

7 - 13 JANUARY 2022

THE WEEKLY FOR HOSPITALITY LEADERS

THE CATERER

HOTELS • RESTAURANTS • PUBS & BARS

FUTURE GAZING

Industry experts
predict what the year
will hold for hospitality

GRAND PLAN

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unveils the king-sized
Fairmont Windsor Park

A new beginning

Dom Robinson on giving up a
Michelin star, finding a pathway
out of addiction, and his revival
in new restaurant Renaissance

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JYOTIN SETHI

CEO, JKS Restaurants



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The re-build starts here. After two years of restrictions and revised budgets it feels as though we may soon start a genuine recovery from the Covid pandemic.

After so long operating under restricted trading – and having had Christmas decimated by mixed messages (as we explore on page 4) – there will undoubtedly be casualties this year, but for those that hold the course there is some hope that 2022 can be a positive year for hospitality.

We start the year with an upbeat story too. Like many operators, chef Dom Robinson found it tough during the various lockdowns. In his case this led to a battle with alcoholism as he struggled to process the expectations of a Michelin star and the implications of Covid restrictions on his business.

That may not sound upbeat, but Robinson has now faced his demons and revived his business in a new guise in which he is comfortable. He has gone back to the recipes that helped him fall in love with hospitality when he started out in his career, cooking French classics. "It's what floats my boat and I'm happy and comfortable saying that now," he explains on page 18.

Ultimately Robinson is well along the path to recovery, with renewed optimism and a refocused business. He has weathered the considerable storm and is coming out of it stronger and even more determined.

Hospitality is certainly not short of examples of operators overcoming significant adversity right now, so for everyone fighting their own fight we wish you all a successful and rewarding 2022.



James Stagg
Editor

Content team

If you have a news story, contact: news@thecaterer.com



James Stagg
Editor

james.stagg@thecaterer.com
020 7881 4811



Lisa Jenkins
Managing editor

lisa.jenkins@thecaterer.com
020 7881 4816



Emma Lake
Assistant editor

emma.lake@thecaterer.com
07584 429280



Caroline Baldwin
Features and special projects editor

caroline.baldwin@thecaterer.com
07584 429280



Katherine Price
News editor

katherine.price@thecaterer.com
020 7881 4812



Sophie Witts
Senior reporter

sophie.witts@thecaterer.com
020 7881 4804

Phone numbers: 0207 881 4800 • Production Senior Designer Emma Winton • **Production editor** Kirsty Utting **Print and digital sub editor** Maria Mellor • **The Caterer events Head of events** Martha Allardice + 728 **Other contacts** **Marketing manager** Meredith Pistulka + 741 • **To place a display advert, contact:** + 317 or email advertising@thecaterer.com • **Head of sales** Rob Adam **Account director** Cheryl Townsend + 322 • **Account manager** Michael Murray + 309 • **Account manager** Sue Tannatt **Recruitment sales manager** Tanya Read + 272 **To place a job advert, email** jobs@thecaterer.com • **To place a property, classified or The Caterer Directory advert, contact** advertising@thecaterer.com • **Managing director** Stuart Parish • **Chief executive officer** Duncan Horton • **Chairman** Clive Jacobs

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Worried hospitality sector sees in New Year without Christmas cash reserves

Operators scramble to retain staff and their businesses for the second year after last-minute restrictions put a stop to festivities for many across the UK. *Sophie Witts and Katherine Price report*

Post-Christmas restrictions on hospitality in Scotland, Wales and Northern Ireland could push further businesses to the brink after festive trading was decimated due to Omicron concerns.

For many operators, the festive period makes up a sizeable chunk of the year's profit and with January a traditionally quiet month for the industry, there are fears 'dry January', where many people give up alcohol for the month, could further dampen trade. This is on top of ongoing staffing shortages and issues related to Brexit, with full customs controls in place since 1 January 2022.

Payment difficulties

An immediate increase in financial support and the lifting of trading restrictions is urgently needed to prevent Welsh hospitality businesses closures and job losses, UKHospitality Cymru warned.

"Across the board, enforced sub-viable trading and the associated cautionary climate has fuelled a festive flop in our pubs, restaurants, hotels and wider hospitality," said David Chapman, executive director of UKHospitality Cymru.

Venues in Wales saw the introduction of restrictions from 26 December, such as the return of the 'rule of six' and mandatory face coverings, with a £120m package announced for affected businesses.

"A disastrous Christmas and New Year under the latest restrictions has left many fac-

ing a perilous financial position with grants falling way short of what is needed. In particular, retaining staff on current government supports is unsustainable. Nightclubs in Wales are closed but are expected to keep a full staff roster, for maybe as long as two months, with a grant that doesn't even amount to a busy night's takings," added Chapman.

"Their English counterparts are reporting falling footfall and heavy losses even without the stringent additional set of restrictions being imposed in Wales – revenue is at least 25% lower than across the border at present. If financial support isn't swiftly forthcoming, grave commercial impacts are inevitable, which will hugely damage communities across Wales."

Edmund Inkin, co-owner of the Felin Fach Griffin near Brecon in Powys, said business was "busier than expected" and there were "enough people to keep things busy", however for many operators, particularly in urban areas, the last six to eight weeks had been "miserable" and applications for funding were not expected to open until 17 January.

"For those who really are desperate for cash and for whom December didn't materialise, this lack of speed is fairly fundamental. Albeit that the amounts are small compared to the fixed cost of a venue," he said.

He added that many rural operators were closing during January as business simply wasn't going to be busy enough. He suggested the reintroduc-

"The show must go on, we still have to pay rent – landlords are not giving us any breaks now"

Maria Constantinou, Arts Theatre Club

tion of furlough would help address wage costs: "Paying our people when they're not working or not able to work because places are effectively closed, that's the problem for people."

On the other hand, he estimated that self-isolating meant around 10% of his workforce were absent, and with the sector plagued with staffing issues already, he predicted staffing shortages will be prevalent come peak season.

Speed is of the essence

In Scotland, Edinburgh's Hogmanay street party was cancelled with all outdoor events reduced to a capacity of 500 people and nightclubs forced to close from 27 December. The changes, which will be in place for at least three weeks, also saw pubs and other hospitality venues selling alcohol return to table service and one-metre social distancing.

Nightclubs in Northern Ireland had to close on Boxing Day, and since 27 December

hospitality businesses have been restricted to table service only, limited to a maximum of six people, or 10 people from a single household, on top of the requirement for guests to provide Covid certificates.

The Executive announced one-off grants for venues up to £20,000 depending on their rateable value – but hotels were excluded, and funds were not expected to be paid for another two weeks.

"While we'd like it to be as quick as possible, the important thing is people know it's coming and what the value is," Hospitality Ulster chief executive Colin Neill told *The Caterer*, who added that the group was lobbying for hotels to be included in the support package. "An awful lot of hotels are food and beverage-led," he said.

The group estimated that hospitality in Northern Ireland lost around £250m-£300m during the Christmas period.

"We're into this quarter, the VAT bills are due, your loan bills are due, we're heading towards possibly full VAT at the end of March, we're looking at the rental protections ending – all of those make for a very nervous industry and people are really worried about their survival," said Neill.





Missing grants

According to UKHospitality, pubs, bars and restaurants lost an average of £10,335 in the week leading up to Christmas, with sales on the day itself down 60% on 2019. Hospitality sales for the month of December were down 12% compared to December 2019 across the UK, according to S4labour. Both drink and food sales experienced declines, with sales down 11.5% and 13%, respectively, on 2019 levels.

London sales were hit the hardest as like-for-likes fell by 23% compared to 2019. Sites outside the capital also saw a drop of 10%. London sales fell on all occasions, with Christmas Eve sales down 38%,

Christmas Day down 23.5%, Boxing Day down 25% and New Year's Eve down 11.5%.

Maria Constantinou, owner of the Arts Theatre Club nightclub in London's Soho, has meanwhile not seen any of the grants of up to £6,000 promised to businesses in England, which are being distributed through local councils: "I don't know of anyone in Soho that has had it. There is no sign of [that payment] and no one to contact at the council about it, the process is not good."

She said she was hopeful there would be a bounce back now the festive period was over: "We didn't sell any New Year tickets until the last day. But the show must go on, we still have

to pay rent – landlords are not giving us any breaks now. Any money we have saved up we are using to pay our bills."

She said the return of Soho's popular alfresco scheme, which is subject to a consultation, would be vital to help hospitality businesses recoup their losses in the summer. "We have to start paying coronavirus loans back in May, and if we can open outside it would help our recovery," she added.

Andy Dempster, operations director at Romet Group, which runs eight restaurants including the Figo and Pivaz brands in east London and Essex, said uncertainty made it "impossible" for operators to plan ahead after a tough December.

He said: "For New Year's Eve we had cancellations then a raft of bookings, so it was OK but nowhere near what it should have been. How can we strategise or plan forward? It's hard. We can't predict how many staff we will need to hire or how busy we'll be. We normally have a 12-18 month plan, now we've got a four-week plan."

He added: "That's what's really affecting most businesses. Big companies that are well-financed can roll with it, as a smaller company everything we do is revenue generated. If we have no revenue,

it makes it difficult.

"We were looking to open new restaurants in 2021 but we didn't get to in the way we'd hoped. We don't want to invest £1m in an opening for it to be shut down."

Wildwood and Dim T operator Tasty said that December, normally the company's strongest performing month, had been "disappointing" and "considerably weaker than anticipated".

Four of its 54 restaurants have remained closed due to predicted poor trading and labour shortages, and although they are expected to reopen later in the year, the company said it would continue to consider the sale of two or three of the sites.

However, health minister Gillian Keegan suggested further support for hospitality was not necessary as restaurants were "pretty full".

The Conservative MP for Chichester told *Sky News* last week: "We put a £1b package of measures in place just before this period, but I've been out a couple of times, my sister's over from the States so we have been out to a couple of restaurants and they've been pretty full... people are still going out they're just taking a lateral flow test before and obviously being a bit more cautious."

Thomas Schreiber found guilty of the murder of hotelier Sir Richard Sutton

By Katherine Price

An artist has been found guilty of the murder of millionaire hotelier Sir Richard Sutton and the attempted murder of his own mother.

Thomas Schreiber was convicted following a three-week trial at Winchester Crown Court of stabbing the pair at the baronet's Dorset country estate on 7 April 2021. The defendant, wearing a blue suit and tie with a pink shirt, closed his eyes as the verdict was announced.

A cry of "yes" could be heard from the public gallery, where some members of the family were sitting. Others, including the defendant's mother Anne Schreiber, who he was convicted of trying to kill, watched by video link.

The jury of 10 men and two women reached a majority verdict of 11 to one on both counts after four hours and 51 minutes of deliberations.

Adjourning the case for sentencing on Monday, the judge, Mr Justice Garnham, told the defendant: "The only sentence I can pass is of life imprisonment but for the offence of murder I have to set the minimum number of years and I also have to sentence you for the attempted murder of your mother."

Speaking to the jury, he added: "I am extremely grateful to you all for the evident care you have taken in this case, it's been a difficult case to listen to."

Sir Richard's family said in a statement: "How could any family recover from such a sudden and devastating loss.

"We can never bring back Sir Richard but his spirit will very much live on, alongside the very happy memories we have of our incredible father, brother and grandfather.

"His values of being warm, generous and compassionate to everyone he met will be carried forward by future generations, and will never be extinguished."

The 35-year-old defendant admitted carrying out the



Hotelier Sir Richard Sutton was stabbed to death at his Dorset home in April 2021 by Thomas Schreiber

"We can never bring back Sir Richard but his spirit will very much live on"

Sir Richard's family

"horror show" knife attack on the pair on the eighth anniversary of the death of his father, David Schreiber, after he said his mother shouted at him for being "drunk like his father".

He told the court: "I just went completely crazy, I completely snapped and I just launched for her and began attacking her uncontrollably."

He had admitted manslaughter but denied the murder of the baronet, saying he had "lost control" of himself and had not intended to hurt him or his mother. Ms Schreiber suffered up to 15 separate injuries on her head and body, including a partially severed spinal cord which has left her paralysed. Sir Richard suffered three deep wounds to his face and five to his chest, up to 12cm deep.

Schreiber had pleaded guilty to driving a Range Rover dangerously when he failed to stop for armed police in a 135mph pursuit into London. As he was detained in Chiswick, the defendant stabbed himself in the chest and told officers: "Please kill me now, please just shoot me."

The attack happened at Sir Richard's Moorhill estate near Gillingham, Dorset, which he shared with the Schreiber fam-

ily following the separation of the defendant's parents.

The trial heard the defendant was angry with his mother for "abandoning" his father, who suffered from depression, to move in with Sir Richard and accused her of being a "gold-digging bitch". Schreiber, an aspiring painter, also felt Sir Richard treated him unfairly compared to his two sisters, despite him receiving a £1,000 monthly allowance and £100,000 towards buying a house.

The court heard family arguments descended into violence on three previous occasions, including once when Sir Richard hit the defendant with his walking stick in November 2020. The defendant blamed lockdown for worsening his mental health by forcing him to remain in the "toxic pressure boiler" environ-

ment of Sir Richard's estate. In March 2021, he had written to a friend: "I'm so sad to report that my mind is consumed with hatred of the very worst kind towards my family.

"They really hurt me, betrayed me and destroyed all trust. Simply put, I contemplate murdering them all, morning, day and night. It's not what I want to think about but it's the truth. I want them to suffer."

Detective Inspector Simon Huxter, of Dorset Police, said: "I would like to thank and pay tribute to [the family] for all the support they have given to our investigation as well as the dignity that they have shown throughout their ordeal, which culminated in a detailed criminal trial. It was noted in court that it was thanks to the efforts of the first officers to arrive at the scene and subsequent medical assistance from paramedics and hospital staff that this case only involved one fatality and not two. While Anne sadly suffered serious life-changing injuries, the outcome could have been even worse had it not been for their intervention."

Sir Richard's company owns London hotels the Sheraton Grand Park Lane and the Athenaeum.

Angela Hartnett and Robin Hutson awarded OBEs in New Year Honours

The New Year Honours list celebrated the achievements of a number of hospitality heroes



Angela Hartnett has campaigned for the industry during the pandemic

By Emma Lake and Sophie Witts

Chef Angela Hartnett and hotelier Robin Hutson have been awarded OBEs in a New Year Honours list celebrating the achievements of a number of hospitality heroes.

Hartnett, who received an MBE in 2007, was recognised for services to the hospitality industry and to the NHS during the Covid-19 pandemic.

The chef has been an outspoken voice for the sector over the past two years, campaigning for a minister for hospitality and highlighting the impact of government decisions on restaurants, pubs and hotels.

During the first lockdown in 2020, Hartnett set up non-profit charity Cook-19 to deliver meals to NHS workers. She was among 54 chefs who contributed to the *Chefs at Home* cookbook in aid of Hospitality Action in 2021, as well as becoming a patron of the industry charity. Hartnett said: "It's just amazing to achieve this and it could not have been done without the teams, past and present, at the restaurants."

Hutson, behind the Pig group and Lime Wood hotel in Hampshire, has been another major voice for the hospitality industry during the pandemic. He spearheaded the

#seatatthetable campaign for a minister for hospitality, meeting with business minister Paul Scully over the issue.

He said: "I am thrilled and humbled in equal measures as there are so many unsung heroes doing great work in our industry. I have been lucky to find hospitality as a career and am very grateful for the rewards, awards and this honour in particular, that I've received."

Food writer Claudia Roden was made a CBE for services to literature. The Egyptian-born author published her first cookbook in 1968 and over the past three decades has authored numerous books.

Andrew Denton, head of hotels GB at Best Western, has been awarded an MBE for charitable services to the NHS and vulnerable people during the pandemic. To relieve pressure on the NHS the hotel group took in patients not well enough to return to their own homes as well as offering space for other medical services.

An MBE has also been given to Paul Hugill, owner and head chef of the Priory hotel in Louth, Lincolnshire. Hugill was recognised for the opportunities he has given people with learning difficulties or mental health challenges, who make up the

majority of his employees.

There were also MBEs for Antonis Eleftheriou, contract director of sovereign base areas for caterer Sodexo in recognition of his support of British Forces in Cyprus, and Andrew Wilson, managing director of Greene King's destination food brands division for services to business and to charity during Covid-19.

The heads of several trade bodies have also been recognised with MBEs, including Malcolm Bell, chief executive of Visit Cornwall; Colin Neill, chief executive of Hospitality Ulster; and Samantha Richardson, director of the National Coastal Tourism Academy.

There were a number of MBEs for catering managers in the public sector, including Janet McAlister, the head of school catering for Northern Ireland; Kim Phillips, head of catering and facilities services for Rotherham Metropolitan Borough Council; and Matthew White, director of Campus Commerce for the University of Reading.

Other recipients

- Dr John Manley, co-founder, DeliverAid, for services to frontline workers and the NHS during Covid-19
- Sharron De Abreu Faria, director of Art and Hospitality, the Right to Work, for services to supported volunteers and artists with learning disabilities particularly during Covid-19
- Suzy Jakeman, for services to the London Community Kitchen, particularly during Covid-19
- Stephen Chamberlain, founder of St Laurence's Larder and Open Kitchen, for services to the community in the London Borough of Brent
- Angela Blower, catering manager, Middlesbrough Council, North Yorkshire, for services to education

Elior appoints Matt Wood as managing director of Lexington

By Caroline Baldwin

Matt Wood has been appointed managing director of Lexington. He joins Lexington from occupational health and wellbeing business Health Management, where he was managing director.

Prior to this he spent eight years at Restaurant Associates, where he worked his way up to head of strategic partnerships. During this time, he won Foodservice Cateys Regional Manager of the Year in 2015.

Wood started his new role at Lexington on 5 January, where he will lead Elior's contract catering division in London, transitioning Lexington Catering, Lexington Independents and Lexington Reception Services into a new phase of growth. Wood will report to Robin Givens, managing director of UK contracts.

The appointment of Wood fills the position left by Julia Edmonds, who was promoted to the role of corporate business development director at Elior in September 2020. She remains involved in the Lexington business as non-executive chair.

Wood added: "I can't wait to re-join the industry I love and be at the helm of a business I have always admired. My passion is in people development and I'm thrilled to have had the opportunity to engage with people in this role throughout my career. I'm looking forward to taking this agenda forward, moving Lexington onwards and upwards in its next stage of growth."





Gino D'Acampo

GINO D'ACAMPO'S MY PASTA BAR FALLS INTO LIQUIDATION

Celebrity chef Gino D'Acampo's My Pasta Bar restaurant brand has fallen into liquidation.

According to documents filed with Companies House, the business had liabilities of £4,939,332 to 49 creditors, including £133,976 to HMRC. My Pasta Bar launched in 2013 and operated three sites in London. D'Acampo's other restaurants are understood to be unaffected.

KLAUS KABELITZ LEAVES THE BILTMORE MAYFAIR

Klaus Kabelitz has left his role as general manager of the Biltmore Mayfair hotel in London after nearly two years to move on to a new chapter.

The hotel relaunched as the 308-bedroom Biltmore under Hilton's luxury LXR Hotels & Resorts brand in September 2019 following a £60m redevelopment.

Kabelitz joined the property in February 2020 from the Cadogan hotel in London's Chelsea, of which he oversaw the relaunch in 2019 following a £28m refurbishment. The hotel is understood to be in the process of recruiting a replacement

WORK TO BEGIN ON GARY NEVILLE'S ST MICHAEL'S DEVELOPMENT NEXT MONTH



St Michael's

Gary Neville's Relentless Developments has announced that work will start on-site at the St Michael's development in Manchester in January, with an expected completion date in 2024.

The development is a joint venture project with investment firm KKR. Contractor Bowmer & Kirkland will deliver the first phase, comprising 185,000 sq ft of office

accommodation and a rooftop restaurant for 900 guests.

The mixed-use development is expected to bring £120m of investment into the city and create 1,800 jobs. It will feature retail, restaurants, a spa and gym, and a 191-bedroom five-star hotel.

CHEF LEE SKEET TO OPEN FIRST PERMANENT RESTAURANT IN CARDIFF

The former head chef at Hedone is to open his first permanent restaurant in Cardiff in 2022.

Lee Skeet, who led the kitchen at the Michelin-starred restaurant from 2013 to 2014, will open Cora above Cafe Milkwood in the Welsh capital on 17 January.

It will seat 12 guests in an 'intimate' dining room and serve a £75 set tasting menu based on the seasonal produce available each day, with the option of a paired wine flight.

NEW SELFRIDGES OWNERS PLAN LUXURY HOTEL FOR OXFORD STREET SITE

The new owners of Selfridges plan to redevelop the group's hotel in Oxford Street in London, which closed in 2008.

Thai group Central and real estate business Signa acquired Selfridges Group from the Weston family for £4b last month. The portfolio includes 18 department stores, including Selfridges in London, Manchester and Birmingham, de Bijenkorf in the Netherlands, and Brown Thomas and Arnotts in Ireland.

The businesses said they would prioritise upgrading the food hall at Selfridges in London and explore developing a luxury hotel.

BREXIT-RELATED STAFF SHORTAGES HIT TRUMP TURNBERRY

Brexit-related staffing shortages have hit the Trump Turnberry resort in Ayrshire.

Documents filed with Companies House for the year ending 31 December 2020 said Brexit had affected supply chains through



Harry Murray

availability of drivers and staff, "reducing deliveries and the availability of certain product lines". It also said prices had increased from additional freight and import duty charges. Meanwhile, staffing was "a challenge", with a combination of wage inflation and a reduced staffing pool.

Turnover at the 192-bedroom resort for the period fell from £19.67m in 2019 to £6.73m in 2020, with an operating loss of £5.3m.



Trump Turnberry

CRAIG SMITH TO DEPART ISS AFTER 35 YEARS



Craig Smith

Craig Smith, head of corporate affairs at caterer ISS, has departed the business after almost 35 years.

He joined the company as its very first caterer in 1987 and has played a major role in growing the business and developing its procurement and client retention processes. He secured contracts

CHAIRMAN OF LUCKNAM PARK HOTEL & SPA STEPS DOWN

Harry Murray has stepped down on 31 December 2021 as chairman of Lucknam Park Hotel & Spa after 25 years of service.

Murray helped to develop the hotel from four AA stars to five red AA stars, with a Michelin-starred restaurant. He became chairman in 2010, the year the hotel won the Independent Hotel of the Year Catey and AA Independent Hotel of the Year.

He said: "I depart with a feeling of great pride as the hotel was recently named UK's Best Hotel in Conde Nast 2021 Readers Choice Award. I wish the owners, directors and the team continued success."

HARD ROCK CAFE UK SECURES FINANCIAL SUPPORT FROM PARENT COMPANY



Hard Rock Cafe UK secured an extended financial lifeline from its parent company as coronavirus restrictions impacted trading.

Accounts for the UK arm of the chain, which has sites in London, Manchester, Newcastle, Glasgow and Edinburgh, said it had received confirmation of continued financial support from its US parent firm to allow it to keep operating for at least the next 12 months.

Hard Rock UK saw transactions at its restaurants decline 67% in 2020, while retail transactions were down 81%. The company reported a £10.4m pre-tax loss in 2020, compared to a £1.1m loss in 2019.

YVONNE THOMAS IS NEW CEO OF THE CLINK



Yvonne Thomas has been appointed as the new chief executive of the Clink and will be joining the charity in January.

She most recently held the position of managing director at management consultancy Nouvion. Her previous roles also include director of HMLR Reform at the Ministry of Justice and managing director of citizen services at Interserve. She is also a trustee of the national charity People,

Potential, Possibilities (P3).

Thomas will replace Chris Moore, who joined Compass Group to oversee its new multimillion-pound flagship training and development hub in the West Midlands after 11 years with the Clink.

HENDERSON PARK ACQUIRES AMARIS HOTEL PLATFORM TO CREATE KLARENT HOSPITALITY



London-based private equity real estate firm Henderson Park has acquired the business and hotel management platform of Amaris Hospitality from LRC Group, and simultaneously launched a new dedicated hotel and asset management platform called Klarent Hospitality.

The Amaris Hospitality name and brand will not form part of the acquisition and will continue to be owned by LRC Group.

The 30-hotel Klarent Hospitality portfolio will be led by the existing Amaris management team under Peter Stack and John Brennan, the current chief executive and chairman, respectively. All Amaris Hospitality employees will transition to Klarent Hospitality and continue in their roles.

ELLIOTT HILL NAMED EXECUTIVE CHEF AT THE CHESTER GROSVENOR

Elliot Hill has taken over as executive chef at the Chester Grosvenor hotel following the departure of Simon Radley last year.

Radley stepped down from his role in October after more than 30 years at the five-AA-red-star Cheshire property.

The Simon Radley at the Chester Grosvenor restaurant will be rebranded as Arkle and is set to reopen in March 2022.

Hill, formerly head chef at Liverpool's Panoramic 34 restaurant and a 2021 National Chef of the Year finalist, will oversee Arkle as well as the hotel's two-AA-rosette La Brasserie restaurant and its afternoon tea and banqueting functions.

that formed the foundation of ISS's public sector portfolio, before moving into a corporate role. Now Smith, a former chair of the Hospital Caterers Association, is stepping away from ISS to look for new opportunities.

HOSPITALITY VENUES COULD STAY OPEN LONGER FOR QUEEN'S PLATINUM JUBILEE

Pubs, bars and clubs could be allowed to stay open for an extra two hours to mark the Queen's Platinum Jubilee in 2022.

Under government plans, venues could be allowed to keep serving customers until 1am during the extended bank holiday weekend in June.

Home secretary Priti Patel is seeking to extend licensing hours from 11pm from 2-4 June. The proposed extension will be subject

to a month's public consultation, which will also seek the views of the police, licensing authorities and alcohol awareness groups.

KENSINGTON FORUM HOTEL SOLD AND SET TO CLOSE FOR REFURBISHMENT THIS YEAR

GP Hotel-UK London has purchased the entire shareholding in Queensgate Bow UK Parent, the owner of the 906-bedroom Kensington Forum hotel in London.

The purchase is backed by Koh Wee Meng, founder of Singapore-listed property developer Fragrance Group.

A statement said the hotel required "extensive works to ensure that it remains fit for purpose" and the firm plans to close the hotel early in 2022. The building will then be completely stripped out before a full re-fit later in 2022.



1 Three Cumbrian teenagers are celebrating the completion of an apprenticeship scheme run by the English Lakes Hotels Resorts & Venues' Culinary Academy. Maria Cheetham from Haverigg, Jonny Marriott from Staveley and Rebecca Atkinson from Heysham, all aged 17, have graduated with a production chef NVQ Level 2 qualification, after completing the course delivered in partnership with Kendal College. Cheetham has been based at Low Wood Bay Resort & Spa in Windermere, Marriott at the nearby Wild Boar Inn, and Atkinson at the art deco Midland hotel in Morecambe. Head chef Daniel Winstanley said: "All three students have done brilliantly. It's a testament to them that their respective venue head chefs have made it very clear that they want them to continue working for them."



2-4 The Arena Christmas event saw 150 hospitality colleagues gather at the Mandarin Oriental Hyde Park London to celebrate. CH&Co chairman Tim Jones, chief executive Bill Toner and chief operating officer Allister Richards gave a snapshot of the business, in its 30th anniversary year. A raffle to win an overnight stay at the Celtic Manor also raised £1,450 for industry charities Springboard and Hospitality Action.



5-7 Pret A Manger launched its coffee subscription service gift package with a little help from Mr Motivator last month. Mr Motivator, aka Derrick Errol Evans, spent a morning outside Pret A Manger in Cross Street, Manchester, cheering up shoppers and suggesting the subscription as a present. He said: "I'm excited to have teamed up with Pret to help people with their Christmas gifts and motivate them to get going on their Christmas shopping. The Pret Coffee Subscription is the perfect gift to keep people moving throughout the day between workouts or work."



8 JD Wetherspoon has raised £19m for its chosen charity, Young Lives vs Cancer. The company's staff and customers have been raising money for the charity since 2002, with funds supporting 7,000 young cancer patients and their families.

Young Lives vs Cancer partnerships manager Claire Herrick said: "We are so appreciative of the fundraising undertaken by Wetherspoon staff and customers." Wetherspoon's people operations manager, Tom Ball, added: "We are proud to support such a wonderful charity and look forward to raising millions more for it in the coming years."







Neil Rankin
Chef-founder,
Temper restaurants and
Simplicity Burger

Say goodbye to tradition

After two failed Christmases in a row, this year we should just move the festive season, says **Neil Rankin**

Inside track

So that was Christmas. Two cancelled in two years and a knock-on effect that was as devastating and costly as it is depressing.

The problem is it's difficult to view a more perfect recipe for hospitality disaster as things stand. Slapping a big office party vibe in the middle of the winter with Covid knocking about is going to continue to be problematic, but I think I have solution. Next year, I think we should just move Christmas.

Christmas is weird anyway. For a start it's a Christian holiday and in a multicultural society that is rapidly believing more in Facebook memes than they do religion, it feels forced and clunky. And don't get me started on Santa or putting up dead trees that shed spiky needles, let

party (and money-making) season to a better time of year.

The plan is to take October – it's post-summer holidays but not too cold. Also October is harvest time, so it makes a lot more sense for us to be eating and drinking our body weight in honour of that rather than an illegitimate birth in 4BC.

Harvest is a worldwide celebration with no direct religious connections, so it's an easy sell. It's great for our farmers and suppliers – and it should be a hoot. I'm going to suggest we rip off the old name of 'Loaf mass', which was also a Christian festival known as Lammas Day.

For this special celebration, I think we should ditch the overplayed turkey and brussels sprouts in favour of pies and cheese. Pies can have anything in them, no matter what your

“October is harvest time, so it makes a lot more sense for us to be eating and drinking our body weight in honour of that rather than an illegitimate birth in 4BC”

alone covering them in tinsel.

The whole thing has nothing to do the food we serve or with having a month of office parties not actually on Christmas Day. So my idea is that we keep Christmas for families, give our staff the time off and move the

diet, culture or religion. Pies are universally banging. Cheese can be great for everyone too if you consider vegan cheese a thing.

For music I'm going to suggest we go with soul music. How much better would it be to have a few kids on your doorstep singing Sly and the Family Stone than another desolate performance of *Silent Night*?

We'll need a Santa-like figurehead to focus on, and while I think each culture can choose who they like, I'd like to throw Brian Blessed's name into the hat. He can bring joy to the new festive season with his bellowing laugh and shouty voice.

Whatever we decide, I hope we all have a good year. My New Year's wish is that we don't continue to get closed down again and again, and I hope more people don't die from this horrible disease. I really hope anyone that's struggling gets through it (even the ones I hate), and I hope that this government wakes up to the issues we have with visas, lockdowns and immigration. Most of all, I hope you had a Happy New Year.



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The just-in-time model isn't dead, it just needs to be nimble and agile

We shouldn't have to worry about food and fuel shortages when all we need is a little versatility in the supply chain, says *Tevin Tobun*

Billed as one of the linchpins of the British economy, just-in-time (JIT) manufacturing has come under scrutiny in a new world dominated by Brexit and pandemic Britain.

Critics say the shortages we have faced, from supermarket products to missing ingredients, are a direct consequence of JIT as the unstable economy causes the model to wobble. However, JIT will never work if all the component parts are not thought through, even in the best of times. JIT isn't the issue, the failure to adapt to changing circumstances is.

JIT was developed in Japan in the 1970s, when Toyota set out to minimise inventory levels. JIT manufacturing focuses on creating goods that meet customer demand by only producing what is needed, when it is ordered, and only in the quantity desired.

Race to the bottom

Over the last decade, we have seen a push to deliver services at the lowest possible cost. This race to the bottom is arguably one of the key components behind many organisations and supply chains building their models around JIT manufacturing and delivery.

As well as reducing the need to hold large amounts of in-house stock and pay costly storage overheads, it also reduces wastage and allows businesses to keep their prices low. It's a model that has largely worked well in recent years. However, its success has been dependent on a fluid economy, speed of purchase and, crucially, speed of delivery. When large trawlers fail to deliver goods across the country, consumers start to see the gaps on their shelves.

Finding a solution

The answer to this problem is simple: last-mile delivery. As implied by its name, it completes the final phase of the supply chain – delivery from distribution centres to end-users. Given that the primary goal of last-mile delivery is to get the product to the end-consumer as soon as possible, it is often regarded as the most important part of the logistics process. In fact, reports state that the global last-mile delivery market is projected to grow to around £44b by 2025, up from £23b in 2018 and £29b in 2020.

It helps to keep industries nimble, connecting suppliers and operators more efficiently and mitigating the problem of slow supply chains. Though it can be a chal-



“More last-mile services will help to alleviate some of our existing challenges”

we are able to change and reroute our drivers to mitigate any blocks or challenges from day to day.

Adapt to survive

Rather than masses of goods being moved across the country, having a fleet of smaller, nimble, agile drivers in the tighter, more densely populated areas will ensure business keeps moving. Had we seen more last-mile providers involved in many of the sectors recently struggling with delivery of produce, we'd probably have felt the impact a little less.

Outside of the practical delivery benefits, last-mile operators are also able to use a more flexible workforce – something which appeals to both employers and employees – particularly during these strange times. It gives you access to a wider pool of people.

Ultimately, more last-mile services will help to alleviate some of our existing challenges. JIT can still work and is effective, but it needs last-mile providers to function.

Tevin Tobun is chief executive and founder of GV Group (Gate Ventures)





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Inspiration behind the look of the UK's newest venues and recent refurbishments

Leven

Timothy Griffin breathes life into this Manchester warehouse, transforming it into a hotel with a fresh look that unites with the old brickwork. *Emma Lake* reports



Leven hotel in a former Manchester warehouse is a collaboration between Joshua and Ben Senior and Wellbrook Hospitality.

The design of the 42-room hotel was led by Timothy Griffin, principal at Wellbrook, who says: "The building is a historic 20th-century warehouse and we've placed a hotel template into that. The layout was determined around the window spaces and the light in the building. We drew lines on the floor to understand where walls would fit and how light would impact them. The building isn't listed, but we wanted to build on the beautiful fabric."

The two-storey loading dock of the former warehouse provides a striking lobby, with the original Victorian features exposed. Into this space has been placed a brass-topped bar with emerald green scalloped tiles, blackened steel ceiling-height units and statement lighting.

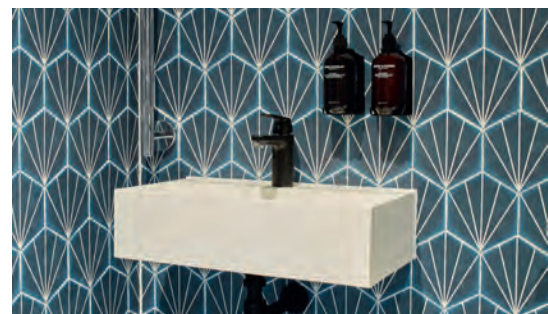
Griffin explains: "From a public space perspective, we wanted the lobby and lounge area to be very open and very visible from the street

and essentially very welcoming to draw people in. We have these big double-height windows in the lobby and it's a very open, welcoming and light space."

The 42 rooms comprise four accommodation types: Life Size (standard bedroom), Living Space (one bedroom suite), Living Large (one-bedroom duplex penthouse suite), and Living the Dream (two-bedroom duplex penthouse suite).

All have oak parquet or timber floors, bespoke furniture, Grown Alchemist bathroom amenities and 100% natural mattresses by Naturalmat. Griffin adds: "We uncovered and retained a lot of the original brickwork. Each of the rooms feels very different from the different parts that are exposed, which is super-charming."

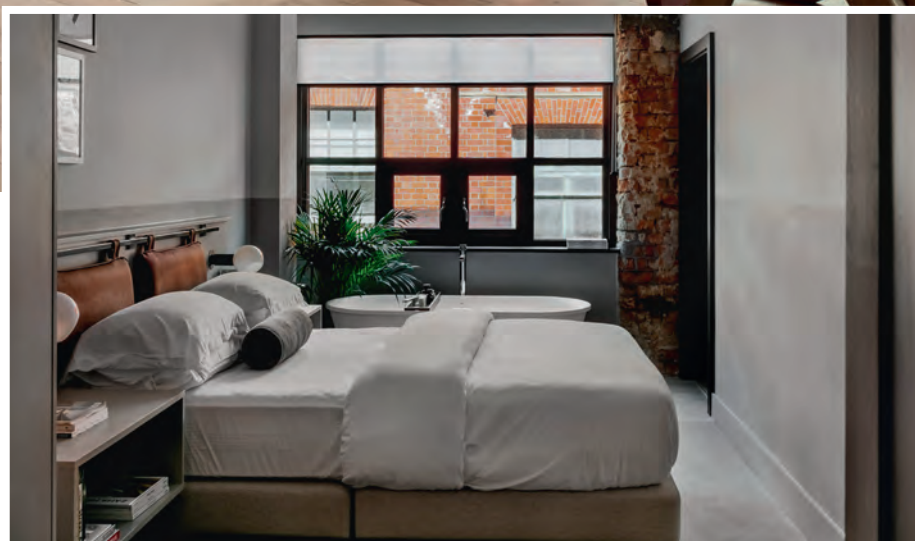
The designer explains how the hotel's name informed an approach that aims to create a relaxed, homely environment: "Leven means life. We wanted to ensure the spaces





“We wanted to create spaces people felt immediately at ease in”

Timothy Griffin



encouraged people to use them in a way that suited their lives. We wanted to create spaces people felt immediately at ease in, so we've used a very calming palette, and for example in the lobby there's a lot of eclectic soft seating, textural fabrics and real stone. They are very elemental components that humans engage with naturally and that puts them at ease.

“There's also a lot of bric-a-brac in the

bedrooms and the public spaces along with lots of books and all of the art is individually selected for the hotel. The furniture was also chosen piece by piece from markets or interesting traders and makers.

“All these components put people at ease and inspire them, because they look over the space and their eyes dance over the different layers. There's a lot to engage with.”

Timothy Griffin's picks

The bar “I love a good tile and the bar is particularly striking. We've used an emerald green scallop tile and the way it juxtaposes with the brass top is, I think, very charming.”

Window spaces “Behind the bar we have two original window alcoves and we've built a blackened steel shelving unit within each. These support the bar and serve as a merch area – I think that whole area is one of my favourite spaces.”

The bathroom “The lobby bathroom tiles are these beautiful hexagonal deep blue tiles that go across the floor and then partially cover the wall. The rest of the wall is painted in Farrow & Ball Stiffkey Blue. It's a very striking room.”

Renaissant Man

After hitting rock bottom, chef Dom Robinson decided to reinvent himself and his business. He tells *Andy Lynes* how he shut down the Blackbird and gave up his Michelin star to create the restaurant of his dreams

On 1 October 2018, almost a year to the day from opening the Blackbird in the hamlet of Bagnor just outside Newbury, Dom Robinson stepped onto the stage at the BFI Imax in London and was handed a pristine white chef's jacket, still in its cellophane wrapping, by a beaming Gordon Ramsay. The occasion was the launch ceremony for the *Michelin Guide Great Britain and Ireland 2019* and the jacket signified the award of a star, the first of Robinson's career. It was, he says, the fulfilment of a 20-year ambition.

Then, in June 2021, Robinson suddenly announced the closure of the Blackbird and a plan to relaunch the pub in the autumn as a fine dining restaurant to be called Renaissance (meaning 'of or relating to the Renaissance'), acknowledging this would mean losing the precious star he'd worked so hard to achieve.

Lockdown addictions

It would have been a bold step under any circumstances, but to cast aside the safety net of an accolade that has been proven to boost the profile and revenue of many restaurants seemed positively rash in the midst of a global pandemic. But Robinson had his reasons. He'd successfully navigated multiple lockdowns from a business point of view by first offering a takeaway menu that included curry and fish and chips, and then launching the outdoor only Paloma Pizza in the pub's garden. From a personal point of view, however, Robinson, who now admits to a longstanding struggle with addictions, was not doing so well.

He points to a lack of real accountability and routine during lockdown as a reason for his downward spiral. "I was drinking all day, just to take away the horrible shakes and anxiety. I remember that I walked upstairs in the middle of one afternoon and the next thing I knew, I woke up in a dark pub and the lads from the village helping me at the time had done all the takeaway on their own, with me collapsed upstairs.

"They'd just cleaned down and left the

pub. And that was it, I thought, I can't do this any more. I rang a mate of mine and stayed with him for a couple of days. We closed the takeaway for a while, and he helped me get into rehab."

A fresh start

Robinson has been sober ever since and is working through a 12-step recovery programme, attending meetings three or four times a week and is now even a sponsor to other addicts. It's a problem that the chef says is rife within hospitality.

"I've seen it my entire career. Every time I put something on my social media, or I do an interview about addiction or alcoholism, someone new reaches out to me and says that they're struggling with substances. If just one person realises that there's so much help and support out there and they reach out to me and I can point them in the right direction, or just a phone call, then my job is done for the day. I didn't know there was help right until the very end because addiction is a very lonely place; it's a disease that wants you to be isolated."

As well as spurring Robinson on to help others, reaching the rock bottom of his addiction has also ultimately proved to have been beneficial, not just to his personal and family life, but also to his career, bringing a new focus and clarity to his professional goals. "I thought to myself, if I reopened the Blackbird as a gastropub, I'm going to be working my arse off and I'm not going to be happy doing that.

"I was always slightly conflicted about trying to do what I wanted to do in a pub, but I tried to people-please and be all things to everyone. So, I wanted to make a statement and actually back myself, because I always had imposter syndrome. Even when we won the star, I thought I wasn't good enough to have it. I thought, if I can't cook the food that I want to cook on my terms, in a restaurant, then there really is no point in doing it. I might as well just go and get a good, well-paid job and have an easier life."



Dom Robinson in the kitchen



Halibut véronique



“When you wake up every morning and you say, ‘I’m not going to drink today’ and half an hour later you’re stood behind the bar drinking and popping Valium, you know you’ve got a problem”

Dom Robinson

Changing rooms

The transformation of the Blackbird from dining pub to fine dining restaurant has been done on a relative shoestring, with a budget that Robinson estimates to be about £12,000. The pub’s shabby-chic feel, with its bright colour scheme, ramshackle collection of vintage chairs and crockery and a plethora of knick-knacks (“I had a fucking harmonium in here,” laughs Robinson) has been replaced by something rather more elegant.

Blush pink and cream walls, hung with a considered collection of artworks are contrasted by dark grey-blue wainscoting and a new wooden floor. There are 26 comfortable upholstered chairs, white tablecloths and a service bar denuded of beer pumps.

“My wife is a graphic designer and illustrator, but she’s also an extremely handy amateur carpenter, so she’s built a whole new backbar, she’s put in shelves she made from vintage scaffolding planks, she’s mounted all the art-work and did the dried flower arrangements



The new interior of Renaissance

Layering flavour: raviolo of Kennet crayfish, sauce Nantua

“The crayfish are from the River Kennet, which is literally a couple of miles down the road from the restaurant. I use every part of the crayfish in the dish, so there is zero wastage. I blanch the crayfish and chop the claws and fold them through a salmon and scallop mousse mix and then lay a whole crayfish on the top to make the raviolo filling.

“For the sauce, I roast the heads with mirepoix, brandy, Pernod, Noilly Pratt, white wine, cayenne pepper and tomato purée and use it to make a crayfish butter.

“With the claw and the body shells, I use those to make a crayfish stock with aromats and plenty of tomatoes and carrots to get a nice, deep colour on it. I strain that off and then I cook a whole load more raw carrot in that so you get even more flavour from the carrots, and I use those as garnish through the sauce, along with some tomato concasse.

“I use the crayfish butter to make a roux and then I use the crayfish stock to make the crayfish velouté, and then I finished it with cream and more crayfish butter. I blanch the ravioli for 30 seconds and reheat them in some of the liquor and glaze them with some cold-pressed rapeseed oil, which gives it a nice flavour.”



PHOTOS: MARLIZ NEGRETE TEJADA



Bavaise of malted milk with pears and hazelnuts

and the fresh plants. I put a couple of curtain rails up and a few bits and bobs, but not a lot. Everything else was done by professionals so that it doesn't look like I've just cowboied it as I always do. My ego tells me I can do all these things when in reality I can't."

The new interior provides an appropriately upmarket backdrop for the new luxurious, five-course £85 'Hommage' tasting menu – as does the restaurant itself: a handsome red-brick and half-timbered building set on a country lane. Seeing the building on Google Street View while working as an executive chef for a restaurant group in Dubai was enough to convince Robinson to put an offer on the place.

Inspired menu

"I use recipes and inspiration from every single chef I've worked for, and also the chefs that I looked up to, through their books and their recipes and their interviews, who moulded the way that I cook. I wanted to pay tribute to all of that here," says Robinson. His CV includes roles such as head chef at restaurant Tom Aikens in London's Chelsea, as well as stints with Adam Byatt at Thyme (in both incarnations in Clapham and Covent Garden), Anthony Demetre at Putney Bridge and Max Fischer at Fischer's Baslow Hall in Derbyshire (see panel).

Dishes currently on the menu include a version of Tom Aikens's roast foie gras with smoked bacon, coco beans and Sauternes, as well as chocolate negus 'Nico Ladenis' with quince and honey.

"I've written a book, *Born To Cook*, and a lot of it came from the process of getting all the recipes down. It's an important part of my recovery to be completely open and honest about it, which I have been from the start. I wanted to strip it back and do the recipes that I started doing when I first started cooking and what made me fall in love with this.

"I'm still not foraging, I'm still not fermenting, I'm still not putting green oil on everything. In my opinion, classical French cuisine is the ultimate expression of gastronomy. It's what floats my boat and I'm happy and comfortable saying that now."



"When we did get the star, I wasn't whole inside. It didn't fix me. That was kind of the start of my downward spiral"

Dom Robinson

Future accolades

Although Robinson claims he didn't give a second thought to closing Blackbird and losing his star, the positive feedback from customers about Renasissant has proved to him that he has made the right decision. However, he equally doesn't deny that he would like to regain the accolade.

"My viewpoint hasn't changed on Michelin. It's the be-all and end-all. It's the only guide that matters – it always will be. But I'm an addict, so I always use things to change the way I feel, whether it be drugs, alcohol, relationships or cooking. Getting the star, that was the final thing that I thought, well, this is going

The exterior of Renasissant



to fix me, I'll be whole inside. But in reality, when we did get the star, I wasn't whole inside. It didn't fix me. That was kind of the start of my downward spiral. What do I do now? If I can get two Michelin stars maybe that will fix me. I was honest with Michelin about that.

"Now I know that I'd love to get the star back and it's a real achievement, but I know this time, if and when that does happen, if the food is good enough for them, I know I'll be in a much different place to actually appreciate it. And then, if the food is not up to the standards of what they want, then at least I will know I tried and in a way that will make me happy."



What the mentors say

Tom Aikens

"Dominic is a very talented chef, that's for sure. Coming to me was probably a bit of finishing school for him – he had his eyes set on doing his own thing eventually – you could definitely tell that. He was very hungry to learn and he was structured in the way that he went about things. He was always very organised as a head chef and very methodical. It was a demanding and tough kitchen and it wasn't for the faint-hearted because of the workload. Services were intense, so having Dom there made it that bit easier for me. He's definitely got his own style now and that's always good to see. He's definitely struck out on his own."

Max Fischer

"He was born to be a chef. He was one of the most self-motivated people I've had in the kitchen. He was somebody who wanted to do it and actually enjoyed it as well and didn't worry about how long he was working. He was full of buzz and came in the kitchen thinking, yes, Max, what are we doing today? He was determined. If he was in the shit, he'd work through it and come out the other side. I knew he was going to make it, that he was going to be good."

Adam Byatt

"Dom is a great guy and is still someone I know really well and I still speak to him quite a lot. He rings me on the odd occasion for advice and I'm always happy to give it because he is a lovely guy. He worked for me at Thyme in the very beginning and he was just lovely to have around, I loved having him in the kitchen. He was just full of energy, he knew how to work properly. I always saw that he was driven and that he had a way about him that was going to go on and be successful. He's not had the easiest road and I think he likes to make life difficult for himself because that's where he thrives and is at his best."

Anthony Demetre

"You can see why he's gone on to do great things. He's a fantastic cook and he's proved that. Dom is one of the last generation of chefs to have come through that school of solid French cooking. He was an integral part of the team at Putney Bridge; he was young but you could see straight away he was just a sponge he would absorb everything. It wasn't easy for him, he worked on the garnish and had me breathing down his neck, but he was bulletproof, he would just bring it on, he was up for it. We said at the time that he was going to make it, he's going to go far, and he has done. He's been through the mill in a personal sense, but thankfully he's come out of it. To see someone who goes on to get their own star, you have to applaud that, it's a massive achievement."

Goose à la forestière



What's in store in 2022?

As we bid farewell to 2021, *The Caterer* asked industry leaders, operators and forecasters to share their insights into what the next 12 months could hold for hospitality

There's a lot to be positive about

Kate Nicholls,
chief executive,
UKHospitality

Despite the emergence of Omicron, there is a lot for the sector to be positive about as we head in 2022. Operators that have made it thus far have proved their resilience and flexibility and the shift in consumer trends has also brought opportunities for many, with the new at-home and direct-to-consumer channels looking as if they will thrive far beyond the restrictions enforced by the pandemic.

Of course, challenges remain. The labour crisis, supply chain issues, and rising costs weren't resolved the moment Big Ben chimed midnight on New Year's Eve, and as we look to the spring we are also facing an onslaught of extra costs in the form of an increase in employment costs, business rates and a return to 20% VAT.

If the government wants the sector to play its full part in the nation's recovery and in its levelling-up agenda as we head into a general election in 2023, it needs to support the operators and workers who make up this special industry. There are a number of levers it could pull, but by far the most powerful would be to maintain the current rate of 12.5% VAT permanently, which would allow us to keep prices affordable for consumers and the UK to remain competitive with other global destinations.

Experiences are key

Sarah Willingham,
hospitality investor,
founder and
chief executive
Nightcap

I'm ever the optimist, so I'm hopeful that with the right strategies, the hospitality industry can flourish in 2022. Well-capitalised businesses will have an unprecedented opportunity to expand with more premium free property available in A1 locations than ever before. Additionally, consumers will want their freedom and the right to socialise and see their friends more than ever. We saw it in 2020 and 2021 – when we were allowed to open the doors people flocked. Our customers need a thriving hospitality industry.

“There will be more of a focus on the experiences of women; making our spaces safe for all will be essential”



In terms of which concepts I think will do well, shifting the focus towards experiential will be key; young people, in particular Gen Z and millennials, want more than just sitting down with their drinks – they want the bars and clubs they're drinking in to have elements of fun. I also think there will be more of a focus on the experiences of women; making our spaces safe for all will be essential.

The key themes of the past two years – the pandemic and Brexit – will be recurring issues for the industry, from recruiting to short-notice closures, but we must remain agile.

Ultimately, I remain positive for 2022. Nightcap launched this January amid closures and disruption. We were thrilled to announce outstanding year one results, having acquired three bar groups and with a very healthy expansion plan under our belts.

The hospitality industry is the best there is, full of brilliant people who have suffered a lot over the last couple of years, but will always put their best foot forward to find a way through. Demand will be greater than ever, and I know we will be there to meet this demand.

Good hospitality is irreplaceable

Emma Underwood,
general manager,
the Pem
restaurant at the
Conrad London
St James hotel



I think the past year has shone a light on the value of hospitality. Our guests missed being taken care of, and we loved being able to provide this again. This year will see the continuation of these ideals.

Hospitality is a gift. The recognition of the front of house as you walk through the door of your favourite restaurant again, comfortable in the knowledge that you're about to enjoy a wonderful evening in their company, is irreplaceable.

It isn't just a service, our guests give us some of their most cherished moments with people that mean the world to them, with people that they have missed so sorely. Creating these moments for them is an honour and I know we will all revel in it next year.

Rethinking the working week and a Japanese boom

Luke and Stacey French, Jōro and House of Jōro, Sheffield

Stacey: We think the industry is going to bounce back quite strongly next year, but there will certainly be some changes. The working week has to change, and with the staffing crisis such a hot topic, it's not going to get any better until people amend their business structures.

We've always had a four-day working week, so we haven't had too much of a problem with staffing and retention, but industry leaders of prolific businesses also need to pioneer this – people are always going to be attracted to the



bigger names, and if they have a bad experience at a bigger kitchen, it will put them off [working in hospitality].

Luke: Asian cuisine has been trending for a little while, but I really think Thai and Japanese will boom in the next year and have a lot more influence on menus. Japanese ancient fermentation techniques were put into the spotlight by the release of *The Noma Guide to Fermentation* by David Zilber and René

Redzepi a few years ago, but it's taken a while for chefs to understand the procedures and the preparations. They're now getting more comfortable with them in their kitchens, so I expect we'll see more of those flavours on menus.

Due to Brexit and Covid, more than ever chefs are looking to use UK-grown foods, and because of the trend for Asian cuisine we're seeing growers in the UK focusing on wasabi, makrut and Japanese citrus fruits. I've

Trends in vegan dining

The rise and rise of veganism
Adam Bateman, culinary director,
the Grand, Birmingham

In 2022 I think hotels will have to focus on choice, modernisation, sustainability and experience. Our restaurant menu lists around 12 free-from and plant-based options, so people can come in and one can have a beef burger, and another can have a plant-based burger; one can have a hot dog, another can have a plant-based version.

It's vital to be inclusive for everyone. For the younger generation, while they might not be

“They're not choosing a place because it's got three rosettes, or a Michelin star, or a named chef. They're choosing a place because it's the place to be seen”

vegan, they do see these options as viable to allow them to do their part.

There's also been a change in the way people, especially that younger generation, choose where to go. They're not choosing a place because it's got three rosettes, or a Michelin star, or a named chef. They're choosing a place because it's the place to be seen. We need to consider in our design whether it will look good on Instagram and we need to work to be more experience-led.

The high street a few years ago was category-led, but now it's about experience. People might say let's go to Bill's or the Ivy rather than let's go for an Italian.



◀ also seen wood ants and insects being used to replace lemon because they're super-zingy, citrusy and sustainable. We've had a play with them in the past, and not everyone was ready for them, but I think in the next year to 18 months, given how the planet is looking and the cost of import/export, they're going to be accepted more.

Now is the time for growth

John Nugent, chief executive, Green & Fortune

If 2020 was all about lockdown, 2021 about stabilising the business, 2022 will be about growth and inspiring confidence. The big challenge on a national scale is to mitigate the effects of the virus.

There is an insatiable appetite from our corporate clients to deliver conferences, awards events, launch parties, and general hospitality occasions. We are in deep discussions to maximise these opportunities and deliver positive outcomes when the time is right. We will also have some further news about the growth of Green & Fortune in 2022, which is exciting for both our teams and the London market.

“There is an insatiable appetite from our corporate clients to deliver conferences, awards events, launch parties, and general hospitality occasions”



Learn some lessons from Europe

Learn some lessons from Europe
Des Gunewardena, chief executive and chairman, D&D London

As we end 2021 in the same way we started – with fear of Covid once again dominating our thoughts – it is difficult to think beyond trends that are directly related to the pandemic. How is our sector going to be Covid-proofed? Is it through the vaccines finally being triumphant, or through government continuing to provide financial support? More likely governments and people will learn to live with Covid rather than continually hitting the panic button.

Aside from Covid, the single biggest challenge facing our industry is, of course, staff. We are going to have to live with managing our restaurants and opening new ones in the context of fewer people being available to work in them. So we will see big challenges in how we organise ourselves – in our kitchens and on the floor, to make ourselves more efficient.

We need to work hard but also work smart. That means reviewing how we prepare food and invest in technology. We can see the future. It's already there in many European countries where employer taxes are so high that restaurants simply cannot afford to employ as many staff as we can in the UK.

Alcazar, our restaurant in Paris, is super-efficient. It employs a third fewer staff than it would if it was in the UK, but the quality of food and service can't match that of our best

“More likely governments and people will learn to live with Covid rather than continually hitting the panic button”

restaurants in the UK. The challenge for us, and for everybody is to make ourselves more efficient without sacrificing quality. The UK has been producing world-class restaurants over the last two decades. That must not come to an abrupt halt.

Achieving more with less is not just about procedures and technology. It's also massively about quality of people and training. I find it quite eye-opening watching the speed at which the servers at the best Parisian brasseries and cafés work – pouring beers, mixing espressos, preparing bills all simultaneously and at lightning speed. Our fruit farmers had a rather unpleasant first taste of that this summer. Our untrained Brits were no match for well-trained Eastern Europeans! So there will be a plethora of initiatives from restaurateurs to attract the very best staff they can, both from within and outside the industry.

We really do need to build back better. And we will. We have no option.



The restaurant and bar elements of our business moves on at a pace. We will continue to develop Rotunda at King's Cross and Dafodil Mulligan in Shoreditch into two established and mature businesses. No doubt loads of challenges ahead, but true hospitality spirit will prevail.

Contract caterers tap into the trends

Emma Perry, head of business development, Graysons

Excitingly, in 2022 we are set to enjoy prepandemic trends which have been honed and turbo-

charged by our collective experiences over the past two years. More than ever, customers are clued up on important issues around planet, wellbeing and social justice. We have thus seen the welcome rise of the 'independent specialist', synonymous with quality, sustainability and social conscience.

Independent restaurants top the high street, independent food and drink brands enjoy leading growth, and so too in foodservice, our café, restaurant and events customers want to work with smaller, boutique operators with quality,





“The onus on larger firms in particular to chart and report on progress in carbon reduction will further prompt questions as to the necessity of travel”

One concern is that some markets, particularly relating to commercial travel, will find themselves oversupplied. Exacerbating that is a corporate market that has seen travel and subsistence budgets at an all-time lows for two years now. They will not want to see these costs growing too much. Additionally, the onus on larger firms in particular to chart and report on progress in carbon reduction will further prompt questions as to the necessity of travel, and questions will be asked of us as suppliers about how our policies and activities will support those climate targets; an issue for those with older energy inefficient buildings.

Despite this I believe there will be demand, ►

green issues and human impact at heart. The ‘bespoke touch’ factors into this, and 2022 will see us leap forward from customisable food to entirely personalised nutrition, wellbeing and associated tech to compliment.

We find ourselves demanding better quality food and drink; tailored experiences; charitable, trustworthy businesses; holistic sourcing in all its glory; and overall, a life to be well balanced, enjoyed, and utterly worth living. Cheers to that as we ring in 2022!

The staycation trend continues

Craig Bonnar, chief executive, Travelodge

In 2022, I think we’ll see a continuation of the staycation boom, with more families, couples and friends enjoying breaks in the UK than ever before, with short breaks being the predominant driver of leisure travel.

Budget hotels will, I think, come to the fore with people valuing getting more for their money. This year we’ve seen budget hotels fuller than ever before, and I think that’s going to continue next year.

The need for travel will be examined

Bernard Murphy, group managing director, Ralph Trustees

There is pent-up demand for [travel to] gateway cities globally but that will only manifest itself materially once the world is more settled and the rules around international travel stop frequently changing. Outside London, venues that are easily accessible and offer parking, averting the need to patronise public transport, will be desirable and, those who gave good value for money, quality experiences to Brits this year may well be rewarded with higher levels of staycation patronage from than was the case pre-pandemic – a new opportunity for those operators.

Trends triggered by the increase in VAT

VAT rise to hit all facets of the industry

Simon Stenning, founder of forecasting specialist FutureFoodservice

The macro factors driving change in the foodservice industry obviously include the economic impact of rising inflation, especially in the food supply chain, which is pushing price rises onto menus and dampening consumer demand at a time when disposable income is being squeezed. The VAT increase reverting to 12.5% in October has not helped with this inflationary pressure, and we will see this worsen in April when VAT returns to 20%. We forecast that c.3pts will be passed on in menu pricing, and operators will take a revenue hit of c.4.5pts, slowing the industry down.

So, 2022 will see many challenges continue, but a return to normality after the winter will help foodservice recover further.

Our forecasts include the following developments:

- Total foodservice market in 2022 to reach more than £93b, still 5% below 2019 levels.
- Value propositions becoming more important and possibly offering scope for greater premiumisation
- More premium offers needing to offer an exceptional element that delivers great perceived value or ensure that there is a value-driven element to their offer.
- Fast food, pubs and restaurants will recover well, but the B&I elements of contract catering and city centre venues will take longer to return to full capacity.
- We don’t expect a full return of inbound

tourism until at least 2023, affecting hotels in key locations such as London.

- Domestic staycations will provide some balance, though we generally spend far less than international visitors
- Challenging recruitment and rising labour costs, so we will also see greater utilisation of technology solutions, such as replacing frontline order-taking staff with digital ordering screens.





◀ and people will want to engage with customers, build relationships, get their teams together and reward them. Hotels seeking business travellers will need to appeal to these desires and, I suspect, the days of the 'dry' meeting, just sitting in a venue being talked at all day, have passed. Clients will want some fun and innovation as an incentive to travel.

All in all, another challenging year for operators in terms of manpower, supplies and rising taxes with resultant pressure on margin and operations as the industry gets back to its feet.

“There are an increasing number of advances coming to market that can help us manage reduced resources”

Technology will drive sustainability
Catherine Hinchcliff, head of corporate marketing and insight, Bidfood

In 2020 we were all in a state of shock, and 2021 has felt much like a rollercoaster. Although it's been a relief to see restrictions relaxing, supply has been tightening, presenting a different set of problems across the food supply chain.

While we all hope for a more promising 2022, turbulence always seems to be just around the corner, whether it's supply shortages, social restrictions or inflation. We expect these challenges to haunt us next year, but 2022 will also bring some positive challenges:

- Sustainability – following COP26, many businesses are recalibrating their strategies to set more stretching targets on net zero, plastic and food waste
- Technology, automation and innovation – there are an increasing number of advances coming to market that can help us manage reduced resources
- Menu agility – consumers want to splash out and are increasingly adventurous, and operators and suppliers are working more closely to share inspiration, and to manage costs, allergens and calorie labelling.

A plethora of empty sites, but more CVAs



Simon Chaplin, senior director – corporate pubs and restaurants, Christie & Co

The money has got a lot smarter. The leasehold restaurant market is completely flat, deals are being done but it's distorted because landlords in city centres and high streets are giving enormous incentives for refurb or fit out costs. Some people are taking advantage of that and getting a site for virtually nothing.

In London you are now seeing adverts for sites in Soho or Mayfair that would never have hit the market before. As we go through this year it will become more fluid, as landlords will just want to get someone in that site.

The freehold pub market is popular and will remain so. There is a lot of private equity money coming in that has woken up other people. In that market prices are above 2019, and we've seen deals being done that wouldn't have been made two years ago. There are four or five players at the moment that will maintain those prices.

Provided there is not more disruption, the pub side is going to do well, but restaurants will suffer. I think there will be some more company voluntary arrangements (CVAs) in the first six months of the year, which is a huge shame.

My faith is in the resilience of the industry and the fact that new money is coming in. That's where we'll see prices in some areas maintained and growth from the operators that are canny enough to take full advantage, but that's as much as you can hope for.

“Provided there is not more disruption, the pub side is going to do well, but restaurants will suffer”

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...prepare a steak tartare



To mark its 10th anniversary, the Gold Service Scholarship has produced a series of masterclasses in essential hospitality skills. Here, *Daniel Crump* explains how to prepare steak tartare tableside

Steak tartare is a French delicacy of raw beef bound together with egg yolk and many different condiments. There's a lot of history to the dish: we know that it dates back to the 13th century, and at the Greyhound we serve it in quite a traditional style.

Mise en place

Obviously the beef is very important. There are two ways to prepare it: you can mince it or cut it. Here at the Greyhound our chefs use the more traditional method of cutting the beef.

Tableside you will need a plate with two starter forks, two dessertspoons and two teaspoons. It's important to have these resting on a pocket napkin, because as you use them and they become dirty, you will want to put them out of sight.

When arranging your condiments make sure the tallest are at the back so they do not obstruct your guest's view. Similarly, we use a glass pyrex bowl to prepare the tartare so the guest can see what is happening.

At the Greyhound all this will be arranged on a classic butler's tray. When preparing the dish tableside during service, I would make sure to have another waiter nearby who I can pass dirty ramekins or spoons to.

Communication

Lots of guests have different preferences when it comes to the preparation of steak tartare, so it's really important that you communicate with them throughout.

I would first showcase the beef to the guest and explain that, in our case, it's 28-day aged beef fillet from the Highlands.

Throughout the preparation I would explain what I'm adding and learn about the guest's preferences, adapting quantities to them.

Preparing the tartare

We start with a teaspoon of Dijon mustard, which is nice and traditional. I then add salt and pepper, remembering that it's easy to add more but not to take away.

Worcester sauce follows – just a little bit – and then add some egg yolk to the bowl and give it a good mix. It's important to get the consistency right – you don't want it too liquid.

At this point I would also ask the guest if they would like Tabasco, and if so I would add that. Then we slowly add olive oil, whisking with a fork until you have a smooth consistency, with everything well integrated.

Then I will add the gherkins, again asking



the guest how much they would like, before adding parsley and chopped shallots.

I mix this all together and then it is time to add the beef. Just before you do so, try to move the sauce to one side of the bowl to minimise the risk of it splashing you.

I use two forks to break up the beef and ensure every part is covered with the sauce. Obviously, you cannot taste in front of your guest in the dining room, but we want to make

sure it's perfect for them. So, we place a tiny amount on a little dish with a little spoon and offer it for them to try.

If they approve, I use two forks to mould the beef together, almost like a burger. Then I take my two spoons and stack it, so it's tall as opposed to wide, shaping it beautifully before placing it on the bowl or plate. If it sticks together fantastic, if not, do it bit by bit, piling it nice and tall. Then, shape it with your spoons on the plate or bowl (*see inset*) and firm it down before presenting to the guest.

“Throughout the preparation I would explain what I’m adding and learn about the guest’s preferences, adapting quantities to them”

Watch all of the series

Daniel Crump is the owner of the Greyhound in Beaconsfield, Buckinghamshire. You can view the rest of the masterclass videos at: thegoldservicescholarship.co.uk/masterclass-videos

Hotel openings 2022

Investment in the industry is still strong after a disrupted year, with a host of hotel openings set to take place. *Katherine Price* reports

Virgin hotels

Location Edinburgh and Glasgow

Opening Spring

Bedrooms Edinburgh: 225; Glasgow: 242

Owner Edinburgh: Flemyn; Glasgow: Silk Property Group

Operator Virgin Hotels

Starting room rate Edinburgh: £500; Glasgow: £400

General managers Edinburgh: Scott McArdle; Glasgow: Tom Gibson



Virgin hotel Edinburgh

The hotel arm of Sir Richard Branson's company is set to return to the UK with not one but two properties in Scotland, due to open next year in Edinburgh and Glasgow.

The Scottish capital's historic India Buildings will be transformed into a hotel with multiple dining and drinking outlets. The venue was expected to open two years ago, but was delayed after archaeologists unearthed 1,000-year-old artefacts at the site.

The Glasgow property will be located at 236-246 Clyde Street with the brand's signature Commons Club restaurant, bar and social club, and Funny Library Coffee Shop, a communal workspace full of whimsical and funny books and games.



Raffles London at the OWO

Raffles London at the OWO

Location Whitehall, London

Opening Late 2022

Bedrooms 120

Owner The Hinduja Group

Operator Accor

Managing director Philippe Leboeuf

The Grade II*-listed former Old War Office (OWO) on Whitehall will relaunch as a hotel under the luxury Raffles banner later this year. The building will open to the public for the first time, having undergone a monumental

transformation to create 120 rooms and suites, 85 residences and 11 restaurants and bars, two of which will be designed by Mauro Colagreco, chef-owner of three-Michelin-starred Mirazur in France. The UK's first Raffles hotel will have an extensive wellness space as well as a rooftop restaurant and bar.

Reimagined by Thierry Despont, the OWO was originally completed in 1906 and served as office to political and military leaders of the 20th century, including Sir Winston Churchill. It was also the haunt of the British Secret Service.

More hotels to keep an eye out for: London

Art'otel London Battersea Power Station (164 bedrooms – H1)

(237 bedrooms – winter)

Chateau Denmark, Soho (55 rooms and apartments – early spring)

Inhabit Queen's Gardens, Bayswater (159 bedrooms – early 2022)

CitizenM Victoria (226 bedrooms – Q2)

Lost Property, Curio Collection by Hilton, St Paul's (145 bedrooms – spring)

Hotel Amano Covent Garden (141 bedrooms – spring)

Mandarin Oriental London Mayfair (50 bedrooms – spring)

Hotel Indigo Clerkenwell (151 bedrooms – late autumn)

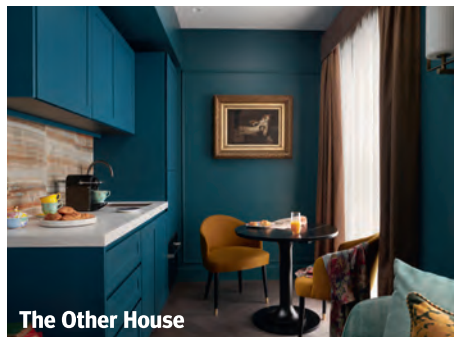
The Broadwick Soho (57 bedrooms – June)

Hoxton Shepherd's Bush

The Twenty Two, Mayfair (31 bedrooms – spring)

The Other House

Location South Kensington, London
Opening Spring
Suites 200
Owner The Portfolio Club
General manager Simon Drake



The Other House

The Other House is a new all-suite concept that blurs the lines between hotels, serviced apartments and private rentals, positioning itself as a second home for guests for as long as they want it.

The 'club flats' with kitchenettes have been designed by Bergman Interiors and the property, formerly Harrington Hall, will also have a restaurant and bar, a wellness area with fitness studio and treatments, and a members' club.

The group is owned by the Portfolio Club, a joint venture between real estate investment advisory firm London Central Portfolio and Netherlands pension provider APG.

Gleneagles Townhouse

Location Edinburgh
Opening Spring
Bedrooms 33
General manager Willem van Emden
Starting room rate £495
Owner/operator Ennismore



Gleneagles Townhouse

The launch of Gleneagles Townhouse in Edinburgh will mark the first expansion of the 96-year-old Gleneagles resort in Auchterarder, Perthshire, a one-hour drive outside of the city.

The building on St Andrew Square, which once housed the British Linen Bank before becoming the Bank of Scotland, has been redesigned by Ennismore Design Studio.

Key features will include a 120-cover, all-day dining restaurant called the Spence, located in the former banking hall; roof terrace bar Lamplighters; and a gym and wellness studio in the old bank vault. A members' club will offer an all-day dining and a bar.

One Hundred Shoreditch

Location Shoreditch, London
Opening February
Bedrooms 258
Owner/operator Lore Group
Hotel manager Mark Jonathan Heyburn
Starting room rate £175

The former Ace hotel is being relaunched by Lore Group. One Hundred Shoreditch will feature three bars, a restaurant, coffee shop and takeaway hatch. Ryan Chetiyawardana, aka Mr Lyan, will open a bar named Seed Library in the basement, while upstairs chef Tom Moore will oversee all-day restaurant Goddard & Gibbs, focusing on British seafood.

A wine bar will serve sharing plates, while the rooftop bar will serve Champagne, sparkling wines, cocktails and spritzes. A separate lobby bar will offer pizzas and drinks.

No 1 by GuestHouse, York

Location York
Opening January
Bedrooms 39
Owner The Guest brothers
General manager Paul Hunter
Starting room rate £165

Boutique hotel brand GuestHouse is opening its second property in York. Brothers Tristan, James and Tom Guest took over the former Grange hotel in the city and it has since undergone a refurbishment by designer Martin Hulbert.

It will reopen under the No 1 by GuestHouse name, with a lounge bar serving afternoon tea, a bar with a miniature steam train, a restaurant serving 'wild British food' and a private dining area. The cellar, which was used as an air raid shelter in World War II, will be transformed into a spa and treatment rooms.



No 1 by GuestHouse, York

More hotels to keep an eye out for: Rest of UK

100 Princes Street,
 Edinburgh (30 bedrooms – June)

Bike & Boot, Peak District
 (60 bedrooms – late summer)

Clayton Hotel Bristol City
 (253 bedrooms – March)

Clayton Hotel Manchester
 (329 bedrooms – January)

Fairmont Windsor Park
 (200 bedrooms – 1 January)

Hampton by Hilton Bath
 (202 bedrooms – February)

Hotel Brooklyn Leicester
 (191 bedrooms – May/June)

Hotel La Tour, Milton Keynes
 (261 bedrooms – April)

Hilton Garden Inn Silverstone,
 Northamptonshire (197 bedrooms – June)

Hilton Woking, Surrey
 (189 bedrooms – spring)

Maldron Hotel Manchester City Centre (278 bedrooms – February)

Marine Troon, South Ayrshire
 (89 bedrooms – summer)

Mercure Newport (130 bedrooms – spring)
Mercure Paignton, Devon
 (160 bedrooms – February)

Novotel Liverpool Paddington Village (221 bedrooms – H2)

Radisson Red Liverpool

(201 bedrooms – Q3)

Royal Hotel Llangollen
 (33 bedrooms – spring)

Seighford Hall, Staffordshire
 (64 bedrooms – late 2022)

The Albion, Aberteifi, Ceredigion (23 bedrooms – spring)

The Retreat Elcot Park, West Berkshire (55 bedrooms – spring)

The Vices York (three suites – 19 January)

Tŷ Newport (146 bedrooms – autumn)

Tŷ Hotel Milford Waterfront, Milford Haven, Pembrokeshire (100 bedrooms – spring)

Restaurant openings

2022

Big brand, large-scale openings join intimate sites from first-time restaurateurs in our restaurant round-up. *Sophie Witts reports*

Lisboeta

Location Fitzrovia, London
Head chef Nuno Mendes
Opening Spring



Chef Nuno Mendes (*pictured*) is returning to the London restaurant scene after stepping away from Shoreditch restaurant Maos in 2020. Lisboeta will be set across three floors and serve large sharing dishes inspired by 'tasca' (casual Portuguese eateries) of Lisbon, alongside 'pesticos' (small plates).

X by Harry Guy

Location Chester, Cheshire
Head chef Harry Guy
Opening Summer

Harry Guy, winner of the 2016 Roux Scholarship, is to open his first solo restaurant at the boutique Wildes Chester hotel this summer. It will seat 50 covers and serve British dishes, and the chef will work with local suppliers and farmers.

Apricity

Location Duke Street, Mayfair, London
Opening March



Chef Chantelle Nicholson's (*pictured*) next London restaurant will pioneer the principles of a circular economy. She has worked with head chef Eve Seemann to create a menu centred around seasonal produce from small-scale farmers and locally foraged ingredients, with a zero-waste approach to cooking.

Duck & Waffle Edinburgh

Location Edinburgh
Opening 2022



Duck & Waffle is heading to Scotland for its first UK restaurant outside of London. The all-day venue will occupy an 8,400 sq ft site with an outdoor terrace on the fourth floor of the St James' Quarter development in Edinburgh. It will serve a playful twist on British cuisine, with dishes designed for sharing.

Gaucha

Location Glasgow
Opening February



Gaucha's first Scottish restaurant will serve exclusively 'carbon-neutral steaks'. The group claims all carbon emissions from its beef will be offset through funding a reforestation programme in the Amazon rainforest with charity partner Not For Sale.

Cedric Grolet at the Berkeley

Location Knightsbridge, London
Opening Early 2022

French pastry chef Cedric Grolet has gained more than two million Instagram followers with images of his fruit desserts and delicate flower designs. His first pâtisserie outside France will open at London's Berkeley hotel alongside a new café, which will serve a teatime experience designed by the chef.

Björn Frantzén at Harrods

Location Knightsbridge, London
Opening Late 2022

Swedish chef Björn Frantzén (*pictured*), whose restaurants Frantzén in Stockholm and Zén in Singapore both hold three Michelin stars, is to open his first UK site at Harrods in London. Details are scarce but



the restaurant is described as a state-of-the-art site that will serve Frantzén's signature cuisine, which traditionally draws on Nordic, Japanese and French influences.

Boxhall

Location Bristol
Opening Autumn/winter

Boxpark is to open its first shipping container food hall outside of London in Bristol. The 20,000 sq ft venture will feature local, independent street food traders and restaurant operators across seven kitchens and two external terraces.

Canal Turn

Location Nottingham
Opening Spring



2018 *MasterChef: The Professionals* winner Laurence Henry is to open a restaurant at Nottingham's Island Quarter development in spring. Details are yet to be announced. Henry won the BBC cooking competition aged 25 when he was sous chef at Restaurant Sat Bains in Nottingham.

The Aubrey

Location Knightsbridge, London
Opening January

The former Bar Boulud at the Mandarin Oriental Hyde Park London hotel is being relaunched as an izakaya-inspired bar and restaurant by hospitality group Maximal Concepts. The restaurant will offer lunch and afternoon tea before transforming into a 'lively' evening destination.

Arcade Food Hall

Location Tottenham Court Road, London
Opening 2022

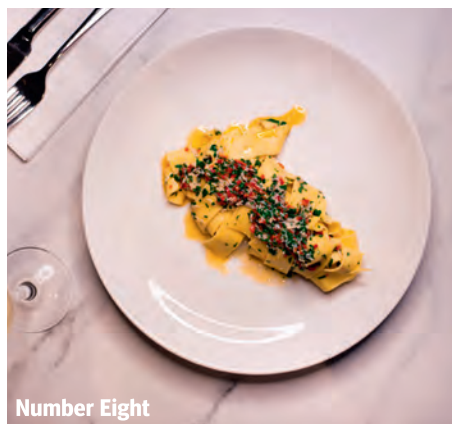
JKS Restaurants is relaunching the Arcade Food Hall at London's Centre Point after the

development got off to a rocky start. The venue will have eight new kitchens and showcase multiple JKS brands under one roof, while a counter will serve coffee, sandwiches, pastries and an “immersive dessert experience”.

Number Eight

Location Sevenoaks, Kent

Opening January



Number Eight

Stuart Gillies, former chief executive of the Gordon Ramsay Group, is to open a restaurant and bar in Sevenoaks in Kent. The menu will be based on Gillies' time working as a chef in cities including Stockholm, Rome, New York and London, with dishes set to include butter-milk chicken, barbecue sauce and blue cheese shavings; and fettuccine of Dorset crab, chilli, spring onions and garlic (pictured).

Noci

Location Islington Green, London

Opening March

Louis Korovilas, the chef behind Bancone's signature silk handkerchief, walnut and confit egg yolk pasta, is to open a neighbourhood Italian restaurant in London's Islington Green. It will serve regional Italian dishes with a deli counter selling fresh pasta daily.



Noci



Aragawa

Aragawa

Location London

Head chef Kazuo Imayosh

Opening May

Tokyo restaurant Aragawa, which has been serving specialist Japanese beef for more than 50 years, is opening a restaurant in London. Its menu will focus on a strain of wagyu cattle, which will be grilled over charcoal and seasoned only with salt and pepper.

Rockfish

Location Salcombe, Devon

Opening Summer

Mitch Tonks' ninth Rockfish restaurant will launch in Salcombe in Devon this summer.

More restaurants to keep an eye out for

- Corbin & King's long-awaited seafood restaurant **Manzi's** is due to open in London's Soho, though there is still no set launch date.
- Chef **Andrew Birch**, who recently left his role as head chef at Gordon Ramsay's Savoy Grill, plans to open a venue outside London with his wife Rachel.
- There's no stopping Richard Caring's **Ivy Asia** brand, which is opening restaurants in both Guildford and Cardiff.
- London chophouse **Blacklock** is opening in London's Covent Garden in February, its first new restaurant in three years.
- Beirut-based restaurant group **Em Sherif** will open its first European restaurant in London's Harrods this year.
- And who will replace Daniel Humm's **Davies and Brook** restaurant at Claridge's in Mayfair? We expect it won't be a vegan concept.

It will overlook the seafront and serve sustainably caught seafood, including John Dory, hake, scallops and plaice, depending on the season, availability and weather.

M Newfoundland

Location Canary Wharf, London

Opening Spring



M Newfoundland

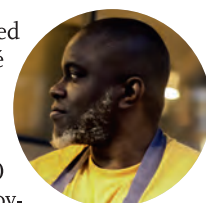
M is to open a 10,000 sq ft restaurant in the Newfoundland tower in London's Canary Wharf, the UK's sixth tallest building. Its design will be inspired by the French Riviera, with floor to ceiling windows, a 180-cover dining room, members' lounge and a 'wagyu and wine' café.

Riding House Bloomsbury

Location Bloomsbury, London

Opening Spring

Adam White, who launched London's Riding House Café in 2011, is to open a second iteration of the restaurant in Brunswick Centre in London's Bloomsbury. The 6,000 sq ft site will seat 165 indoor covers and 65 outside. Executive chef Henry Omereye (pictured) will serve an all-day menu with Bajan influences.





The royal treatment

Arora Group has opened a Windsor hotel that will be the crowning jewel of its collection. *Janet Harmer* speaks to father and son Surinder and Sanjay Arora about how they created a resort fit for a queen

The first hotel opening of 2022 pulls no punches. Set within a 150-acre estate, the 251-bedroom Fairmont Windsor Park is a sprawling new build offering seven food and beverage outlets as well as a spa and wellbeing clinic that includes a range of treatments unique to the UK. Once an extensive range of outdoor pursuits open up later in the year, the hotel will be a fully-fledged resort that has few rivals in England.

Today the company that sits within the wider Arora Group operates 10 airport hotels under franchise agreements with Accor, Hilton, IHG Hotels & Resorts and Marriott International, one city centre hotel, the InterContinental London – the O2, and what was its first country house hotel, located on the edge of Windsor Great Park. A second country

house hotel, the 228-bedroom Luton Hoo Hotel, Golf & Spa in Bedfordshire joined the portfolio last month following its acquisition from Elite Hotels.

The official launch of the £200m Fairmont Windsor Park on 1 January is the latest hotel development from Arora Hotels and marks the most difficult undertaking for the company's founder Surinder Arora since he launched the Arora International Heathrow in 1999.

"This has probably been my toughest project because of the pandemic," says Surinder. "We had delays with materials and had to close the site on a number of occasions due to outbreaks of Covid."

Surinder has been joined in overseeing the development of the hotel by his 32-year-old son, Sanjay Arora, director of strategy with the

company. Sanjay, a MBA graduate, arrived in the business six years ago from a role in corporate finance with KPMG. "I learned the fundamentals of the hotel business from a very young age by observing Dad and working throughout summer holidays as a waiter, concierge, receptionist and in reservations," says Sanjay.

Surinder enthusiastically praises his son's contribution to the Fairmont project. "I used to think I had a great eye for detail, but in the final stages of the construction of the hotel, Sanjay has been better than me."

Grand designs

Originally due to open in June 2020, Fairmont Windsor Park stands on the footprint of the former 144-bedroom Savill Court Hotel & Spa, bought by Arora Hotels in 2014. The



Fairmont Windsor Park

Bishopgate Road, Englefield Green, Egham, Surrey TW20 0YL
01784 535555

www.fairmont-windsorpark.com

Owner Arora Group

Operator Partnership between Arora Group and Accor under the Fairmont brand

Bedrooms 251

General manager Andrew Brown

Executive chef Mark Brega

Director of operations Jessica Podolsky

Director of food and beverage

Patrick Madalige

Sales director John Swift

Marketing and communications director
Katarina Nielsen

Food and beverage Seven restaurants and bars

Meetings and events Ballroom (500 guests for dinner and 700 theatre-style) plus 15 meeting rooms

Leisure Spa & Wellness with 18 treatment rooms, indoor and outdoor pools, indoor and outdoor gyms, three tennis courts, two paddle tennis courts, hair salon and barber shop by Truefitt & Hill

Room rates Start from £525 per night, rising to from £10,000 for the Signature Royal Suite

original hotel – built 200 years ago as a Jacobean-style mansion house – was at one time the home of the Schroder banking family and more recently Galen Weston, the former owner of Selfridges' department stores. It was demolished in 2017 to make way for the new hotel, with a design – by Glasgow-based architect firm Umum – inspired by the original building. The construction of the property has been undertaken by Grove Developments, the construction arm of Arora Group, and the interior created by in-house designer Margaret Morgan.

"It is a very different location for us, but it is less than 10 minutes from where I live and I thought it would be good to look at something new," says Surinder. "Originally, the intention was to spend a few pennies on decorating the hotel and to keep it as it was."

But, then as Arora Hotels snapped up adjoining properties and land, and in doing so increased the estate from 22 to 150 acres, so the dream grew to create something which Surinder knew could be "very special".

The fact that Savill Court was not listed, and the local authority Runnymede Borough Council was keen to see the development of a five-star hotel in the locality, ensured the planning process was straightforward.

While Arora Hotels manages its other hotels under franchise agreements, Fairmont Windsor Park is the first of its properties to be operated under a "manchise", which involves Accor, the brand owner, and Arora working

together as equal operating partners. Surinder says the agreement is an indication of a long-standing and trusted partnership between the two parties. Arora Hotels was the first company to be allowed to run hotels under Accor's Sofitel brand; Accor had not previously franchised its luxury brands. "We've recently extended our franchise agreement with Accor for the two Sofitel properties at Heathrow and Gatwick for a further 25 years," adds Surinder.

Fairmont was originally launched when Canadian Pacific Hotels Resorts joined forces with Fairmont to open its first hotel in San Francisco in 1907. Today the brand, ►



Library Club

which Accor bought in 2016, has 85 properties worldwide, including three in the UK: the Savoy in London, the Fairmont St Andrews, and now Fairmont Windsor Park. Having the connection to the Savoy particularly appealed to Surinder. “Like Coworth Park [in nearby Ascot], which has the Dorchester as its sister hotel in London, Fairmont gives us a sister hotel in London at the Savoy,” he says.

The link to the Savoy has been fundamental in the training of Fairmont Windsor Park’s pre-opening team, with staff spending time at the West End hotel in the run-up to the opening. General manager Andrew Brown, who previously headed up the management team at Savill Court, started working with the Savoy two years ago and has also spent time at other Fairmont properties. “The training is focused on the highest level of luxury and is based on emotional engagement with the guest,” says Brown. Accor aims to turn its employees into “heartists”, a word which combines heart and artist and highlights the philosophy of creating a genuine connection to guests.

Staff with a heart

When it came to recruitment, looking for team members that would be able to adopt the “heartist” approach was key. This, together

with the challenges created by the current staff shortages across the hospitality sector, encouraged Brown to look beyond experienced hotel staff. “The great training systems in place with Fairmont have enabled us to recruit on personality rather than experience, we can train pretty much anyone to a very high standard who is willing to go through the process,” he says.

As well as appointing people from the Savoy and other luxury hotels, Brown has offered positions to the likes of a former postman of 25 years’ standing. “This man’s personality is radiant and we have trained him to be a doorman,” says Brown. “He has passion and is dedicated to giving great service. The guests love him.”

The hotel opened with 300 staff, with a view to increasing numbers to around 450 as occupancy hopefully increases towards the spring and summer, Covid permitting. Recruitment has been helped to some extent by offering staff accommodation, some based at Heathrow, within a number of houses across the estate and at a nearby pub, recently acquired with a view to being converted into staff flats.

The big challenge now is to get guests and customers through the doors, something that has increasingly become difficult across the rest of the Arora portfolio. With a vast slice of business connected to the airports, the impact



“This has probably been my toughest project because of the pandemic”

Surinder Arora

of the Omicron variant has been devastating for the company. “The opening up of travel to the US on 8 November was great news and we, along with the major airlines were predicting that airline travel into Heathrow would be back to 80%-90% of pre-Covid schedules by Christmas, but then we were hit by a left hook out of nowhere and sadly that prediction changed,” says Surinder.

Some of the airport hotels – Crowne Plaza and Holiday Inn Express at Heathrow’s Terminal 4, Sofitel Gatwick and Novotel Stanstead – have clawed back some business via the government’s quarantine programme.

The huge advantage of Fairmont Windsor Park over the airport hotels is that it appeals to more varied markets. While international bookings may have slowed down, it is expected that there will eventually be a significant number of overseas guests, particularly from North America, where there is wide interest in the royal connection provided by the hotel’s proximity to Windsor. Corporate meetings and events are also expected to be slow during the first quarter of the year. But in the long-term, the wide variety of event spaces, including the largest hotel ballroom outside of London in a rural setting, will attract award dinners, product launches and celebratory parties. Weddings are already strong for this year, with more than 30 booked in so far.

Spa and wellness

An essential element of creating a true resort experience that will help lengthen the stay of guests at Fairmont Windsor Park is the extensive leisure offering, of which the Spa & Wellness centre is at its heart. “There is nothing else like it in the UK in terms of the size and range of treatments on offer,” says marketing and communications director Katarina Nielsen. “It really opens up a different kind of spa tourism offer, for both day customers and hotel guests.”

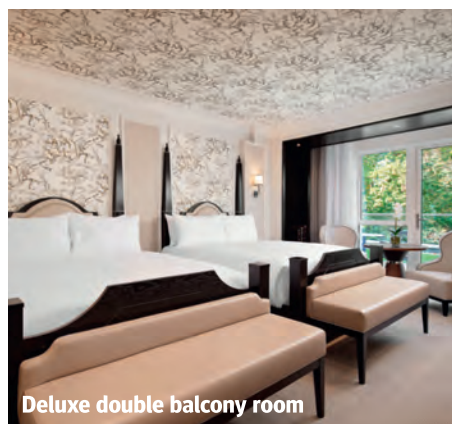
The 2,500sqm spa spans across two floors and features 18 treatment rooms, four wellness rooms, indoor and outdoor swimming pools, indoor and outdoor gyms, three exercise studios, Himalayan salt room, thermal suite, and Moroccan beauty rituals designed by Paris-based La Sultane de Saba.

Among a number of facilities is what is believed to be the UK’s largest public cryotherapy chamber, which can accommodate up to six guests. Exposing users to temperatures of up to -110°C for a brief, controlled time, cryotherapy is used as a treatment to boost metabolism, elevate energy, provide anti-inflammatory support and aid muscle recovery.

The Spa & Wellness clinic is also the setting for the Facebible Clinic headed by Dr Raj Arora, Sanjay Arora’s wife. Treatments include skin analysis using Skin Visia technology, hydrafacials, and Kin Precision Pro microneedling. “It is a pity that she is not doing hair transplants,” says Surinder. “I would definitely have been a customer!”

Just over 150 people have signed up as spa members, with a target limit of 500.





Deluxe double balcony room

Attracting adventurers

The focus for now is very much on domestic leisure business, with both hotel and local guests drawn in by the restaurants, bars and spa facilities (*see panels*). Additional outdoor facilities, such as archery, falconry and horse-riding that make use of the wider estate, will be introduced later in the year, while further accommodation will be added in the grounds with the development of six tree house suites, each featuring two bedrooms, an outdoor dining area and hot tub.

Much is being made of the easy access to the hotel, located just 10 minutes' drive from Heathrow Terminal 5 and close to London, while the property also enjoys the benefits of being adjacent to Windsor Great Park, which provides some of the best walking opportunities in the south east of England.

"One of the most unique experiences we will be offering is a horse and carriage ride, which will take guests into the Great Park and along the Long Walk to Windsor Castle with a picnic served along the way," says Brown.

Being able to offer such an exclusive event is a highlight for Surinder, who has experienced highs and lows since the development of his first hotel. Most difficult of all was the financial crisis of 2008 during which he had "lots of sleepless nights" as a result of long-term lender Allied Irish Bank selling the company's £200m debt to a US hedge fund. In contrast, Surinder is very happy with Singapore-based United Overseas Bank, the group's partner on the Fairmont Windsor Park project.

While the addition of Fairmont Windsor Park and Luton Hoo marks Arora Group's diversification of its hotel portfolio, the company is also more willing to sell assets since the arrival of Sanjay into the business. Deals have included the likes of the sale and lease-back of Sofitel Gatwick.

"I think it is good during these difficult times to sit on cash as you never know what is creeping around the corner," says Sanjay.

Meanwhile, the company intends to consolidate its existing portfolio over the next few years. "There are always plans for expansion, but we will never put too much pressure on the day-to-day business," concludes Surinder. "We want to make sure we get everything right from a customer point of view before moving on to the next project."



Cocktails at 1215



Afternoon tea at the Orchid Tea Room



Moreish

Food and beverage

An extensive range of food and beverage outlets aim to ensure that there is something available to suit every guest at Fairmont Windsor Park. Executive head chef Mark Brega, who joined the hotel in March 2021 from his previous role as executive chef for private jet catering company On Air Dining, oversees the kitchen that services seven restaurants and bars.

1215

The hotel's fine dining restaurant 1215 seats 40 guests and is named after the date that the Magna Carta document was signed in nearby Runnymede.

Head chef Luke Fouracre, previously head chef at the Bottle & Glass Inn, near Henley-on-Thames, has created a seven-course tasting menu for £95 per head featuring produce from the royal farms at Windsor and the hotel's kitchen garden. Dishes include smoked cauliflower, Lancashire cheese, hazelnut and onion tea; Windsor Park venison, hay, celeriac, black pudding, pickled blackberries; and millionaires' shortbread, 64% Manjari chocolate, miso, Berkshire stout ice cream.

Bespoke crockery throughout the hotel is from William Edwards of Mayfair. The adjacent 1215 Bar has a strong focus on Champagne and sparkling wines.

Moreish

This restaurant serves a fusion of European and Middle Eastern cuisine at lunch and dinner, as well as providing breakfast for the hotel. Main courses feature lamb and chickpea tagine (£18) and baharat spiced pan-fried sea trout with harissa mash potato, seared bok choy, girolles and preserved lemon sauce (£19.50) alongside the likes of Shropshire grain-fed chicken breast, carrot purée, hen of the woods mushrooms, pearl barley, chicken croquette (£18.75) and Cornish crab linguine, lobster bisque and caviar (£21).

Head chef Matyas Rigo was previously senior sous chef at InterContinental London – the O2. The 150-seat restaurant features a chef's table and holds pâtisserie and chocolate masterclasses. To one side, Schroders' Botanicals Bar offers a wide selection of artisan and international gins and holds tastings and mixology classes.

Orchid Tea Room

The name of the Orchid Tea Room was inspired by one of the original owners of Savill Court, Baron Schroder, a collector of rare orchids. Here the likes of classic fruit scones and seasonal pastries, such as lemon, thyme and elderflower tart, are included in the £60 per head afternoon tea menu prepared by the pâtisserie team led by pastry sous chef Swapnil Sawant.

Other options

Located in the Spa & Wellness centre, Greens Café offers a selection of healthy salads, as well as a range of less healthy options, depending on the experience being sought by customers.

Additionally, the Library Club serves teas and coffees throughout the day and cocktails in the evening. Surinder would eventually like to see a whisky bar here.

A wide range of bespoke products, including a 1215 ale developed with Windsor & Eton Brewery; a Moreish gin created by Silent Pool, based near Guildford; and branded chocolates from Patchi, are all available for sale, alongside the crockery used throughout the property.

Catch of the day

Edinburgh's Ondine is striding into the new year with a name change and a rethink about its future.

Lisa Jenkins meets chef-proprietor Roy Brett



Ondine charges a little more than a pound for its oysters nowadays, and serves them up during a weekday happy hour among the smell of Edinburgh's finest seafood being cooked on open flame.

While changes have been born out of adversity the restaurant has remained to its opening vision of offering a relaxed atmosphere where diners can tuck into the city's finest produce.

Chef-patron Roy Brett, who opened the restaurant in 2009, has reinvigorated the interior, with new decor and flooring and a Robata grill installed in the kitchen, in an attempt to capture a post-pandemic audience.

Brett opened Ondine with his cousin, who helped secure the chef and his partner, Karen, a business loan, and the restaurant quickly became a success. "Our fondest memories are of sitting in bars we love, eating fruits of the sea, and we wanted to create a similar environ-

ment, one where you can eat with your fingers because this breaks down barriers. We wanted an element of sophistication but for our customers to feel relaxed. This is still as relevant to me now as it was 12 years ago. We offered oysters for a £1 as well as fish and chips and lobster thermidor – it was always about using the simplest and the best ingredients."

Ondine was awarded a Michelin Plate in 2021 but Brett says he has never felt the need for accolades. "It's not the reason why I get out of bed in the mornings – I made that decision a long time ago."

Surviving the pandemic

Brett says he and Karen dealt with the pandemic and Brexit as many others did: by switching to delivery. "Brexit was already affecting the city prior to the pandemic and the city had definitely slowed down, then you throw in Covid, and the constant mixed messages from two governments, then lockdown – we didn't know what was going to happen next."

They launched Ondine at Home as soon as they could, and this paid the staff and suppliers. "We all worked together to keep the restaurant alive, but it was very tough. We locked down with 38 staff and reopened with eight."

Although the restaurant is now back up to 16 staff, Brett says this still weighs heavy on him. "This was the hardest thing we've ever had to do at Ondine. We'd all spent years together, but we just didn't know what our future would be. It was a hollow moment for us, and I didn't sleep well on that at all – we definitely felt we'd let them down."

Scaffolding woes

Then in November 2020 Brett was informed of investigative work planned for the outside of his entire building, initially planned for three months. The wraparound scaffolding was erected in December 2020, then extended to



"We all worked together to keep the restaurant alive, but it was very tough"

Roy Brett

Staffing for the future

Brexit has taken its toll on Brett's staff, along with other issues that plague the industry.

"To keep your staff, you have to look after them, and recruitment is almost impossible," he says. "With wages, food costs and VAT going up, you're looking at an extra 30% on business costs. One of my biggest concerns is the effects of Brexit on the economy and human resource."

He is hopeful the government will change the processes for recruiting staff, "so chefs can

From the menu

Starters

- Loch Fyne oysters, house dressing **6/£18**
- Squid tempura, Vietnamese dipping sauce **£16**
- Dressed brown crab, buttered crumpets **£16**

Mains

- Lobster thermidor **£39**
- Perthshire rib of beef on the bone **£39**
- Miso-glazed glazed aubergine, chilli cashew crumble **£18**
- North Sea cod, shrimp butter, creamed spinach **£28**
- Monkfish chop, bharta aubergine, spiced cashew, jeera rice **£32**
- Grand fruits of the sea over crushed ice, for two **£90**

The Fishmarket

Brett and his fishmonger business partner Gary Welsh opened the Fishmarket in Newhaven three years ago, which is run as a separate business.

"Gary's team are filleting fresh fish at the back of the shop with views over the pier for our customers. You can taste the difference when you are serving such a fresh product."



spring 2021 and is now expected to remain until March 2022. "The building work is almost worse than Covid now, and the scaffolding completely obliterates the front of the restaurant. It's had a huge impact on our business." The investigations are still ongoing, and some cladding has been removed.

Brett says he and Karen had many serious conversations about "shutting up and just calling it a day", but the couple persevered and instead chose to invigorate Ondine.

"We decided to change the name of the restaurant to Ondine Oyster and Grill – it softens the whole 'restaurant' term and we've evolved again. The grill has added another dimension to our menus; it's added another level of flavour."

"We are grilling on open fire, with the smells and the flavours that brings. We're having a lot of fun cooking again."

recruit the right people, no matter where they live", but adds that in reality we are watching a really bad decision that was made playing out "so when we're out of the pandemic we will still be living with Brexit".

He adds: "I really hope there will be a relaxation on migration again."

"I've worked with some wonderful people throughout my career from all walks of life, from all nationalities, and that's what makes our industry. Well, it makes life really."

From Edinburgh to Cornwall and back again

The chef's career started in his hometown, learning his trade on day release to Telford College whilst working at the Caledonian hotel, affectionately known as the Caley and renamed the Waldorf Astoria Edinburgh – the Caledonian in 2011.

He trained alongside chefs Martin Wishart and Tony Singh at college and later worked with both, and post-graduation he went down to London. He was lucky enough, he says, to work with Alan Hill at the Savoy Grill before being tempted back home for a short stint at Prestonfield House in Edinburgh, prior to being appointed as head chef of One Devonshire Gardens in Glasgow at 21.

Brett was flattered to be appointed head chef by Ken McCulloch and Beverley Paine at One Devonshire Gardens, but says "I was far too young to be a head chef and, if I'm being honest, I didn't have enough experience and I definitely had shortcomings. I was too young to lead. I knew I had to get some more experience. I was suddenly dealing with food costs and managing a team and it was just overwhelming. I was barely a man myself."

After a year as head chef, he left on good terms and headed back to London to join the late Jeremy Storde at the Belvedere in Holland Park. "Jeremy was an incredible chef – a genius, actually. He came from the Waterside Inn and had been working in France. He was a loveable, albeit intense guy with such attention to detail alongside his focus on seasonality. He had a great brain and great hands," adds Brett.

As many chefs do, Brett tried the Michelin route next, but "I hated the Michelin kitchen environment, and it didn't work out for me." So then, and on advice from chef Anton Edleman at the Savoy, he started work with Mark Hix at Caprice Holdings.



"Mark was cooking incredible food alongside so many others at that time in the early 1990s in London. I was learning so much about food, about menu layout, where to eat, which chefs to watch. Mark was a massive influence on me, and I owe him so much," he says.

Brett then met Karen, who became his wife of 28 years and business partner, and made the decision to come back to Scotland in 1993. Reunited with McCulloch in a short stint back at One Devonshire Gardens, he briefly worked alongside the late Andrew Fairlie, before taking on the role of executive chef for the first opening in a long line of Malmaison hotels.

The first Malmaison opened on the Leith waterfront in Edinburgh in 1994 and was quickly followed by Malmaison Glasgow. "We had an £18,000 budget to open Edinburgh, and it was exhausting – four months on, no days off, breakfast, lunch, and dinner. We had to make sure the brand got off its feet – and it did. We got great reviews, but it was tough."

"Once we'd established a bit of a name and had opened the Newcastle Malmaison, people wanted to come and join us."

"After we were sold to Wyndham [in 1998] and then MWB [in 2001] we opened Manchester, then Leeds, and Birmingham was on the horizon. I watched Malmaison go through an amazing transformation. However, I'd felt a real sense of loss when Ken left, and although I was working with Roy Tutty [chief executive of Wyndham] and we worked really well together, Malmaison had grown to such a size and I looked around me and at all the new infrastructure and I knew it wasn't what I wanted anymore."

Late in 2001, and now with his first-born son Charlie at 18 months, the Brett family took the long journey south from Scotland to Cornwall. The chef had accepted a role as executive chef at Rick Stein Restaurants after the two chefs had hit it off after a chat.

"Rick and I had so many heroes in common, and I didn't know then that my food heroes were actually his mates," he says. He held responsibility for the Seafood Restaurant, St Petroc's, an industrial unit, and the cookery school, and during his time with the group they developed the café, a brasserie and established the deli and Stein's Fish and Chips.

However, Cornwall wasn't to keep him for long. "One day Rick and I were at the airport, on our way back from cooking at the Queen's Golden Jubilee, and I heard a call for a flight to Edinburgh – and I just knew the time had come for me to go back home. I knew that Rick was building the business for his boys, and rightly so, but Karen and I knew we had more to give and we'd talked about opening our own place."

His last role before opening Ondine saw him back with McCulloch launching the Dakota brand in Scotland from 2006 to 2009. It was at the end of this tenure that he and Karen finally found their dream site for Ondine, with a view over Edinburgh Old Town.

All Menuwatches go forward to the judging of the Menu of the Year Catey

MENUWATCH



Seared lamb fillet, oyster mushroom, Serrano ham, spring onions

Ingham Swan

Inspired by the local produce of his home county, chef Daniel Smith has shaped a seasonal menu where luxurious ingredients are accessible to all. *Lauren Fitchett* reports

Tucked away in north Norfolk, a stone's throw from sandy beaches and surrounded by farmland, the Ingham Swan epitomises a classic country pub. Exposed beams and brickwork add to the ambience, and chef-patron Daniel Smith says people travel for hours for a Sunday lunch.

Smith has run the restaurant since 2010, building a reputation for what he describes as informal fine dining. Its menu is modern British with European accents and a commitment to celebrating Norfolk's rich bounty. "My ethos here is local and indulgent," he says. "We use luxurious ingredients, which have to be in season."

But it's not just a mantra – it's a code committed to paper, detailing his approach and preferred produce. "I have a document with my food ethos, and I share it with the team," he says. "It tells them my favourite meal, my favourite meat, fish and so on. We have to be singing from the same hymn sheet."

Smith isn't chasing trends – dishes are classic with innovative flair, aiming to make ingredients sing. "My focus is not to overcomplicate a dish," he says. "I want to buy the best

"We have the flexibility to change our menu every day if we need to"

Daniel Smith

ingredients, as locally as possible. Innovation doesn't have to involve a thousand processes. It can be simple processes delivered in a way which the customer understands, but which leaves them intrigued as to how you got there."

He works with two foragers for the locally sourced chanterelles that feature on the current menu, with winter truffles, shaved Parmesan and confit egg yolk. Samphire, Norfolk lamb, Cromer lobster and Gressingham duck also appear, thanks to the abundance of local suppliers, meaning the menu is always changing.

"We have the flexibility to change our menu every day if we need to," he says. "If there's a batch of fish we can use in a particular way and we want to for service that day, we will."

A handful of core dishes, though, always make the cut. "Fillet of beef will always be on there," he says, "as well as foraged mushrooms and scallops. For our desserts there will always be a soufflé – at the minute it's a toffee apple, but in summer it will be a fruity one."

Beef fillet in particular – whether yeast and thyme-glazed or charred with king



Frozen lime parfait, lemon verbena cream, meringue, Champagne jus



Peach melba, crème fraîche ripple ice-cream, raspberry cream



Daniel Smith



Barbecue fillet of beef, potato terrine, baked red onion, pancetta



oyster mushrooms – has become the Swan's calling card. "It's 50% of our sales," Smith, who appeared on BBC Two's *Great British Menu*, says. "It's luxury, extravagant – few people use fillet of beef at home. If people want to treat themselves, it's perfect."

But the level of demand makes buying local more of a challenge. "We can't always guarantee we can do that locally because of the quantities, so we do have to go to the commercial market," he says, "but garnishes will be local. With chicken and fish, for example, we can be more selective."

His drive for luxury was tested in 2020, when the pandemic forced chefs to change their approach. The Ingham Swan and its sister restaurant the Wildebeest, based near Norwich, launched £35 three-course at-home menus, featuring dishes such as lobster and cod fillet. "It was restaurant-quality food but it was no washing up, no work," he says. "It was for people who wanted a treat, but we made it accessible. It was very popular, very quickly."

Covid hit almost exactly one year after the Swan reopened from an 18-month closure

From the menu

Starter

- Sautéed locally foraged chanterelle mushrooms, winter truffle, shaved Parmesan, confit egg yolk **£13.50**
- Pan-seared hand-dived scallops, crispy pork belly, cauliflower purée, apple, jus **£16.50**
- Smoked salmon, pickled radish, brown shrimp, parsley aioli **£12.50**

Main

- Yeast and thyme-glazed beef fillet, dauphinoise, baby spinach, pancetta, sautéed girolles, broccoli purée, jus **£37**
- Roasted beetroot and cauliflower, purée potato, spinach, apple, walnut, chimichurri, tahini **£19.50**

Dessert

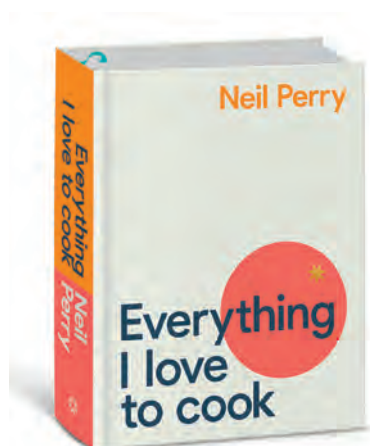
- Hot blackberry soufflé, blackberry sorbet, almond crumb **£11**

forced by a devastating electrical fire, which started in a fridge and ripped through the 14th-century building.

At the time, Smith said there were "no words" for how he felt, but in 2019 the pub was reborn with a contemporary revamp, met with, he says, a "phenomenal" reaction. Today, it blends cosy village pub with Michelin-featured fine dining.

Its du jour menu, two courses for £23 or three for £28, is a gateway for people to see what both the restaurant and Norfolk has to offer. Smith may have previously worked under Galton Blackiston at Morston Hall as head chef when it earned its Michelin star, and under the renowned Michel Roux Jr at Le Gavroche, but when it comes to Nelson's county, Smith knows it well – he grew up 14 miles away from the Swan and aged 12 began work at Great Yarmouth's famed Pleasure Beach, turning candyfloss and selling ice-cream, setting him on the path to a future career cooking for crowds.

Sea Palling Road, Ingham, Norfolk NR12 9AB
www.theinghamswan.co.uk



Everything I Love to Cook

By Neil Perry

Murdoch Books, £30

Neil Perry defined 1990s fusion cooking at his Sydney restaurant Rockpool. In 2020, he announced his retirement, selling Rockpool Restaurant Group for £44m (A\$60m). But he wasn't gone for long; in 2021 he opened what he claims will be his last restaurant, Margaret, a glamorous neighbourhood brasserie, named after his late mother.

Everything I Love To Cook is not the cookbook of the restaurant, but it does share the same sustainable approach. Perry says in his introduction: "There's no Planet B, so we have to do the right thing. Eat more plant-based meals." So, there's a chapter on vegetable main courses that, true to Perry's globe-trotting style, includes everything from Italian-style spinach torte to steamed silken tofu with black vinegar and chilli oil.

At over 450 pages long, there is plenty of room for favourite recipes culled from across Perry's restaurant empire (he's still a shareholder and consultant) including Rockpool salad with palm sugar vinaigrette; crudo of tuna with horseradish, coriander and lemon oil (from Rockpool Bar and Grill) and ramen noodle salad with chicken, ginger and spring onion (from Spice Temple Noodle Bar).

In addition to the comprehensive collection of 230 recipes, there's articles covering kitchen basics like seasoning ("the difference between a home cook and a professional chef is the amount of salt they use") pasta ("best handmade – I find pasta made in a food processor to be of inferior quality") and desserts, which Perry says "can be as simple as a perfectly ripe piece of fruit... there is something sophisticated about being able recognise perfection and then standing behind it."

With its near-encyclopaedic length and career-spanning content, the book would make a fitting finale to Perry's 40 years in the professional kitchen. But with so many vibrant and inventive recipes, it seems that Perry has a lot more yet to share. Let's hope that, unlike Margaret restaurant, *Everything I Love To Cook* is not a full stop, but merely a comma in the chef's influential and inspiring story.

By Andy Lynes

Twice-cooked duck with mandarin sauce

I love the Chinese use of multiple cooking methods. Here the initial steaming or poaching of the duck does two things: it renders some of the fat from the duck; and, because the duck is already cooked, it can be cut into portions and pressed overnight before its second cooking, which is great when entertaining.

By the time you come to pop the duck into the hot oil, you are ready, your duck is ready and your sauce is ready. This mandarin sauce is one we made for years at the original Rockpool – the caramel is very moreish.

Serves 4

1 x 2 kg peking duck
1.25 litres vegetable oil, for deep-frying
60g cornflour
Steamed rice, to serve

For the marinade

1½tbs light soy sauce
60ml shaoxing wine
2 spring onions, white parts only, thinly sliced into rounds
2 pieces dried tangerine peel
1 knob of ginger, finely diced
1 star anise, crushed
20g yellow rock sugar

For the mandarin sauce

220g grated palm sugar
Peel from 1 mandarin, pith removed, cut into very fine julienne strips
3tbs fine julienne strips of ginger
2½tbs fish sauce
2½tbs mandarin juice
2 mandarins, segmented

Place the duck on a chopping board and remove the fat from the cavity. Cut off the winglets and neck, and with a cleaver, split the duck in half.

For the marinade, put all the ingredients into a saucepan. Bring to the boil and cook for two minutes, then allow to cool. Place the duck in a bowl and rub the cooled marinade all over it. Cover and leave to marinate in the fridge for at least three hours, preferably overnight.

Place the duck in a large bamboo steamer and steam over a wok or pan of boiling water for 45 minutes, topping up the water as needed.



PHOTOGRAPHY BY
PETRINA TINSLEY

When the duck is cool enough to handle but still slightly warm, carefully remove the bones, taking care not to break the skin. Use a small knife to ease out the wing and leg bones. You should end up with two rectangles of duck.

Fold all the skin under and cover them loosely with plastic wrap (they will spread as they are pressed), then put into a container. Place another container that fits snugly inside the first on top, followed by a heavy weight, such as a few cans of food. Refrigerate overnight.



Revelations

Ximena Gayosso Gonzalez, head chef,
Madera at Treehouse London



What was your first job?

Working in a family coffee shop

What was your first job in catering?

Dulce Patria (in Mexico City)

What do you normally have for breakfast?

Eggs and toast

Which is your favourite restaurant?

Sabor by Chef Nieves Barragán Mohacho (in Mayfair, London)

What is your favourite drink?

Carajillo or Cuba libre

What is your favourite food?

Breaded chicken with avocado, tomatillo salsa and salad

Which ingredient do you hate the most?

Beetroot



What flavour combinations do you detest?

None, completely the opposite.

I always get amazed about how weird combinations work perfectly together



What do you always carry with you?

My bottle of Bach Rescue

Which person in catering have you most admired?

Martha Ortiz and my ex sous chef Tonatiuh Cuevas

If you had not gone into catering, where do you think you would be now?

Maybe I would have become a psychologist

Describe your ultimate nightmare?

Driving my car and realising the brakes weren't working

Tell us a secret...

I'm scared of the sea

What irritates you most about the industry?

That some men still can't process that women can also be in charge of a kitchen

What's your favourite film?

Billy Elliot and The Boy In The Striped Pyjamas

Who would play "you" in a film about your life?

Salma Hayek

What's your favourite book?

Like Water For Chocolate by Laura Esquivel and The Whole Fish cookbook by Josh Niland

What is your favourite prepared product?

Any snack bar that contains dark chocolate, nuts, cereals and oranges

If you had more time, what would you do?

I'd spend more time travelling and doing recipe research



For the mandarin sauce, put the palm sugar into a small heavy-based saucepan with 60ml of water and bring to the boil. Add the mandarin peel and ginger and continue to cook until the palm sugar turns a dark caramel colour. Stir in the fish sauce and mandarin juice, then add the mandarin segments and keep warm.

Pour the deep-frying oil into a wok and heat to 180°C. To check the temperature without a thermometer, drop in a small piece of bread – it should bubble up to the

surface of the oil and start frying immediately. Place the cornflour on a plate and roll the pressed duck in it, making sure it is fully coated. Carefully lower the duck into the hot oil and fry for about 10-12 minutes, or until crisp and golden brown, then drain on paper towel.

Place the duck on a chopping board and use a sharp knife to cut into slices. Arrange the slices on a platter, spoon over some of the mandarin sauce and serve with plenty of steamed rice and the remaining sauce on the side.

New products



- Pujadas Pure Strength Century aluminium cookware is made of 100% recyclable aluminium sheets, offering improved performance in thermal conductivity and deformation resistance. The range includes sauté pans, paella pans and more.
- **Price** From £27.50 for a 1.75l sauté pan
- www.fem.co.uk



- Winterhalter's UC range of dishwashers has an innovative wash field design and a highly efficient water filtration system. UC models are available as dishwashers, glass washers, cutlery washers and a 'bistro' machine.
- **Price** From £6,625
- www.winterhalter.com

- Williams' Hot Holding Solutions is a trio of products aimed at food delivery operators struggling to sustain high temperatures. The Williams Pizza Box can hold and heat 10 16-inch pizzas in their boxes; the Scarlet Heated Multideck offers four temperature zones; and the Williams Mobile Heated Cabinet can carry large quantities of hot packaged food while also being easily manoeuvrable.
- **Price** Pizza Box, £1,650; Scarlet Heated Multideck, £5,642; Mobile Heated Cabinets, £3,239
- www.williams-refrigeration.co.uk



- The TF range of table-top fryers from Valentine boasts a contemporary style update, with LED lights, an overheat thermostat and a front drain valve for easy cleaning. The fryers can hold between 5-13 litres of oil depending on the model.
- **Price** From £790
- www.valentinefryers.com



New Forest Ice Cream's latest flavour is spiced fruit shortcake, a seasonal treat that fuses traditional dairy ice-cream with brandy, crunchy pieces of shortcake, fruity currants, raisins and sultanas and warming undertones of cinnamon and mixed spice.

Price 4.75l catering tub, £17.05
www.newforesticecream.com



Bridor has added a soft and buttery puff pastry brioche to its portfolio. It comes fully baked and requires 45 minutes of defrosting and just five minutes of crisping in the oven. Its ready-to-prove 'DIY' Puff Pastry Brioche is aimed at bakeries.
Price £2.66 per 295g unit (four brioche per unit)
www.bridor.co.uk

The Wild Room is producing chef Phil Howard's Otto pasta, a selection of handmade fresh pastas in partnership with biodiversity-friendly flour company Wildfarmed. The range includes pappardelle, campanelle and rigatoni.

Price From £5.95 per kilo
www.thewildroom.com/otto-pasta



Eye of the tiger

As the Year of the Tiger dawns, *Anne Bruce* explores how the creature can bring promising symbolism when laying on a feast for Chinese New Year

The tiger, known as the king of all beasts in China, represents strength, the exorcising of evil and braveness – just the sort of beast any business would appreciate by its side, lending a helping paw this year.

Chinese New Year arrives on 1 February, shortly before the Beijing Winter Olympics from 4-20 February, so there is a big opportunity for restaurants and foodservice operators to get creative around Chinese New Year.

So how should you celebrate and make it a lucky Chinese New Year? What do you need on the menu to welcome in this Year of the Tiger, and what are the meanings behind some of the traditional foods that are served at this celebratory time?

Food plays a vital part in the celebrations, with many carrying meaningful, lucky and auspicious significance for the New Year. Caterers should ensure they're well-stocked with key products including noodles, tofu, fish and chicken, as well as essential cooking sauces, such as soy sauce, comments Maria Chong, managing director of Chinese sauce supplier Lee Kum Kee Europe.

Dumplings are an essential dish during

Chinese New Year, often eaten on New Year's Eve, because their Chinese name, *jiāozǐ*, means 'changing of years', Chong says. They are shaped like an ancient Chinese gold ingot, representing wealth, and are usually filled with minced pork, beef or lamb, or a whole shrimp marinated with soy sauce. Dumplings

are dipped in seasoned rice vinegar, sometimes with Chiu Chow chilli oil added for a spicy kick, Chong suggests.

Fish is another auspicious choice as the Chinese character for fish is 'yú', which means surplus and fortune. Popular traditional ways to serve fish include steaming it or deep-



Henley Bridge ice-cream and mango sauce



Tilda prawn potsticker dumplings

“It is forbidden to cut your noodles, and you should try not to chew them either – slurping, however, is highly acceptable”

frying it and dressing with soy sauce or sweet and sour sauce.

Noodles are another special food for Chinese New Year, symbolising longevity. Egg noodles, rice noodles or glass noodles can be stir-fried with sliced meat and vegetables, or served as soup noodles cooked in a broth, says Chong. For Chinese New Year, long noodles are the order of the day, depicting long life. In fact, at many Chinese tables it is forbidden to cut your noodles, and you should try not to chew them either – slurping, however, is highly acceptable, says Greta Stolyte, brand manager at noodle supplier Lucky Boat.

Pan-Asian favourites such as stir-fried noodles make a versatile option, great for on-the-go or eat-in dining, she recommends.

Tofu in Chinese is ‘dòu fu’ which sounds similar to another Chinese word which means ‘every body is happy’, and that can’t be a bad thing in a restaurant setting. Tofu can appear in salads with spring onions, in soup with seaweed and soybean sauce, or braised with soy sauce.

There is also a rich tradition of vegetable dishes to draw on for the Chinese New Year menu, for example broccoli means happi-



Tilda rice

ness, health and liveliness, and water chestnut represents unity. When looking at a Chinese New Year dining table, not only are most dishes combinations of meats and vegetables, but there will be at least one individual vegetable dish to share.

Chefs and operators can also elevate their Chinese New Year dishes by dialling up the rice they use, suggests Annette Coggins, head of foodservice at Tilda UK. A swap from plain rice to jasmine rice, for example, will add an extra dimension and flavour to dishes. If you simply add ‘fragrant jasmine rice’ to your menu, diners will pay as much as 50p more, Tilda research suggests, she says.



Spring Festival 2022: the 15 days of Chinese New Year

Lunar New Year's Eve (January 31)

Good fortune in the form of money is given by the older generation to the younger. Chicken is always served, and fish is eaten as the main part of the meal, as fish symbolises a surplus at the end of the year. Dumplings are a traditional dish of the New Year's Eve celebration.

The Lunar New Year (February 1)

A big feast is prepared for Chinese New Year's Day. Some Chinese families keep the tradition of the first dinner of the year being a vegetarian dinner.

Eating noodles on Chinese New Year's Day symbolises good health and longevity. It is also tradition to braise mushrooms and lettuce in oyster sauce during Chinese New Year for a year of fortune ahead, as lettuce in Chinese is ‘san choy’ which rhymes with ‘making money’.

Day five of the lunar calendar

This day is believed to be the birthday of the God of Fortune, celebrated with another large feast.

Day eight of the lunar calendar

This is the day that businesses reopen. The word ‘eight’ has a similar pronunciation to ‘fortune’ in Chinese, making it a lucky number. Day eight is celebrated with a feast that is laid on at work.

Day 15 of the lunar calendar: Yuan Xiao

Chinese New Year celebrations draw to a close on Yuan Xiao, which is on 15 February. It is also called the Lantern Festival and Chinese Valentine's Day, as people write poems and riddles on lanterns.

Glutinous rice balls with sweet fillings, such as black sesame seed paste, red beans and lotus seed paste are eaten.

All lucky money (red packets) collected over the 15 days of Chinese New Year can be unsealed, and children can bank their earnings.

New Year Foods

In Chinese culture, certain food represents lucky ideas. Incorporate some of these ingredients to bring some luck to your business and customers:

Eggs Big and healthy family
Lobster Endless money rolling in
Shrimp Fortune and wealth
Roasted pig Peace
Duck Loyalty
Peaches Longevity
Tofu Happiness and fortune for the entire family
Fish Surplus and wealth

Suppliers

Henley Bridge www.hbingredients.co.uk
Lee Kum Kee www.LKKprofessional.com
Lucky Boat www.luckyboatnoodles.co.uk
Tilda www.tildafoodservice.com



Tilda rice

East meets West

With growing consumer interest in Asian food, Chinese New Year also gives chefs and caterers a platform to explore new dishes and experiment with fusion flavour combinations. Grilled leg of lamb would be a good choice, recommends Chong at Lee Kum Kee. The sheep, which served as currency in ancient times, is an auspicious animal in Chinese society signifying wealth, luck, and a promising new year.

Chicken also signifies a good beginning to the year, as well as an abundance of happiness and prosperity. Serve chicken with a Chinese-style honey barbecue marinade for a Chinese twist, suggests Chong.

Mark Eastman, gelato and ice-cream technician at ingredients supplier Henley Bridge

“Research from YouGov on the UK’s favourite takeaways has revealed that Chinese food takes top choice across most areas of Britain”

comments that caterers can also have some fun with desserts to mark the New Year: “For Chinese New Year, why not offer a taste of the Orient with coconut ice-cream rippled with mango sauce,” he says. “Serve in

bowls and top with mango sauce or fresh slices of mango and lime zest.” This year, the company has developed a recipe for rice pudding and lychee ice-cream, specifically with Chinese New Year in mind.

Research from YouGov on the UK’s favourite takeaways has revealed that Chinese food takes top choice across most areas of Britain, and in all age groups, comments Strolyte at Lucky Boat. Chinese cuisine proves the most popular choice, with both the 25- to 49-year-old category (29%) and 50- to 64-year-old category (26%) picking it as their favourite.

So there is no doubt that diners will be more than happy to welcome in the Year of the Tiger this Chinese New Year with a special menu. Get it right and you are almost guaranteed to make your sales roar over this celebratory period.

New year, new Chinatown

Chinese New Year was first officially celebrated in London’s Gerrard Street in 1963, at the centre of what was becoming the city’s now famous Chinatown.

Nearly 60 years on, Covid-19 has brought interruptions to Chinatown and last Chinese New Year saw the celebrations scaled back.

Julia Wilkinson, restaurant director at Shaftesbury, the real estate investment trust which owns properties in Chinatown, says London’s Chinatown has embraced change to meet the demands of the pandemic, implementing hundreds of new outdoor covers. Alfresco dining is a big part of dining culture in the Far East, and is now here to stay in Chinatown.

“That means we would like to explore opportunities such as specialist night markets, another key feature of street food culture throughout Asia. We’re also now seeing more interest from regional Chinese operators,” Wilkinson adds.

“Chinatown London has always been a champion for regionality, so it would be amazing for it to showcase that even more.”





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Peter Narizzano

The shop manager tells *Lisa Jenkins* how he got his start in hospitality cooking at a ski chalet and about opening Sam's Larder, the little sister to Sam's Riverside in Hammersmith

Did you study a hospitality related course at school, college or university?

Alongside my A-Levels I did a cookery class as an extra option. I then attended the 12-week certificate course at Ballymaloe Cookery School with Darina and Rachel Allen as my teachers.

I went straight on to the French Alps to cook in a ski chalet. However, my degree at the University of Bristol was in politics – one of my other interests.

Did you do any work experience in the industry at a young age?

Being responsible for looking after 10 guests in a ski chalet at 18 years old was a good challenge.

I also assisted both front and back of house at numerous events throughout my student days, which were fun and gave me invaluable experience.

What was your first job?

An assistant decorator helping paint the corporate hospitality boxes at Adams Park in Wycombe.

What initially attracted you to working in hospitality?

Food and drink have always been a major interest and I grew up in a large family, so there was a huge emphasis on cooking and hosting friends. My parents also loved eating out and travel, which sparked a fascination with restaurants and hotels.

Hospitality is a people-orientated pursuit. It offers the chance to work as part of a team of people from all backgrounds and nationalities, and as a team you come together each day to give customers a positive and memorable experience.

Who was your role model in hospitality?

Darina Allen, for sharing her incredible knowledge and love of



food while I was at Ballymaloe. Jeremy King and Chris Corbin were very kind employers during my time in their restaurants.

It was fascinating working for two such revered figures in the industry and trying to meet the high standards they set. I have also known my current employers, Sam and Fanny, for many years and have learned so much from them.

How did you decide on your career direction? Were there any experiences that encouraged you to take the route you have taken?

It has largely been instinctive rather than strategic. I have followed my interests and taken the advice of those I trust.

Could you talk me through the steps in your career in hospitality?

I grew my catering business over five years to the point where it needed investment to take it to the next level. At that point I took the opportunity to open a neighbourhood café with two business

partners. It was a bold undertaking and I have lots of fond memories of the two years it was open.

Ultimately, a larger operator came along with an offer to take the lease. A little chastened, I decided to get more experience with a highly regarded operator, and jumped at the chance to work at Corbin & King, first at the Wolseley and then at Colbert.

Unfortunately, this was cut short by the pandemic, but it created the opportunity to open Sam's Larder with Sam and Fanny as part of their response to the challenging times and contribute to life down by the river in Hammersmith.

“Hospitality tests so many different faculties, but a great attitude and willingness to learn go a long way”

What are the biggest challenges you've faced working in hospitality?

It is a common gripe, but the long and unpredictable hours can prove challenging, especially with a young family.

Leaving work at 1am suits some but not others. As a morning person rather than a night owl, my new working week is rather more regular, and I am extremely grateful for that.

What advice would you give someone starting out in the industry?

I would encourage them to adopt an upbeat, friendly and flexible attitude to their work. Hospitality tests so many different faculties, but a great attitude and willingness to learn go a long way.

Would you recommend a career in hospitality to your friends and family?

Absolutely, yes. Hospitality can be a hugely rewarding career and there is the opportunity to move in so many directions, as my current role demonstrates. It certainly keeps you on your toes.

Who inspires you in the industry?

Any hospitality business owner who has experienced the unfathomable challenges of the pandemic is an inspiration.

I have witnessed it at first hand with Sam and Fanny adapting so admirably. Sam's Larder is one example of how creative they have been to help their young business weather the storm.

My former boss Jeremy King became an extremely articulate spokesman for the hospitality industry during those tough times. Even under such uncertainty he still took the trouble to write a handwritten letter to wish me well in my new role, which I will always appreciate.

TENDER



Forestry England

Food and beverage business opportunity – Grizedale Forest, Cumbria



Forestry England is seeking an ambitious food and beverage operator for Grizedale Forest, near Hawkshead in South Cumbria. This is a 10-year business opportunity, with mutual break-clause after five years.

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Register to access the bidder information pack at www.find-tender.service.gov.uk/Notice/031100-2021

For further information and to arrange a site visit, email:

David.Lowe@forestryengland.uk

Closing date for tenders: 16 February 2022

TENDER



TENDER OPPORTUNITY JVHome Catering Opportunity, Ashford, Kent

Jasmin Vardimon Company's much anticipated building, JVHome, will open in 2022, a state of the art facility in the Henwood Estate within walking distance of over 20 businesses, several Kent County Council departments, and 26 brand new light industrial units.

JVHome will encompass the creation of the Company's touring productions and rehearsals; studios to accommodate the Company's acclaimed learning programmes and community classes, meeting rooms for hire, plus creative spaces for small businesses. A new café will form part of this new creative hub bringing local communities together.

We are inviting interest to manage our café and hospitality from creative caterers who can provide a quality offer to service our audiences, staff, visitors and students. Caterers will need an innovative approach and experience of operating successful cafés. The contract will be awarded in Spring 2022.

For more information email manager@jasminvardimon.com

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RECRUITMENT



Pâtisserie chef-lecturer

Are you passionate for the industry and keen to support the development of others? If so, a step into culinary education could be for you.

Westminster Kingsway is an award-winning provider of hospitality and culinary arts courses. For over a century it has been at the forefront of culinary arts education in the UK, providing UK restaurants with highly skilled chefs, front-of-house staff and management. The college can count among its alumni Jamie Oliver, Ainsley Harriot, Ben Murphy and Selin Kiazim.

We are looking for strong candidates to join our highly experienced teaching team. You will be responsible for teaching across levels 1, 2 and 3 within the school of Hospitality. Primarily you will engage with apprenticeship and adult learners and be responsible for planning and delivering on a variety of part-time courses for adults moving into apprenticeships as they develop. Other general curriculum responsibilities will include assessment, tracking student achievement and administration for courses.

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