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Investigate the catering and hospitality industry

In this chapter you will learn how to:

1. understand the hospitality and catering industry including:

- the features and operations of different establishments
- the structure, size, importance, influences on, and development of the industry

2. understand the national and international employment opportunities available in the hospitality and catering industry including:

- the main job roles and differences between them within the hospitality and catering industry
- the legal requirements to work within the law
- the functions of professional associations.

The structure of the catering and hospitality industry

The word 'hospitality' encompasses all aspects of the hotel and catering industry. It is a relatively modern word, meaning the friendly and generous treatment of guests and strangers. The word 'catering' refers to offering facilities to people, especially the provision of food.

Wherever there are groups of people there is likely to be some kind of hospitality provision, in other words, somewhere where people can get food, drink and accommodation.

The hospitality industry in Britain employs around 1.7 million people and is growing all the time. It provides excellent opportunities for training, employment and progression.

Hotels, restaurants, bars, pubs and clubs are all part of what is known as the **commercial sector**. Businesses in the commercial sector need to make a profit so that they can survive.

Catering provided in places like hospitals, schools, colleges, prisons and the armed services also provides thousands of meals each day. This sort of catering is part of what is known as the **public sector** (also known as the secondary service sector). Businesses in the public sector do not need to make a profit, but these days many catering services in the public sector are run by profit-making contract caterers (described later in this chapter).

The **service sector** usually refers to the contract catering market, now sometimes referred to as the **'primary service sector'**. This includes hospitality in banks, insurance companies, law firms and large corporate businesses.

Traditionally the public service sector was known as the 'non-profit making sector', as it was run by the public sector, catering for establishments like schools, college refectories, hospitals and prisons. As a large percentage of it is now run by commercial companies like Compass and Sodexo, for a profit, this sector now is referred to as 'cost sector catering' or the **'secondary service sector'**.

The three main types of business

The industry can be divided into three main types of business: SMEs, public limited companies and private companies.

Small to medium-sized business enterprises (SMEs)

These have up to 250 employees. In the UK as a whole, SMEs account for over half of all employment (58.7 per cent). These are usually private companies that may become public limited companies if they become very large.

Public limited companies and private companies

The key difference between public and private companies is that a public company can sell its shares to the public, while private companies cannot. A share is a certificate representing one unit of ownership in a company, so the more shares a person has the more of the company they own.

Before it can start in business or borrow money, a public company must prove to Companies House (the department where all companies in the UK must be registered) that at least £50,000 worth of shares have been issued and that each share has been paid up to at least a quarter of its nominal value (so 25 per cent of £50,000). It will then receive authorisation to start business and borrow money.

Other types of business

The types of business in the catering and hospitality industry can also be divided into sole traders, self-employed, partnership and limited liability companies. These are usually private companies.

Sole trader

A sole trader is the simplest form of setting up and running a business. It is suited to the smallest of businesses. The sole trader owns the business, takes all the risks, is liable for any losses and keeps any profits. The advantage of operating in business as a sole trader are that very little formality is needed. The only official records required are those for HM Revenue and Customs (HMRC), National Insurance and VAT. The accounts are not available to the public.

Self-employed

There is no precise definition of self-employment, although guidance is offered by HMRC.

In order to determine whether an individual is truly self-employed, the whole circumstances of his or her work need to be considered. This may include whether he or she:

- is in control of their own time, the amount of work they take on and the decision making

- has no guarantee of regular work
- receives no pay for periods of holiday or sickness
- is responsible for all the risks of the business
- attends the premises of the person giving him or her the work
- generally uses her or his own equipment and materials
- has the right to send someone else to do the work.

HM Revenue and Customs (HMRC):

The government department responsible for collecting tax.

Personal assets: Possessions or belongings of value that an individual owns and which may not be related to the business (e.g. personal car, house, clothes, personal bank account, stocks and shares).

Partnership

A partnership consists of two or more people working together as the proprietors of a business. Unlike limited liability companies (see below), there are no legal requirements in setting up as a partnership. A partnership can be set up without the partners necessarily being fully aware that they have done so.

The partnership is similar to a sole trader in law, in that the partners own the business, take all the risks, stand any losses and keep any profits. Each partner individually is responsible for all the debts of the partnership. So, if the business fails, each partner's personal assets are fully at risk. It is possible, though not very common, to have partners with limited liability. In this case the partner with limited liability must not play any active part in the management or conduct of the business. In effect, he or she has merely invested a limited sum of money in the partnership.

The advantages of operating a business as a partnership can be very similar to those of the sole trader. Very little formality is needed, although everyone contemplating entering into a partnership should seriously consider taking legal advice and having a partnership agreement drawn up.

The main official records that are required are records for the Inland Revenue, National Insurance and VAT. The accounts are not available to the public. There may be important tax advantages, too, when compared with a limited company. For example, they might be able pay the tax they owe at a later date, or treat deductible expenses more generously.

Limited liability companies

These are companies that are incorporated under the Companies Acts. This means that the liability of their owners (the amount they will have to pay

to cover the business's debts if it fails, or if it is sued) is limited to the value of the shares each shareholder (owner) owns.

Limited liability companies are much more complex than sole traders and partnerships. This is because the owners can limit their liability. As a consequence it is vital that people either investing in them or doing business with them need to know the financial standing of the company. Company documents are open to inspection by the public.

The UK hospitality industry

Hospitality and catering, like all leisure markets, benefits from improving economic conditions. For many people, real disposable income has grown over the last 20 years, and the forecasts are that it will continue to grow. In wealthy markets, the leisure and pleasure sectors outperform the economy in general. It is usually the case that, as people become wealthier, their extra income is not spent on upgrading the essentials but on pleasure and luxury items. However, whenever there is a downturn in the economy, the leisure sectors suffer more than others.

Real disposable income: The amount of money available to spend after taxes have been deducted and any state benefits have been added.

The leisure sector has been described as the biggest, fastest-growing industry in the UK. Within the leisure sector, some areas have slowed down, while others are consolidating and concentrating on core businesses. One of the most useful ways of categorising the leisure sector is to separate it into popular leisure activities, for example: theatre, ten-pin bowling, cue sports, casinos, bingo, golf, health and fitness. The venues of all these leisure activities will offer some form of hospitality and catering, whether this is in the form of bars, snack bars, cafés or vending machines.

Traditionally, catering activity has been divided into either profit or cost sector markets. The profit sector includes such establishments as restaurants, fast-food outlets, cafés, takeaways, pubs, and leisure and travel catering outlets. The cost sector refers to catering outlets for business and industry, education and health care. Recent developments, such as the contracting out of catering services (see page 20) have blurred the division between profit- and cost-orientated establishments.

Despite its complexity, catering represents one of the largest sectors of the UK economy and is fifth in size behind retail food, cars, insurance and clothing. It is also an essential support to tourism, another major part of the economy, and one of the largest employers in the country.

The number of businesses

The leisure sector, including hospitality, travel and tourism, is large and employs about 2 million people. Around 7 per cent of all jobs in the UK are in the sector, that is, the sector accounts for about one in every 14 UK jobs, and it is predicted to grow even more.

There are approximately 142,000 hospitality, leisure, travel and tourism businesses in the UK that operate from 192,100 outlets. The restaurant industry is the largest within the sector (both in terms of the number of outlets and size of the



Golf courses usually have bars, serve food and offer a range of other hospitality services

workforce), followed by pubs, bars and nightclubs and the hotel industry.

The UK leisure industry (tourism and hospitality) is estimated by the Government to have been worth £85 billion in 2009. Including all business expenditure, the total market is worth much

Table 1.1 Number of businesses (enterprises) by industry

Industry	Number of businesses	%
Restaurants	63,600	45
Pubs, bars and nightclubs	49,150	35
Hotels	10,050	7
Travel and tourist services	6,750	5
Food and service management (contract catering)	6,350	4
Holiday centres and self-catering accommodation	3,650	3
Gambling	1,850	1
Visitor attractions	450	*
Youth and backpacker hostels	150	*
Hospitality, leisure, travel and tourism total	142,050	100

* Negligible

more than this. Expenditure on accommodation is difficult to pin down, but it is estimated that it contributes £10.3 billion (excluding categories such as camp sites and youth hostels) to the total leisure market.

Size

2.44 million people employed
 £90 billion annual turnover, worth £46 billion to the UK economy
 £7.5 billion on accommodation

The hospitality industry consists of all those business operations that provide for their customers any combination of the three core services of food, drink and accommodation. While there is a clear overlap with tourism, there are a number of sectors within the hospitality industry that can be regarded as separate from tourism, for example, industrial catering and those aspects of hospitality that attract only the local community.

Restaurants in the UK have approximately 40 per cent of the commercial hospitality market, and small establishments employing fewer than ten staff make up the majority of the industry. The south-east of England has the highest concentration of catering and hospitality outlets.

The hotel sector

The hotel sector is predominantly independently owned. The properties come in all shapes, sizes and locations. More than three-quarters of them have fewer than 20 rooms and are invariably family run.

The hotel sector, despite its disparate nature, can be divided into distinct categories, such as luxury, business, resort, town house and budget properties. Each category has its own characteristics. Business hotels, as the name suggests, are geared to the corporate traveller; the emphasis therefore tends to be on functionality. These hotels will usually have a dedicated business centre, up-to-date communication technology in the rooms, and ample conference and meeting facilities. Business hotels are more likely to be chain operated, often with a

strong brand element. Town houses, meanwhile, are notable for their individuality, intimacy and emphasis on service. These hotels are invariably small and, as the name suggests, located in converted town houses with a domestic feel that is emphasised by their decor. The fastest-growing sector is budget hotels (e.g. Travel Lodge, Travel Inn).

Formal dining and buffet set-ups, traditional fare and theme restaurants, room service and public bars ... clearly the provision of food and beverage (F&B) varies greatly between establishments. Again, some general differences can be discerned between the various hotel categories. Upmarket hotels are likely to provide a full range of F&B services, usually with at least one *à la carte* restaurant, 24-hour room service and a well-stocked bar. Some smaller and budget establishments may have a very limited food provision or none at all.

Recently many hotels have been re-examining the place of F&B in their operations. While many town houses open with no restaurant at all, other hotels believe that F&B provision is an essential guest service. This has led them to consider alternative methods of running a restaurant, such as contracting out to a third party or introducing a franchise operation.

The economics of running a restaurant in a hotel show why hotels have been reluctant to take this on. While F&B receipts traditionally provide about 20–30 per cent of a hotel's total revenue, over three-quarters of this will be absorbed by departmental expenses, including payroll costs of approximately a third. A hotel's room department typically provides 50–60 per cent of revenue, but departmental costs account for only 25–30 per cent of this.

An international industry

Businesses today find themselves competing in a world economy for survival, growth and profitability. Managers working in the industry have to learn to adjust to change in line with market demands for quality and value for money, and increased organisational attention must be devoted to profitability and professionalism.

The globalisation of the hospitality and tourism industries has advanced under the pressures of increased technology, communication, transportation, deregulation, elimination of political barriers, socio-cultural changes and global economic development, together with growing competition in a global economy. An international hospitality company must perform successfully in the *world's* business environment.

Disparate: Made up of elements which are so different that they cannot be compared.

Deregulation: The removal of regulations or government controls, allowing businesses to operate with more freedom.

Travel, tourism and hospitality together make up the world's largest industry. According to the World Travel and Tourism Council (WTTC), the annual gross output of the industry is greater than the gross national product (GNP) of all countries except the United States and Japan. Worldwide, the industry employs over 112 million people. In many countries, especially in emerging tourist destinations, the hospitality and tourism industry plays a very important role in the national economy, being the major foreign currency earner.

Travel
Tourism
Hospitality
The world's largest industry.

As the world economy continues to become more interdependent, this will give rise to increasing amounts of business travel. With this in mind, it is clear that the global economic environment plays a significant role in the internationalisation opportunities available to hospitality and tourism companies, and that global economic policies and developments play a critical role in the hospitality and tourism industry.

Key influences affecting the hospitality industry

Social trends/lifestyle

Amount of disposable income people have to spend

Inflation

Available credit

Cultural factors – people using hospitality to celebrate occasions: birthdays, weddings, etc.

Regulation – taxation, VAT, tourism

Media – television, advertising, magazines, celebrity chefs

Product and service

The hospitality product consists of elements of food, drink and accommodation, together with the service, atmosphere and image that surround and contribute to the product

The hospitality industry contains many of the characteristics of service industries with the added complications of the production process. It is the production process that is the complicated element as it focuses on production and delivery, often within a set period of time.



ACTIVITY

What do you think of as good service? Give an example where you have experienced good service.

The need to provide the appropriate environment within which hospitality can be delivered, means that most hospitality businesses need to invest a substantial amount in plant and premises. This creates a high fixed cost/low variable cost structure. Fixed costs are those that remain the same or similar regardless of how much business is being carried out, such as rent and salaries. Variable costs, on the other hand, are those that change depending on the volume of business, such as food costs. The variable costs in servicing a room are minimal, although the hotel itself – particularly in the luxury hotel market – has a high fixed cost. In general, the financial break-even point for hospitality businesses is fairly high. The break-even point is the point when the total expenditure (the amount the business is spending

to operate) matches the income from the sales. Exceeding this level will result in profits, but when income is below the break-even point, the low volumes will result in losses.

Forecasting

Hospitality services suffer from fluctuations in demand: demand fluctuates over time and by type of customer. Therefore, because of the mixture of patterns and variables that can affect demand, forecasting business is often difficult, making planning, resourcing and scheduling difficult. Hospitality cannot be delivered without customers. Achieving a satisfactory balance between demand patterns, resource scheduling and operational capacity is a difficult task for managers in hospitality.

Scheduling of resources is also difficult. If too many staff are on duty to cover the forecast demand, then profitability suffers – too many people are being paid for too little work. Insufficient staffing creates problems with servicing and staff morale – there is too much work to do and too few people to do it. Forecasting is therefore a crucial function, which contributes to the successful operation of the hospitality business.

Interacting with the customer

The ability to deliver a consistent product to every customer is also an important consideration. Staff must be trained in teams to deliver a consistent standard of product and service. This means being

Definitions

Fluctuations in demand – when demand for a product or service varies from time to time. This could be day to day, month to month or at certain times of the year. For example, January is not usually a good time of the year for hotels and restaurants as many people do not have the money to spend straight after Christmas, so business may go down.

Variables – other changes that may affect business, e.g. changes in people's income, higher taxation so people have less money to spend, or changes in the weather which can affect whether people decide to go out or stay at home. Also, supermarkets producing restaurant-style food at a reasonable price may mean that more people eat at home rather than go out

Resourcing – providing the food, labour and equipment to do the job.

Demand patterns – patterns of customer behaviour, e.g. when the weather is bad people tend to stay at home; at the weekend more people go out to eat; at certain times of the year restaurants get very busy, for example during the Christmas period. National and international events also make a difference, such as the Olympics or royal events.

Resource scheduling – planning and making sure that all the resources are in place when they are needed, such as the food, staff and equipment.

Operational capacity – how much work (number of customers/orders/functions) the operation is able to cope with to deliver a product at the required standard to satisfy the customer.

able to cater not just for individual customers, but also to the needs of many different groups of customers, all with slightly different requirements. The success of any customer experience will be determined at the interaction point between the customer and the service provider.

The service staff have an additional part to play in serving the customer: they are important in

the future selling process, in other words, if they provide the customer with a good experience the customer is more likely to return in the future. Staff should, therefore, be trained to use the opportunity to generate additional revenue.

There are four main characteristics of the hospitality industry that make it a unique operation.

1. Hospitality cannot be delivered without customers. The customer is directly involved in many aspects of the delivery of the hospitality service, and is the judge of the quality of the hospitality provided.
2. Achieving a satisfactory balance between demand patterns, resource scheduling and operations is a particularly difficult task in the hospitality industry.
3. All hospitality operations require a combination of manufacturing expertise and service skill, in many cases 24 hours a day. To deliver a consistent product to each individual customer requires teams of people well trained to deliver to a set standard every time.
4. No matter how well planned the operation, how good the design and the environment, if the interaction between customer and service provider is not right this will have a detrimental effect on the customer experience of the total product. It will be a missed opportunity to sell future products. Good interaction between customers and service providers can also increase present sales – for example, waiting staff can 'up sell' by suggesting, in a positive way, additions to the meal, perhaps items the customer may not even have considered but which they are delighted to have recommended.

Standard Operational Procedures (SOP)

are put in place by an establishment to ensure standards remain consistent. Examples include the way guests are greeted or the way tables are laid.



Types of establishment

Hotels

Hotels provide accommodation in private bedrooms. Many offer other services such as restaurants, bars and room service, reception, porters and housekeepers. What a hotel offers will depend on the type of hotel it is and its star rating.

Hotels are rated from five-star down to one-star. A luxury hotel will have five stars while a more basic hotel will have one star. There are many international hotel chains, such as the Radisson group, Mandarin Oriental, Intercontinental and Dorchester Collection in the five-star hotel market. There are also budget hotels, guesthouses and bed and breakfast accommodation (see below).

In the UK there are more hotel bedrooms in the mid-market three-star hotels than in any other category. Most hotels in this market are independent and privately owned, in other words they are not part of a chain of hotels.

Some hotels have speciality restaurants, run by a high-profile or 'celebrity' chef, for example, or specialising in steaks, sushi or seafood.

To attract as many guests as possible, many hotels now offer even more services. These may include

office and IT services (e.g. internet access, fax machines, a quiet area to work in), gym and sports facilities, swimming pool, spa, therapy treatments, hair and beauty treatments and so on.

ACTIVITY

Give an example of a five-star and a four-star hotel that you have heard of. What additional services do they offer?

Country house hotels

Country house hotels are mostly in attractive old buildings, such as stately homes or manor houses, in tourist and rural areas. They normally have a reputation for good food and wine and a high standard of service. They may also offer the additional services mentioned above.

ACTIVITY

Give an example of a country house hotel. Where is it located?

Outsourcing: a growing trend

The contracting-out of food and beverage services to third parties will continue to be a major trend in the hotel catering sector over the next few years, although this will probably be much stronger in London than in the provinces. As many hotels continue to remain slow in response to evolving consumer demand for food and beverages, and intense competition from the high street, the attraction of outsourcing food and beverage services will become increasingly appealing.

Outsourcing is not always a straightforward option for hotels, however. To attract walk-in dining customers, a hotel ideally needs to be located where there is easy access to the restaurant, and the location of the hotel itself (city centre, countryside, etc.) needs to fit with the clientele that are being targeted – that is, the product must be attractive to the passing trade. Despite these constraints, the number of outsourced restaurants is expected to increase considerably, for example, Gordon Ramsey at Claridges and Gary Rhodes at the Cumberland in London.

In-house dining development

With increased consumer interest in food and eating out, hotels are becoming more focused on developing attractive food and beverage facilities in-house. The success of in-house dining development will depend on the willingness of hotels to deliver a product that will be attractive to the outside market, and to maintain this product so that it evolves with changing consumer tastes and trends. According to human resource specialists within the hotel sector, key factors holding back further development are that food and beverage managers in hotels tend to be hoteliers rather than restaurateurs; further difficulties are caused by the shortage of experienced culinary and service staff.

Consortium

A consortium is a group of independent hotels that make an agreement to buy products and services together. For example, they might all pay a specialist company to do their marketing (advertising and so on). This might mean, for example, that the members of the consortium

could then use international reservation systems and compete against the larger hotel chains.

Budget hotels

Budget hotels like motels and Travel Lodges are built near motorways, railway stations and airports. They are aimed at business people and tourists who need somewhere inexpensive to stay overnight. The rooms are reasonably priced and have tea and coffee making facilities. No other food or drink is included in the price. Staff members are kept to a minimum and there is often no restaurant. However, there may be shops, cafés, restaurants or pubs close by, which are often run by the same company as the motel. The growth and success of the budget hotel sector has been one of the biggest changes in the hospitality industry in recent years.



ACTIVITY

Why are budget hotels often built near motorways, railway stations and airports?

Guesthouses and bed and breakfasts

There are guesthouses and bed and breakfast establishments all over the UK. They are small, privately owned businesses. The owners usually live on the premises and let bedrooms to paying customers. Many have guests who return regularly, especially if they are in a popular tourist area. Some guesthouses offer lunch and an evening meal as well as breakfast.

Clubs and casinos

People pay to become members of private clubs. Private clubs are usually run by managers (sometimes known as club secretaries) who are appointed by club members. What most members want from a club in Britain, particularly in the fashionable areas of London, is good food and drink and informal service often in the old English style.

Most nightclubs and casinos are open to the public rather than to members only. As well as selling drinks to their customers, many now also provide food services, such as restaurants.

Restaurants

The restaurant sector has become the largest in the UK hospitality industry. It includes exclusive restaurants and fine-dining establishments, as well as a wide variety of mainstream restaurants, fast-food outlets, coffee shops and cafés.

Many restaurants specialise in regional or ethnic food styles, such as Asian and Oriental, Mexican and Caribbean, as well as a wide range of European-style restaurants. New restaurants and cooking styles are appearing and becoming more popular all the time.

Speciality restaurants

Moderately priced speciality restaurants continue to increase in popularity. In order for them to succeed, it is essential that they understand what customers want and plan a menu that will attract enough customers to make a good profit. A successful caterer is one who gives customers what they want; they will be aware of changing trends and adapt to them. The most successful catering establishments are those that maintain the required level of sales over long periods and throughout the year.

Fast food

Many customers now want the option of popular foods at a reasonable price, with little or no waiting time. Fast-food establishments offer a limited menu that can be consumed on the premises or taken away. Menu items are quick to cook and have often been partly or fully prepared beforehand at a central production point.



Drive-ins (or drive-throughs)

The concept of drive-ins came from America, and there are now many of them across the UK. The most well known are the 'drive-thrus' at McDonald's fast-food restaurants. Customers stay in their vehicles and drive up to a microphone where they place their order. As the car moves forward in a queue, the order is prepared and is ready for them to pick up at the service window when they get there.

Delicatessens and salad bars

These offer a wide selection of salads and sandwich fillings to go in a variety of bread and rolls at a 'made-to-order' sandwich counter. The choice of breads might include panini, focaccia, pitta, baguette and tortilla wraps. Fresh salads, homemade soups, chilled foods and a hot 'chef's dish of the day' may also be available, along with ever-popular baked jacket potatoes with a good variety of fillings.

With such a wide variety of choices these establishments can stay busy all day long, often serving breakfast as well.

Chain catering organisations

There are many branded restaurant chains, coffee shops, and shops with in-store restaurants. Many of these chains are spread widely throughout the UK and, in some cases, overseas. These are usually well-known companies that advertise widely. They often serve morning coffee, lunches and teas, or may be in the style of snack bars and cafeterias.

Coffee shops

The branded coffee shop has been a particularly fast-growing area, providing a wide variety of good quality coffee and other drinks, along with a limited selection of food items. They provide for both a fast 'takeaway' or a more leisurely café style consumption.

Licensed-house (pub) catering

Almost all of the tens of thousands of licensed public houses (pubs) in the UK offer food of some sort or another. The type of food they serve is ideal for many people. It is usually quite simple, inexpensive and quickly served in a comfortable atmosphere. In recent years there have been a number of pub closures due to the availability of alcohol in supermarkets, and the smoking ban, which has had a major effect on business. For this reason, many pubs have moved into selling food, revisiting their product offer (what they have to offer the customer) and the total pub experience for their customers in order to stay in business, for example adding restaurants, offering more bar food and putting on live entertainment.

There is a great variety of food available in pubs, from those that serve simple sandwiches and rolls to those that have exclusive *à la carte* restaurants. Pub catering can be divided into five categories:

1. luxury-type restaurants
2. gastro pubs that have well-qualified chefs who develop the menu according to their own specialities, making good use of local produce
3. speciality restaurants like steak bars, fish restaurants, carveries and theme restaurants
4. bar-food pubs where dishes are served from the bar counter and the food is eaten in the normal drinking areas rather than in a separate restaurant
5. bar-food pubs that just serve simple items such as rolls and sandwiches.

(Note: data in this section comes from the BHA and Hospitality.net.)

ACTIVITY

Choose a local restaurant which you are familiar with. List the types of food it has on offer and what special features the restaurant has.



Food provision in the leisure industry

Timeshare villas and apartments

A timeshare owner buys a particular amount of time (usually a few weeks) per year in a particular self-catering apartment, room or suite in a hotel

or a leisure club. The arrangement may be for a period of years or indefinite. There will usually be a number of restaurants, bars and other leisure facilities within the same complex for timeshare owners to use.



Health clubs and spas

These may be establishments in their own right, or provided within other luxury establishments or hotels, and offer a variety of treatments and therapies. The number of these has increased rapidly over recent years and they have become very popular. They usually offer healthy food, therapies and activities that fit in with people's modern-day lifestyles and their interest in health, fitness and well-being.

Museums

In order to diversify and to extend their everyday activities, some museums now provide hospitality services. For example, many museums have one or more cafés and restaurants for visitors. Some run events such as lunch lectures, family events and children's discovery days where food is provided as part of the event. Museums can even be used as an interesting venue for private events and banqueting during the hours they are closed to the general public. Sometimes outside caterers are employed for the occasion, but many museums employ their own catering team to provide a wide range of food.

Theme parks

Theme parks are now extremely popular venues

for a family day out or even a full holiday. The larger theme parks include several different eating options ranging from fast food to fine dining. Some include branded restaurants (such as McDonald's and Burger King), which the visitor will already know. Theme parks are also used for corporate hospitality, in other words, they are used by companies for conferences or other events. Several have conference and banqueting suites for this purpose, and larger theme parks may even have their own hotels.

Holiday centres

Holiday centres around the UK provide leisure and hospitality facilities all together in the same place, on a single site. They cater for families, single people and groups of people. Many holiday centres have invested large amounts of money to improve the quality of the holiday experience. Centre Parcs, for example, have developed sub-tropical pools and other sporting and leisure activities that can be used even if the weather is bad. The holiday centres (sometimes called complexes) include a range of different restaurants and food courts, bars and coffee shops. These are examples of year-round holiday centres that encourage people to take holidays and weekend breaks from home.

Historical buildings

Numerous historical buildings and places of interest have food outlets such as cafés and restaurants. Many in the UK specialise in light lunches and afternoon tea for the general public. Some are also used as venues to host large private or corporate events.

Visitor attractions

Places like Hampton Court, Kew Gardens and Poole Pottery can be categorised as visitor attractions. They will usually have refreshments outlets serving a variety of food and drinks. Some, like Kew Gardens, are also used to stage large theatrical events or concerts in the summer.

Event management

Event management is when a person or company plans and organises events, such as parties, dinners and conferences, for other people or companies. This will include such tasks as hiring the venue, organising the staff, the food and drink, music, entertainment and any other requests the host may have.

Farms

The tourism industry in the countryside is very important in the UK. Farmers understand this and have formed a national organisation called the Farm Holiday Bureau. The farms in the organisation usually offer bed and breakfast and holiday cottages. Most members of the organisation have invested money to improve their bedrooms to meet the standards required by the National Tourist Board. The Tourist Board inspects every member property to ensure that it is good value and that the accommodation is good quality. The accommodation is usually on or near a working farm.

Youth hostels

The Youth Hostels Association runs hostels in various locations in England and Wales. These establishments cater for single people, families and groups travelling on a limited budget. They mainly provide dormitory accommodation, but some also have a few private rooms. In some locations they include a number of sports and leisure facilities. Basic, wholesome meals are provided at a low cost in some hostels, and they all have a kitchen that can be used by visitors to store and prepare their own food.



Travel

Catering at sea

There is a variety of types of sea-going vessels on which catering is required for both passengers and crew. Catering for passengers on ferries and cruise liners is becoming increasingly important in today's competitive markets.

Sea ferries

There are several ferry ports in the UK. Ferries leave from these every day, making a variety of sea crossings to Ireland and mainland Europe. As well as carrying passengers, many ferries also carry the passengers' cars and freight lorries. In addition to competing against each other, ferry companies also compete against airlines and, in the case of English Channel crossings, Eurostar and Le Shuttle. In order to win customers they have invested in (spent money on) improving their passenger services, with most ferries having several shops, bars, cafés and lounges on board. Some also have very good restaurant and leisure facilities, fast food restaurants and branded food outlets. These are often run by contract caterers (sometimes known as 'contract food service providers' – see page 20) on behalf of the ferry operator. More recently, well-known chefs have become involved in providing top-quality restaurants on popular ferry routes.

Cruise liners

Cruise ships are floating luxury hotels, and more and more people are becoming interested in cruising as a lifestyle. The food provision on a large cruise liner is of a similar standard to the food provided in a five-star hotel and can be described as excellent quality, banquet-style cuisine. Many shipping companies are known for the excellence of their cuisine.

As cruising becomes more popular, cruise companies are getting more and bigger cruise liners. This means that there are excellent hospitality career opportunities. Many companies provide good training and promotion prospects, and the opportunity to travel all over the world. The caterers produce food and serve customers to a very high standard in extremely hygienic conditions. All of these things mean that working on cruise liners can be an interesting and rewarding career. As an example of working conditions, staff may work for three months and then have, say, two months off. On-board hours of work can be long, perhaps 10 hours a day for 7 days a week, but this appeals to many people who want to produce good food in excellent conditions.

On cruises where the quality of the food is of paramount importance, other factors such as the



dining room’s ambience of refinement and elegance are also of great significance. Ship designers generally want to avoid Las Vegas-type glittery dining rooms, but also those that are too austere. Ships must also be designed with easy access to the galley (ship’s kitchen) so waiters are able to get food quickly and with as little traffic as possible.

Austere: Stern or severe; without comforts or luxuries.

A distinction can be made between dining and eating on cruises, as shown in table 1.2.

Table 1.2 The differences between dining and eating on cruises

Dining	Eating
Dining room	Buffet style
Set times	Any time
Assigned tables	Choice of seating
Elegance	Cafeteria-like ambience
Elaborate table settings	Informal tables
Carefully planned menus	Choice from selection
Waiters	Self-serve
Sociability	Separation – informal

This set of polarities doesn’t apply as much to the new giant ships that have many different dining rooms. On such ships passengers can eat in the dining room of their choice, more or less whenever they want, at tables of various sizes. This gives passengers maximum freedom.

Dining is one of the most important – and selling – points for cruise lines. People who take cruises want to dine well and generally they do, though cooking dinner for 800 people per sitting and giving people what they want takes skill and good management.

Other vessels

As well as luxury liners, catering at sea includes smaller cargo and passenger ships, and the giant cargo tankers. The food provision for crew and passengers on these ships will vary from good restaurants and cafeterias to more industrial-style

catering on the tankers. On all types of ship, extra precautions have to be taken in the kitchen in rough weather.

 **ACTIVITY**

Name two companies that operate cruises.

Air travel

With increased air travel, the opportunities and need for food services catering to the industry have also increased. The food provision varies greatly both from airport to airport and airline to airline.

Airline services

Airline catering is a specialist service. The catering companies are usually located at or near airports in this country and around the world. The meals provided vary from snacks and basic meals to luxury meals for first-class passengers. Menus are chosen carefully to make sure that the food can safely be chilled and then reheated on board the aircraft.

The price of some airline tickets includes a meal served at your seat. The budget airlines usually have an at-seat trolley service from which passengers can buy snacks and drinks.

At the airport

Airports offer a range of hospitality services catering for millions of people every year. They operate 24 hours a day, 365 days a year. Services include a wide variety of shops along with bars, themed restaurants, speciality restaurants, coffee bars and food courts.

All of these outlets need to have the ability to respond rapidly to fluctuations in demand caused by delayed and cancelled flights and high-volume periods such as bank holidays.

Roadside services

Roadside motoring services (often referred to as ‘service stations’) provide a variety of services for motorists. These include fuel, car washing and maintenance facilities and a variety of shops. Many are becoming more sophisticated, with

baby changing, infant and pet feeding facilities, bathrooms and showers, a variety of branded food and drinks outlets (such as Burger King, Costa Coffee and M&S Simply Food) and often accommodation. The catering usually consists of food courts offering travellers a wide range of meals 24-hour, 7 days a week. MOTO is an example of a company that provides these sorts of services nationwide.

Rail travel

Snacks can be bought in the buffet car on a train, and some train operators also offer a trolley service so passengers can buy snacks without leaving their seats. Main meals are often served in a restaurant car. However, there is not much space in a restaurant car kitchen, and with a lot of movement of the train, it can be quite difficult to provide anything other than simple meals.

Two train services run by separate companies run through the Channel Tunnel. One is Euro Tunnel's Le Shuttle train, which transports drivers and their vehicles between Folkestone and Calais in 35 minutes. Passengers have to buy any food and drink for their journey before they board the train.

The other company, Eurostar, operates between London St Pancras and Paris or Brussels. This carries passengers only. Eurostar is in direct competition with the airlines, so it provides catering to airline standards for first and premier class passengers. Meals are served by uniformed stewards and stewardesses in a similar service to an airline's club class. This food is included in the ticket price. Economy travellers usually buy their food separately from buffet cars or trolley services.

This is another area where catering is often provided by contract food service providers.

Public sector catering (secondary service sector)

Public sector organisations that need catering services include hospitals, universities, colleges, schools, prisons, the armed forces, police and ambulance services, local authorities and many more.

The aim of catering in hotels, restaurants and other areas of the leisure and travel industry (known as the private sector) is to make a profit. The aim of public sector catering is to keep costs down by working efficiently. However, these days the business of catering for public sector organisations is tendered for. This means that different companies will compete to win a contract to provide the catering for these organisations. Many public sector catering tenders have been won by contract caterers (contract food service providers), which have introduced new ideas and more commercialism (promoting business for profit) into the public sector. Because much of the public sector is now operated by profit-making contractors, it is sometimes referred to as the secondary service sector.

For a variety of reasons, the types of menu in the public sector may be different from those in the private sector. For example, school children,

hospital patients and soldiers have particular nutritional needs (they may need more energy from their food, or more of certain vitamins and minerals), so their menus should match their needs. Menus may also reflect the need to keep costs down. However, the standards of cooking in the public sector should be just as good as they are in the private sector.



ACTIVITY

Find out the name of three major contract catering companies.

Prisons

Catering in prisons may be carried out by contract caterers or by the Prison Service itself. The food is usually prepared by prison officers and inmates. The kitchens are also used to train inmates in food production. They can gain a recognised qualification to encourage them to find work when they are released.

Prisons used to have something called Crown Immunity, which meant that they could not be

prosecuted (taken to court) for poor hygiene and negligence in the kitchen. However, they no longer have this and they must operate to the same standards as other kitchens in the public sector.

In addition to catering facilities for the inmates, there are also staff catering facilities for all the personnel (staff) who work in a prison, such as administrative staff and prison officers.

The armed forces

Catering in the armed forces includes providing meals for staff in barracks, in the field and on ships. Catering for the armed forces is specialised, especially when they are in the field, and they have their own well-established cookery training programmes.

However, like every other part of the public sector, the forces need to keep costs down and increase efficiency. Consequently, they also have competitive tendering for their catering services. The Ministry of Defence contracts food service providers to cater for many of their service operations.



The National Health Service

The scale of catering services in the NHS is enormous. Over 300 million meals are served each year in approximately 1,200 hospitals. NHS Trusts must ensure that they get the best value for money within their catering budget.

Hospital caterers need to provide well-cooked, nutritious, appetising meals for hospital patients and must maintain strict hygiene standards.

As well as providing nutritious meals for patients in hospital (many of whom need special diets), provision must also be made for out-patients (people who come into hospital for treatment and leave again the same day), visitors and staff. This service may be provided by the hospital catering team, but is sometimes allocated to commercial food outlets, or there may be a combination of in-house hospital catering and commercial catering.

The education sector school meals service

School meals play an important part in the lives of many children, often providing them with the only hot meal of the day. In 1944 the Education Act stated that all schools should provide a meal to any children who wanted one. The meal had to meet strict nutritional and price guidelines. The school meals service continued to work in this way until the 1980 Education Act. This stated that schools no longer had to provide school meals for everyone, and also removed the minimum nutritional standards and the fixed charge.

In April 2001, for the first time in over 20 years, minimum nutritional standards were re-introduced by the government. These are designed to bring all schools up to a measurable standard set down in law. Since this date, Local Education Authorities have been responsible for seeing that the minimum nutritional standards for school lunches are met. Schools also have to provide a paid-for meal, where parents request one, except where children are under five years old and only go to school part-time. This does not affect the LEA's or the school's duty to provide a free meal to those children who qualify for one.

In 2006 the government announced new standards for school food. These were phased in by September 2009. Together they cover all food sold or served in schools: breakfast, lunch and after-school meals; tuck shops, vending machines, mid-morning break snacks and anything sold or served at after-school clubs.

The standards are based on both foods and nutrients.



Residential establishments

Residential establishments include schools, colleges, university halls of residence, nursing homes, homes for the elderly, children's homes and hostels, where all the meals are provided. It is very important to consider the nutritional balance of food served in these establishments. It should satisfy all the residents' nutritional needs,

as the people eating these meals will probably have no other food provision. Many of these establishments cater for children, who may lead energetic lives and will probably be growing fast so have large appetites, so the food should be well prepared from good ingredients and should be nutritious, varied and attractive. These often need to be provided within stringent financial controls.

Catering for business and industry

The provision of staff dining rooms and restaurants in industrial and business settings has provided employment for many catering workers outside traditional hotel and restaurant catering. Working conditions in these settings are often very good. Apart from the main task of providing meals, these services may also include retail shops, franchise outlets (see page 21) and vending machines. It will also include catering for meetings and conferences as well as for larger special functions.

In some cases a 24-hour, 7-days-a-week service is necessary, but usually the hours are more streamlined than in other areas of the hospitality

industry. Food and drink is provided for all employees, often in high-quality restaurants and dining rooms. The catering departments in these organisations are keen to keep and develop their staff, so there is good potential for training and career development in this sector.

Many industries have realised that satisfied employees work more efficiently and produce better work, so have spent a great deal of money on providing first-class kitchens and dining-rooms. In some cases companies will subsidise (pay part of) the cost of the meals so that employees can buy the food at a price lower than it costs.



The contract food service sector

The contract food service sector, which has already been mentioned in relation to other sectors of the hospitality industry, consists of companies that provide catering services for other organisations. This sector has developed significantly over recent years.

Contract food service management provides food for a wide variety of people, such as those at work in business and industry, those in schools, colleges and universities, private and public healthcare establishments, public and local authorities, and other non-profit making outlets such as the armed forces, police or ambulance services.

It also includes more commercial areas, such as corporate hospitality events and the executive dining rooms of many corporations, special events, sporting fixtures and places of entertainment, and outlets such as leisure centres, galleries,

museums, department stores and specific retail stores, supermarket restaurants and cafés, airports and railway stations. Some contractors also provide other support services such as housekeeping and maintenance, reception, security, laundry, bars and retail shops.

Outside catering

When events are held at venues where there is no catering available, or where the level of catering required is more than the normal caterers can manage, then a catering company may take over the management of the event. This type of function will include garden parties, agricultural and horticultural shows, the opening of new buildings, banquets, parties in private houses, military pageants and tattoos, sporting fixtures such as horse racing, motor racing, football or rugby, and so on.

There is a wide variety in this sort of outside catering work, but the standards can be very high and people employed in this area need to be adaptable and creative. Sometimes specialist equipment will be required, especially for outdoor jobs, and employees need to be flexible as the work often involves travel to remote locations and outdoor venues.

Corporate hospitality

Corporate hospitality is hospitality provided by businesses, usually for its clients or potential clients. The purpose of corporate hospitality is to build business relationships and to raise awareness of the company. Corporate entertaining is also used as a way to thank or reward loyal customers.

Companies these days understand the importance of marketing through building relationships with clients and through the company's reputation. They are willing to spend large amounts of money to do this well.

Reasons for spending money on corporate hospitality include:

1. to build relationships with potential customers
2. to reward customers/thank them for loyalty
3. as a marketing tool/to raise company or product profile
4. to increase business/sales
5. to achieve closer informal contact in a relaxed environment
6. to raise and keep up the company's profile/public relations
7. to encourage repeat business/to retain clients or customers
8. to keep the customers happy/to entertain them or act as a 'sweetener'
9. to talk about business/to network
10. to achieve better communication interaction/improved understanding
11. to meet the expectations of customers or the industry
12. to reward/boost staff or team morale
13. for the social benefits/opportunity to relax.

Franchising

A franchise is an agreement where a person or group of people pay a fee and some set-up costs to use an established name or brand which is well known and is therefore likely to attract more customers than an unknown or start-up brand.

An example of this is where the contract caterer, Compass Group, buys a franchise in the Burger King brand from Burger King's owner. It pays a fee and a proportion of the turnover (the amount of money it makes). The franchisor (the branded company franchise provider) will normally lay down strict guidelines or 'brand standards' that the

franchise user has to meet. In this example these will affect things like which ingredients and raw materials are used and where they come from, as well as portion sizes and the general product packaging and service. The franchisor will check on the brand standards regularly to ensure that the brand reputation is not being put at risk. The franchisor will normally also provide advertising and marketing support, accounting services, help with staff training and development and designs for merchandising and display materials.

Employment in the hospitality industry

Staffing and organisation structure

Hospitality companies need to have a structure for their staff in order for the business to run efficiently and effectively. Different members of staff have different jobs and roles to perform as part of the team so that the business is successful.

In smaller organisations, some employees have to become multi-skilled so that they can carry out a variety of duties. Some managers may have to take on a supervisory role at certain times.

A hospitality team will consist of operational staff, supervisory staff, management staff and, in large organisations, senior management. These roles are explained below.

Operational staff

These are usually practical, hands-on staff. These will include the chefs de partie, (section chefs), commis chefs, waiters, apprentices, reception staff and accommodation staff.

Supervisory staff

Generally the supervisors work with the operational staff, supervising the work they do. In some establishments, the supervisors will be the managers for some of the operational staff.

A sous chef will have supervisory responsibilities, and a chef de partie will have both operational and supervisory responsibilities.

Management staff

- Managers have the responsibility of making sure that the operation runs smoothly and within the budget.
- They are accountable to the owners to make sure that the products and services on offer are what the customer expects and wants and provide value for money.
- Managers may also be responsible for planning future business.

- They will be required to make sure that all the health and safety policies are in place and that health and safety legislation is followed.
- In smaller establishments they may also act as the human resources manager employing new staff and dealing with staffing issues.

A hotel will normally have a manager, assistant managers, accommodation manager, restaurant manager and reception manager. So in each section of the hotel there could be a manager with departmental responsibilities. A head chef is a manager, managing kitchen operations, planning purchasing and managing the employees in his/her area.

The main job roles for operational staff, such as Chef de cuisine, Sous chef, Chef de partie Commis and Apprentice can be found in Chapter 5.

Employment rights and responsibilities

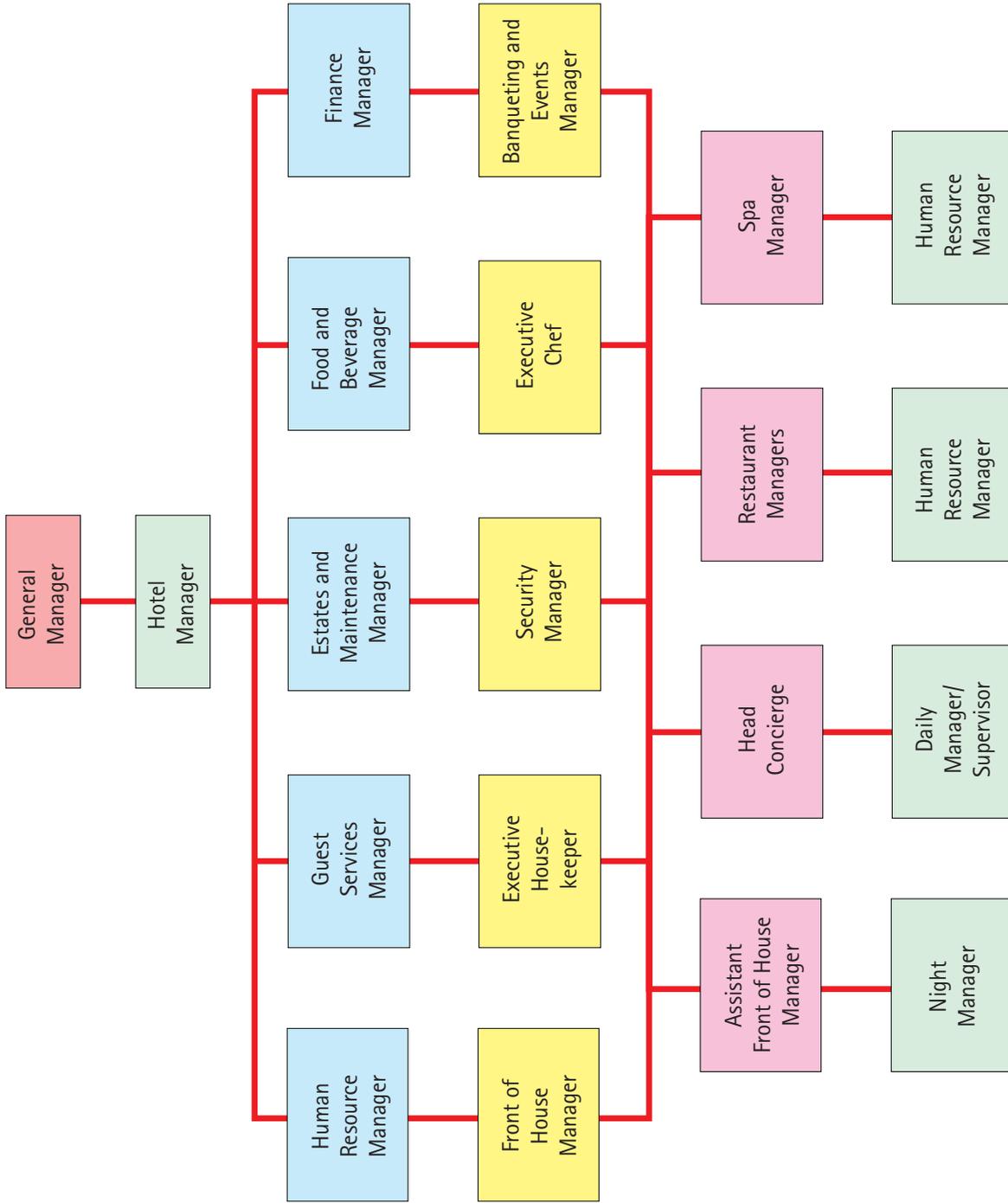
For those employed in the hospitality industry it is important to understand that there is a considerable amount of legislation that regulates both the industry itself and employment in the industry. Employers who contravene (break) the law or attempt to undermine the statutory (legal) rights of their workers – for example, paying less than the national minimum wage or denying them their right to paid annual holidays – are not only liable to prosecution and fines but could be ordered by tribunals and courts to pay substantial amounts of compensation.

People have rights in employment.

Employers must provide the employee with:

- a detailed job description
- a contract of employment with details of the job itself, working hours, the annual holiday the employee will have and the notice period.

An essential feature of a contract of employment is the 'mutuality of obligation'. This means that the



Management structure of a four-star bedroom spa hotel

employer will provide the employee with work on specified days of the week for specified hours and, if employed under a limited-term contract, for an agreed number of weeks or months. In return, the employee agrees to carry out the work for an agreed wage or salary.

Employers must follow the relevant laws, such as employment law, health and safety law, and food safety law.

Employees must work in the way that has been agreed to in the contract and job description and follow all the organisation's policies and practices.

Workers and employees

An employee is a person employed directly by a company under a contract of employment or service.

A worker or contractor is someone who works for another company (a sub-contractor) that has won a contract to carry out work or provide services, i.e. they are not actually an employee of the company itself.

Workers are still protected by:

- Health & Safety legislation
- Working Time Regulations 1998
- Equality Act 2010
- Public Interest Disclosure Act 1998
- National Minimum Wage Act 1998
- Part-time Workers (Prevention of Less Favourable Treatment) Regulations.

Recruitment and selection

When advertising for new staff it is important to be aware of the following legislation:

- Children and Young Persons Act 1933
- Licensing Act 1964
- Rehabilitation of Offenders Act 1974
- Data Protection Act 1988
- Asylum and Immigration Act 1996
- National Minimum Wage Act 1998
- Working Time Regulations 1998
- Equality Act 2010
- Human Rights Act 1998.

Job advertisements

It is unlawful to discriminate against job applicants on grounds of:

- sex, marital status or gender
- colour, race, nationality, or national or ethnic origins
- disability
- sexual orientation
- religion or beliefs
- trades union membership or non-membership.

The following words and phrases should be avoided in a job advertisement:

- young/youthful
- pleasing appearance
- strong personality
- energetic
- articulate
- dynamic
- no family commitments.

These could be construed (understood), or misconstrued, as indicating an intention to discriminate on grounds of sex, race or disability.

Use of job titles with a sexual connotation (e.g. 'waiter', 'barmaid', 'manageress') will also be taken to indicate an intention to discriminate on the grounds of a person's sex, unless the advertisement contains an indication or an illustration to the contrary.

Job applications

Job application forms must be designed with care. If 'sensitive personal information' is needed, such as a health record or disability disclosure, the reason for this should be explained, and the candidate reassured that the data will remain confidential and will be used and stored in keeping with the provisions of the Data Protection Act 1998.

Human Rights Act

Candidates must be informed at application stage, and at interview, if they have to wear uniforms or protective clothing on duty. Any surveillance

An example of a job description: Senior Sous Chef

Reporting to Head Chef

The Senior Sous Chef position reports to the Head Chef and is responsible for the day-to-day kitchen operation, overseeing the stores, preparation and production areas. The position involves supervising and managing the kitchen staff, with direct responsibility for rostering and scheduling production. In the absence of the Head Chef, the Senior Sous Chef will be required to take on the duties of the Head Chef and to attend Senior Management meetings in his/her absence.

Duties

- Monitor and check stores operation.
- Train new and existing staff in Health & Safety, HACCP (hazard analysis critical and control point), etc.
- Chair of the Kitchen Health and Safety Committee.
- Develop new menus and concepts together with Senior Management.
- Schedule and roster all kitchen staff.
- Maintain accurate records of staff absences.
- Maintain accurate kitchen records.
- Responsible for the overall cleanliness of the kitchen operation.
- Assist in the production of management reports.
- Establish an effective and efficient team.
- Assist with the overall establishment and monitoring of budgets.

Conditions

- Grade 3 management spine.
- Private health insurance.

- 5-day week.
- 20 days' holiday.
- Profit-share scheme after one year's service.

Personal specification: Senior Sous Chef

- Qualifications
 - (i) Level 3 Diploma
 - (ii) Level 4 Culinary Arts degree desirable
- Experience
 - (i) Five years' experience in 4- and 5-star hotel kitchens; restaurant and banqueting experience
- Skills
 - (i) Proficiency in culinary arts
 - (ii) Microsoft Excel, Access, Word
 - (iii) Operation of inventory control software
 - (iv) Written and oral communication skills
 - (v) Team-building skills
- Knowledge
 - (i) Current legislation in Health & Safety
 - (ii) Food hygiene
 - (iii) HACCP
 - (iv) Risk assessment
 - (v) Production systems
 - (vi) Current technology
- Other attributes
 - (i) Honesty
 - (ii) Reliability
 - (iii) Attention to detail
 - (iv) Initiative
 - (v) Accuracy
- Essential
 - (i) Basic computer skills
 - (ii) High degree of culinary skills
 - (iii) Good communication skills
 - (iv) Supervisory and leadership skills
- Desirable
 - (i) Knowledge of employment law
 - (ii) Public relations profile

monitoring the company is likely to carry out must also be disclosed to applicants.

Asylum and Immigration Act

It is an offence under the Asylum and Immigration Act 1996 to employ a foreign national subject to immigration control (i.e. who needs a visa or work permit, for example) who does not have the right to enter or remain in the UK, or to take up employment while in the UK. Job application forms should caution future employees that they will be required, if shortlisted, to produce documents confirming their right to be in, and to take up employment in, the UK.

Job interviews

The purpose of the job interview is to assess the suitability of a particular applicant for the vacancy. The interviewer should ask questions designed to test the applicant's suitability for the job, covering qualifications, training and experience, and to find out about the individual's personal qualities, character, development, motivation, strengths and weaknesses.

If a job applicant resigned or was dismissed from previous employment, the interviewer may need to know why. Any health problems, injuries and disabilities the candidate has disclosed may also need to be discussed in order to determine the applicant's suitability for employment – for example, in a high-risk working environment.

Employers may lawfully ask an applicant if he or she has been convicted of any criminal offence, but must be aware of the right of applicants, under the Rehabilitation of Offenders Act 1974, not to disclose details of any criminal convictions that have since become 'spent' (i.e. were so long ago that they have been dealt with and no longer count).

The interviewer should not ask questions about sexuality or religion. However, questions on religion may be asked if, for example, aspects of the job may directly affect the beliefs of an individual – an example would be the handling of alcoholic drinks or meat, such as pork.

Job offers

An offer of employment should be made or confirmed in writing, and is often conditional on the receipt of satisfactory references from former employers. Withdrawing an offer of employment once it has been accepted could result in a civil action for damages by the prospective employee.

Statutory Sick Pay

Employers in Great Britain are liable to pay up to 28 weeks' Statutory Sick Pay to any qualified employee who is unable to work because of illness or injury.

Employers who operate their own occupational sick pay schemes may opt out of the Statutory Sick Pay scheme, as long as the payments available to their employees under such schemes are equal to or greater than payments they would be entitled to under Statutory Sick Pay, and so long as these employees are not required to contribute towards the cost of funding such a scheme. Payments made under Statutory Sick Pay may be offset against contractual sick pay, and vice versa.

Working Time Regulations

The Working Time Regulations apply not only to employees but also to every worker (part-time, temporary, seasonal or casual) who undertakes to do work or carry out a service for an employer.

The 1998 Regulations are policed and enforced by employment tribunals (in relation to a worker's statutory rights to rest breaks, rest periods and paid annual holidays) and by local authority Environmental Health Officers.

What about qualifications?

The hospitality industry provides many opportunities to learn because of its complexity and diversity. There are many different sectors, trends and themes, and there are new developments all the time.

Qualifications show that a person has studied a subject successfully, and a certificate is usually awarded as proof of the qualification. Successfully achieving a qualification usually involves some sort



The Working Time Regulations apply to seasonal or part-time workers

of assessment, either in the form of examinations, coursework, observation by an assessor, or a combination of these things. The assessor decides whether the student had learned what they were supposed to and whether they have performed the skills to the required standard. Courses without assessment are not viewed very highly by potential employers.

Qualifications inform employers of what you should be able to do. They indicate to the employer whether you have the skills required to do the job. Qualifications differ all over the world and it is often difficult to make comparisons between qualifications in different countries. Even in the UK there are many different qualifications and that is why some employers ask job

applicants to do a practical test before they have an interview. Some employers ask chef applicants to do a trial day or more of work.

In spite of this, qualifications are important as they give you better career prospects and develop you personally. They help to boost your confidence and your self-esteem. There are a number of college-based courses that will help you to develop a range of practical skills and theoretical skills such as numeracy, language and information technology.

Apprenticeships are a way to learn skills within a workplace while also getting a qualification. Apprenticeship can be through a day-release course at college or may be completely work-based, where an assessor monitors the student's learning and development.

Whichever type of learning you choose, it is important to understand that learning is for life. In order to ensure that you have a job throughout your life you must continue to learn and develop your skills. You can improve your knowledge by reading hospitality journals, books and food magazines and by searching the internet for food sites. Find out how you learn best, and work at your own pace. Electronic learning (using CDs, DVDs and the internet) can help you to learn in the way that suits you best and to work at your own pace, testing yourself when you are ready to be tested. Assessment will help you to understand what you have achieved and what you must do to improve. It provides the building blocks for further learning and achievement.



ACTIVITY

Give examples of statements in a job advertisement which could be deemed to be unlawful.

Test yourself

- 1** How many people are employed in the UK hospitality industry?
- 2** Give three examples of hospitality outlets that would be included in the 'commercial sector'.
- 3** What is the maximum number of employees the business can have to be called a small- to medium-sized business enterprise?
- 4** Which type of businesses make up approximately 40 per cent of the commercial hospitality market?
- 5** Hospitality operations require a combination of two elements; what are they?
- 6** What type of hotel would have a five-star rating? Name two well-known five-star hotels.
- 7** What is meant by a hotel 'outsourcing'?
- 8** What are the main differences you would expect in food provision on a cruise liner and on a sea ferry?
- 9** Give four examples of public sector catering.
- 10** List six of the responsibilities of a Head chef in a four-star hotel.

