

British Hospitality Association

Annual Report 2010-11

Hospitality is one of the main pillars of the UK economy and the economic driver of almost every region of the country. It is the fifth largest industry in the UK, directly employing over 2.4m people and, indirectly, a further 1.2m.

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Our Partners

The BHA is grateful to the following partners for the support they have given to the association's work during the year and in the publication of the BHA's recent reports.



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PHILIPS





Sir David Michels, BHA president

The prize we are seeking

HOSPITALITY CONTRIBUTES OVER £34bn IN TAX REVENUES TO THE TREASURY...

Sir David Michels

Nobody can question the size and significance of the hospitality industry. The BHA's publication – **Economic Contribution of UK Hospitality Industry** – which was compiled by Oxford Economics and published in October 2010, shows that hospitality is the fifth largest industry in the UK, directly employing over 2.4m people and, indirectly, a further 1.2m.

This confirms what many in the industry already knew: that hospitality is one of the main pillars of the UK economy and the economic driver of almost every region of the country – and that includes London. This very significant contribution is not only in employment terms; hospitality contributes over £34bn in tax revenues to the Treasury while tourism earns £16bn every year in overseas visitor spend.

Without hospitality and tourism, and the benefits in jobs and incomes that the industry brings, many regions of the UK would be economic backwaters.

It has been the industry's misfortune that no previous government has recognised this. With the coalition administration in place, however, we must look forward. We now have the opportunity to ensure that

government does fully understand the role that hospitality and tourism plays in the economic and social life of the country.

In various speeches, the prime minister has already acknowledged this but our aim now is to build on this new-found commitment to tourism by developing a partnership between the BHA, the industry and the government in which we can create 236,000 new and additional jobs by 2015 – a partnership that effectively tackles burdensome regulation and positions hospitality and tourism at the top of every cabinet minister's agenda. Only in this way can the negative consequences of policy and regulation on the industry be halted.

The additional 236,000 jobs are the prize that we are seeking. In creating this partnership, which we set out in our second publication in October last year – **Creating Jobs in Britain: A Hospitality Economy Proposition** – we are seeking policies and actions which will result in the industry's sustainable growth.

Achieving this will not only benefit hospitality but the wider economy. All our efforts are now focused on this objective.

David Michels



Christopher Davy, chairman, National Executive

The last twelve months
have seen a period
of real change for the
hospitality industry

02

IT IS VITAL THAT WE ALL RECOGNISE THE IMPORTANT ROLE THAT THE BHA HAS TO PLAY IN HELPING GROW THE INDUSTRY INTO THE FUTURE

Christopher Davy



First and foremost, we have had the challenge of establishing relationships with a new coalition government whose messages in the early days seemed to flow forth with great rapidity.

These included the promotion of the Big Society, asking us all to learn to do more for ourselves; the spending review with its cuts that we had all expected and which are now starting to bite; a promise to cut red tape with a 'one-in, one-out' policy on legislation.

As well as all this, our members have had to cope with the challenges of their everyday businesses.

Three big issues are currently concerning the industry. Firstly the complete lack of investment in tourism from the first round of funding of the new Regional Growth Fund included the rejection of a much needed £29m bid from VisitEngland to help it market the country and its many attractions. This was a grave disappointment. Effectively, it means that even if a re-application to the Fund is successful later this year, any support for promoting the 2011 season – at a time when it is most needed – will be lost.

Secondly we have had to resolve the disgraceful debacle of the Olympic room allocations by the London Olympic Organising Committee (LOCOG) – more on this later in the report. Its actions principally affected London but with implications for many different hotels in the capital. The anger and despair of hoteliers at this totally unacceptable situation was entirely justified and the

BHA took the lead on their behalf. Meetings between Ufi Ibrahim, LOCOG and London Mayor, Boris Johnson, have followed in an attempt to resolve the situation and to mitigate the reputational damage caused to the capital's hoteliers. The Olympics is Britain's showcase to the world and our London hotels are some of our flagship properties – we cannot let this damage go unresolved.

But it is not just London that has problems. In the English regions, the Regional Development Agencies are being abolished and the implications for the funding of tourism are acute. The government is saying that we should turn to local businesses and the new Local Enterprise Partnerships to find the resources that were hitherto provided by the RDAs. That is just too simplistic and as a regional hotelier, from experience, I know it is anything but straightforward. Once again our chief executive and her team, supported by the regional committees, are lobbying hard to influence the outcome. But this is another tough job, indeed.

The challenges do not end there. Some national issues affect us all: the new Responsibility Deal on healthy eating and lifestyle choices is dealt with later in this report; other issues include the prohibition on non-EU migrant workers – not just for chefs but also for managers as well; licensing reform; the seemingly inevitable annual increase in the National Minimum Wage; and the increase in VAT to 20 per cent which has dampened demand.

And let's not forget it is not just England that concerns the association. In Scotland

much work has continued in fighting a possible bed tax – a damaging idea which keeps on reappearing; the proposed Social Responsibility Levy and the handling of food waste are also difficult issues. The latter may well affect Wales, where some good work has been done on the Tourism Investment Support Scheme, and the establishment of a Tourism Advisory Panel.

We also have hard-working committees that represent restaurants, clubs, and food and service management.

Here, I should also like to pay tribute to our new chief executive Ufi Ibrahim, who has dealt with a whole range of difficult issues. She and her team have worked tirelessly to defend the industry and promote its interests.

Though based in London, that should not detract from the fact that the BHA is an association for all sectors of the industry and for all the regions. In each English region and in Scotland and Wales we have a regional committee elected to help serve the membership. The regional committees are the life blood of the association and they are essential in helping to drive the message about the economic importance of tourism not just nationally but regionally as well.

It is vital that we all recognise the important role that BHA has to play in helping grow the industry into the future. A growing membership provides the resources for our team to fight even harder and achieve more and more on our members' behalf. Never has there been such a need for our trade association to lead this fight than now.

Ufi Ibrahim, chief executive

Making a difference to competitiveness and sustainable growth

Everybody with business experience knows that change brings about both challenges and opportunities. Certainly, over the past twelve months, the hospitality industry has been affected by what can only be called transformational developments.

These range from the new prime minister's endorsement of tourism as one of the five pillars of the UK economy, to the cuts in public expenditure on tourism including the reduction in the budgets of the Visit agencies and the disbandment of the Regional Development Agencies. At the same time, we've had to grapple with the introduction of the second highest rate of VAT in the EU, and with a new immigration policy restricting the entry of skilled chefs.

Successfully harnessing the opportunities brought about by this change – particularly where the challenges are so great – requires innovation and leadership. Without doubt, throughout the economic downturn, the industry has shown not only innovation and leadership, but also strength and resilience.

To support our members, the BHA has worked tirelessly to seize opportunities which can make a real difference to the competitiveness and sustainable growth of hospitality in the UK.

A year ago, we produced unassailable research-based facts to show the beneficial impact of hospitality on the UK economy, on the Treasury, and, most importantly, on

jobs. This was not only at the national level, but also for every local authority in the UK – 452 of them. This research underpins our communications with government.

In October, we presented a proposition for the government to work with the industry in order to realise the creation of 236,000 additional jobs throughout the hospitality economy. We welcome the government's adoption of a number of our recommendations, such as the establishment of a group to review regulations affecting the hospitality industry, and the creation of a unique partnership between industry and government jointly to host a 2012 Summit for UK hospitality and tourism.

Varsity Hotel, Cambridge

04





I AM EXTREMELY GRATEFUL FOR THE SUPPORT THAT MEMBERS HAVE SO GENEROUSLY GIVEN ME IN MY FIRST YEAR...

Ufi Ibrahim

Working with the Department of Health, we have safeguarded against unnecessary regulations in food service with a voluntary series of pledges under the government's Responsibility Deal. We also won a legal battle in a Commons Committee to prevent the compulsory display of food hygiene ratings in London.

We have successfully acted on behalf of London hotel members who have been unjustly accused of profiteering in Olympic packages being sold by Thomas Cook. As these were among the 40,000 rooms provided to the London Organising Committee for the Olympic Games (LOCOG) at a special, pre-agreed Olympic rate, this unwarranted criticism had to be refuted quickly. We

have won the Mayor of London's full support and backing for our members in this case.

This is just a quick snapshot of the progress which we have made over the past year; more detail on these and other issues appears on the following pages, together with a clear outline of our strategic priorities in the areas of VAT, education and skills, competitiveness, sustainability, health as well as the steps we have taken to raise the profile of hospitality across the UK.

Clearly, another of our priorities is to recruit more members to give the association a wider and more solid base. We have revised and revamped the package

of commercial benefits for members which we believe will encourage more businesses to join the association and thus support our efforts which, in turn, promote the interests of the industry as whole. I have no doubt that we will be successful in this.

I am extremely grateful for the support that members have so generously given me in my first year, to say nothing of the support given to me by the BHA's staff and advisers. That has been invaluable.

Climbing out of the recession is tough for both the industry and the BHA, but we are laying strong foundations for the association to become even more influential in the future. With your support, we will succeed.



Taking the BHA forward

The association believed that the creation of the coalition government in 2010 presented the hospitality industry with a new opportunity to create a positive partnership between government, the industry and the association

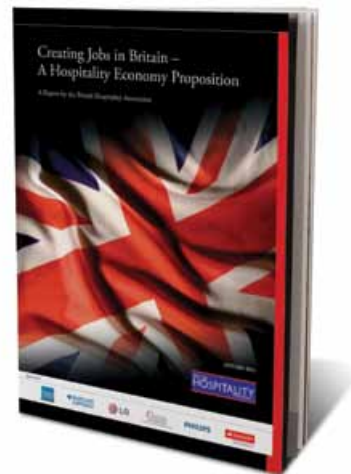
This opportunity, which the BHA grasped, was highlighted in August 2010, when the prime minister, in a speech on tourism, recognised that the income from the £115bn tourism sector, of which hospitality is an integral part, “was fundamental to rebuilding and re-balancing the UK’s economy.” The sector provided “one of the best and fastest ways of generating the jobs we need so badly in this country.”

In his introduction to the government’s tourism strategy published in March 2011, he stated that the aim was clear: “We want to take tourism in Britain to a whole new level and harness the huge potential this area holds to grow our economy.” It is significant that the industry has not enjoyed such political support at this level before.

To quantify the economic impact of hospitality on the UK economy, the Treasury and on jobs, the BHA commissioned Oxford Economics to undertake a research project. This showed that hospitality is the UK’s fifth largest industry, directly employing more than 2.4m people and contributing over £34bn in gross tax revenues annually.

Wealth and employment generated through the industry is spread throughout the UK, providing economic opportunities where jobs are most needed in both rural and urban locations. As the engine of many – if not the majority – of local economies, a vibrant hospitality industry, comprising hotels, restaurants, contract foodservice and membership clubs, offers the potential for creating jobs, greater export earnings and more investment.

The subsequent BHA report **Economic Contribution of the UK Hospitality Industry** highlighted this with a forecast that hospitality could generate 236,000 net additional jobs across the UK by 2015, providing the government provided the right framework.



What are the BHA’s objectives?

The association’s report – **Creating Jobs in Britain – A Hospitality Economy Proposition**, called on the government to work as a positive partner with the hospitality industry to realise the following objectives:

- To create 236,000 additional jobs throughout the hospitality industry by 2015.
- To make Britain a world-class destination for hospitality, tourism and business.
- To work in partnership with industry to propel hospitality’s contribution to economic recovery, rebalancing growth and the regeneration of local communities.
- To harness the knowledge and capabilities of members of the BHA to help transform the efficiency and commercialism of the public sector, without additional burdens of cost on government or industry.

**HOSPITALITY
COULD GENERATE
236,000 NET
ADDITIONAL
JOBS ACROSS
THE UK BY 2015
BRINGING THE
TOTAL NUMBER
EMPLOYED
TO 2.67m**



BHA policy networks

To achieve its objectives, the association has identified five core policy areas that provide a framework to achieve our objectives. To do this, we are working with members, partners and government (at national and local levels) through five Hospitality Policy networks. Each has its own clear commitments.

1. Economy

In its first year, the coalition government introduced a series of austerity measures affecting the hospitality industry, which included the introduction of the second highest VAT rate in the EU for accommodation. While other EU countries – many of which are direct tourism competitors to the UK – apply a reduced rate of VAT to accommodation, the UK rate is now 20 per cent. At the same time, visa charges for entry to the UK and air passenger duties were also increased.

These measures coincided with the loss to the industry of £60m through public expenditure cuts brought about by the progressive disbandment of Regional Development Agencies, with further reductions in the budgets of VisitBritain and VisitEngland.

The government's localism policies give new powers to local authorities to authorise the creation of Local Enterprise Partnerships (LEPs). Little information is available about LEPs or the Destination Management Organisations which are expected to support hospitality and tourism at the local level,

except that 32 LEPs are now approved across England. LEPs are a partnership of either a single local authority or a coalition of local authorities with local businesses, colleges and universities and are designed to return responsibility for economic development, inward investment, job creation and upskilling to the grassroots level.

According to the government's recent Tourism Strategy, DMOs and LEPs are critically important to the development of domestic tourism. However, with no transition plans or any strategic plans, the lack of tourism representation on the majority of LEP boards and uncertainty of DMO funding, it is difficult to see how supportive LEPs will be of hospitality or tourism. This is a significant risk to the industry's potential for growth, regeneration and job creation in precisely those areas of the country where it is most needed.

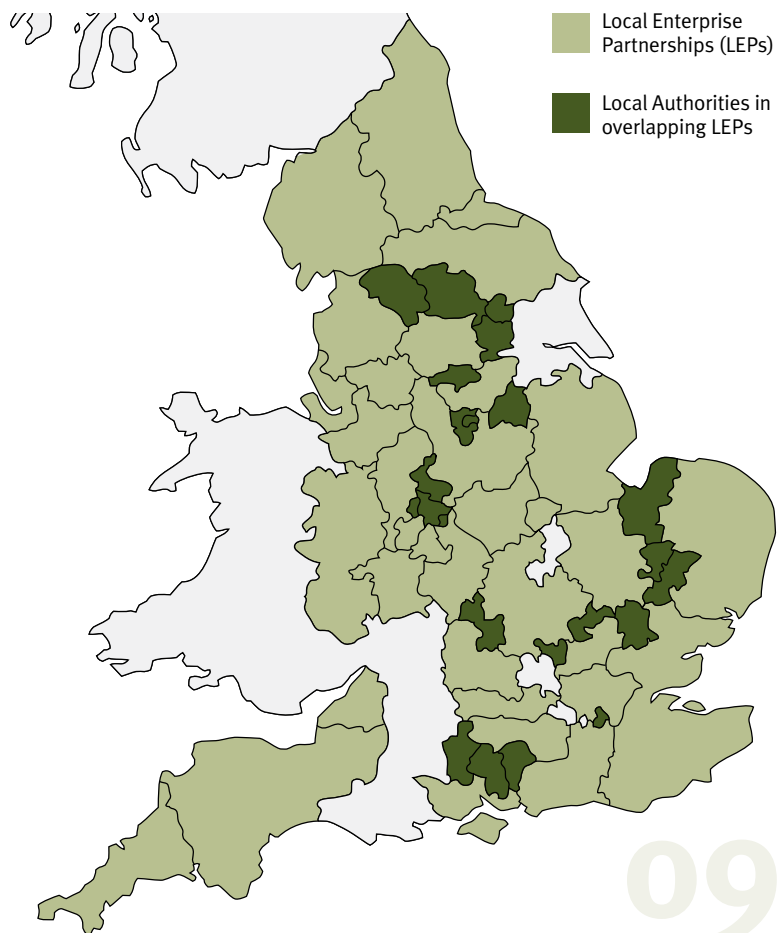
Disappointingly, the Regional Growth Fund completely bypassed tourism in the first round of bids. The £29m VisitEngland bid which, if successful, would have supported the agency's promotional efforts,

was rejected. Time is thus being lost to international competitors who will grab the opportunity to gain market share by encouraging overseas those British visitors who might otherwise have holidayed at home.

Despite these concerns, the introduction of LEPs represents an opportunity for hospitality operators throughout the UK to play a key role in ensuring that the industry receives the right level of support in their own locality. Much will depend on how successful they are but the BHA is taking advantage of the opportunity presented by LEPs.

In the association's proposition, we called on government to simplify visa procedures, particularly in key growth markets such as China. We welcome the positive response to this concern which has seen the introduction of a more streamlined process facilitating international inbound tourism. Unfortunately, the same cannot be said for Air Passenger Duty, which continues to have a negative impact on UK competitiveness.

- **We are emphasising to local decision-makers the significant contribution of hospitality to local economies through a new BHA-commissioned Oxford Economics report which details the impact of hospitality on wealth and jobs in every local authority in the UK. The research – Local Economic Contribution of UK Hospitality Industry – underpins the BHA's dialogue with local governments and LEPs and stresses the fact that hospitality should be represented on the decision-making boards of all LEPs.**
- **We are seeking to advise LEPs on the steps needed to sustain existing jobs and to create new employment opportunities through hospitality.**
- **Together with our regional committees across England and BHA Scotland and BHA Wales, we are championing the industry's potential and will exert the pressure needed to ensure that hospitality becomes a key priority for local economic growth and development.**



2. Nutrition, health and wellness

In 2010, the government launched the Public Health White Paper *Healthy Lives, Healthy People* setting out its belief that health was everybody's business

One of the government's primary means of achieving this vision is through the Department of Health's Responsibility Deal (RD). Aimed at tackling obesity and improving the health of Britons through better diets and more physical exercise, the RD – a voluntary scheme – impinges on the hospitality industry because it seeks to persuade restaurants and caterers to pledge to reduce levels of salt, abolish the use of artificial trans fats and provide calorie information on menus.

As hospitality businesses serve over 8.4bn meals a year – about one in six of all meals consumed – it is clear that the industry has a role to play in improving people's health. The BHA is recognised as the representative for out-of-home-food services on the Responsibility Deal board with Ufi Ibrahim serving as a Board member; John Dyson, BHA's food and technical affairs adviser, serves on two of the Board's five networks (food and changing behaviour).

We have worked to ensure that the Deal's core commitment, which is to promote and enable people to adopt a healthier lifestyle, can be applied in a suitable and achievable way by food service operators and we believe that the partnership approach has helped to guard an industry, already strangled by red tape, against unnecessary and burdensome new regulations.

Dr Susan Jebb, head of nutrition and health research at the Human Nutrition Research Unit and chair of the government's food network, joined a BHA webinar to discuss the Responsibility Deal and the pledges with our members. Discussions were positive.

The BHA continues to work with members who are willing to sign up voluntarily to as many of the pledges of the Responsibility Deal as they can. However, if the voluntary scheme is not widely taken up, it is likely that it could become a statutory scheme, as it is becoming in the United States. This is something that we want to avoid.

The BHA's Nutrition, Health & Wellness Policy Network which includes its National Restaurants Group committee (chaired by Graham Turner of Tragus), Food and Service Management Forum (chaired by Phil Hooper of Sodexo) and Restaurant



Association national committee (chaired by the Richard Earl of Bradford, proprietor of Porters Restaurant) produced a report – **Health Works – A Look Inside Eating-out** – which was launched at the House of Commons in May 2011.

The report emphasises that the hospitality industry has already taken steps to meet many of the objectives set out by the government’s Responsibility Deal on Public Health, and is playing its full part in the government’s programme of improving the nation’s health and in reducing obesity.

In a survey of BHA members, who operate over 10,000 establishments, 80 per cent revealed they were now offering lighter meals, salads and other low calorie options and nine out of ten were committed to reducing salt and eliminating artificial trans fats from menu items within the next 12 months. A series of case studies from the hotel, restaurant and food and service management sectors highlighted the measures that have already been taken to meet the government’s aims.

However, the complexity of the industry means that different sectors serve consumers in a variety of different ways and the widespread introduction of calorie-counted presents a challenge. Some operators feel it is more appropriate to have calorie information available on their websites and not on the menu, as the dining experience is a leisure rather than a functional experience. Consumers do not always want to have calorie information

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

Nevertheless, providing calorie information for dishes is possible where standardised-recipe dishes are provided and where they do not vary from outlet to outlet although there is still significant cost in creating and maintaining this information. Not every catering company provides standard recipes for their dishes throughout their organisation.

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

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



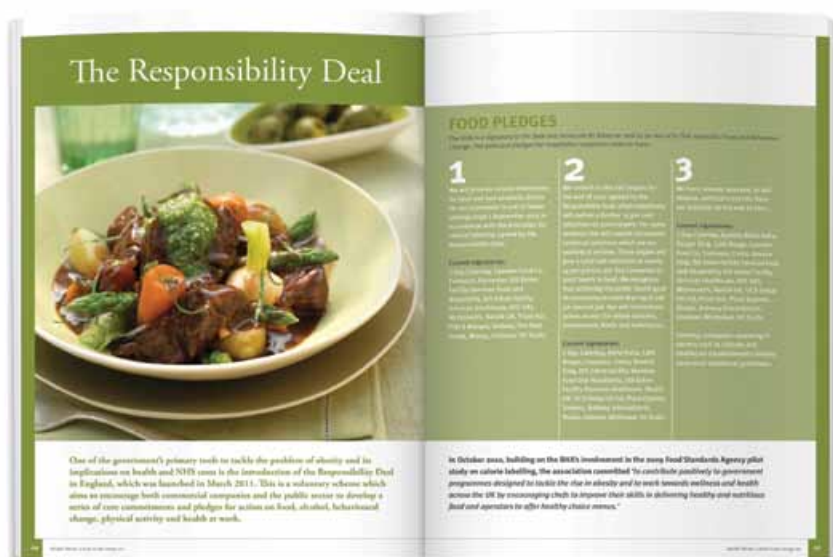
Beefeater

RESPONSIBILITY DEAL PLEDGES

The following hospitality companies have initially signed pledges to introduce the following policies in the government’s Responsibility Deal.

C = calorie-counted dishes
S = salt reduction
TF = elimination of transfats

	C	S	TF
Apetito		●	●
Bella Italia		●	●
Burger King			●
Café Rouge		●	●
Camden Food	●		●
Compass Group	●	●	●
Greene King		●	●
Harvester	●		
ISS Food and Hospitality	●	●	●
ISS Healthcare		●	●
McDonald’s	●		●
Nestlé	●	●	●
OCS Group		●	●
Pizza Hut	●		●
Pizza Express		●	●
Prêt à Manger	●		●
Sodexo	●	●	
Strada		●	●
Subway International		●	●
Unilever	●	●	●
Whitbread		●	●
Wimpy	●		
YO! Sushi	●	●	●



3. Competitiveness Country rivalry at an international level continues to intensify

Tourism is the only export of the UK which is subject to UK VAT; the country's ability to compete on the European and international stage is therefore greatly influenced by the level of tax imposed. As tourists have an increasing number of destinations to choose from and because price is one of the key factors in deciding where to travel, the current high level of VAT is clearly a deterrent to visitors and discourages home 'staycationers'.

The government's tourism strategy does not appear to acknowledge this.

The present level of VAT in the UK is one of the most pressing issues facing the industry today, making UK tourism uncompetitive with most European competitor countries, many of which impose a much lower level (France, for example, is 5.6 per cent).

This is counterproductive to the prime minister's objective of growing domestic tourism from 36 per cent to 50 per cent of

total tourism spend by UK residents – an objective which we heartily applaud. We recognise the current difficult economic situation but the industry seeks more action on this issue than the tourism strategy wants to deliver.

Research by Deloitte, commissioned by Bourne Leisure and Merlin Entertainments, clearly identifies the potential for the creation of jobs and wealth if the rate of VAT is reduced in the UK, with high-level returns for the Treasury. The report also provides case studies of several EU countries where a reduced rate of VAT has been applied to hospitality to ensure competitive advantage.

This research is now being used by the association to lead the industry's efforts in lobbying government. The association has formed a special task force of industry leaders, chaired by tax expert Graham Wason, to support the BHA in championing the reduced rate of VAT

for hospitality. The association is also producing a study, detailing the potential impact of the reduced VAT rate on the restaurant sector. These two comprehensive reports currently underpin discussions between the BHA, Treasury, Department for Culture, Media and Sport (DCMS) and other key government departments.

There are other pressing issues on which the government should act if Britain is to be truly competitive. These include the increasing difficulty in obtaining visas for non-EU nationals, thus discouraging too many potentially valuable Indian, Chinese and South Americans from visiting the UK. On immigration, the industry suffered a serious setback when the government's new immigration policy restricted the entry of skilled chefs and even hotel general managers to enter the UK for work by insisting on graduate level qualifications. Our ethnic restaurant sector, which is so important to the UK as a tourism destination, will undoubtedly suffer.

The Corinthia Hotel – London's latest luxury property – opened during the year in Northumberland Avenue. Originally the Metropole Hotel built in 1886 but converted to offices during the last war, the Corinthia has 300 bedrooms and suites offering outstanding views.



4. Regulation In our proposition last year, we called on government to review and reduce excessive red tape

The 21,000 statutory rules and regulations currently in force in the UK add a great burden on the hospitality industry, particularly on small to medium sized businesses. Thankfully, the government has announced it intends to reduce this number.

The most important development is the establishment of a hospitality industry task force on deregulation. Under the auspices of the minister of tourism, and chaired by BHA board member Alan Parker CBE, the task force will be administered by the BHA and will comprise industry regulation experts. Its role will be to prioritise rules, regulations, inspections and forms which are holding the hospitality industry back. The DCMS has promised to work with the

task force to cut, modify or abolish as much of this red tape as possible, in collaboration with other government departments.

The association also welcomed the government's 'one-in, one-out' discipline on every new regulation, as well as the introduction of sunset clauses on regulations (where regulation will cease to be law after seven years unless parliament confirms it).

The launch of the Red Tape Challenge website, which published the list of all regulations affecting specific sectors of the economy, was also welcome. Hospitality regulations published in May 2011 gave our members an opportunity to understand the size of the challenge and to check which

regulations are working and which are not.

There are other pressing issues on which the government should act if we are to be truly competitive. These include the increasing difficulty in obtaining visas for non-EU nationals, thus discouraging too many potentially valuable Indian, Chinese and South Americans from visiting the UK. On immigration, the industry suffered a serious setback when the government's new immigration policy restricted the entry of skilled chefs and even hotel general managers to enter the UK for work by insisting on graduate level qualifications. Our ethnic restaurant sector, which is so important to the UK as a tourism destination, will undoubtedly suffer.

5. Sustainability According to the Carbon Trust, the hospitality industry is the third largest consumer of carbon

Hospitality emits 11m tonnes a year representing five per cent of business and public sector emissions in the UK. This underlines hospitality's significant carbon footprint and highlights why sustainability is a priority area for the BHA.

The association's work with partners including Coca Cola, Philips Lighting, Nestlé Professional and LG Electronics as well as organisations such as The Carbon Trust, WRAP and Waterwise, indicates how seriously the association takes these issues. It will continue to support members with case studies and practical toolkits to help them reduce their carbon footprints and improve resource efficiency. Case studies from members demonstrate the wide-ranging expertise, creativity and commitment to sustainability that already exists in the hospitality industry, but there are many other opportunities to improve and demonstrate leadership as businesses seek to decarbonise their operations and improve resource efficiency.

Our lobbying work on sustainability included, in February, a joint pre-Budget submission to the Treasury with the Catering Equipment Suppliers Association (CESA) highlighting the case to extend the Enhanced Capital Allowance (ECA) Energy Technology List to include not just commercial refrigeration equipment but the full range of equipment used in commercial kitchens in the hospitality industry, thereby allowing purchasers of energy-saving equipment for cooking, dish and glass washing, refrigerating and freezing to offset the whole cost against Corporation Tax in the first year. We also stated the case

for establishing the full range of hospitality equipment on the Water Technology List in order to provide an independent and authoritative guide to energy and water saving equipment. We argued that such a guide would help provide significant cost and energy savings for hospitality operators in the public and private sectors and could be used by government to provide buying criteria for the public sector via the Office of Government Commerce.

We are also having early stage discussions with WRAP about the amount of waste which arises in the hospitality sector and their potential future work in this area: including the possibility of a voluntary agreement. To date WRAP have developed an evidence base for waste arising from the profit sector and are keen to develop similar evidence for the cost sector.

Work on sustainability this year has also included workshops run in partnership with the Carbon Trust demonstrating how members can take advantage of the government's new Renewable Heat Incentive (RHI) scheme: The RHI is a financial support scheme for renewable energy supporting a range of technologies and fuel uses including biomass, solar thermal and ground and water source heat pumps. With a specific focus on Biomass heat technology, the workshops outlined the basics of the technology; discussed ways to ensure good design and successful implementation of a system in a hospitality business; and how the business case for such projects would be impacted by the application of the RHI.

Employment, education and skills Hospitality and tourism's job creation potential and its importance to the UK economy was the focal point of our report *Creating Jobs in Britain*



BaxterStorey



We welcomed, therefore, the government's Jobs Summit in January 2011 in which Britain's business leaders including InterContinental Hotels Group and McDonald's UK, – both BHA members – pledged to create thousands of jobs in 2011 and beyond.

The hospitality industry's potential for creating jobs is proven, but the BHA is also concerned about skills.

The BHA's Employment, Education and Skills Policy Network is working in partnership with People 1st, the industry's Sector Skills Council, to improve skills performance and develop talent and careers within hospitality, taking advantage of the government's £1.4bn drive to create an extra 100,000 apprenticeships by 2014.

Apprenticeship suits the hospitality industry extremely well – particularly in the kitchen – but it has had a chequered history in the past with government policies wavering in support, focusing more on higher level, full-time education than on widening career opportunities through formal vocational training and apprenticeship.

The BHA is strongly supporting the hospitality industry's presence at World Skills London 2011, organised by Springboard UK, to be held at ExCel in October which will showcase the industry's young talent. And this year's Young Chef Young Waiter competition is introducing new award categories and continues to champion cookery and food service skills

on a national basis. Recruitment and skills have long been a challenge to the industry, with chef and food service shortages a constant concern for many years. Not too much has changed.

Businesses must obviously play their part and figures produced by People 1st suggest that hospitality employers spend more on training than employers in most other industries. That is good news. Yet labour turnover is high at 30 per cent (much higher in many cases) and labour costs (in hotels) have risen from 23.7 per cent of total revenue in 1997 to 31.5 per cent in 2010, according to TRI Hospitality Consulting. Restaurant labour costs will have risen by a similar percentage.

There is no doubt that these costs will rise further and employers will need to continue to ensure that their staff are able to work smarter, not harder, if payroll pressures are to be contained. Much of the solution to the industry's staff and skill shortages remains in employers' hands. Appropriate recruitment, good training, excellent working conditions and outstanding employee management are critically important – as they always have been.

While we are hopeful that the new industry regulation taskforce will help to streamline and simplify employment legislation affecting hospitality, the industry is still affected by regulations coming from Brussels, much of which is out of the UK government's hands.

“AT THE START OF 2010 WE EMPLOYED 80,000 PEOPLE AND BY THE END OF THE YEAR WE EMPLOYED 85,000. THIS YEAR I AM DELIGHTED TO ANNOUNCE THAT WE EXPECT TO CREATE A FURTHER 3,000 JOBS. THESE ARE GOOD JOBS WITH PROSPECTS – JOBS WHICH WILL ALLOW PEOPLE TO DEVELOP AND GIVE THEM THE OPPORTUNITY TO GAIN QUALIFICATIONS FROM NVQs TO APPRENTICESHIPS TO FOUNDATION DEGREES AND RISE UP THE CAREER LADDER.”

Jill McDonald CEO of McDonald's UK

“WE'RE CREATING AROUND 1,000 JOBS IN THE UK IN 2011 AND 3,000 JOBS OVER THE NEXT THREE TO FOUR YEARS AS WE OPEN THE 37 HOTELS IN OUR DEVELOPMENT PIPELINE. HOTELS OFFER A QUICK AND FLEXIBLE WAY TO GET PEOPLE BACK INTO WORK. THESE ARE JOBS WITH REAL PROSPECTS FOR PROGRESSION.”

Richard Solomons chief executive, InterContinental Hotels Group

Communication

One of the BHA's responsibilities is to raise the profile of the hospitality industry of the UK. The association has invested heavily in upgrading all its communication tools and campaigns.



The view of the Olympic site from the £25m Premier Inn Stratford, due to open in 2012 – destined to be the nearest hotel to the Olympic stadium.

COMMUNICATING WITH MEMBERS

The first phase of the total re-launch of the BHA website www.bha.org.uk took place in October 2010, with a new design which made greater impact and was easier to navigate. The re-launch supported the publication of the BHA's report **Creating Jobs in Britain**.

In April 2011 new content included a Wikipedia-style membership directory, designed to promote and profile members' businesses and best practices. It is intended that the site will eventually become the single most informative site on UK hospitality businesses. During the year, the association's e-communications were enhanced with a new design for the popular Business Update.

Further content is now planned including a private members-only 'lounge' which will feature the latest advice and commentary as well as personal profile information.

An interactive map, plotting the location of our members around the UK, and an online payment system enabling web visitors to book directly for BHA events and to join or renew membership via the site, will also be incorporated. Video content will become an important addition generating discussion on key topics and policy areas. In March 2011 the BHA held its first webinar, designed to discuss the government's launch of the Responsibility Deal. It is expected that this will be the first of many live, online events; further webcasts and workshops are planned.

The association is actively involved in all social media and the BHA twitter account @BHATweets has become an effective, real-time communications tool. The association is looking to further establish and strengthen its presence on other networks including Facebook and LinkedIn.

All BHA communication tools are now quantifiable and provide insight and analysis into readership numbers and topic trends. Since its re development, inbound traffic has shown encouraging growth and the site currently attracts just over 9,000 unique visits per month.



PR CAMPAIGN

The association regularly keeps in touch with the media on a wide variety of subjects and the most high profile example during the year was the continuing discussions with LOCOG (London Organising Committee of the Olympic Games). These revolve around the 40,000 rooms which London hoteliers allocated at below market rates to help secure the 2012 Olympic bid. These rooms were provided for use by the Olympic family, sponsors and the press and media and were not intended to be offered for resale purposes by third parties. However, in February, LOCOG gave one tenth of these rooms to Thomas Cook to resell and the pricing strategy applied by Thomas Cook marked up many of these rooms by substantial percentages.

Within hours of the Olympic tickets and packages going on sale, articles appeared labelling London hoteliers as 'greedy profiteers' while the Mayor of London was quoted as supporting this inaccurate interpretation of events.

The association stepped in immediately and started working closely with its affected members to frame discussions with LOCOG to resolve the issue. We have subsequently had several meetings with LOCOG's chief executive, chief of services, head of accommodation and head of public affairs and

communications, as well as the LOCOG general counsel and legal team. These are continuing.

We also worked hard to ensure that the record was set straight in the press and media. Working with our members and their communications experts, we have secured headline stories in national broadsheets, the tabloid press and BBC Radio 4 to clarify the facts and to ensure that the hotels receive recognition for the immense role they played in securing the Olympics for London. The Mayor has withdrawn his previous comments and has agreed to stand by the hotels and the significant levels of support we have given to the Olympics and to the economy. It was agreed that, once the issue has been resolved, the BHA will re-engage with the Mayor and other high-profile individuals to celebrate hospitality and its role in creating jobs and wealth through major events and other areas of economic activity.

This effort will form an important part of the BHA's plan to raise the profile of hospitality in the UK, ensuring that government gives the industry the right level of recognition and support.

We will continue to represent our members' interests in our discussions with LOCOG and in the press and media.

We also welcome the government's acceptance of the BHA's invitation to host a high-level conference for hospitality in the UK in 2012. This public and private sector partnership will be the first of its kind in the UK and will bring together senior officials from Westminster and the devolved administrations as well as local government representatives and other influential decision-makers from the public sector. Our members will have a valuable opportunity for open dialogue which will help shape the future of the industry.

Events Live

communications are also extremely important for a membership organisation. Providing a platform for an exchange of ideas across hospitality businesses, and across the public and private sectors helps to identify solutions and encourages innovation.

The BHA has hosted a number of events over the past year. These include:

- House of Commons reception in October 2010, hosted by John Thurso MP. This was the launch pad for the report *Creating Jobs in Britain* and brought together BHA members with the minister of tourism, members of parliament and our partners.
- The National Restaurateurs dinner, run in conjunction with the Academy of Food and Wine and the Academy of Culinary Arts, raises funds for educational activities in the industry.
- A House of Commons reception in May 2011, to launch the BHA health report – *Health Works – A Look Inside Eating-out* – was hosted by Andrew Jones MP and attended by senior government officials
- Forthcoming events include the Annual Luncheon on 22 June and the regional and national finals of the Restaurant Association's Young Chef Young Waiter competition.



From left to right: Sir David Michels (president) with Ufi Ibrahim and John Penrose MP, minister of tourism, at the reception at the House of Commons to launch the Hospitality Economy Partnership in October 2010.

BHA's year in review Key lobbying issues on which the association was active

LOCAL ENTERPRISE FUNDING

The BHA told the Prime Minister and other senior ministers in April 2011 that the failure of the first round of Regional Growth Fund awards to support tourism projects, including a bid from VisitEngland, was a serious disappointment, given that tourism was a potential element in the work of almost every Local Enterprise Partnerships and that the abolition of Regional Development Agencies had removed £60m of annual funding previously available for tourism.

LONDON TOURISM FUNDING

The BHA expressed great concern at the loss of marketing funding for the capital which will follow the government's decision to close the London Development Agency in 2012 and to restrict its budget sharply in 2011. The BHA lobbied both the Mayor, Boris Johnson, and the Department for Business, in an effort to save VisitLondon. The Mayor was subsequently able to offer £14m a year for a new promotion agency, London and Partners, covering tourism, investment and international students.

REGULATION

The BHA's proposal to tourism minister John Penrose MP that the government's tourism policy should involve the industry

in determining the scope of legislation before it is enacted was recognised when he invited Alan Parker, formerly chief executive of Whitbread, to chair a tourism industry regulation task force to reduce the burden of red tape.

NATIONAL MINIMUM WAGE

As in previous years, the BHA submitted written evidence to the Low Pay Commission, which recommends changes in the National Minimum Wage, and gave oral evidence, covering the impact of the NMW, the position of young people at a time of rising unemployment and the importance of the accommodation offset. The commission's recommendations of a 2.5 per cent increase in October 2011 for adult workers, but just over 1 per cent for those aged under 21 were in line with expectations. The rise of 2.6 per cent in the offset was insufficient to take it to an economic level.

MIGRATION: CHEFS

The BHA took part in detailed discussions with the Migration Advisory Committee (MAC) and the UK Border Agency over aspects of the Points Based System for migration from outside the European Economic Area, which originally took effect in 2008. Having worked with the Sector

Skills Council, People 1st, to get chefs, especially at specialist level, recognised by the MAC as a shortage occupation, the government announced in November 2010 that, from April 2011, only migrants in graduate-level occupations would be allowed to enter from outside the EEA. This decision puts at risk those ethnic restaurants whose specialist chefs' skills cannot be found outside their country of origin. There was a slight relaxation in that those chefs already working in the UK will be able to stay, but the immigration minister, Damian Green MP, told us in March 2011 that he was not prepared to change the stated policy in relation to new migrants.

MIGRATION: HOTEL MANAGERS

As part of the MAC's review of occupations in early 2011, assessing whether or not they were at the newly required graduate-level, the committee concluded that the UK's 27,000 hotel and accommodation managers were not at this level. The BHA queried this conclusion with the UK Border Agency and asked People 1st to assess whether the official statistics on managers' qualification and skill levels were faulty, which would allow us to seek a re-assessment of the policy of excluding them from coming to work in the UK.

FOOD HYGIENE RATINGS

Despite the inexplicable decisions of the Food Standards Agency's (FSA) board to have a six point (0 to 5) scoring system instead of Scotland's preferable 'pass'/'improvement required' scheme, the BHA decided to work with the FSA's national (for England, Wales and Northern Ireland) Food Hygiene Rating Scheme (FHRS), which was launched in the autumn of 2010. The BHA secured some important improvements on re-inspections and on there being no 'gold plating' of requirements at the top (5) score.

In March 2011, in a Commons Committee, we finally achieved the removal, from the London Local Authorities Bill, of the proposed compulsory display on premises of their FHRS food hygiene ratings. Only a few London Boroughs follow the FHRS and we persuaded the MPs that it was premature to introduce mandatory display in those boroughs ahead of a national review by the FSA in 2012. This will examine whether voluntary display, which is the FSA's current policy, has worked. The review was also recommended in a report in autumn 2010 by Lord Young, who also proposed that local authorities should be compelled to operate the FHRS.

HYGIENE GUIDANCE

The FSA caused potential difficulties for the catering industry by introducing, despite the BHA's and others' protests, stricter statutory food hygiene guidance aimed at preventing another E.coli 157 outbreak. The requirements for a higher degree of physical separation of raw and ready-to-eat foods, with implications for kitchen space, equipment purchase, staff handling and storage, will be very difficult for many restaurants and other catering kitchens to meet. There is likely to be an increase in enforcement activity, depressing Food Hygiene Rating Scheme scores. We continue to press the FSA to withdraw the new guidance.

FOOD WASTE

The BHA objected to Scottish Government proposals which would, from 2013, compel restaurants and similar businesses to put food waste for collection separate from other waste products and to ban the use of waste disposal equipment in catering kitchens. Following our representations, officials agreed to a rethink and to issue a proper impact assessment before proceeding.

More recently, the Wales Assembly has issued a consultation paper on food waste.

TRIPADVISOR

Following an initial meeting in March 2010 under the auspices of our European hotel and restaurant confederation, HOTREC, we have held a number of meetings in the UK with the consumer-generated content site, TripAdvisor. We have raised members' concerns and specifically pressed for action on false reviews which can have an adverse effect on hotels' reputations.

ACCESSIBLE TOURISM

At Your Service, setting out the business case for accessibility in the run-up to the Olympics, was published in February 2011. This was the outcome of a partnership between VisitEngland and the government's Accessible Tourism Stakeholder Forum, on which the association was represented by policy director Camilla Woods.

CONSUMER PROTECTION

As part of a general review of consumer legislation led by the European Commission, MEPs voted to maintain the current exemption of hotels and restaurants from the general right of consumers to withdraw unilaterally from contracts concluded at a distance (e.g. by telephone or email).

However, there appears to be support in Brussels for increasing the amount of pre-booking detail which will have to be provided by hotels and restaurants. HOTREC is continuing to lobby on the issue.

BUSINESS RATES – SCOTLAND

The BHA was represented by Audrey Gillespie of Whitbread at a meeting in June 2010 with Scottish finance minister John Swinney MSP to discuss the massive rises in rates bills suffered by many hotels following the April revaluation. The minister continued to oppose our call for a transitional relief scheme, but agreed to look at ways of speeding up the appeals process.

LICENSING LAW – ENGLAND & WALES

The BHA gave written evidence to the Commons Committee dealing with the Police Reform and Social Responsibility Bill in relation to the proposals to introduce Early Morning Restriction Orders and a Late Night Levy. The need to exempt those premises, such as hotels and restaurants which do not create law and order and

public nuisance problems, was acknowledged by ministers. We have taken part in a series of Home Office meetings to discuss exemptions, prior to public consultation.

LICENSING LAW – SCOTLAND

Following the passing into law by the Scottish Parliament of the Licensing Etc (Scotland) Bill, the BHA responded to consultation on how the Bill's powers to introduce a Social Responsibility Levy would be exercised. We continue to oppose the levy as a tax on premises which do not contribute to law and order problems.

BED TAX – SCOTLAND

Another unwelcome call for a bed tax in Scotland was made in January 2011 in a Green Party motion to the Edinburgh Parliament. The BHA briefed the MSP leading the debate, drawing attention to the damage such a tax would inflict on the industry.

DAYLIGHT SAVING

The BHA was approached by Rebecca Harris MP, whose Private Member's Bill for an experiment to move the clocks forward an hour made good progress in parliament. As a result, we asked regional committees whether they would support the Bill's proposals. Most were either in favour or neutral and Ms Harris was advised accordingly of our general support for the Bill.

DIGITAL ECONOMY

The BHA responded with concern to Ofcom consultation in the summer of 2010 on the implementation of the Digital Economy Act, which would allow hotels' and restaurants' internet and wi-fi facilities to be restricted or suspended if illegal downloading of copyright material by guests took place. Implementation of this draconian law looks likely to be delayed following concerns at ministerial level as to the practicability of some of the proposed measures.

WORKING TIME DIRECTIVE

Through HOTREC, the BHA responded to European Commission consultation on a possible rewriting of the directive – either a partial review of how 'on call' hours are to be calculated and issues relating to holidays for staff on sick leave, or a complete review encompassing, among other topics, the 48-hour opt out. HOTREC told the commission that only a partial review would be acceptable.

BHA New membership benefits

Apart from being represented on lobbying issues, members seek to receive other major advantages from membership. Mindful of this, we have created a new portfolio of great value benefits and profit-adding services tailored to meet members' needs. All of these are designed to add real commercial value to membership and in the first year that these benefits are taken

up, it is estimated that members can save over £3,000. They range from free advice and expert guidance on regulation, finance and health & safety to exclusive service offers and product discounts. All are designed to help make members' businesses more profitable, more environmentally friendly and completely compliant with legislation.

We will continue to work with top quality suppliers to bring new benefits to membership.

LEGAL HELPLINE

Free first-stage legal advice for members on employment, commercial and company law.



HEALTH & SAFETY AND FOOD SAFETY

Free telephone and e-mail support line for guidance on food safety and health & safety issues.



TAX AND ACCOUNTANCY HELPLINE

Free tax, audit and advisory service for members.



HOSPITALITY CONSULTANCY SERVICES

Free one-day business consultancy (worth over £1,000) to increase profits and improve standards of operation.



CARD PROCESSING

New preferential credit and debit card processing rates.



BUSINESS BANKING

Competitively priced business banking services, advice and guidance for members.



INSURANCE SOLUTIONS

Competitively priced and tailored policies to suit your business.



PRIVATE HEALTHCARE

Bespoke health and dental insurance arrangements with potential savings of up to 15%.



WORK WEAR

15 per cent discount on food service and chef uniforms, footwear and knives.



DRAINAGE TECHNOLOGY

Savings on a range of award-winning, cost-effective, user-friendly and environmentally sustainable alternatives to grease traps and dosing systems.



ELECTRICAL GOODS AND APPLIANCES

Market leading discounts on white goods, telecommunications, IT and home/room entertainment systems.



WATER FILTRATION SYSTEMS

Competitively priced on-site water filtration systems for an economical and environmentally friendly solution.



PURCHASING SOLUTIONS

Half-price purchasing consortium membership, offering specially negotiated discounts on food, drink, consumables and much more.



ONLINE ADVERTISING

Discounted online hospitality job advertising.



HOLIDAY RESORTS, HOMES AND COTTAGES

Access to Hoseasons and Cottages 4 You UK and European inventories at preferential rates (typical savings of 10 per cent).



LAUNDRY SOLUTIONS

50 per cent discount on your first month of laundry hire (introductory offer to new customers).



COMPLIANCE TOOLKITS

15 per cent discount on food safety, fire safety and health & safety compliance management systems.



ENERGY & UTILITIES

Access to savings via our professional procurement service for energy and utilities.



RECYCLING SOLUTIONS

Discounted compactor and baler recycling solutions with attractive buy, lease or rental options.



Food and technical affairs

RESPONSIBILITY DEAL

There were significant changes to the government's food and health policy during the year but the BHA continued to exert influence by introducing a more proactive partnership approach to government actions.

The most significant change was the move of nutrition policy in England from the Food Standards Agency to the Department of Health. This was followed by the introduction of the Responsibility Deal between the food and drink industries (including the hospitality industry), government and non-governmental organisations. The aim is to work in partnership to improve public health rather than the government taking a regulatory approach. A full report on the association's approach to the Responsibility Deal appears on page 10.

FOOD HYGIENE RATING SCHEME

The Food Standards Agency provided further finance to local authorities to enable them to implement the 'Scores on the Door' scheme – now called the Food Hygiene Rating Scheme. The scheme was launched in the autumn of 2010 and it is anticipated that all 22 local authorities in Wales, 17 local authorities in Northern Ireland and 140 local authorities in England will have launched the scheme by June 2011.

Lord Young in his report on health and safety regulation, which has been accepted by the government, has urged all local authorities to join the national scheme. The position regarding compulsory display of stickers in windows of premises, indicating the grading of the last inspection under FHRS, will be subject to evaluation by April 2012.

FOOD INFORMATION REGULATIONS

The vote on the EU draft regulation on food information in the European Parliament was successful for the hospitality industry in that the exemption on nutritional labelling for menus was maintained. Nevertheless, we remain concerned about the provisions with respect to labelling of allergens.

FOOD PROCUREMENT

Following discussions early in the year with trials taking place for the Healthy Food Mark, the government decided to change the emphasis to a government buying standard for food and catering services. Subsequently the Department of Food and Rural Affairs (DEFRA) and the Department of Health (DoH) consulted on the proposal to which the BHA responded, stating that it had for some time been concerned about the costs of the Mark and that it had expressed these concerns to both DoH and DEFRA. The increased cost of £53m of the change is real for consumers, tax payers and catering companies, whereas the benefits are based on assumptions which may or may not accrue.

The BHA notes that all public procurement must comply with the law which is designed to promote competition. This is to prevent 'buy national' policies in order to promote the free movement of goods and services across the EU. However this contrasts with the government's wish to support British farming and food industries and that the procurement of food should meet British or equivalent standards of production – without defining exactly what those equivalent standards are.

FSA CONSULTATION ON E.COLI 0157

Following the Pennington Inquiry into the outbreak of E Coli 0157 in South Wales, the FSA consulted on measures to prevent further outbreaks. Some of the proposals will have serious consequences for food service businesses and we have responded to the consultation by suggesting that guidance should be included in the Catering Industry Guide to Good Hygiene practice which is being developed by the BHA food and technical committee. Unfortunately the FSA went ahead and produced its guidance without further consultation and we are now lobbying to have it withdrawn. We believe it is neither proportionate nor risk-based.

CARBON REDUCTION COMMITMENT REGULATIONS (CRC)

The CRC was amended in the Comprehensive Spending Review into an environmental tax on business. The scheme has been amended to remove the recycling of carbon credits purchased by businesses in the scheme which will have the net effect of providing significant sums for the Treasury. We continue to lobby for simplification of the scheme particularly with respect to franchisors and franchisees.





Wagamama

FOOD ACTION PLAN (PREVIOUSLY FOOD 2023)

Ministers in the new government have accepted the recommendations of the DEFRA working group consisting of the BHA and others, which sets out the plan to implement the government's food policy covering food security, food safety, sustainability, healthy eating, skills, food research and competitiveness in the food and drink industry. The action plan was discussed at a stakeholder event in January 2011 and the final document is still to be published.

FIRE SAFETY

A meeting was held with senior civil servants at the Department for Communities and Local Government (DCLG) to discuss the approach taken by fire authorities in using the Guidance for Business as a bench mark standard for compliance with the Regulatory Reform (Fire Safety) Order. DCLG is equally concerned about

inconsistencies and an outcome of the meeting is that we will work with the Chief Fire Officers' Association to devise guidelines on consistency for the fire and rescue services. We are continuing to press DCLG for a review of the Regulatory (Fire Safety) Order. A meeting was held between the BHA, our local affiliated hotel association in Brighton, and the East Sussex Fire and Rescue Service. We have made substantial progress in resolving some of the demands for sprinkler systems but discussions are continuing.

VENDING IN WALES

Following the ban on anything other than 'healthy foods' in vending machines in hospitals in Wales, John Dyson, our food and technical affairs adviser, gave a presentation to a conference in Cardiff organised by the Automatic Vending Association highlighting the pragmatic Scottish approach to this issue. The civil servants from the Welsh Assembly were present and discussions are ongoing to amend the standard.

BHA People

CONGRATULATIONS TO:

BHA Fellow, **Prue Leith**, on her appointment to CBE (promotion from OBE).

Michael Brooker of Prêt à Manger and hotelier **Peter Tyrrie**, both appointed MBE.

Robyn Jones, co-founder and chief executive of CH&CO and a member of our Food and Service Management Forum, on her OBE for services to the hospitality industry.

Member **Ranjit Mathrani**, chairman of Masala World, owner of Veeraswamy and Chutney Mary, who was appointed by The Queen to the ancient post of High Sheriff of Greater London.

Alan Parker CBE, former chief executive of BHA member Whitbread, and a former chairman of the BHA national executive, who received the Lifetime Achievement Award at the annual International Hotel Investment Forum in Berlin. Previous winners of the award have included the late Lord Forte and the current BHA President Sir David Michels.

Peter Taylor, a former chairman of the BHA national executive, and winner of the Lifetime Achievement Award in the Scottish Licensed Trade Awards.

And the many individual and establishment members of the association who were honoured at the Caterer and Hotelkeeper

2010 Catey awards: Dukes Bar in Dukes Hotel, London; Cameron House on Loch Lomond; Lucknam Park; David Morgan-Hewitt of The Goring Hotel; restaurateurs Chris Galvin and Jeff Galvin; Corrigan's Mayfair at Grosvenor House; Geoffrey Harrison of Harrison Catering Services; and BHA Fellow, Roy Ackerman, who received the Lifetime Achievement Award. Sheres Express Reception won the Best Use of Technology Award for its development of self-service check-in kiosks for member Premier Inn.

OBITUARIES

We are very sorry to record the death of **Paul Whittome** of the Hoste Arms Hotel, Burnham Market, Norfolk, which he had run since 1989, a member of the Eastern Regional Committee since 2001 and a founder of The Great Inns of Britain; and of **Richard Brend** at the age of 74, one of the founders of member Brend Hotels. The group, which he set up with his father in 1967, now employs over 1,200 staff in hotels, restaurants and garages across the West Country.

CHARITIES

The association supports the work of hospitality industry charities. At the annual luncheon, it raised £1,985 for the PM Trust.

From left to right:
Prue Leith,
Peter Taylor,
Robyn Jones and
Alan Parker



BHA Committees

RESTAURANT ASSOCIATION NATIONAL COMMITTEE

Chairman

The Earl of Bradford
Porters Restaurant,
London



Vice-chairman

David Loewi
D & D Restaurants,
London

President

Robert Walton MBE
Trunkwell Mansion House,
Reading

Honorary Vice-Presidents

Michael Gottlieb
Christopher's Group

Viscount Montgomery of Alamein CMG OBE

Stephen Moss CBE
Springboard UK

Members

David Baldwin
Baldwin's Omega,
Sheffield

Chris Brown
Turpin Smale Foodservice
Consultancy, London

Malcolm Duck
Duck's at Le Marché Noir

Stefano Fraquelli
Metropolitan Restaurants

James Grant
Wiltons

Paul Heathcote
Heathcote's Restaurants,
Lancs

Jason Hornbuckle
Lewtrenchard Manor, Wilts

Martin Lam
Ransome's Dock, London

Mohan Mansigani
Tragus Holdings

Ranjit Mathrani
Masala World, London

Andrew McKenzie
The Vineyard at
Stockcross, Newbury

Andrew Rickett
Boxmoor Lodge, Hemel
Hempstead

Nick Scade MBE
The Restaurant Factory
Henley-on-Thames

Paul Singer
London Fine Dining Group

James Thomson OBE
Witchery by the Castle,
Edinburgh

Bernard Yeoh
Kai Mayfair, London

BHA SCOTLAND

Chairman

Calum Ross
Loch Melfort Hotel and
Restaurant, Arduaine



Vice-chairman

Norman Springford
Apex Hotels

Ivan Artolli
Balmoral Hotel, Edinburgh

Beppo Buchanan-Smith
Isle of Eriska Hotel

Roddie Campbell Henderson
Savoy Park Hotel, Ayr

Malcolm Duck
Duck's at Le Marché Noir,
Edinburgh

Gavin Ellis
Knockomie Hotel, Forres

Patrick Elsmie
Gleneagles Hotel,
Auchterarder

Audrey Gillespie
Whitbread

Stephen Gough
Thistle Hotel, Inverness

Russell Imrie
Queensferry Hotels

John Kavanagh
Sheraton Grand Hotel &
Spa, Edinburgh

Stephen Leckie
Crieff Hydro Hotel, Crieff

Malcolm Macintyre
The Strathaven Hotel,
Strathaven

Jacqueline Mathie
Glasgow Airport Premier
Inn

William McLelland
Euro Hostel, Glasgow

Colin Paton
Portland Hotels

Nicola Taylor
Chardon Management

Peter Taylor OBE
Town House Collection

Eamonn Thompson
Glasgow Marriott Hotel

James Thomson OBE
The Witchery by the
Castle, Edinburgh

Chris Wayne-Wills
Roxburgh Hotel,
Edinburgh

Willie Wood
The Woodhouse Hotel,
Largs

BHA WALES

Chairman

Andrew Evans
St Bride's Hotel,
Saundersfoot



Justin Baird-Murray
Metropole Hotel,
Llandrindod Wells

Glenn Evans
Royal Oak Hotel,
Betws-y-Coed

Magalie Gratien
Accor

Derek Harvey
Cardiff Marriott

Peter Heard
Tregynon, Fishguard

Michael Kagan
Cross Lanes Hotel,
Wrexham

Peter Lavin
Castle Hotel, Conwy

Geoffrey Lofthouse
Imperial Hotel, Llandudno

Len Maddocks
Empire Hotel, Llandudno

Esther Roberts
North Wales Tourism Ltd

Anthony Rosser
Lake Vymwy Hotel,
Oswestry

Neil Rowlands
Tre-ysgawen Hall

Darryl Shaw
Rossett Hall Hotel,
Wrexham

Peter Smith
Caer Beris Manor,
Builth Wells

Shyam Suner Patiar
Llandrillo College,
Llandudno

Elyse Waddy
Empire Hotel, Llandudno

Nigel Williams
Ambassador Hotel,
Llandudno

David Williams
Ambassador Hotel,
Llandudno

FINANCE COMMITTEE

Chairman

Andrew Guy
Ed's Easy Diner



David Baldwin
Baldwin's Omega,
Sheffield

Christopher Davy
Rose and Crown Hotel,
Romaldkirik

Graham Grose
Thurlestone Hotel, Devon

Eric Marsh
Cavendish Hotel, Baslow

Dudley Osborne
Weston Manor Hotel,
Oxon

Bob Silk
Barclays Bank

Peter Taylor OBE
The Town House Company

David Williams MBE
Ambassador Hotel,
Llandudno

BHA COUNCIL

President

Sir David Michels



Vice-presidents
Lord Marshall of
Knightsbridge

Sir John Egan

Members

Tony Dangerfield
De Vere

Philip Dark
Rezidor

Patrick Dempsey
Whitbread Group

Jean-Jacques Dessors
Accor Hotels

Heiko Figge
Guoman Hotels

David Guile
Macdonald Hotels

Steve Hebborn
Ramada Jarvis Hotels

Phil Hooper
Sodexo UK

Kirk Kinsell
InterContinental Hotels

Amy McPherson
Marriott International

William Morris
InterContinental Hotels

John Philip
Hilton UK and Ireland

Rhys Roberts
Chairman, Best Western

Simon Vincent
Hilton UK

Michael Wale
Starwood Hotels
and Resorts

Mark Willis
Rezidor

NATIONAL EXECUTIVE

Chairman

Christopher Davy
Rose & Crown Hotel,
Romaldkirik, Co Durham



Vice-chairman

Christopher Rawstron
InterContinental Hotels
Group

James Bowie
Belmont House Hotel,
Leicester

The Earl of Bradford
Porters Restaurant,
London

Michael Clinch
Chatsworth Hotel, Worthing

Anna-Marie Dowling
Royal Horseguards Hotel,
London

Andrew Evans
St Bride's Hotel and Spa,
Saundersfoot

Ciaran Fahy
Cavendish Hotel, London

David Loewi
D & D Restaurants

Graham Grose
Thurlestone Hotel, Devon

Andrew Guy
Ed's Easy Diner

Tim Hassell
Ilington Country House
Hotel, Devon

Phil Hooper
Sodexo UK

Russell Imrie
Queensferry Hotels,
Edinburgh

Simon Kershaw
Best Western Willerby
Manor Hotel, Kingston-
upon-Hull

Len Louis
Classic British Hotels

Eric Marsh
Cavendish Hotel, Baslow,
Derbyshire

Dudley Osborne
Weston Manor Hotel, Oxon

Peter Owen
RAF Club

Calum Ross
Loch Melfort Hotel,
Arduaine

Shara Ross
Hotel Felix, Cambridge

Michael Shepherd
Hilton on Park Lane,
London

Peter Taylor OBE
The Town House
Company, Edinburgh

Robert Walton MBE
Trunkwell Mansion House,
Reading, Berkshire

David Williams MBE
Ambassador Hotel,
Llandudno, N. Wales

Chief Executive
Ufi Ibrahim

Deputy Chief Executive
Martin Couchman OBE

NATIONAL RESTAURANTS GROUP

Chairman
Graham Turner
Tragus



Eren Ali
Las Iguanas
Mark Angela
Pizza Express
Erik Castenskiold
Mitchells & Butlers
Karen Forrester
TGI Friday's
Andrew Guy
Ed's Easy Diner
Steven Hill
Wagamama
Nick Hindle
McDonald's
Stefano Ispani
Ponti's
Andrew Jacobs
Giraffe
Tony Keating
SSP
Simon Kossoff
Carluccio's
David Loewi
D&D
Richard Morris
Loch Fyne
Simon Raggett
Starbucks
Jeremy Roberts
Living Ventures
William Rollason
Paramount
Robin Rowland
YO! Sushi
Georgina Wald
Domino's Pizza

CLUBS PANEL

Chairman
Peter Owen
Royal Air Force Club,
London



Mark Anderson
The Landsdowne Club,
London
Mark Bovaird
The Roehampton Club
Alex Bray
East India Devonshire
Sports and Public Schools
Club
Paul Budd
The Leander Club
Ian Campbell
The Caledonian Club
Ian Faul
City of London Club,
London
Robina Graham
City University Club,
London
Lorraine Hall
University Women's Club
Christian Horvath
RAC Club
**The Marquess of
Lansdowne**
Bowood Golf and Country
Club
Tony Murkett
The Sloane Club
Jonathan Orr-Ewing
Carlton Club
Sian Parkin
The Penn Club, London
Andrew Phillips
Boodle's
Simon Roberts
National Liberal Club
Sheila Seddon
Oxford and Cambridge
Club
Julian Small
Wentworth Club,
Virginia Water
Graham Snell
Brooks's
David Swain
The Oriental Club
Matt Taylor
Union Jack Club
Alastair Telfer
Oxford & Cambridge
University Club, London
John Tomaschek
The Honourable Society
of Lincoln's Inn, London
Conrad Winter
Travellers Club, London

EMPLOYMENT, EDUCATION & SKILLS NETWORK

Chairman
Ufi Ibrahim
BHA



David Battersby OBE
Hospitality & Leisure
Manpower
Geoff Booth
Professional Association
for Catering Education
Carole Borhani
Angel HR
Jane Burke
W.A. Shearings
Jim Cathcart
British Beer and Pub
Association
Nina Eskriett
Delaware North
Laura Frith
InterContinental Hotels
Chris Gladwell
JobCentre Plus
Lynne Graham
BaxterStorey
Julie Holdaway
SSP
Ruth Hutchison
Whitbread Group
Debbie Jelffs
Masala World
Martin-Christian Kent
People 1st
Ian Lancaster
Charles Wells
Jenny Lawrence
Unilever Food Solutions
Jez Langhorn
McDonald's Restaurants
Christine Lloyd
Oxford Hotels and Inns
Julie Macdonald
Pizza Express
Mark Norris
Profile
Helen Parrett
Legacy Hotels
Dr Anne Pierce MBE
Springboard UK
Julia Pledger
London Fine Dining Group
Veronica Robinson
Frederick Robinso
Paula Rogers
Admiral Group
Julia Rosamund
Nando's
Philippe Rossiter
Institute of Hospitality
Steve Rowlands
Marston's
Mike Seaton
Starbucks
Lisa Seelinger
Maybourne Group
Paul Steadman
Nestlé
Andy Sutch
Business in Sport
& Leisure
Roddy Watt
BHA Associate Member
Marie Wheatley
Orchid Group
Ros Young
Abode Hotels

FOOD AND SERVICE MANAGEMENT FORUM

Chairman
Phil Hooper
Sodexo



Vice-chairman
Tim West
Lexington
Howard Allen
Elior UK
Trevor Annon
Mount Charles Catering
Wendy Bartlett
Barlett Mitchell
Val Carter
Aramark
Jim Cartwright
Cygnit Foods
Norman Deas
GSS Purchasing
Graham Gilbert
OCS Catering Services
Gordon Haggarty
Accent Catering
Geoffrey Harrison
Harrison Catering Services
Simon James
Autograph Foodservice
Robyn Jones OBE
CH&CO
Noel Mahony
BaxterStorey
Ian Mitchell
Bartlett Mitchell
Sue Parfett
The Brookwood
Partnership
Chris Piper
Artizian Catering
Services
Phil Roker
Vacherin
Sarah Tester
Harbour and Jones
Simon Titchener
ISS Eaton
Ruston Toms
Blue Apple Catering
Stephen Williams
Celtic Catering
Partnership

FOOD AND TECHNICAL COMMITTEE

Chairman
John Dyson
British Hospitality
Association



Brian Bland
Nestlé Professional
Nigel Burgess
De Vere Venues
Marta Carrera
Unilever Food Solutions
Jane Ferguson
Aramark
Joanne Heselton
Millennium and
Cophthorne Hotels
Alex Humphrey
Hilton UK
Robert Kitchen
Nando's
David Osborn
InterContinental Hotels
Group
Michael Riley
BaxterStorey
Errol Rose
OCS Group
Vikki Stubbs
Elior
Gerry Thomas
Brakes Foodservice
Solutions
Darryl Thomas
Mitchells and Butlers
Ruston Toms
Blue Apple Contract
Catering
Alan Watt
McDonald's

HEART OF ENGLAND REGIONAL COMMITTEE

Chairman
James Bowie
Belmont House Hotel,
Leicester



Vice-chairman
David Field
Dormy House, Broadway
Mark Blake
Lea Marston Hotel,
Sutton Coldfield
Angela Burns
Moor Hall Hotel,
Sutton Coldfield
Hilary Hall
Midland Association of
Restaurants, Caterers and
Hoteliers
Iain Hardman
East Lodge Hotel, Matlock
Jerry Hartley
Birmingham College of
Food and Creative Arts
Philip Joseph
Cavendish Hotel, Baslow
John Millican
Lee Wood Hotel, Buxton
Iain Nesbitt
Colwall Park Hotel,
Malvern
John Pattin
Cottage in the Wood
Hotel, Malvern Wells
John Pette
Fairlawns at Aldridge,
Wallsall
Colin Sweeney
Weston Park
Andy Townsend
Legacy Hotels
Robert Vickers
Risley Hall Hotel, Risley
Mike Webb
Moor Hall Hotel, Sutton
Coldfield
Patrick Wisker
Pengethley Manor,
Ross-on-Wye
Andy Woodward
Farmstay UK

EASTERN REGIONAL COMMITTEE

Chairman
Shara Ross
Hotel Felix, Cambridge



Stas Anastasiades
Milsom Hotels, Dedham

Jason Bartella
Heritage Leisure Group, Chelmsford

Jason Borthwick Deepdale Farm, Norfolk

Noel Byrne
Bedford Lodge Hotel, Newmarket

Howard Darking
Abacus Hotels, Swaffham

Bernard Ducker
Knights Hill Hotel, Kings Lynn

Martin Fordham
Colchester Institute

Trevor Forecast
BHA Fellow

Tess Gilder
Park House, Sandringham

Martin Goodliffe
Orton Hall Hotel, Peterborough

Mary Gough MBE
Angel Hotel, Bury St Edmunds

Robert Gough
Angel Hotel, Bury St Edmunds

Francis Guildlea
Adnams Brewery, Southwold

John Hoskins
Old Bridge Hotel, Huntingdon

Ian Pask
Huntingdon Marriott Hotel

Tim Rowan-Robinson
Thorpeness and Aldeburgh Hotels, Suffolk

David Seward
Beale's Hotels

Janie Thompson
Hoste Arms Hotel, Burnham Market

Sarah Thorpe
Peterborough College

Steve Thorpe
Norwich City College of Further and Higher Education

Grahame Tinnion
Brudenall Hotel

Tamara Unwin
Stoke by Nayland Hotel, Colchester

Roderick Watson
Best Western
The Gonville Hotel

Henry Watt
Animals Inns, Norwich

Jeanne Whittome
Hoste Arms Hotel, Burnham Market

Gavin Wray
Kesgrave Hall

LONDON REGIONAL COMMITTEE

Chairman
Ciaran Fahy
Cavendish Hotel



Vice-chairman
David Taylor
The Hoxton

Graham Bamford
Royal Garden Hotel

Gareth Banner
The Hempel

Wendy Bartlett Bartlett Mitchell

Andrew Beale Beale's Hotels

Edward Bracken
Gore Hotel

Geoff Breese
Royal Chace Hotel, Enfield

Gioele Camarlinghi
Melia White House Hotel

Tim Cordon
Cumberland Hotel

Arnaud de Saint Exupery
Andaz Liverpool Street

Anna-Marie Dowling
Royal Horseguards Hotel

Jeffery Epstein
Best Loved Hotels

Gerald Fletcher
Jersey Hospitality Association

Paul Follows
Grim's Dyke Hotel, Harrow

Douglas Glen
London Landmark Hotel

Steve Goddard
Thames Ridley Foodservice

Edward Gray
BHA Associate

Beccy Gunn
The Arch

Stuart Johnson
Brown's Hotel

Klaus Kabelitz
The Berkeley

Kate Levin
The Capital

Theresa Maw
Renaissance London Chancery Court Hotel

David Morgan-Hewitt
The Goring

Michael Neve
Jurys Great Russell Street

Marco Novella
Baglioni Hotels

Thomas Orchard
The Metropolitan

Derek Picot
Juneirah Carlton Tower

Miles Pooley
Marriott Park Lane

Aunp Sarin
Best Western Mostyn

Michael Shepherd
London Hilton on Park Lane

Serena Von der Heyde
Georgian House Hotel

Alexander Watenphul
Mandeville Hotel

Patricia Wood
London Metropolitan University

NORTHERN REGIONAL COMMITTEE

Chairman
Simon Kershaw
Best Western
Willerby Manor Hotel



Vice-chairman
Andrew Nicholson
Linthwaite House, Windermere

John Appleyard
BHA Associate

David Baldwin
Bladwin's Omega, Sheffield

Craid Bancroft
Northcote

Michael Bevans
Linthwaite House, Windermere

Deirdre Buchanan
The White Swan, Pickering

Victor Buchanan
The White Swan, Pickering

Chris Carrs
Rothay Garden Hotel, Grasmere

Douglas Dale
English Lakes Hotels

Christopher Davy
Rose & Crown Hotel, Romalldkirk

Jonathan Denby
Newby Bridge Hotel, Ulverston

David Harding
County Hotel, Hexham

Peter Harding
County Hotel, Hexham

Tim Howard
Judges Hotel, Yarm

Faye Kelly
The Abode, Chester

Nazim Khan
Sangreela Indian Restaurant

William McClelland
Euro Hotels

Andrew McPherson
Holbeck Ghyll

Thomas Robinson
Headlam Hall Hotel, Durham

Bill Rowson
Sheffield Hallam University

Tim Rumney
Castle Green Hotel, Kendal

Janet Simpson
Gibbon Bridge Hotel, Preston

Clive Wilson
Lakeside Hotel, Newby Bridge

Neville Talbot
Lakeside Hotel, Newby Bridge

Christopher Varley
Aynsome Manor Hotel, Grange-over-Sands

SOUTH EASTERN REGIONAL COMMITTEE

Chairman
Michael Clinch
Chatsworth Hotel, Worthing



Vice-chairman
Philip Newman-Hall
Le Manoir aux Quat' Saison, Oxford

Reina Alston
Roundabout Hotel, Pulborough

Graeme Bateman
Elite Hotels

Caroline Cooper
Zeal Coaching

James Dopson
Deans Place Hotel, Alfriston

Gavin Elliott
Chilworth Manor, Southampton

Professor Peter Jones
University of Surrey

Neil Kirby Langham Hotel, Eastbourne

Andrew McKenzie
The Vineyard at Stockcross, Newbury

Maurice Monk
Cantley House Hotel, Wokingham

Andrew Oxby
Coulston Manor

Rupert Spurgeon
South Lodge Hotel, Horsham

John Taylor
Majestic Hotel, Bournemouth

Jonathan Thompson
Hartwell House, Aylesbury

Samantha Trinder
The Bingham Hotel, Richmond-on-Thames

Jeremy Wall
Eynsham Hall

Patrick Wall
Bromley Court Hotel, Bromley

Jonathan Webley
Grand Hotel, Eastbourne

SOUTH WESTERN REGIONAL COMMITTEE

Chairman
Tim Hassell
Islington Country House
Newton Abbott



Vice-chairman
Paul Sadler
Calcot Manor, Tetbury

Carolyn Armstrong
Headland Hotel, Newquay

Veryan Armstrong
Headland Hotel, Newquay

Julie Baugh
Thurleston Hotel, Kingsbridge

Laurence Beere
Queensberry Hotel, Bath

Edward Bence
Berry Head Hotel, Brixham

Andrew Cole
Grange Hotel and Country Club,

Ben Danielsen
Bowood Golf and Country Club

Ian Davies
Osborne Hotel, Torquay

Rupert Elliott
Bibury Court

Adam Fox-Edwards
Arundell Arms Hotel, Lifton

Mark Godfrey
Harbour Hotels

Graham Grose
Thurleston Hotel

Peter Hancock
Pride of Britain Hotels

Jonathan Hassall
BHA Associate

Linda Hill
Torbay Hospitality Association

Kathryn Haskins
Alexandra Hotel, Lyme Regis

Deborah Heather
Dartington Hall

Andrew Horler
Queenswood Hotel, Weston-Super-Mare

Jeremy Logie OBE
BHA Associate

Somerset Moore
BHA Associate

Harry Murray MBE
Lucknam Park, Chippenham

Ricci Obertelli
Brend Hotels

Gordon Oliver
Torbay Hospitality Association

Peter Raven
Torquay Leisure Hotels

Elke Weiler
Dartington Hall

Peter Williams
Cranbourne Hotel, Plymouth

Sue Williams
Bath Priory

Howard Young
Hotel Bristol, Newquay

ROLL OF HONOUR BHA FELLOWS

Roy Ackerman OBE
William Baxter CBE
Deirdre Buchanan
Peter Catesby
Donald Durban CBE
Richard Edwards OBE
Trevor Forecast
The Hon Sir Rocco Forte
George Goring OBE
Michael Gottlieb
Mary Gough MBE
Graham Grose
Michael Guthrie OBE
Andrew Guy
Jonathan Hassell
Sir Garry Hawkes CBE
Rex Joseph
Prue Leith OBE
David Levin
John Loudon
J William Marriott
Paul Murray-Smith
Ramon Pajares OBE
Alan Parker CBE
Ingrid Philip-Sorensen
David Pope
Gavin Reed
Graeme Simmers CBE
Peter Taylor OBE
Anne Voss-Bark MBE
Michael Webb
David Williams MBE

The British Hospitality Association Accounts



COMPANY INFORMATION

DIRECTORS

Graham Grose
Andrew Guy
Grant Hearn (Resigned 29 June 2010)
David Levin (Resigned 29 June 2010)
Andrew Main
Dudley Osborn
Alan Parker
Christopher Davy (Appointed 29 June 2010)
Phil Hooper (Appointed 29 June 2010)

SECRETARY

Michael Chin

AUDITORS

Sawin & Edwards
Chartered Accountants
& Registered Auditors
15 Southampton Place
London WC1A 2AJ

REGISTERED OFFICE

55-56 Lincoln's Inn Fields
London WC2A 3BH

Registered number 00109030

DIRECTORS' REPORT

The directors present their report and accounts for the year ended 31 December 2010.

PRINCIPAL ACTIVITIES

The company's principal activity during the year was that of acting as a trade association for the hospitality industry. It remains the only association in the UK which covers the entire spectrum of hotel and catering businesses in the private sector.

DIRECTORS

The Directors who served during the year were as follows:

Graham Grose
Andrew Guy
Grant Hearn (Resigned 29 June 2010)
David Levin (Resigned 29 June 2010)
Andrew Main
Dudley Osborn
Alan Parker
Christopher Davy (Appointed 29 June 2010)
Phil Hooper (Appointed 29 June 2010)

MEMBERS' INTERESTS

The company is a company limited by guarantee and members may derive no benefit, income or capital interest in the company's affairs.

AUDITORS

The auditors, Sawin & Edwards, have indicated their willingness to continue in office. A resolution to reappoint Sawin & Edwards for the ensuing year, will be proposed at the Annual General Meeting in accordance with Section 485 of the Companies Act 2006.

SMALL COMPANY SPECIAL PROVISIONS

The report of the directors has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the board on 4 May, 2011.

Michael Chin Secretary

INCOME AND EXPENDITURE ACCOUNT

for the year ended 31 December 2010

	Notes	2010 £	2009 £
Income			
Subscriptions		1,234,419	1,299,371
Net surplus/(deficit) from publications		33,432	(8,770)
Other income	1	220,185	206,144
Events income		129,934	101,365
Interest receivable		89	1,615
Income from listed investments		16,480	18,767
Total income		1,634,539	1,618,492
Expenditure			
Staff costs		752,198	691,123
Other operating charges	2	731,680	750,044
Events expenses		157,286	133,031
Depreciation		13,182	12,976
Amortisation		10,340	10,342
Total expenditure		1,664,686	1,597,516
(Deficit)/surplus before taxation and exceptional items	3	(30,147)	20,976
Exceptional item			
Decrease in provision for fall in value of investments	9	13,810	58,670
		(16,337)	79,646
Taxation	4	(1,369)	(1,700)
(Deficit)/surplus for the financial year	13	(17,706)	77,946

BALANCE SHEET

as at 31 December 2010 Company Registration Number: 00109030

	Notes	2010 £	2009 £
Fixed assets			
Intangible assets	5	17,102	10,342
Tangible assets	6	60,421	48,887
Investments	7	2	2
		77,525	59,231
Current assets			
Debtors	8	248,485	309,744
Investments	9	448,349	412,221
Cash at bank and in hand		48,702	281,600
		745,536	1,003,565
		823,061	1,062,796
Capital and reserves			
Balance from previous year	10	17,835	(60,111)
Income and expenditure account		(17,706)	77,946
	13	129	17,835
Creditors: amounts falling due within one year			
	11	217,907	333,126
Deferred income	12	605,025	711,835
		822,932	1,044,961
		823,061	1,062,796

The accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

Andrew Guy Director

Dudley Osborn Director

Approved by the board on 4 May, 2011.

NOTES TO THE ACCOUNTS

for the year ended 31 December 2010

1. OTHER INCOME

	2010 £	2009 £
Gain/(loss) on sale of investments	25,411	(11,595)
(Deficit)/surplus on other events	(5,074)	6,375
Sundry income	199,848	211,364
	220,185	206,144

2. OTHER OPERATING CHARGES

	2010 £	2009 £
Premises	206,919	224,371
Magazine	–	993
Administrative and communication expenses	162,755	138,633
Meetings and travel	54,668	63,472
Professional, parliamentary and membership promotion	278,403	294,275
Marketing	17,500	17,500
Auditors' remuneration	11,435	10,800
	731,680	750,044

3. (DEFICIT)/SURPLUS BEFORE TAXATION AND EXCEPTIONAL ITEMS

	2010 £	2009 £
This is stated after charging /(crediting):		
Depreciation of owned fixed assets	13,182	12,976
Amortisation	10,340	10,342
Defined pension contributions	48,795	71,189
Rentals under operating leases:		
Equipment	7,318	7,318
Office premises	115,368	138,950
Auditors' remuneration - Audit	10,800	10,100

4. TAXATION

	2010 £	2009 £
UK corporation tax	–	339
Tax credits attributable to dividends received	1,369	1,361
	1,369	1,700

NOTES CONTINUED

5. INTANGIBLE FIXED ASSETS

	Website under construction £	Goodwill £	Total £
Cost			
At 1 January 2010	14,450	144,783	159,233
Additions	17,100	–	17,100
At 31 December 2010	31,550	144,783	176,333
Amortisation			
At 1 January 2010	14,449	134,442	148,891
Charge for the year	–	10,340	10,340
At 31 December 2010	14,449	144,782	159,231
Net book value			
At 31 December 2010	17,101	1	17,102
At 31 December 2009	1	10,341	10,342

On 1 January 2004 the trade of The Restaurant Association (a company limited by guarantee and registered in England) was transferred to the British Hospitality Association. All of the assets and liabilities of the company were acquired by the British Hospitality Association at fair value. This resulted in a debtor of £144,783 due from The Restaurant Association which subsequently was considered by the directors to be irrecoverable. The directors then took the view that this debt write off should be treated as goodwill.

6. TANGIBLE FIXED ASSETS

	Leasehold property	Computer equipment £	Fixtures and equipment £	Total £
Cost				
At 1 January 2010	–	105,167	124,584	229,751
Additions	21,323	3,393	–	24,716
At 31 December 2010	21,323	108,560	124,584	254,467
Depreciation				
At 1 January 2010	–	94,818	86,046	180,864
Charge for the year	1,066	6,478	5,638	13,182
At 31 December 2010	1,066	101,296	91,684	194,046
Net book value				
At 31 December 2010	20,257	7,264	32,900	60,421
At 31 December 2009	–	10,349	38,538	48,887

NOTES CONTINUED

7. FIXED ASSETS INVESTMENTS

	2010 £	2009 £
Investment in subsidiary at cost		
At 1 January 2010	2	2
At 31 December 2010	2	2

Name of company	Holding	% Held 2010	% Held 2009	Country of Incorporation	Nature of business
RAGB Limited	Ordinary shares	100	100	United Kingdom	Dormant

	2010 £	2009 £
RAGB Limited		
Capital and reserves	2	2
Profit for the year (Year ended 30 June)	–	–

8. DEBTORS

	2010 £	2009 £
Sundry sales and other debtors	35,345	129,117
Prepayments and accrued income	213,140	180,627
	248,485	309,744

There is a charge held by Capel House Property Trust Limited over the rent deposit to the value of £41,947.

NOTES CONTINUED

9. CURRENT ASSETS INVESTMENTS

	2010 £	2009 £
Listed investments at cost	489,203	466,885
Less: Provision for fall in value	(40,854)	(54,664)
	448,349	412,221

Movement in provision against fall in value of investments:	2010 £	2009 £
At 1 January 2010	54,664	113,334
Decrease in year	(13,810)	(58,670)
At 31 December 2010	40,854	54,664

All the investments are quoted on a recognised stock exchange.

At the balance sheet date the market value of the investments was £540,649 (2009: £502,082).

10. CAPITAL AND RESERVES

The Association is a company limited by guarantee having no issued share capital.

In the event of winding up of the company the liability of the members is limited to £1 each.

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2010 £	2009 £
Other creditors	81,983	175,830
Other taxes and social security costs	65,766	92,635
Accruals and deferred income	70,158	64,661
	217,907	333,126

12. DEFERRED INCOME

	2010 £	2009 £
Members subscriptions: proportion received in advance	605,025	711,835

NOTES CONTINUED

13. INCOME AND EXPENDITURE ACCOUNT

	2010 £	2009 £
At 1 January 2010	17,835	(60,111)
(Deficit)/surplus for the financial year	(17,706)	77,946
At 31 December 2010	129	17,835

14. PENSION COMMITMENTS

The company makes defined contributions to individual personal pension plans for the employees.

The assets of the schemes are held separately from those of the company in independently administered funds.

During the year contributions amounted to £48,795 (2009: £71,189).

15. OTHER FINANCIAL COMMITMENTS

	2010 £	2009 £
At the year end the company had annual commitments under non-cancellable operating leases as set out below:		
Operating leases which expire:		
within one year	–	71,400
within two to five years	7,318	7,318
after five years	97,700	48,850
	105,018	127,568

16. CONTROLLING PARTY

The company is limited by guarantee and there is no controlling party.

17. DEBENTURE

A fixed and floating charge is held by Barclays Bank Plc over the undertaking and all assets present and future, as security for any monies due or to become due from the company.

18. POST BALANCE SHEET EVENT

On 28 February 2011, the company disposed of investments with a cost price of approximately £400,000, realising a pre-tax surplus on disposal of approximately £55,000.

ACCOUNTING POLICIES

for the year ended 31 December 2010

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). These accounts present information about the company as an individual undertaking and not about its group, of which the company is the parent undertaking. As a small group, the parent undertaking is exempt from preparing consolidated accounts.

1. INCOME

Publication income and magazine costs are shown net of expenditure and income respectively. The income shown in the Income and Expenditure account is exclusive of Value Added tax.

2. SUBSIDIARY COMPANY

Investment in the subsidiary company is included at cost.

3. AMORTISATION

Goodwill arose when the assets and liabilities of The Restaurant Association were acquired by the British Hospitality Association at fair value. This resulted in a debtor due from The Restaurant Association which was subsequently considered by the directors to be irrecoverable. The directors then took the view that this debt write off should be treated as goodwill. Goodwill is amortised systematically in the Income and Expenditure account over three years in order to write off the asset over its estimated useful life.

Website development costs have been capitalised at cost. Amortisation has not been provided whilst the website remains under construction.

4. DEPRECIATION

Depreciation has been provided in order to write off the assets over their expected useful lives as follows:

Computer equipment – 4 years

Fixtures and equipment – 10 years

Leasehold property – 10 years

5. INVESTMENTS

Fixed asset investments consist of investment in a subsidiary company which is included at cost. Current asset investments are stated at the lower of cost and net realisable value.

6. LEASING

Rentals paid under operating leases are charged to the income and expenditure account, on a straight line basis over the lease term.

7. PENSIONS

The company makes defined contributions to individual pension plans for the employees. Contributions to the schemes are charged to the income and expenditure account as they are incurred. The assets of the schemes are held separately from those of the company.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors confirm that so far as they are aware, there is no relevant audit information (as defined by section 418(3) of the Companies Act 2006) of which the company's auditors are unaware. They have taken all the steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE BRITISH HOSPITALITY ASSOCIATION

4 May, 2011

We have audited the financial statements of The British Hospitality Association for the year ended 31 December 2010 which comprise the Income and Expenditure account, the balance sheet, the related notes numbered 1 to 18 and the accounting policies numbered 1 to 7. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members, those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As explained more fully in the Directors' Responsibility Statement set out on page 38 the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB'S) Ethical Standards for Auditors.

SCOPE OF THE AUDIT

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements.

OPINION

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 December 2010 and of its deficit for the year then ended; and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all of the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements and the directors' report in accordance with the small companies regime.

Keeley Edwards (Senior Statutory Auditor)
For and on behalf:
Sawin & Edwards, Statutory Auditors,
15 Southampton Place, London WC1A 2AJ

SCHEDULE TO THE ACCOUNTS

for the year ended 31 December 2010

	2010 £	2009 £
Net surplus/(deficit) from publications		
Sale of miscellaneous publications	13,853	19,491
Cost of sales of miscellaneous publications	(21,110)	(25,600)
	(7,257)	(6,109)
Net surplus on Hospitality Economy Partnership	41,360	–
Net deficit on survey income	(671)	(2,661)
	33,432	(8,770)

Staff costs

Salaries and benefits	646,099	579,722
Pensions	48,795	71,189
Recruitment costs	33,333	32,212
Redundancy payment	23,971	8,000
	752,198	691,123

Premises

Cleaning	6,965	6,450
Rent	115,368	138,950
Rates	48,368	41,939
Repairs	2,361	3,598
Service charge, light, heat and insurance	33,857	33,434
	206,919	224,371

Magazine

Costs	–	993
	–	993

SCHEDULE TO THE ACCOUNTS

for the year ended 31 December 2010

	2010 £	2009 £
Administrative and communication expenses		
Printing and stationery	15,552	13,630
Computer expenses	38,788	25,270
Miscellaneous	11,720	9,225
Postage	5,661	7,358
Telephone	8,215	9,377
Subscriptions and donations	69,719	62,106
Bank charges and interest	8,678	7,260
Insurance	4,422	4,407
	162,755	138,633
Meetings and travel		
Motor, meetings, travelling and entertaining	49,301	53,480
Seminars	5,367	9,992
	54,668	63,472
Professional, parliamentary and membership promotion		
Professional and legal	180,414	196,707
Parliamentary	23,249	20,293
Public relations	35,863	35,595
Membership promotion	38,877	41,680
	278,403	294,275

British Hospitality Association Members

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

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CAFE SPICE NAMASTE, LONDON
CAFE TWENTYONE NEWCASTLE, NEWCASTLE-UPON-TYNE
CAIRN LODGE SERVICES LTD, LANARK
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CALP'S HEAD, CLITHEROE
CAMBUS O'MAY HOTEL, BALLATER
CANDLESTICKS INN, RINGWOOD
CANTLEY HOUSE HOTEL, WOKINGHAM
CAPARO HOTELS, TORQUAY
CAPITAL HOTEL, LONDON
CAPRICE HOLDINGS, LONDON
CARAFFINI, LONDON
CARLTON CLUB, LONDON
CARLUCCIOS, LONDON
CARMARTHENSHIRE TOURISM ASSOCIATION, AMMANFORD
CARPACCIO RESTAURANT LONDON
CASA ROMANA, CARLISLE
CASPIAN, WOKINGTON
CASTELL MALGWYN, CARDIGAN
CASTLE COTTAGE HOTEL, HARLECH
CASTLE HOTEL, CONWY
CASTROS, LEEK
CATERER.COM, LONDON
CAVENDISH HOTEL, BAKEWELL
CELLAR GASCON, LONDON
CELTIC CATERING PARTNERSHIP, PONTYCLUN
CHAMBERLAIN'S, LONDON
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CHARLES BATHURST INN, RICHMOND
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CHATSWORTH HOTEL, EASTBOURNE
CHELTENHAM HOSPITALITY ASSOCIATION
CHERWELL BOATHOUSE, OXFORD
CHEWTON GLEN HOTEL, NEW MILTON
CHEZ BRUCE, LONDON
CHEZ LINDSAY, RICHMOND-ON-THAMES
CHOI'S, CHISLEHURST
CHOUGH'S NEST HOTEL, LYNTON
CHRIS MORTON ASSOCIATES, CHESTER
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CHRISTIE GROUP PLC, LONDON
CHRISTOPHERS, LONDON
CIGALA, LONDON
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CITY OF LONDON CLUB, LONDON
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CLEANING CONCIERGE ASSOCIATION, TOKYO
CLOUD HOTEL, BROCKENHURST
CLUB GASCON, LONDON
CLUB LA COSTA RESORTS & HOTELS, LONDON
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CO SAVE LTD, HORSHAM
COLCHESTER INSTITUTE
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COLEG MENAI, BANGOR
COLLYER BRISTOW LLP, LONDON
COLUMBIA ROAD RESTAURANT LLP, GUILDFORD
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COLYERS, LONDON
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CONDE NAST JOHANSSENS, LONDON
CONFERENCE PARK, BIRMINGHAM
CONSIDERATE HOTELIERS ASSOCIATION, DORCHESTER
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COPPID BEECH HOTEL, RACKNELL
CORINTHIA HOTEL LONDON, LONDON
CORNEY & BARROW WINE BARS, LONDON
CORSE LAWN HOUSE HOTEL, GLOUCESTERSHIRE
COTSWOLD HOUSE HOTEL, CHIPPING CAMPDEN
COTTAGE IN THE WOOD HOTEL, MALVERN
COUNTY HOTEL, HEXHAM
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CRAZY BEAR GROUP, STADHAMPTON
CREARER HOTELS
CRESCENT HOTEL, HARROW
CRESCENT HOTEL, LONDON
CRIEFF HYDRO GROUP, CRIEFF
CROSBY LODGE HOTEL, CARLISLE
CROSS BUTTS STABLE RESTAURANT, WHITBY
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CYMRU CATERING, RHAYADER
D&D LONDON, LONDON
DA LUCIO, SURBITON
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DAMSON DENE HOTEL & LEISURE CLUB, KENDAL
DANESFIELD HOUSE HOTEL & SPA, MARLOW
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DARTINGTON HALL, TOTNES
DE VERE GROUP, ASCOT
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DELAWARE, NORTH WEMBLEY
DEMUTHS, BATH
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DEVONSHIRE ARMS HOTEL, SKIPTON
DIMITRI'S, MANCHESTER
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DOG & PARTRIDGE HOTEL, PRESTON
DOLPHIN HOTEL, LONDON
DOMINO'S PIZZA GROUP, MILTON KEYNES
DOMINGTON PARK FARM HOTEL, DERBY
DORCHESTER HOTEL, LONDON
DORE GRILL, SHEFFIELD
DORMY HOUSE HOTEL, BROADWAY
DORSET SQUARE HOTEL, LONDON
DOUWE EGBERTS COFFEE SYSTEMS, SLOUGH
DREAMHOUSE APARTMENTS, GLASGOW
DRIFTWOOD HOTEL, TRURO

DUCKS, ABERLADY
DUNOON HOTEL, LLANDUDNO
DUNSLEY HALL HOTEL, WHITBY
DURRANTS HOTEL, LONDON
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EAST LODGE HOTEL, MATLOCK
EASTBOURNE HOSPITALITY ASSOCIATION
EASTBOURNE SEAFRONT HOTELS ASSOCIATION
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ECO, LONDON
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ECOTEC ENVIRONMENTAL SERVICES, MILTON KEYNES
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ELITE HOTELS, FOREST ROW
ELLIOTT MARKETING & PR, MILTON KEYNES
EMILE'S, LONDON
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EMPIRE HOTEL, LLANDUDNO
ENGLISH LAKES HOTELS, WINDERMERE
EPSOM THAI RESTAURANT, EPSOM
ESPLANADE HOTEL, LLANDUDNO
ESSEBORNE MANOR HOTEL, ANDOVER
EURO HOSTELS, GLASGOW
EVEREST INN, HYTHE
EXCLUSIVE HOTELS, BAGSHOT
EXMOOR WHITE HORSE HOTEL, MINEHEAD
EYNSHAM HALL HOTEL, WITNEY
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FAIRYHILL HOTEL, SWANSEA
FAJITAS, BEDFORD
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FARMER COPLEYS FARM SHOP, PURSTON
FARMSTAY UK, KENILWORTH
FARTHINGS RESTAURANT, LEEDS
FEATHERS HOTEL, LEDBURY
FENCE GATE INN & BANQUETING CENTRE, BURNLEY
FIRST MOTORWAY SERVICES, CALDICOT
FISCHER'S BASLOW HALL HOTEL, BAKEWELL
FISHERBECK HOTEL, AMBLESIDE
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FLOW HOSPITALITY TRAINING, EDINBURGH
FLYING PIZZA, LEEDS
FOOD FOR FRIENDS, BRIGHTON
FORESTDALE HOTELS, BOURNEMOUTH
FORWARD CONSORTIUM, REDDITCH
FOUR PILLARS GROUP, WITNEY
FOUR SEASONS HOTEL LONDON
FOURCROFT HOTEL, TENBY
FRENCH HORN HOTEL, READING
FRIENDS, PINNER
G & R HOSPITALITY SOLUTIONS, NEWBURY
GARRACK HOTEL, ST IVES
GENERAL TARLETON INN, KNARESBOROUGH
GEORGE OF STAMFORD HOTEL, STAMFORD
GIBBON BRIDGE HOTEL, PRESTON
GILPIN LODGE HOTEL, WINDERMERE
GIRAFFE GROUP, LONDON
GLAMIS CASTLE, ANGUS
GLASGOW CALEDONIAN UNIVERSITY
GLENEAGLES HOTEL, AUCHTERARDE
GLENGARRY CASTLE HOTEL, INVERGARRY
GLEWSTONE COURT HOTEL, ROSS-ON-WYE
GLIFFAES COUNTRY HOUSE HOTEL, CRICKHOWELL
GLORIA JEANS COFFEES UK, DORMANSLAND
GLOVERS SOLICITORS, LONDON
GOLDEN PHEASANT INN, KNUITSFORD
GOOSE FAT & GARLIC, SAWBRIDGEWORTH
GORE HOTEL, LONDON
GOUGH HOTELS, BURY ST. EDMUNDS
GOURMET BUFFET HOUSE LTD, DUNGANNON
GRAN PARADISO, LONDON
GRAVETYE MANOR HOTEL, EAST GRINSTEAD
GREAT BARR HOTEL, BIRMINGHAM
GREATER PORTSMOUTH HOTELS ASSOCIATION
GREEN LAWNS HOTEL, FALMOUTH
GREENHEAD HOUSE, SHEFFIELD
GRIM'S DYKE HOTEL, HARROW
GROSVENOR HOTEL, ILFRACOMBE
GROSVENOR PULFORD HOTEL, CHESTER
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GUIDO'S, AMERSHAM
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GUILDHALL TAVERN, POOLE
GUOMAN HOTEL MANAGEMENT, LONDON
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HALKIN HOTEL, LONDON
HALLMARK CATERING, LYMINGTON
HAMBLETON HALL HOTEL, OAKHAM
HAMPSTEAD VILLAGE GUEST HOUSE, LONDON
HAND PICKED HOTELS, SEVENOAKS
HARBOUR & JONES, LONDON
HARBOUR HOTELS GROUP, CHRISTCHURCH
HARBOURMASTER HOTEL, ABERAERON
HARD ROCK INTERNATIONAL, LONDON
HARRINGTON HALL HOTEL LTD, LONDON
HARRINGTONS, CHATHAM
HARRISON CATERING SERVICES, THAME
HARTS HOTEL, NOTTINGHAM
HAZELWOOD HOTEL, YORK
HEADLAM HALL HOTEL, DARLINGTON
HEADLAND HOTEL, NEWQUAY
HEMPTEL HOTEL, LONDON
HERITAGE LEISURE GROUP, CHELMSFORD
HILTON HOTELS CORPORATION, WATFORD
HISTORIC HOUSE HOTELS, LLANDUDNO
HISTORIC SUSSEX HOTELS, MIDHURST
HM REVENUE & CUSTOMS, EDINBURGH
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HOGAN LOVELLS INTERNATIONAL LLP, LONDON
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HOLGATE HILL HOTEL, YORK
HOOT LODGE HOTEL, WREXHAM
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HOSTESS, MANSFIELD
HOTEL FELIX, CAMBRIDGE
HOUSE OF COMMONS LONDON
HOUSE OF LORDS, LONDON
HOUSE OF TOWNEND, MELTON
HSBC MERCHANT SERVICES LLP, LEICESTER
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HUFFKINS TEA ROOMS, BURFORD
HUNDRED HOUSE HOTEL, TELFORD
HUNTSMAN, DINAS POWYS
HYATT REGENCY LONDON THE CHURCHILL, LONDON
HYDRO HOTEL, EASTBOURNE
IKHYA ENTERPRISES, GUILDFORD
IL FORNO, LIVERPOOL
IMPERIAL HOTEL, GREAT YARMOUTH
INDIAN ZING RESTAURANT, LONDON
INTERCONTINENTAL HOTELS GROUP, BUCKINGHAMSHIRE
INTERNATIONAL SCHOOL OF BUSINESS MANAGEMENT, LUCERNE
ISLE OF ERISKA HOTEL, OBAN
JAVA & JAZZ COFFEE HOUSE, FOREST ROW
JEAKES HOUSE HOTEL, RYE
JERSEY HOSPITALITY ASSOCIATION LTD
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JOE ALLEN, LONDON
JOHNSONS STALBRIDGE LINEN SERVICES, SHAFESBURY
JONES LANG LASALLE HOTELS, LONDON
JQ HOTEL, BIRMINGHAM
JUDGES COUNTRY HOUSE HOTEL, YARM
JULIAN'S RESTAURANT, WIRRAL
JULIE'S, LONDON
JUMEIRAH CARLTON TOWER HOTEL, LONDON
K WEST HOTEL & SPA, LONDON
KAI OF MAYFAIR, LONDON
KENT HALL HOTEL LONDON
KING WAH RESTAURANT, WIRRAL
KNAPPGARDEN & SOHO NORTH RESTAURANT, DALARNA, SWEDEN
KNOCKMIE HOTEL, FORRES
LA BARBE, REIGATE
LA BRASSERIE, LONDON
LA CACHETTE, ELLAND
LA CANTINA, SOUTHAMPTON
LA GAFFE HOTEL, LONDON
LA PIAZZA, EDINBURGH
LA PORTE DES INDES, LONDON
LA VERANDA, CARSHALTON
LADY ANNE MIDDLETONS HOTEL, YORK
LAKES HOSPITALITY ASSOCIATION,
LAKESIDE HOTEL, ULVERSTON
LAMONT PRIMDORRE, WOKINGTON
LANCASTER LONDON, LONDON
LANCRIGG COUNTRY HOTEL, GRASMERE
LANGAN'S COQ D'OR, LONDON
LANGAR HALL HOTEL, NOTTINGHAM
LANGLEY CASTLE HOTEL, HEXHAM
LANGSTONE CLIFF HOTEL, DAWLISH
LAS IGUANAS BRISTOL
LASSWADE COUNTRY HOUSE HOTEL, LLANWRTYD WELLS
LASTINGHAM GRANGE HOTEL, YORK
LAVIGNA, LONDON
LE CAVEAU, SKIPTON
LE COLOMBIER, LONDON
LE GAVROCHE, LONDON
LE MANOIR AUX QUAT' SAISONS, OXFORD
LE PREMIER COFFEE BAR & RESTAURANT, BURTON-ON-TRENT
LEANDER CLUB, HENLEY-ON-THAMES
LEEDS METROPOLITAN UNIVERSITY,
LEGACY HOTELS, HENLEY-IN-ARDEN
LEMON TREE BISTRO LTD, FRAMLINGHAM
L'ENCLUME, GRANGE-OVER-SANDS
LEON, LONDON
LEWISHAM COLLEGE, LONDON
LEXINGTON CATERING, LONDON
LINO'S, WIRRAL
LINTHWAITE HOUSE HOTEL, WINDERMERE
LION HOTEL, CRICCIETH
LIVEBOOKINGS, LONDON
LIVERPOOL RESTAURANT ASSOCIATION
LIVING VENTURES RESTAURANTS LTD, KNUITSFORD
LLANDUDNO HOSPITALITY ASSOCIATION
LOCH FYNE RESTAURANTS, BURY ST EDMUNDS
LOCH MELFORT HOTEL, OBAN
LOGE HOTELS (LINCOLN), LUCKINGTON
LONDON BRIDGE HOTEL, LONDON
LONDON CARRIAGE WORKS / HOPE STREET HOTEL, LIVERPOOL
LONDON HOTEL SCHOOL, LONDON
LONDON LINEN SUPPLY, SOUTHALL
LONDON METROPOLITAN UNIVERSITY,
LONGVIEW HOTEL, KNUITSFORD
LOS AMIGOS, STOCKPORT
LOSEHILL HOUSE HOTEL, HOPE
LOWRY HOTEL, MANCHESTER
LUCKNAM PARK HOTEL, CHIPPENHAM
LUC'S BRASSERIE, LONDON
MACDONALD HOTELS, ASCOT
MACINTYRE HUDSON, LONDON
MAEKONG THAI, BROMSGROVE
MAGPIE CAFE, WHITBY
MALMAISON & HOTEL DU VIN HOTELS, LONDON
MAMAS & LEONIES, SHEFFIELD
MANANA RESTAURANT, PWLLHELI
MANDARIN ORIENTAL HYDE PARK, LONDON
MANX HOSPITALITY PARTNERSHIP, ISLE OF MAN
MARAZION HOTEL, MARAZION
MARC LTD, LONDON
MARCHE, BIRMINGHAM
MARCOFFE AT PITFODS HOTEL, ABERDEEN
MARLOWES, LEEDS
MARRIOTT INTERNATIONAL, LONDON
MARTINS RESTAURANTS, FAVERSHAM
MASALA WORLD, LONDON

MATRICARDIS BAR & RESTAURANT, HENLEY-IN-ARDEN
MAYBOURNE HOTEL GROUP, LONDON
MCDONALD'S RESTAURANTS, LONDON
MELIA WHITE HOUSE, LONDON
MELITA HOUSE HOTEL, LONDON
MELTONS, YORK
MERLYN COURT HOTEL, LONDON
MESON DON FELIPE, LONDON
METROPOLITAN HOTEL, LONDON
METROPOLITAN RESTAURANTS LTD, LONDON
MIC HOTEL AND CONFERENCE CENTRE, LONDON
MILLENNIUM & COPTHORNE HOTELS, LONDON
MILSOM HOTELS, COLCHESTER
MING COURT, LONDON
MINT HOTEL, LONDON
MITCHELLS & BUTLERS BIRMINGHAM
MOGFORD LTD, OXFORD
MONTAGUE LLOYD, FALKIRK
MORSTON HALL HOTEL, HOLT
MOSIMANN'S, LONDON
MOUNT CHARLES CATERING, BELFAST
MOUNT ROYALE HOTEL, YORK
MR CHAN'S RESTAURANT, ST. HELENS
MR CHOW, LONDON
MR THOMAS'S CHOP HOUSE, MANCHESTER
MULLION COVE HOTEL, HELSTON
MUMTAAZ RESTAURANT, BRADFORD
MYHOTEL, BLOOMSBURY,
MYHOTEL, BRIGHTON,
MANDOS CHICKENLAND, LONDON
NATIONAL LIBERAL CLUB, LONDON
NAVARRO'S, LONDON
NEDS NOODLE BAR, LONDON
NETHERWOOD HOTEL, GRANGE-OVER-SANDS
NEW ENGLAND HOTEL, LONDON
NEW MAYFLOWER, LONDON
NEW WORLD, LONDON
NEWAY INTERNATIONAL, LONDON
NEWBY BRIDGE HOTEL,
NINCOMSOUP, LONDON
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NORTH WALES TOURISM, COLWYN BAY
NORTHCOTE, BLACKBURN
NORTHERN HOTEL, BEXHILL-ON-SEA
NORTHERN IRELAND HOTELS FEDERATION
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NORWICH CITY COLLEGE OF FURTHER AND HIGHER EDUCATION
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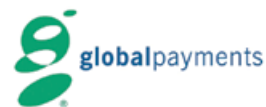
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