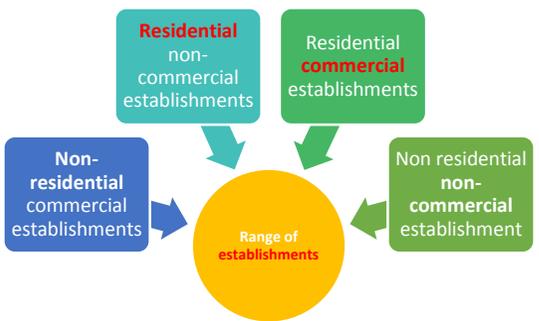


AC 1.1

The structure of the hospitality and catering industry

1. Types of Provider



Establishment	Service provided	Examples
Commercial residential	Accommodation, house keeping, food, beverages, conference or training facilities	Hotels, guest houses, campsites, bed and breakfasts, holiday parks, farmhouses
Commercial non-residential	Food and beverage to eat in or take away, areas to sit to eat and drink	Restaurants, cafes, tea rooms, coffee shops, fast food outlets, pubs and bars, street food and pop up restaurants, mobile vans
Non-commercial residential	Accommodation, food and beverages	Hospitals, care homes, prisons, armed forces, boarding schools, colleges, universities.
Non-commercial non-residential	Food and beverages	Canteens in offices, day-care centres, schools and nurseries, charity food suppliers, for example soup kitchen

2. Suppliers



Types of Service

Food Service	Description
Formal food	Food is usually served to customers by waiting staff <ul style="list-style-type: none"> • Plate: the meal is plated up and brought to the customers table by waiting staff • Waiting service: the food is served to the customers at the table by waiting staff • Guerridon (trolley or movable service): the customer's food is cooked at the table, usually for dramatic effect, for example flambéed Steaks and crepes.
Street food	Ready-to-eat food or drink sold on the street or in a public place, such as a market or festival.
Self Service	Customers help themselves to food, for example a canteen, in a canteen the meal is displayed and carved by a chef, and a customer can help themselves to vegetables, sauces and gravy.
Fast food	Food is made to order very quickly and can be taken away from the restaurant or stall to eat, seats and tables are often provided.
Cafeteria	Small and inexpensive restaurant or coffee bar, serving light meals and refreshments.
Takeaway	Takeaway restaurants (for example Chinese, Indian, pizza) take an order and deliver the food to the customer's home; customers can also order at the restaurant and then take the food away to eat it.
Buffet	A selection of dishes is laid out for customers to help themselves, different buffet styles include: <ul style="list-style-type: none"> • Sit-down buffet: once the customer has chosen their food from the buffet, they can sit down at a table to eat it. • Stand-up or fork buffet: once the customer has chosen their food, they stand to eat it, this allows guests to circulate and meet other guests • Finger buffet: all the food is prepared to be eaten with fingers (without the need for a knife and fork); foods are normally bite-size and easy to eat.
Automatic vending	Drinks and snacks are stored in a machine with a glass front and items are selected by the customer, they are often coin operated and placed in establishments where it is may not always be possible to get access to food, for examples colleges and hospitals
Transport catering	A variety of food service options are available on trains, planes and ships.
Hotel	Provides overnight accommodation and food and drink options. Many hotels offer breakfast, evening meals, bar snacks, lunch, room service (food ordered and delivered to your room), budget hotels usually have a simpler offering.
Bed and breakfast	Offers overnight accommodation and breakfast, often these are private family homes where rooms are made available to guests, breakfast is usually served in a dining room or the owners kitchen

Hospitality at non-catering venues

Contract Caterers provide:

- food for functions such as weddings, banquets and parties in private houses.
- prepare and cook food and deliver it to the venue, or cook it on site.
- They may also provide staff to serve the food, if required.
- Complete catering solutions for works canteens etc

3. Standards and ratings

★ ONE STAR All of the above, plus:

- At least 5 bedrooms with ensuite or private facilities
- Open 7 days a week
- Guests have access to all facilities
- Clearly defined reception area
- The reception van/entrance is 7 days a week and evening meals 3 days a week
- Undercover

★★ TWO STARS All of the above, plus:

- Higher standards of cleanliness, hospitality & responsiveness
- Rooms without a key 10pm - 11pm, & with a key at all other times
- Driver served & evening & weekend meals on the 7th
- Room service for drinks & snacks during daytime & evening
- 24-hour reception
- Personal telephone system
- WiFi in public areas

★★★ THREE STARS All of the above, plus:

- 24-hour room service with full breakfast and dinner
- Reservations open 24 hours to all non-residents for breakfast & dinner seven days of the week
- Higher staffing levels
- 24-hour access facilitated by on-duty staff
- Personal telephone system with intercom/answer
- Enhanced service such as afternoon tea, luggage assistance or meals at functions
- WiFi in bedrooms

★★★★ FOUR STARS All of the above, plus:

- Open all year round
- Proactive service & customer care
- Additional receptionists
- Additional facilities such as a second dining area, business centre, spa & permanent laundry suite
- Enhanced services such as concierge, shopping, valetage & access to bedrooms
- Restaurant opens every day for all meals
- WiFi in at least 80% of bedrooms

★★★★★ FIVE STARS All of the above, plus:

- Open all year round
- Proactive service & customer care
- Additional receptionists
- Additional facilities such as a second dining area, business centre, spa & permanent laundry suite

Which

Hotel and Guest house standards

Hotels and guest houses are often given a star rating. Star ratings help customers to know what services and facilities they can expect at a hotel or guest house. The quality of the service provided is rated on a scale of one to five stars

3. Standards and ratings

Food hygiene standards

The Food standards agency runs a scheme with local authorities where they score businesses on a scale from zero to five to help customers make an informed choice about where to eat. The rating is usually displayed as a sticker in the window of the premises. The scores mean:



Restaurant standards

The three main restaurant rating systems used in the UK are Michelin stars, AA Rosette Awards and The Good Food Guide reviews:

Michelin stars are a rating system used to grade restaurants for their quality: One star is a very good restaurant, Two star is excellent cooking, Three stars is exceptional cuisine

AA Rosette Awards score restaurants from one (a god restaurant that stands out from the local competition) to five (cooking that compares with the best in the world)

The Good Food Guide gives restaurants a score from one (capable cooking but some inconsistencies) to ten (perfection)

Environmental standards

The Sustainable Restaurant Association awards restaurants a one-two-three star rating in environmental standards. To achieve this the restaurant has to complete an online survey about sourcing, society and the environment. It is then given an overall percentage for environmental standards:

One star: 50-59%
Two star: 60-69%
Three stars: more than 70%

OUR 14 KEY FOCUS AREAS

sourcing

- Local & Seasonal
- Ethical Meat & Dairy
- Responsible Sourcing
- Positive Farming
- Sustainable Fish
- Fair Trade

society

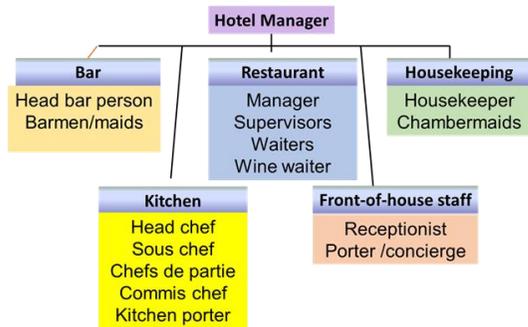
- Treating People Fairly
- Healthy Eats
- Community Engagement
- Responsible Marketing

environment

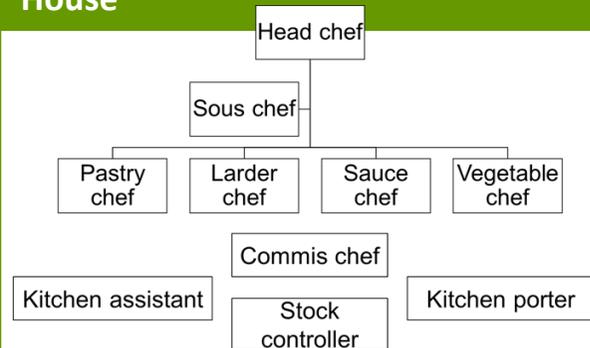
- Supply Chain
- Waste Management
- Water Resources
- Energy Efficiency
- Water Saving

4. Job roles in the industry

Staff structure in a hotel



5. The Kitchen brigade- Back of House



Most large establishments could have **chefs de partie** in the following areas:

- **Sauce chef**- Le Saucier
- **Pastry chef**- Le Pâtissier- baked goods and dessert
- **Fish chef**- Le Poissonnier
- **Vegetable chef**- L'entremetier
- **Soup chef**- Le Potager
- **Larder chef**- Le garde manger- cold starters and salads
- The **commis chef** or assistant chef is a chef in training
- The **kitchen porter** washes up and may do basic vegetable preparation
- The **stock controller** is in charge of all aspects of store keeping and stock control.

6. Front of House roles

Reception

Receptionist: meet customers and direct them to the correct person or place; they manage visitor lists and booking systems
Porter/ Concierge; assist hotel guests by making reservations, booking taxis and booking tickets for local attractions and events.

Restaurant and bar

Restaurant manager (Maître d'Hôte): The restaurant manager is in overall charge of the restaurant; they take bookings, relay information to the head chef, complete staff rotas, ensure the smooth running of the restaurant

Head waiter (ess): Second in charge of the restaurant,. Greets and seats customers, relays information to the staff, Deals with complaints and issues referred by the waiting staff.

Waiting staff Serve customers, clear and lay tables, check the customers are satisfied with the food and service. May give advice on choices from the menu and special order foods

Wine waiter- Le sommelier: Specialises in all areas of wine and matching food, advises customers on their choices of wine, Wine waiters serve the wine to the customer and can advise customers on their choices as well

Bar staff serve drinks and take food orders , wash up, clear tables, change barrels and fill shelves.

Baristas make and serve hot and cold beverages, in particular different types of coffee such as espresso, cappuccino and latte.

7. Average salaries in the hospitality and catering industry

Role	Average Salary
Hotel Management	£37,310
Head executive chef	£36,613
Pastry chef	£30,530
Housekeeper	£24,055
Receptionist	£21,596
Porter	£17,718
Waiting and bar staff	£16,735
Kitchen staff	£16,556

8. Training

Level	Types of training
Key stage 4 school courses	Level ½ Vocational award in Hospitality and Catering
Post 16-19	Colleges offer many courses for those leaving school after Year 11, for example: <ul style="list-style-type: none"> • Certificate in Hospitality and Catering Level 1 • Certificate in Introduction to Culinary Skills Level 1 • Diploma in Introduction to Professional Cookery Level 1 • Diploma in Hospitality and Catering Level 2 • Diploma in Professional Cookery Level 2
Universities	Universities offer degree, HND and HNC courses in subjects such as: <ul style="list-style-type: none"> • Catering • Hospitality • Culinary Arts • Hotel management • Food and beverage service
Apprenticeships	These provide both work experience and training
In-house training	On-the-job training provided by the organisation you work for

9. Personal attributes



Job Role	Desirable Attributes
Waiter/waitress	<u>Attentive</u> listener, good memory, clear <u>communicator</u> , diplomatic, calm and <u>assured</u> , high level of focus and attention, multitasker, can work in a team, physical <u>stamina</u> , <u>courteous</u> and polite, hardworking.
Receptionist	Professional, positive attitude and behaviour, clear communicator, helpful, an work in a team, courteous and polite, can learn skills quickly, calm, <u>composed</u> , approachable.
Housekeeper	Physical stamina, tactful, diplomatic, calm, courteous and polite, good memory, can work in a team.
Head Chef	Organised, able to accept criticism, physical stamina, creative, attention to detail, can handle highly stressful situations, passion for food and cooking.
Commis chef	Attentive listener, clear communicator, can work in a team, passion for food and cooking, physical stamina, creative.

1.3 Working conditions across the hospitality and catering industry

1.3 Working conditions across the hospitality and catering industry

Employers want to employ most workers when they have busy times

Busy times of year: **Days of the week** **Time of day**

- Christmas
- Tourist season
- School holidays
- Mothers day
- Valentines
- Friday
- Saturday
- Sunday
- Pay day
- Lunchtime
- Afternoon
- Dinner time
- (breakfast)



10. Working hours

- Hospitality and Catering jobs tend to be long hours, early starts for breakfast in a hotel to late nights for dinner in a restaurant.
- Staff will still get 2 days off a week but it will be quieter days instead of the weekend
- Shifts could be 6-3. 11-6. 3-11 or other hours.
- Monthly salaried staff may not have set hours eg Head Chef who might work from early morning to late night every day

11. The national Minimum Wage

New minimum wage rates

■ 2019-20 (New rate) ■ 2018-19



Source: Department for Work and Pensions



12. Contracts of employment

Full-time and part-time employees must have



1. a written statement of employment or **contract** setting out their duties, rights and responsibilities
2. the statutory minimum level of paid holiday 28 days for full time workers
3. a pay slip showing all deductions, eg National insurance, tax . Earning above £166 a week
4. the **statutory** minimum length of rest breaks- one 20 min break for 6 hrs worked
5. Statutory Sick Pay (SSP) £94.25 pw for 28 weeks (some may get full wages for a limited amount of time)
6. Maternity, paternity and adoption pay and leave-90% of earnings for 6 weeks then ££148.68 for next 33 weeks

Casual staff / Agency staff

- work for specific functions and can be employed through an agency.
- They do not have a contract or set hours of work.
- They are needed at busier times of the year e.g. at Christmas or for weddings, New years eve

Temporary staff

- Employed for a specific length of time such as the summer tourist season or the month of December.
- Temporary staff have the same rights as permanent staff for the duration of their contract.
- Temporary staff employed for longer than 2 years become permanent by law

Zero Hours Contract

This type of contract is between the employer and a worker, where the worker may sign an agreement to be available to work when they are needed, but no specific number of hours or times to start or end work are given. The employer is not required to offer the person any work and the worker is not required to accept the work.

13. Remuneration

Remuneration is a term used for the reward that people receive from working somewhere. It includes their basic pay, plus extra money t top u their income from:

- **Tips and gratuities-** money given to someone by a customer as a way of saying 'thank you' for good service
- **Service charge-** a percentage added to the customers bill to reward the employees who have provided the customer with a service
- **Bonus payments and rewards-** given by some employers as a way of rewarding hard work throughout the year and helping make the business successful.

It is quite common for all he tips, gratuities and service charges to be divided equally amongst all the workers in, e.g. restaurant. This is known as a tronc arrangement, and the person who works out and distributes the extra money is known as a 'troncmaster'.

14. Paid annual leave

- All workers are entitled to 28 days paid leave annually
- **no** legal right for employees to be given Bank and Public Holidays. Most hospitality staff would work these days

To calculate holiday entitlement,

Multiply the full-time entitlement (28 days) by the number of days worked and divide by the number of days full-time staff work

Entitlement for 3 days a week: $28 \times 3/5 = 16.8$ days

15. Compulsory Rest Breaks

Adult workers are entitled to 24 hours off in each 7 day period and young workers (15-18) are entitled to 2 days in 7.

Adult workers are entitled to at least 20 minutes uninterrupted rest if their working day is longer than 6 hours.

Young workers are entitled to 30 minutes rest if their working day is over 4.5 hours long.

1.4 Factors that affect the success of Hospitality and catering providers

16. Reasons for failure

1. **A saturated market** – there is a fine line between competition & too many for the number of customers
2. **General business incompetence** – 46% of business fail due to lack of business knowledge
3. Lack of **capital** – not enough money to get through the first few months
4. **Location** – either not enough people walk past (foot-fall) live & work nearby
5. **Quality of life** - most restaurateurs work 60 hours a week – not the glamorous life they thought
6. **Lack of industry experience** – most successful restaurateurs tend to have previous industry experience
7. **Failure to create a good enough brand** – They did not incorporate the 12 Ps of restaurant branding, (Place, Product, Price, People, Promotion, Promise, Principles, Props, Production, Performance, Positioning and Press)
8. **Name of the restaurant is too long-** A restaurant with a name that is brief, descriptive and attractive is more likely to succeed.
9. **Lack of differentiation** -the brand is not different enough
10. **Poor financial controls** – Main costs – labour and food exceeded 60% of sales

17. Factors affecting success



Costs - need to make a profit. Consider cost of everything you buy and selling price.

- Material - Anything involved in making product
- Labour - Costs of staff
- **Overheads** - Anything not connected with making products

Economy - when the economy slows down, business have lower sales as consumers eat out less because they have less disposable income

Environment – 3 R's, packaging, food waste, global warming, carbon footprint, clean eating

Technology - Using technology to improve service, delivery and stock control – touch screen customer ordering, EPOS systems, stock management, apps for delivery services

Emerging and innovative cooking techniques – sous vide, clean eating, steaming, new restaurants,

Customer demographics and lifestyle – delivery services Facebook Twitter

Customer service–customer satisfaction – free WiFi, order online

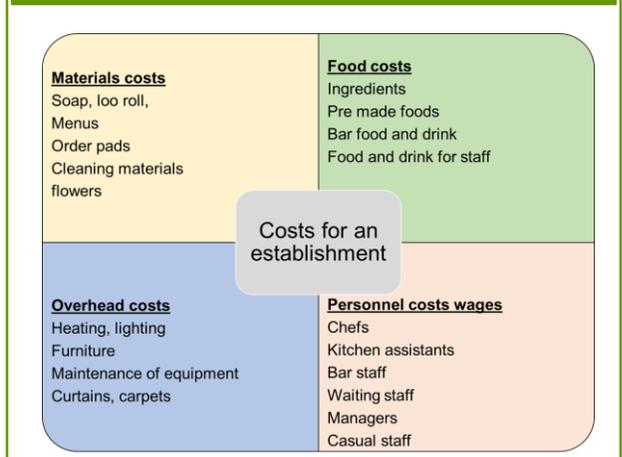
Competition - Low cost food (£1 menu, coffee McDs espresso v Starbucks)

Trends healthy food options, pop-up bars, cafes and restaurants, cronut, clean eating, low carb, good fats,

Political factors - Increasing regulations – from government due to health issues, Brexit, use of migrant labour, migrants – ethnic foods

Media - Strong global brand, Good community reputation – children's charities / Ronald McDonald House, celebrity chefs, celebrity endorsements, Masterchef,

18. Costs for an establishment



19. Costing a recipe

Costing recipes

In order to calculate selling price and profit for dishes you need to calculate the recipe cost

$$\text{Ingredient cost} = \frac{\text{Pack cost}}{\text{Pack weight}} \times \text{weight used}$$

Divide by the number of portions made for the portion cost

Selling price

$$\text{Selling price} = \frac{\text{Portion cost}}{30} \times 100$$

20. What is portion control?

- Portion control is the amount of each menu item that is served to the customer.
- It depends on the type of customer, the type of food served,
- some foods are served in very small portions due to the high cost of the item eg caviar is served by the teaspoon

