RESTAURANT, LONDON
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ROYAL AUTOMOBILE CLUB, LONDON
ROYAL CORINTHIAN YACHT CLUB, BURNHAM-ON-CROUCH
ROYAL GARDEN HOTEL, LONDON
ROYAL OAK HOTEL, BETWS Y COED
ROYAL OAK HOTEL, DENNY
ROYAL SPORTSMAN HOTEL, PORTHMA DOG
ROYAL YORK & FAULKNER HOTEL, SIDMOUTH
RSM TENON, LONDON
RULES, LONDON
RUSSELLS OF YORK
RUTLAND INN COMPANY, CLIPSHAM
RYE & DISTRICT HOTELS & CATERERS ASSOCIATION,
SAF RESTAURANT, LONDON
SANT & CO, CARLISLE
SALLY CLARKES, LONDON
SALVO'S, LEEDS
SAM'S BRASSERIE & BAR, LONDON
SANDAL FARM RESTAURANT, BRADFORD
SANGREELA INDIAN RESTAURANT, NEWCASTLE-UPON-TYNE
SAVOY PARK HOTEL, AYR
SCAFELL HOTEL, KESWICK
SCARBOROUGH HOSPITALITY ASSOCIATION
SELECT SERVICE PARTNER GROUP, LONDON
SELFRIDGES, LONDON
SEYMOUR HOTELS OF JERSEY
SHAKESPEARE HOTEL, LONDON
SHAMBLES, TEDDINGTON
SHAMPERS, LONDON
SHAW COUNTRY HOTEL, MELKSHAM
SHEARINGS HOLIDAY HOTELS, TORQUAY
SHEFFIELD HALLAM UNIVERSITY
SHERE LTD, GUILDFORD
SHIELD CONSULTANCY SERVICES, MANCHESTER
SHIRE HOTELS, BLACKBURN
SHIREBURN ARMS HOTEL, BLACKBURN
SIAM PARAGON, EAST MOLESEY
SIDMOUTH & DISTRICT HOSPITALITY ASSOCIATION
SIDMOUTH HOTELS, SIDMOUTH
SIENNA RESTAURANT, DORCHESTER
SILVERTSERVICE, DAVENTRY
SIMLA INN TANDOORI RESTAURANT, OLDHAM
SIMPLY SMART GROUP, WESTHAM
SINGAPORE GARDEN RESTAURANT, LONDON
SINGLETON LODGE COUNTRY HOUSE HOTEL, POULTON-LE-FYLDE
SKEGNESS, EAST COAST & WOLDS HOSPITALITY ASSOCIATION
SKETCH (LECTURE ROOM & LIBRARY), LONDON
SLOANE SQUARE HOTEL, LONDON
SMITHS OF SMITHFIELD, LONDON
SODEXO, LONDON
SOFRA, LONDON
SOUS LE NEZ EN VILLE, LEEDS
SOUTH TRAFFORD COLLEGE, ALTRINCHAM
SOUTHPORT HOTELS ASSOCIATION
SPA HOTEL, TUNBRIDGE WELLS
SPAGHETTI HOUSE, LONDON
SPICE VALLEY, BOLTON
ST BRIDE'S HOTEL, SAUNDERSFOOT
ST IVES HOTEL & GUEST HOUSE ASSOCIATION
ST JAMES CLUB, LONDON
ST JAMES'S CLUB, MANCHESTER
ST JOHN BAR & RESTAURANT, LONDON
ST JOHN'S, LONDON
ST MORITZ RESTAURANT, LONDON
ST. PATRICK'S INTERNATIONAL COLLEGE, LONDON
STARBUCKS COFFEE CO, LONDON
STARWOOD HOTELS AND RESORTS, LONDON
STAYING COOL LTD, BIRMINGHAM
STEPHENSON HARWOOD, LONDON
STEYNE HOTELS, WORTHING
STIRRUPS COUNTRY HOTEL, BRACKNELL
STOCK HILL COUNTRY HOUSE HOTEL & RESTAURANT, GILLINGHAM
STOKE LODGE HOTEL, DARTMOUTH
STOW LODGE HOTEL, CHELTENHAM
STOWMARKET CATERING, SAXMUNDHAM
STRATFORD-UPON-AVON COLLEGE,
STUDIO SIX 1992, LONDON
STUDLEY HOTEL, HARROGATE
SUPPORT TRAINING & SERVICES, FARNHAM
SWINTON PARK HOTEL, RIPON
SWISSOTEL LONDON HOWARD, LONDON

TALAD THAI, LONDON
TAMP'N' SWIRL - A COSTA FRANCHISE, NORTHALLERTON
TAMPOPO, MANCHESTER
TATE CATERING, LONDON
TAURUS, MANCHESTER
TENBY HOUSE HOTEL, TENBY
TERROIRS WINE BAR & RESTAURANT, LONDON
TGI FRIDAYS, LUTON
THAI COTTAGE, BERKHAMSTED
THAI POT, LONDON
THAILAND NO 1, LINCOLN
THAI'S SMILE, BOURNEMOUTH
THAMES VALLEY UNIVERSITY, LONDON
THE ANCIENT RAJ, SWINDON
THE ANGEL HOTEL, ABERGAVENNY
THE ANGEL INN, SKIPTON
THE ARCH RESTAURANT, PUDSEY
THE BEECH TREE INN, CARDIFF
THE BELL INN, PETERBOROUGH
THE BELL INN & HILL HOUSE, STANFORD-LE-HOPE
THE BESPOKE HOTEL COMPANY, BEACONSFIELD
THE BOAT INN, TOWCESTER
THE BRASSERIE ON ST JOHNS STREET, LONDON
THE BULL AUBERGE, EYE
THE BURGER JOINT, BRISTOL
THE CARLTON LODGE HOTEL, YORK
THE CASTLE HOTEL, NEATH
THE CAVENDISH LONDON, LONDON
THE CHAMPANY INN, LINLITHGOW
THE CHESTER GROSVENOR AND SPA, CHESTER
THE CHRISTMAS DECORATORS, LIVERPOOL
THE CLIVE RESTAURANT WITH ROOMS, LUDLOW
THE COMMONWEALTH CLUB, LONDON
THE COPPER HORSE, SCARBOROUGH
THE COTTAGE HOTEL, KINGSBRIDGE
THE COUNTRYMAN, HORSHAM
THE CROSS HOTEL, INGUSSIE
THE CROWN, COLCHESTER
THE CURRY CORNER, CHELTENHAM
THE DINING ROOM, ASHBOURNE
THE DORCHESTER, LONDON
THE DOYLE COLLECTION, DUBLIN
THE EAST INDIA DEVONSHIRE SPORTS & PUBLIC SCHOOLS, LONDON
THE EVESHAM HOTEL, EVESHAM
THE FAR SYDE, LKLEY
THE FAT DUCK, BRAY
THE FIRST FLOOR CAFE, WINDERMERE
THE FISH PLACE, BEACONSFIELD
THE FRENCH CONNECTION BISTRO, STOURBRIDGE
THE FRENCH TABLE, SURBITON
THE GEORGIAN HOUSE, LONDON
THE GLASSHOUSE, RICHMOND
THE GODSTONE HOTEL, GODSTONE
THE GORING HOTEL, LONDON
THE GRANBY INN, MORPETH
THE GREYHOUND INN, STOCKBRIDGE
THE GROUCHO CLUB, LONDON
THE HALCYON, BATH
THE HAT SHOP RESTAURANT, PRESTEIGNE
THE HONOURABLE SOCIETY OF LINCOLN'S INN, LONDON
THE HORSE & TRUMPET, MARKET HARBOUROUGH
THE HORSE SHOE INN, PEEBLES
THE HOSTE ARMS HOTEL, BURNHAM MARKET
THE HOTEL AND EXTREME ACADEMY, ST. COLUMB
THE HOXTON, LONDON
THE INN AT WOBURN, MILTON KEYNES
THE KENSINGTON WINE ROOMS, LONDON
THE LANDMARK GROUP, LONDON
THE LANGHAM LONDON, LONDON
THE LANSDOWNE CLUB, LONDON
THE LAST WINE BAR, NORWICH
THE LIGHTHOUSE, WINDERMERE
THE LIGHTHOUSE, ALDEBURGH
THE LIME LEAF, BASINGSTOKE
THE LIME TREE, MANCHESTER
THE LINCOLN CENTRE, LONDON
THE LITTLE YANG SING, MANCHESTER
THE MANDEVILLE HOTEL, LONDON
THE MANOR HOTEL, WEST BEXINGTON
THE MERCURY, BOLTON
THE MILTON, BANCHORY
THE MONTCALM HOTEL, LONDON
THE MULBERRY TREE, BOUGHTON MONCHELSEA
THE NARE, TRURO
THE NEW INN, RHYL
THE NEW MILL, EVERSLEY
THE NORTHERN QUARTER RESTAURANT & BAR, MANCHESTER
THE OAKHOUSE HOTEL, AXBRIDGE
THE OLD KINGS ARMS HOTEL, PEMBROKE
THE OLD RECTORY, BROSELEY
THE OLD VICARAGE HOTEL, AMBLESIDE
THE OXO TOWER RESTAURANT, LONDON
THE PEACOCK AT ROWSLEY
THE PEARTREE AT PURTON, SWINDON
THE PENN CLUB, LONDON
THE PEPPERPOT, CROMER
THE PIPE & GLASS INN, BEVERLEY
THE PLOUGH AT CLANFIELD, BAMPTON
THE PLOUGH INN, HOPE VALLEY
THE POLASH RESTAURANT, SOUTHEND-ON-SEA
THE RITZ HOTEL, LONDON
THE RITZ HOTEL RESTAURANT, LONDON
THE ROBERT GORDON UNIVERSITY, ABERDEEN
THE ROYAL VICTORIA HOTEL, NEWPORT
THE SAVOY HOTEL, LONDON
THE SEAFOOD RESTAURANT, PADSTOW
THE SHALIMAR, OLDHAM
THE SLOANE CLUB, LONDON
THE SMUGGLERS WHEEL, HALSHAM
THE SQUARE, LONDON
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Queens House, 55/56 Lincoln's Inn Fields, London WC2A 3BH
Tel: 020 7404 7744 Fax: 020 7404 7799 Email: bha@bha.org.uk www.bha.org.uk