AQUA

MANAGEMENT OPERATING MANUAL

TABLE OF CONTENTS

Introduction 1

Aqua Contacts 2

1. All Operating Procedures 5

1.1 Order sheets & ordering 5
1.2 Management Checklists 7
1.3 Aqua PSB Sheet 7
1.4 Aqua W3 8
1.5 Cashing Up Procedure 8
1.6 Control, Comp, Void Form 9
1.7 Head Office Expense Form 9
1.8 Management End of week report 10
1.10 Management Meeting Report 10
1.11 Management Handover Form 10
1.12 10@10's 11
1.13 11.45's 11
1.14 Line Check Reports 12
1.15 Weekly Operating Folder 12

2. How to Understand & Control Liquor Gross Profit 13

2.1 Stock Holding 13
2.2 Comps 15
2.3 Wastage 16
2.4 Transferring of tables from the bar 17
2.5 Staff Drinks 17
2.6 Following specs and measures 18

3. How to Understand & Control Food Gross Profit 19

3.1 Specs and Recipe Cards 19
3.2 Cheat Sheets 20
3.3 Setting Accurate Par Levels 20
3.4 Prep Sheets 21
3.5 Stock Take Sheets 22
3.6 Line Checks 23
3.7 Supplier Feedback Form 23
3.8 Delivery Checklist 24
3.9 Cleaning Checklist 24
3.10 Pre Service Checklists 24
3.11 Wastage Sheet 26
3.12 Kitchen Handover Sheet 26
3.13 10@10's 27
3.14 11.45's 27

4. How to Understand and Control Food Gross Profit 29

4.1 How to Forecast Sales 29
4.2 How to Forecast Labour 29
4.3 How to Flex Labour 30
4.4 How to Plan Rotas 31

5. How to Control Overheads 32

6. How to Understand Profit & Loss Accounts 39

7. How to Manage and Control People 42

8. How to Complete and Manage Health & Safety, Food & safety & Fire Safety 59

Appendix

Appendix 1 61
Appendix 2 62
Appendix 3 68
Appendix 4 75
Appendix 5 76
Appendix 6 79
Appendix 7 80
Appendix 8 81
Appendix 9 82
Appendix 10 83
Appendix 11 84
Appendix 12 85
Appendix 13 89
Appendix 15 90
Appendix 17 95
Appendix 18 97
Appendix 19 98
Appendix 20 99
Appendix 21 100
Appendix 22 102

INTRODUCTION:

The key to running a successful site/restaurant is to always have in mind **TWO S**'s and **THREE P**'s

2 S's	1. **SALES** – How are your sites sales? How can you maximise sales and how can you increase your sales? Have you maximised your bookings sheet? 2. **STANDARDS** – Is the restaurant presented correctly? Is the food presented to spec and accurately and is it flavoursome? Is your guest journey being followed?
3 P's	1. **PROFIT** – Are you maximising and getting the most out of your purchases? Are you controlling your overheads? 2. **PEOPLE** – Have you recruited the right people? Have you carried out job chats and reviews? Are all your staff trained? What incentives are you running? Who is being developed? 3. **PROMOTION** – What ideas do you have and how can you increase cover maximisation without adding additional costs to the overheads?

What we are going to look at over this management manual are the following areas:

1. All operating procedures and how to use them. (pages 5-15)
2. How to understand and control Liquor Gross Profit. (pages 16-24)
3. How to understand and control Food Gross Profit. (pages 25-36)
4. How to control, forecast and understand Labour margins. (pages 37-40)
5. How to control overheads. (pages 41-45)
6. How to understand Profit & Loss accounts. (pages 46-48)
7. How to manage and control people. (pages 49-71)
8. How to complete and manage Health & Safety, Food & Safety and Fire Safety (pages 72-75)

This Manual is here to help you and guide you to success. The use of the manual is imperative to the success of your site. If you are ever unsure of how to achieve or accomplish something then follow and read this manual.

The key to success is to balance your time between service and carrying out all operational procedures. Service is obviously a priority and without fail you must be on the floor at the critical times, charming and exuding your character on the guests as that is why our guests are here at Aqua.

They are here for that level of attention and detail. A manager must therefore be able to spin a lot of plates in the air and manage all tasks successfully.

AQUA CONTACT LISTS

AQUA CONTACT LISTS

Name	Position/Company	Contact number	Email
Richard Smithson	Owner	07774875578	smithson.richard@googlemail.com
Ben Smithson	Ops Manager	07818592249	ben@aqua-restaurant.com
Ajith Jayawickrema	Non-Exec director	07785900283	ajith@jayawickrema.co.uk
Jamie Edwards	Exec Chef	07557923774	Jamie@aqua-restaurant.com
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Aqua Welshback		01179156060	bristol@aqua-restaurant.com
Aqua Clifton		01179733314	clifton@aqua-restaurant.com
Aqua Milton Keynes		01908242977	mk@aqua-restaurant.com
Aqua Portishead		01275842590	Portishead@aqua-restaurant.com

Aqua Contact Lists SUPPLIERS

Name	Position/Company	Phone number	What they do?	Account No.	Email address
Pat Williams	Matthew Clarke	01275890212	Drinks		
Frankie Stevenson	Yates Supplies	01454312300	Consumables		
Dan Fisher	Lyreco	07870721632	Stationary		daniel.fisher@lyrecco.com
Katrina Campbell	Berensden	07825247306	Laundry		Catrina.Campbell@berendsen.co.uk
	Clifton Coffee	01179820252	Coffee Order		
James Fisher	Clifton Coffee	07747628686	Owner		james@cliftoncoffee.co.uk
Alex Pack	Liberty Wines	07771931134	Premium wines		Alex.pack@libertywines.co.uk
Andrea Varano	Carnevalle	07740410011	Specialist Italian Liquors		andrea@carnevale.co.uk
Katie Anderson	BOC Gas	08457 302302	Gas canisters		
	Till rolls direct	01883 723 130	Till Rolls		
Hannah Tovey	Peroni	07595014609	Peroni glasses		

Aqua Contact Lists MAINTENANCE

Name	Position/Company	Phone number	What they do?	Account No.	Email address
Murrey King	Murreys Maintenance	07818592251			
Alex	Delta Cleaning	07900414285	Bristol/Bath cleaning		
Fred Hurn	Pub Cleaning Company	07525233844	Cleaning company – MK		
Frazer	Re-zarf	07770915754	Pest Control		
Terry Fricker	Rentakeeper	07860461210	Pest Control - MK		
Shaun James	Biffa	07798855106	Bins - Recycling		Julie.ross@biffa.co.uk

Name	Position/Company	Phone number	What they do?	Account No.	Email address
Pete	DS Securities	01934417730	Fire and Intruder alarms		
Alan	ASP	07533200588	Kitchen Maintenance		
Tony Rosset	Air Con	07973930677	Aircon/Extraction maintenance		tony@trms.co.uk
Andy Morgan	Gas	07545815105	Gas issues		
Simon Hall	Simple Simon designs	07771817442	Lightshades/any design		
	Shield Yourself	??	Audits/Risk assessments		
Jim Jewany	Winterhalter	07816658241	Account Manager		
Jason	Winterhalter	01908359059	Dishwasher/eau de vie service		
Kieron Stamp	FBH	01823335292	Till maintenance - Swoosh		
Phil	Cunninghams	01564829999	Till programming maintenance		
Dave Cook	Oasys Tills	07770634802	Till programming/maintenance		dscook@blueyonder.co.uk
	Miller brands	08456520065	Peroni maintenance		
Laura	PHS	01225760300	Sanitary bins/non slip mats		
Simple Simon Designs	Design faults	01179725976	Designers for restaurants		

Aqua Contact Lists OTHER

Name	Position/Company	Phone number	What they do?	Account No.	Email address
Amy Ward	Oasys Accounts	01452888479	Accounts – P&L etc		Amy.ward@oasys.uk.net
Fay Gage	Oasys Accounts	01452888467	Accounts – bank books/invoices		Fay.gage@oasys.uk.net
Rachel	Petticoat	01452887090	Query list/EOW		Rachael@pmtglos.co.uk
Virginia	Petticoat	01452887090	Payroll/Holidays		Virginia@pmtglos.co.uk
Sian O'Donnell	Print & design	07733151129	Print work – comment cards etc.		sian@thestrawberrydesigncompany.co.uk

1. ALL OPERATING PROCEDURES AND HOW TO USE THEM.

1.1) Order Sheets & Ordering:

a) Yates supplies – to order all paper products, chemicals, glassware, crockery, cutlery, bar disposables and kitchen disposables. Please see order sheet to review (Appendix 2).

- Budget per week - £200
- When to order – Monday for Tuesdays, unless otherwise stated
- Order via the online portal

How to do the order:

- You will need the standard items per week:

  - Blue roll
  - Toilet roll
  - Night light candles
  - Chemicals
  - Bar napkins
  - Straws
  - Cling film
  - Foil
  - Parchment paper
  - Day bags
  - Labels

How best to control the above is to really maximise what you get out of each product.

- Extras you need to consider:

  - Plates
  - Glassware
  - Cutlery
  - Waiters pads
  - Aqua paper

You need to pre plan your order so that you do not go over your **budget**. This is critical that you do not overspend on your budget otherwise it will hit your P&L and then you will not get your bonus.

b) Matthew Clark / Liberty Wines – Liquor Order, All wines, spirits, beers and minerals

- Budget per week – You need to spend 28% of forecasted liquor sales.
  E.g. Forecasted sales = £20,000 * .30% = £6,000 – forecasted liquor sales
  £6,000 * .28% cost of goods = £1,680 – forecasted spend for the week on £20,000 sales

- When to Order – Please speak to your ops manager as it varies from region to region

How to do the order:

- You must base your order on your weekly par levels – you get your par levels from reviewing your sales mix. Sales mix is a review of your sales over the week. For example, if you have sold 40 bottles of Pinot Grigio for the week then you know that you need to order or have in stock for the week 40 bottles as an estimate. Add 10% on top of your order so that you avoid running out of any stock should you get a surge.
- You must call through the order before 1pm for the next day delivery (Appendix 3).
- You must monitor your liquor spend to make sure it is in line with the period and therefore the budget. Make sure you do not overspend for the period and is in line with forecast and budget.

c) Till Rolls Direct – This is for all your printers throughout the restaurant

You will need the following till rolls (Appendix 4):

- Thermal roll for restaurant printers
- Duplicate rolls for the kitchen and single
- PDQ rolls for the card machines

How to do the order:

- You must always make sure you have rolls in stock.
- Always order Monday for Tuesday delivery.
- You have to do a bulk order
- Do not call up for just one box of rolls, always order 1 of each as the delivery company charges £6.95 for delivery.

d) Lyreco – for all stationary requirements

- Budget per week - £15

You will need the following from Lyreco:

- Ink for Printer
- A4 paper
- Crayons for children
- Folders for all documents
- Staples for stapler
- Envelopes

How to do the order:

- Always order Monday for Tuesday delivery.
- Never go over your budget.
- Do not order pens for WW, they must bring their own!!

e) BOC Gas – for all your beers and soft drinks

How to do the order:

- Always order Monday for Tuesday delivery.

- Always have 2 spare gas bottles in stock just in case something goes wrong with one.

f) Clifton coffee – for your coffee needs

How to do the order:

- The chef will now take care of the coffee order as it comes under his/her domain.
- You as a manager will need to make sure that you make them aware when you need more coffee ordered.
- Never order more than 1 big coffee order per month, depending on the sales obviously.
- You should not be spending more than £300 per period.

1.2) Management Checklists

The purpose of the management checklist is very similar to having the floor checklists. They are a tool to help you as a manager complete everything that you should be on a daily basis. It is imperative that you complete this daily without fail. This creates the following:

a) Site focus
b) Clear communication between managers
c) Ensures you complete all your tasks on a daily basis
d) Efficiency
e) Better control of the entire site
f) Allows for better time management

(See Appendix 5) to review the management checklists. By following this accurately you will be efficient and productive for the week and ensure that everything is completed.

When you finish off your end of week you can then print off a fresh set of weekly checks and put in your management weekly folder for you to complete on a day to day basis.

1.3) Aqua PSB Sheet

Pre session briefing is the key to set up your shifts to succeed and to have perfect shifts (Appendix 6). The aim is to relay as much information as possible. What information needs to be included is as follows:

- WW's and what shifts
- Section plan
- Food stock info
- Liquor stock info
- Sales target for the day
- WTD sales
- Wage % target for the day
- Staff incentives
- Booking information
- What to focus on FOH

The above will focus the team and get them ready for the shift ahead. The briefings need to be

carried out as follows:

- Near the front desk
- Upbeat and energising
- Informative
- Carry out quick questions and quiz the staff
- FUN
- At weekends taste some dishes to train on the menu

PSB's must always be carried out without fail at 11.45am and 5.45pm or as and when the staff are all together. Set the WW's and Chefs up to succeed by carrying out GREAT PSB's

1.4) Aqua W3

- What went well?
- What issues we had?
- What we did to overcome the issues?

A great management tool to be used at the end of the evening to sign off the day (Appendix 7). Be informative and give as much information as possible about the day that you have just completed. We want you as a manger to be extremely critical of the day and say and guide us through the day. The idea is not to criticise but to find solutions to problems or issues. For example, if the day's sales were below forecast then we would write in the W3 what we could do to overcome the poor downturn in sales by doing a mail drop and sending out a marketing letter to local businesses. Always find a solution to a problem and be proactive rather than thinking everything is ok. Give as much detail as possible.

The idea of the W3 is to find patterns to any problems. So it may be that we are constantly having an issue with a food product. That way if we describe and write about it then we can highlight this and then go to the supplier and rectify the issue. We need to act on these problems fast and by having this in place will help the restaurants succeed.

We also have the W3 in place for the following:

- To review sales to last year
- To review labour spend
- To review forecasted sales
- We can react quicker to upturns and downturns
- Identify problems
- Flex labour more quickly
- Identify patterns in customer spending
- Predict covers for the week ahead

1.5) Cashing up procedure

Cash out individuals

1. Check they have no tables open in their section
2. Print out their session read - Functions, Manager, Server session list, select employee, sign off server
3. Use the Cash Out sheet
4. Input drawer total at bottom of report in total sales column, input any service charge (from their

receipts), input credit card total including gratuities into c/c column, total they owe is in the right column.

End of day

1. To close empty open tables - go into that table and press log off - if you press store tab this table will remain open.
2. Print end of day report - Functions, Manager, Till report, Select all, Print

PDQ machines

1. Press menu x2
2. Totals - X - keep on site, Z and end of day (think their code is 123456).
3. Don't need waiter totals

Polaris

1. Press the belkin white button
2. If till screen not automatically comes up then little round blue icon in bottom right corner of desktop.
3. Input log on, Functions, Manager, End of Day
4. Input drawer total (at bottom of receipt) into figure.
5. Press Belkin once end of day complete
6. Enter Polaris, Press daily input (top left)
7. Sales will import automatically.
8. Sundry income - input 3% - should be calculated automatically at bottom of cash out sheet.
9. Enter any food purchases and bottom of stock purchase screen and any other petty cash in expenses screen.
10. Banking - input c/c totals - Use banking totals - current totals. You use the top figure in current totals for both amex and barclaycard from the banking totals - this should match the amount in the z totals as well. The pdq total will be the same 3 lines down unless there has been a refund on the machine (cr), in which case you need to use the lower total (3rd line)

1.6) Control, Comp & Void form

Again this form needs to be completed daily. You need to get the WW's to keep hold of all their discounts, comps and voids (Appendix 9)

At the end of week you will need all evidence of the discounts to send off to Petticoat management. You need to have a record of all comps, discounts and voids for proof at the end of week. Without this you will be questioned and consequently have a shortfall of cash on your P&L.

Have this attached to your clipboard so it is easy for you to fill out at the end of the evening.

1.7) Head Office Expense form

Every time a director comes in you must print the bill off when it has been comped and get the director to sign it off. This must then be inputted onto the head office comp form and sent off in the end of week envelope (Appendix 10)

1.8) Management End of Week report

An essential part of the end of week procedures. This form (Appendix 11) will tie the week up nicely and really focus you as a manager and help you to review the performance of the restaurant, going over the key areas of the business which are the two S's and three P's.

This form will be completed on Sunday mornings once you have finalised your end of week on Polaris. It is an in depth report into the restaurant's performance. You will see that it takes you through a number of areas and really goes into detail.
Print the form out and fill it in with pen to save you time. You may have gathered up information on the report throughout the week. This must then be scanned and emailed over to the directors on Sunday.

Forms to be sent over to directors on a Sunday are:

1. EOW Report
2. Management meeting minutes from the last Monday
3. All Checklists:
    - WW Checklist
    - Bar Checklist
    - MOD Checklist
    - Kitchen Cleaning Checklist: Daily & Weekly
4. Food Sales Mix
5. Liquor Sales Mix
6. Liquor Stock Take
7. Food Wastage Form

All the above forms should be put in a clear punched wallet and stored in your lever arch file along with the WW time sheets

1.10) Management meeting report

Management meetings, another great communicative tool to Aqua and critical to our success from week to week (Appendix 12).

When must these take place?
MONDAY @ 10am

Who must attend?
All Management, Front and Back of House

Why are they so important?

- Creates clear channels of communication
- You transfer all information over to all management
- You have the same information so there is no confusion
- Any issues can be highlighted, picked up and rectified
- Set clear goals and tasks for the week ahead
- Action quickly any discrepancies

When must the minutes be sent over?
You must print off the form and fill out as you go along then scan and email over the minutes to the directors with the end of week.

Where must you store the minutes?
In your lever arch file to refer back to.

1.11) Management handover form

Again another valuable form of communication between MOD's and KMOD's (Appendix 13). This is important to complete as you may not see your colleague for a few days during the mid week, therefore, it is imperative to right down all relevant information and be informative as much as possible. If all else fails pick up the phone

Why is this important?

- Initiates clear communication between colleagues/MOD's/KMOD's
- Creates focus and attention to detail
- Make sure that everyone knows the same information and you are all singing off the same hymn sheet

Make sure your colleague knows all information possible, it is the best way. You wouldn't expect to come into a barrage of questions or problems so leave your restaurant how you would like to come into it.

1.12) 10@10's

This is literally a catch up between the MOD and KMOD for 10 minutes at 10am in the morning.

What to review/go over?

- Any maintenance issues
- What to prep?
- What to push?
- What staff issues/problems if any?
- What are we short on if any?
- What needs to be completed?
- Has everything come in from the supplier?
- How are you!?

When must this be done?
EVERYDAY

1.13) 11.45's

11.45's are when the MOD and KMOD get together again have a final check that everything is ready for lunch service and the day and taste the sauces and soups together. The KMOD will place up on the pass all the sauces and soups that are used in all the dishes for both to taste. Obviously if there is something wrong with the sauce and soups then this must be rectified immediately.

When must this be done?
EVERYDAY

1.14) Line check reports

The importance of your line check report is to ensure that your stock both liquor and food is safe and secure in the site (can now be found in Shield Yourself kitchen diary). How it works is:

I. Count the stock at the end of the evening after everyone has left
II. Count the stock back in again in the morning.

If you have counted the same figure then your stock is safe. However, if there is a discrepancy then this must be investigated and CCTV monitored.

Why is it called a line check? A line is a line that is on your plu report therefore a line check.
Why do we do it? Obviously to make sure that none of our stock is being stolen but more importantly to make sure that we are keeping a close eye on our stock and hitting our margins.

1.15) Weekly operating folder

What you should have in this folder is all the above operating procedures, have it printed all out when you complete your end of week and then insert into your weekly operating folder for all systems. This must be stored by your front hosting desk so that everyone knows where it is and can be easily and readily accessible.

When finished with the week, you can take them out, hole punch and place in your storage folder.

You should have all of your order forms and operating procedures on your desktop in a folder named management operating procedures

2. HOW TO UNDERSTAND AND CONTROL LIQUOR GROSS PROFIT.

Definitions:

Gross Profit = A company's revenue minus its cost of goods sold. Gross profit is a company's residual profit after selling a product or service and deducting the cost associated with its production and sale.

Cost of Goods Sold – COGS = the direct costs attributable to the production of the goods sold by a company. This amount includes the cost of the materials used in creating the good along with the direct labour costs used to produce the good.

What is the importance of GP and what does the % figure mean?

First and foremost Aqua is budgeted and driven by meeting and beating budgeted GP figures. The GP % is not just a % and a number it actually means something within the P&L. The importance of having the GP in place is to be targeted and driven on achieving the certain % figures. The % level will determine the amount of profit that the company will receive at the end of the period. Therefore, the higher the % then the better the profit and bottom line of the P&L will be

To put the % figure into cash terms we can calculate it the following way.
GP% * Liquor sales = Cash value profit

e.g.,
71% * £10,000 = £7,100
69% * £10,000 = £6,900

From the above results we can see that a drop in GP by 2% equates to a loss of £200 for the period. Multiply this for 13 periods of the year then that would be a loss of £2,600 for the entire year which will have been lost directly on the bottom line. This is why it is so important that we have the focus in hitting and achieving the GP figure.

Liquor equates to 30% of Aqua total turnover, therefore it is very important that we make sure that we make the most out of all the products that we buy in and maximise them in every way.

Now that you understand what the % value means we can now look at how to obtain the % figure by using a number of certain key techniques. Lets follow these 6 steps to achieve our loquor GP.

Please see below:

2.1) Stock Holding

a. Purchasing/Purchasing cash levels

Purchasing is all about pre planning and knowing what you as the MOD have in stock and understanding what the current sales trends are. You will be able to gain this information from your stock takes at the end of each Saturday but also from your Z sales mixes at the end of the week as well. There is a fine balance between over ordering and under ordering and it is important that you manage this

correctly. The last thing that we want is to either have no stock in the restaurant or to have too much stock in the restaurant that is just sitting on the shelves.

Use your Purchase list (Appendix 3) and order using the following strategic steps:

- Review your current sales trends mid week and at the weekend by selecting certain days on your till system
- Review your stock take from the weekend and see what you currently have in stock
- Order by going down the order list from top to bottom
- Set yourself a cash figure to spend per week. This should be based on your forecasted liquor sales. For example, if your forecasted liquor sales are going to be £5,000 then you will get your purchase figure by multiplying the forecasted sales by your predicted COGS % which will be 28%. Therefore on £5,000*28% your purchase figure will be £1,400

Formula:

Forecast Net Liquor Sales * .28%(COGS) = Purchase cash value

- You will need to keep track of your purchases for the period, therefore it is important that you put a calendar of weekly periods and dates in your office.

b. Purchase to par levels

Another way how you are going to monitor and maintain a good level of stock holding is to set and review par levels. You will set your par levels according to the current level of trade. This will need to be monitored on a weekly basis according to current trends and sales mixes. This can vary according to the time of year and certain events. Understanding and knowing where your top sellers are will stand you in good stead.

For example:

- If you have sold 40 bottles of Pinot Grigio then you know that you will need to have 40 + 10% in for the following week.
- If you come to do your order you have 10 bottles of pinot Grigio in stock then you know you need to order 30 bottles + 10%

Why are we adding 10% to the order?

- Just in case we have an event that has not been planned for or we just can't predict the sudden increase in sales of that product

Use your order sheet to input your par levels for the week. Input them on the computer so they are there in black and white.

Go over your sales mix for the week and the order sheet now to review the processes and see how you get to the right levels to practice the method.

c. Stock takes

Stock takes need to be carried out every **SATURDAY** without fail. This is for a number of reasons:

- Making sure no stock is going missing
- Identifying what level of stock you have in
- Making sure it is in line with the stock taker

How do you go about taking the stock take?

- Start the count when the last bill has been paid so you are sure that no stock is going to be ordered
- Nominate one position that is your starting point
- Count from left to right and top to bottom
- Do not count in one place and then move to another point without finishing the section that you have started
- Write it in pencil, so if you make a mistake you can rub it out and put in the correct entry
- Once completed all entries then enter it into the computer to calculate your stock holding figure

d. Stock levels

It is important to constantly review your stock holding and make sure that you have the correct level according to the business needs. Too much variance in stock holding from one week or month to the next will cause variances and discrepancies in the GP figure at the end of each month. It is important to stick to a stock holding level and have minimal variance around that figure.

For example:

If you set your stock holding to be £3,500 per week then keep it at that. Even if the business is doing £30k per week you can still have a stock holding of £3,500. You will just need to order more through the week and sell it through the week.

What should your stock holding figure be?

- It varies from site to site and how busy the unit is
- The stock level should be no higher than £4,000
- The stock holding figure will be set by your ops manager

2.2) Comps

Have a huge impact on the business if not properly managed. Every restaurant will experience a problem or complaint and it is how you deal with that problem or complaint that will determine the outcome. Inevitably if someone is unhappy or having a bad experience you as a MOD will have to compensate the guest with some sort of value/product. This is fine as long as it is recorded properly!! Recording is done in a number of formats and must be followed otherwise it will impact your GP.

a. Record and take off on the bill

Every item must be put through the till. NEVER VOID an item off unless it is a genuine mistake or something has to be changed. So for example, if there is a problem and you have given the guest a complimentary glass of prosecco. Put this item on the bill but comp it off so that it shows on the

bill. Once a comp has been put through it must be recorded on the comp/control form (Appendix 9).

What have you done at this point?

- Covered and recorded your stock so that it goes through the system and can be accounted for
- Satisfied the customer
- The customer sees that it has been given as a complimentary and therefore makes the situation better

What happens if it is not been put through and recorded?

- You will lose the value of that product, so a glass of prosecco will be £5.55 at retail value
- It will deplete your stock holding value
- It will cause your GP to drop
- Your yield of that particular product will fall

b. Entering onto the Polaris system

You must always input all your comps for that day into the Polaris system. That way your takings will balance and be accounted for. Without inputting your comps into the expenses page your back of house reporting system will not balance.

You must input the following way:

- Input into the correct expense line
- Distinguish what it is? What is the value of £5.55? So input glass of prosecco – Liquor
- Always put whether the amount is liquor or food with a L or F
- Always input the comps onto separate lines so the stock taker can distinguish between all comps and whether or not it is food or liquor
- Keep a record of all the comps by using the comp form (Appendix 9) and send off in the end of week envelope

2.3) Wastage

Wastage comes in many forms:

- Miss pour
- Breakage
- Wrong order/inputting incorrectly into the till
- Customer doesn't like the taste
- Corked wine
- Frothy beer
- Walk outs
- Miss read of the dockets
- Not having a docket for the drinks. I.e., not putting the drinks through and just taking the drinks from behind the bar
- Not transferring bills

How you go about minimising this waste as much as possible will determine the level of GP that you get out of your stock.

Obviously the less wastage you have, then the better yield and GP you are going to get. Recording wastage will only go so far as to give you an answer for your low GP score and will help you change your methods and ways to improve on this. Recording will not improve the GP figure and won't change the result.

What it can do is the following:

a. Identify who is making mistakes
b. What is being wasted
c. Give you a trend
d. Identify if retraining of staff is needed

Therefore, it is vitally important to write down every little wastage so that we can see where things are going wrong and come up with a solution to rectify this.

If there is a bottle of wine that has been corked, this again needs to be recorded but we need to get onto the supplier and get them to replace this bottle of wine.

2.4) Transferring of tables from the bar

Another school boy error is to get diners a drink at the bar beforehand and then fail to transfer their drinks to the table that they are sitting on afterwards! You need to do the following to eliminate this:

a. Get the customer to pay for their drinks at the bar
b. If the customer does not want to pay for the drinks at the bar then you need to find out from the host what table they are sitting on and then put the drinks on that table
c. If there is a bill on the table that the guests are going to be sitting on then you need to create a tab using their name

With all the above you as the MOD need to put ownership on the barmen to take accountability for their drinks and make sure that they get payment for the drinks or transfer them.

Secondly, you as the MOD need to be checking the tabs every so often to make sure that every tab is accounted for. You do not want to have the situation at the end of the night where you have 4 or 5 tabs that you cannot answer for. This in turn will deplete your stock and significantly impact your GP.

2.5) Staff Drinks

Under no circumstances are staff allowed alcoholic drinks, unless they are having a day off and sat down at a table using their staff discount. This is a sackable offence.

What are staff allowed to drink?

a. Water

b. Soda water
c. Squash
d. Tea
e. Coffee

If you see any staff drinking anything other than the above then you must give them a warning. If they continue then you must dismiss them. This will not only impact your GP but cause other staff to do the same.

2.6) Following specs and measures

Without question this is the most important element that your staff must use and follow. By not using the correct measures, specs and guidelines will mean that you will either do the following:

a. Over pour and kill your GP
b. Under pour and rip the customer off

We use the following measures:

- 25ml – All spirits
- 35ml – for cocktails
- 50ml – for cocktails and fortified wines
- 75ml – for dessert wine
- 125ml – for small wine glass and sparkling wines
- 175ml – for large wine glass

By using all the measures above you will without a doubt get your GP in line with company budgets. We also use specs for our cocktails. It is important again to follow these as not only will it cause an imbalance in flavour but will also mean that you will lose money if you over pour. You will need to review your liquor specs to make sure that bar staff or WW are pouring the correct measurements and presenting them in the correct way and in the correct glass. You will find your spec book in the bar and in the office.

3. HOW TO UNDERSTAND AND CONTROL FOOD GROSS PROFIT.

Food in Aqua equates to70% of our turnover. Therefore, it is so important that we maintain focus and have a tight grip and control on our stocks within each site/restaurant. Getting the food GP bang on can be a very hard thing. This is due to a number of reasons:

i) Extremely perishable goods
ii) Not predicting/forecasting sales accurately or having unpredictable sales
iii) A large purchasing list
iv) Storage equipment
v) Price of goods
vi) Inadequate training
vii) Wastage
viii) Over prepping
ix) Over ordering
x) Holding too much stock

Knowing all the above, Aqua has a number of procedures and tools in place to help you with hitting your GP. Ultimately the Head Chef is accountable for his kitchen and stocks. However, you as the MOD will have to inspect and review all kitchen practices to make sure that they are being completed on a daily basis.

We have learnt how to understand Gross Profit from the previous section looking at Liquor. We now need to look at it in a food/kitchen way and see the different methods and tools that Aqua uses in the kitchen.

Obviously, the same amount of % decline in food will equate to a larger cash value as it equates to more of the sales. Therefore, following the kitchen systems are ever so important. What we are going to look at now is how to control the food gp through our various kitchen operating systems and how they work:

3.1) Specs and recipe cards

Specs have been designed and specifically costed to ensure that the food GP is hit. It is therefore imperative that these cards are followed and put out in front of each chef when making a dish so that no errors creep in and ultimately no GP is lost at the end of the day.

When a bulk recipe says put 1 block of butter in, then put 1 block of butter in. You as the MOD along with the head chef need to ensure that this happens.

Not only the above in terms of hitting GP but by not following the cards will mean that there will be consistency deviation. Consistency between sites is so important in terms of presentation, flavour profile and style. As the MOD you must constantly be reviewing the food presentation and tasting sauces to ensure **brand standards**.

In order to achieve the above you must carry out the following task:

a) Spec testing on a weekly basis – Create and design quick 10 question quizzes on specific

products and dishes
b) Ensure that all chefs old and new have recipe cards out in front of them when building a bulk recipe
c) Make sure that cheat sheets have been put up in the kitchen
d) Make sure that dish images have been put up in the kitchen
e) Make sure that all portioning tools are accurate and are being used
f) Spot weigh all bagged items such as:

- Pastas
- Meats
- Portion sizes are correct

With anything out of line can mean the loss of 10p per dish, add this up over the day and the week then the year will equate to a large loss if we are continually producing and serving dishes that are out of spec.
See spec recipe booklets.

3.2) Cheat sheets

Cheat sheets are a great tool for new and old chefs. They are extremely helpful at refreshing memories if on a new section or if you have a lapse of memory. They are only great if they have been put up on the walls though and are being used!

They will list down all the main ingredients used to present the particular dish for example:
From above you can easily see what is needed to create that specific dish.

CALAMARI	
6x rings	Squid
1/2x illy cup	Tempura batter
1/2x illy cup	Panko breadcrumb
1x ball	Rocket
1x zig zag	Garlic mayonnaise
1x zig zag	Balsamic glaze
1x pinch	Rock salt

3.3) Setting accurate par levels

Setting accurate par levels really makes the difference in achieving food GP or NOT. This really is a critical element to achieving the food GP. How do you go about setting par ordering levels?

- Review the sales mix of what has been sold in a particular week
- Set your ordering par levels according to the sales mix.

For example:

If you have sold 40 Seabass in the week then you know that you will need to order throughout that week 40 Seabass + 10% to compensate for any unseen eventualities.

- You will need to review your par and sales mix on a weekly basis to compensate for up and downturns in sales.
- By carrying out weekly stock takes you as the MOD and KMOD will have a great understanding of where your stock is and in what areas it is being sold.

You will set your par levels on your order sheets, see below:

PENTA 0845 051 0223 Before 3pm							
Penta Code	Penta Description	Pack Size	Pack Price	SUN	Par	WED	Par
BISFLO01	Florentine Wafers 1x200 £11.00	1x200	£11.00				
ORNPRA23	IQF 31/40 RAW P+D BT SHRIMP 1KG BAG ASIAN STAR	1kg	£6.99				
ORNPRA36	HEADON SHELL ON 16/20 KING PRAWNS £6.75 (ORNPRA36)	1kg	£6.75				
BISSAV01	Saviordi Sponge Fingers	400g	£1.30				
COUDAR4	Dark Chocolate Callets 71%	2.5kg	£13.99				
DAICHE02	Grated Mozzarella	2kg	£6.90				
DAIMOZ02	Buffalo Mozzarella	10x100g	£10.00				

3.4) Prep sheets

Prep sheets are extremely important to the food GP to make sure that you do not over prep unnecessarily therefore having produce left over that you haven't sold. It is important that prep sheets are completed throughout the day and then one left overnight for the next chef coming in the morning so that the morning chef can see exactly what is needed quickly. These sheets must be reviewed by both KMOD and MOD.

For example:

Card No	Cooked Prep Hotline	Par	Need	A / B	Yield	Life
cp	1/2 Duck	10			10	3day
cp	Whole Chicken	6			48pts	3day
cp	Spaghetti	6			24pts	2day
cp	Tagliatelle	6			24pts	2day
cp	Linguine	6			24pts	2day
cp	Pappardelle	6			12	2day

So from the above what you will need to do is as follows:

- See how much of the product you have in stock
- Write in what is needed according to the par levels

Having this tool and constantly reviewing it will ensure that you will get one step further and closer to your targeted food gp.

3.5) Stock take sheets

Ensuring that you accurately carry out effective and efficient stock counts is paramount to making sure that the food gp is hit. How you go about taking your stock take is the key to getting an accurate closing stock figure for the end of week. You don't want to over count your stock but you also don't want to under count your stock. By doing both will mean that you will have an over or under inflated stock holding figure and ultimately cause inaccuracy in the final food gp figure. An example of the stock count sheet is below:

PRODUCT	COST		L/W	COUNT	TOTAL
BREADS					
Rosemary focaccia	3.650	ea			
Cherry tomato focaccia	2.570	ea			
Plain focaccia	3.350	ea			
Glazed Burger buns	0.207	ea			
Dough balls	0.184	ea			
Grissini Fongo	5.000	1 bag			
Music Bread	0.540	ea			
OILS, VINEGAR & OLIVES					
Extended Oil (15ltr)	1.288	ltr			
Vegetable oil (20)	1.018	ltr			
Walnut oil	5.000				
Extra virgin olive oil	2.478	ltr			
Pommace Olive oil	1.518	ltr			
Olive oil bottles (REST)	0.322	ea			
Chilli oil	1.600				
Balsamic vinegar	1.400	ltr			
Balsamic vinegar bottles (REST)	0.375	ea			
Red wine vinegar	0.652	ltr			

Sherry vinegar	3.500	ltr			
Malt vinegar	0.352	ltr			
White wine vinegar	0.560	ltr			
Mixed marinated olives	4.444	kg			
PASTA & RICE					

3.6) Line checks

Line checking is a great tool to see if any of your stock is going walk about, i.e. being stolen!

By carrying out this exercise on a daily basis will not only mean that you are checking the produce but will also give off the impression to other staff members that you as a management team are truly vigilant.

You would count for example chicken breasts, fillet steaks and duck legs in one evening and count those same products again in the morning to make sure that they are all still there.

By carrying out this task you will ensure that no stock is going missing and you are therefore getting the most from your products and maximising the gp.

3.7) Supplier feedback form

This form is in place to identify and find a pattern if you are having constant issues with supplier produce. Then we can highlight the issue and rectify it. By not identifying an issue can mean the following problems:

- Poor produce
- Not getting the maximum yield out of the product
- Serving poor quality food to the guests
- Taking in underweight food

All the above points will cause a serious effect on your gp. Thus by completing this form will make sure that you take an extra step to achieving your gp. See an example of this form below:

DELIVERY NOTE NUMBER:
COST OF ITEMS MISSING:
HAS A CREDIT NOTE BEEN AGREED:
YES / NO
CHASE CREDIT NOTE ON:

NAME & POSTITION:
ANY OTHER INFO:
This form should be reported immediately after the discrepancy & filled out and emailed on the day in order for you to be able to claim any credits. If you need any support with following this up then please make the relevant person aware by asking for it in the any other info box.

3.8) Delivery checklist

Checking your produce off on arrival is essential to getting food gp in. If you don't check off the produce then the delivery driver may miss something off the order. You must check for the following things:

- All items that are on the invoice have been delivered
- The quality of the produce
- Spot weigh some produce to make sure that the produce is accurate

You must complete this form as soon as the delivery has been delivered so that it is fresh in your head. Only a senior member of staff must sign off the delivery. DO NOT SIGN FOR ANYTHING UNLESS YOUR ARE SURE. If any of the above is slightly out then this will cause a serious impact on your food gp.

3.9) Cleaning checklist

Having a clean and tidy ship really sets a precedent in the kitchen and sets the tone. If you work clean and smart then your results are going to be clean and smart! Work in mess then you will be disorganised and stock will suffer for a number of reasons:

- Poor hygiene
- Poor storing methods
- Poor cleaning methods
- Quick stock deterioration
- the price to make sure it matches your order pads & the supplier isn't over charging us

Cleaning schedules must be signed off by the MOD at the end of every evening to ensure that the kitchen has been left in an immaculate state that is acceptable to EHO standards. Not only this but you wouldn't want to come into a dirty and disorganised kitchen in the morning.

Let's look at the cleaning checklist now, see (Appendix 22).

3.10) Pre service checklist

This is in place to ensure that you as a kitchen/restaurant are ready for service. If you go through the morning or afternoon without a plan or organisation then you are definitely not going to be ready for

service and this will have a knock on effect and cause implications such as:

- Not sending dishes out on time
- Prepping to order
- Not sending dishes to spec
- Sending flavourless food
- Rushing dishes and ultimately the dishes coming back due to not being good enough
- Upsetting customers

All the above issues will definitely mean that it will impact the food gp without question. Best to be ready and fully prepared. Let's look at the cleaning checklist in your food day diary.

AQUA PRE SERVICE & TABLE TOP CHECKLIST *To Be Completed by 11.30am Everyday*	Date			
OPENING CHECKLIST KMOD *To be completed by 10am*	Par Lunch	Par Dinner		A/B
Lift the back shutter (immediately)				
All equipment is turned on				
Fridges are labelled & organized				
Delivery checklists complete				
All deliveries are away				
Morning fridge temps completed				
KP JOBS *Completed by 11.45am*				
Bins emptied				
Kitchen floor is brushed				
All chemical spray bottles full (c7 etc)				
Hot plate full				
KP area is clean and set				
Sauces are hot in and in bain marie				

KMOD				
CHECK	Par Lunch	Par Dinner		A/B
LARDER SECTION				
Ice cream tubs - 5ltr				
Seasoned flour (fritti misto)	1/2	1/2		
Tempura batter	1/2	1/2		

Mixed leaves	1	1		
Rocket	1	1		
Picked parsley	1/2	1/2		
Lemons wrapped (floor)	1/2	1		
1/9 Gastrom tubs				
1/4 vine tomatoes (salads)	1	1		
1/4 cherry tomatoes (salads)	1	1		
Caperberries	1	1		
Sliced raw red onion	1	1		
Sliced red chilli	1	1		
Sliced garlic	1	1		
Toasted pinenuts	1	1		

The above will set you up for the day and make sure that you are fully ready for both services and going in with all you need and not prepping to order and making mistakes therefore causing the gp to slip.

3.11) Wastage sheet

Wastage is essential to any business. How you minimise the waste in the business is the key factor. We record all our waste in the restaurants so that we can identify a number of areas:

- Who is making the mistakes
- How is the product being wasted

What the above identifies:

- Do we need to retrain the member of staff?
- Are we over prepping a product?
- Is it a supplier issue/quality?
- Is it a customer fault?

By minimising the above queries will ensure that your wastage figure is reduced and therefore having a better impact on your gp. The lower the wastage the better the food gp will be due to getting a better yield out of your products. Let's have a look at the wastage sheet, see **(Appendix 18)**

3.12) Kitchen handover sheet

Giving efficient, effective and succinct kitchen handovers from day to day and one chef to the next will ensure that food gp and other kitchen operations are completed successfully and maximum gp's and percentages are achieved. The idea behind this is to be as communicative as possible. Give the

incoming chef as much information as possible. If something has changed with the specs or there has been problems with a particular supplier or a member of staff has been disruptive then all of this needs to be explained. By handing this information over means that every chef knows the correct information therefore everyone will have that knowledge to hit the budgeted gp.

We have a kitchen handover sheet, but as long as you are getting something down on any kind of paper then that is great. Let's take a look at the handover sheet.

DATE	ISSUE/ITEM/CONCERN	NOTES

Get this printed off at the end of week when you are completing your end of week folder so that it is ready to be filled in every day on a daily basis.

This will ensure that food gp is maintained with thorough communication

3.13) 10@10

10@10 literally means to have 10 minutes time out where the MOD and KMOD get together at 10am. The idea behind this is to:

- Focus both front and back of house for the services
- Identify what needs to be achieved
- Highlight any problems
- Identify any stock issues
- Identify any training needs
- Identify any equipment issues
- Sign off on the set menu's and specials

By doing the above this generates better communication and in turn helps towards achieving the food gp without even realising it.

3.14) 11.45

11.45's the final check for service. Identify and do the following:

- Check and taste all sauces and soups
- See what is missing/stock items
- What the kitchen is running low of
- What the chef wants to push, what he may have a lot of

This will create consistency and urgency amongst the team. It will also make sure that all of the sauces that the chef has produced taste good as you are about to put it on all the dishes over lunch and dinner. If it is not correct then it is only going to come back and therefore waste will be involved

which will ultimately cause a drop in the GP, so better get it right first time.

It is vitally important that you as a manager are checking and making sure that the above are being completed accurately on a daily basis. You as a MOD have to check off the kitchen in the morning and in the evening. This will find you your gp. If ever you have a discrepancy you will need to investigate all practices above starting with redoing the stock take but if you do, follow these steps:

i. Re count the stock
ii. Review the sales mix
iii. Look at the line check form and see if anything has been stolen?
iv. Review all purchases for the week, have you overspent on the 24% target?
v. Have you wasted too much stock?
vi. Have you created bulk dishes accurately?
vii. Has everything been recorded on the till or has items been missed?
viii. What are the voids?
ix. Have you inputted the stock correctly?
x. Portion sizes

4. HOW TO CONTROL, FORECAST AND UNDERSTAND LABOUR MARGINS.

Getting the labour percentage in line to the sales can at times be a particularly tricky task to achieve. It is a fine balance to being over staffed or under staffed. Obviously the more sales that the restaurant generates then the easier it is going to be to achieve your labour percentage. The more flex that you have within the team, i.e. the more part timers you have then the better control you have on sending people home on downturns. The better your forecasting is then the better the labour percentage is going to be.
What we are going to review in this section is the following:

i. How to forecast sales
ii. How to forecast labour
iii. How to flex labour
iv. How to plan rotas

4.1) How to forecast sales:

Forecasting sales is the most essential part of the management role. Get this right then it will set your week up to success and ensure that all margins and targets will fall into line. You can forecast sales using the following methods:

- **What is the weather like?** This will determine how busy it will be for the week. Obviously if it is sunny weather then you are going to be busier than if it is raining and awful outside.
- **What is the budget?** Review the budget as this is obviously the indicator that the company want you as a restaurant to achieve. You will have to explain if you are forecasting under budget and explain your reasoning why?
- **What was last year's sales?** Review last year's sales by reviewing Polaris. This will give you a good advantage as to what you are likely to do and obviously you will set your target to 5-10% higher than last year looking for YOY growth.
- **What events are on?** Current events will determine the business of the restaurant. If there is an event that is bringing more people to the area like a sporting event or festival then you will know that your sales will increase for that particular week and you should forecast accordingly.
- **What are the bookings like?** Review your current bookings that you have in. If you have a lot of bookings then you need to calculate and average out the average spend and forecast accordingly.

The above 5 areas will help you forecast correctly. You must also take into account the following:

a. Do not be over optimistic in your forecast and set unachievable targets – this will cause you to over rota and spend too much on labour, food and liquor.
b. Make sure you set yourself time to do your forecast – rushing this will cause inaccuracies in forecasting.
c. Discuss your forecast with your colleagues – share your information that way you can all come to the correct decision.

4.2) How to forecast labour:

Labour obviously needs to come out on budget. Overspend on labour can soon quickly add up

meaning it will cause devastation to your P&L and ultimately lose you your bonus. For example:

28% - labour budget	28% labour = £5,600
£20,000 – budget sales	30% labour = £6,000

Therefore you have overspent by £400 in one week. Multiply this by 52 weeks of the year and you have then overspent by £20,800 by spending 2% over on your labour.

To forecast your labour cash value you must do the following:

i. Multiply your forecasted sales by your labour budget
ii. Minus off your salaried base costs for the week to give you a final cash figure for the hourly staff – To get your base staff costs you will add up all of your salaried costs and divide by 52 weeks of the year. This will give you a total figure of all salaried costs for the week. This will now give your cost value to spend on hourly staff.

To get your labour in line you must do the following:

1. You need to get 18% labour in the kitchen of the food sales.
2. To get the above multiply your forecast by 70%. Now multiply the food sales by 18% to get your labour cash value for the kitchen.
3. Minus the above figure from your total labour figure to give you the amount you can spend on the floor.
4. Divide the above figure by the average P/T wage figure. For example: if your average wage figure is £7 and your FOH labour figure is £2,000. You will divide 2000 / 7 = 285 hours you have to apportion to the FOH rota for P/T staff.

DO NOT:

1. Recruit more than 6 salaried members of staff – they should only include; GM, 2xAM's, HC, 1 or 2 Sous chefs. This will create more flexibility in the restaurant allowing you to get rid of staff when you don't need them.
2. Pay over the odds for your staff members otherwise you will not get your labour in.

4.3) How to flex labour:

Flexing labour UP and DOWN is a real art. It is easy to get rid of people when you are quiet but the trick is to predict when you are having an upturn in business and to call people in. You must do the following:

- Stagger start and finish times allowing for more flexibility in the rota
- Anticipate quiet times and send people home early without causing an impact on service
- Anticipate busier times and get more staff on duty so you can cope with the increase in trade and therefore sell more to customers
- Create a good relationship with your team so that if you need them they are at the end of the phone and when you have to send them home they don't mind.
- Review the bookings on a daily basis so that you have booking information at the earliest

point in the day

- Review the weather on a daily basis so that if it looks like the weather is turning then you can call people early and tell them not to come in
- Communicate with every manager and make sure all managers know what is expected for the week therefore they can achieve what the GM wants

4.4) How to plan rotas:

Planning rotas should take a good proportion of your time to make sure that you get it right. You must make sure that they are ready by every Monday to send off to your Operations Manager to sign off and then you can issue and post by the Wednesday for the following week.

Do the following to plan a great rota:

- Base it on 3 pillar management systems – 1 MOD on the door, 1 MOD on the pass and 1 MOD floating. This will ensure that you have perfect weekends
- Forecast your average covers for the 14 shifts during the week. For example – review your current bookings and say you have 20 booked for lunch then you will know that you are more than likely going to do 40covers therefore you are going to need 3 staff members. See the table below as a guide for the amount of staff on per covers in the restaurant

COVERS	FOH STAFF
<20	2
20-30	2
30-40	3
40-50	3/4
50-60	4
60-80	5
80-100	6
100-150	8
150-200	11
200-250	12
250-300	14

COVERS	BOH STAFF
<20	2
20-30	2
30-40	2
40-50	2
50-60	3
60-80	3
80-100	4
100-150	4
150-200	5
200-250	6
250-300	7

- Stagger start and finish times throughout the rota
- Create short 4 hour shifts for staff members to encourage freshness and great service so that they are fully attentive at all times
- Have a strong bank of staff on the rota so that you have flexibility within the rota and can call on anyone at any time. This will also mean you can give more people weekends off

See an example of a rota **(Appendix 19)**

5. HOW TO CONTROL OVERHEADS.

Overheads equate to 12.5% of the restaurants expenses. You as the MOD control 8-10% of this through the following 7 areas:

a. Promotional discounts/Marketing
b. Maintenance
c. Consumables
d. Hygiene
e. Other employment costs
f. Utilities & Communications
g. Administration

With the above information you need to work together as a team to make sure that you do not go over your weekly/monthly/yearly budget. To do this you must do the following:

- Create a calendar that is split up into periods and then into weeks within the periods and make notes on it when you have spent on certain areas and really track it against the periods so that you make sure you are in line each period
- Communicate what has been spent in your Monday management meetings
- Leave clear handovers for the next MOD of what you have done if you have spent anything
- Always question everything that you are about to do that will cost the restaurant and deplete from the bottom line. DO YOU REALLY NEED THIS?
- Always look to save money from the budget
- Just because there is a figure there doesn't mean to say that you have to spend up to it!

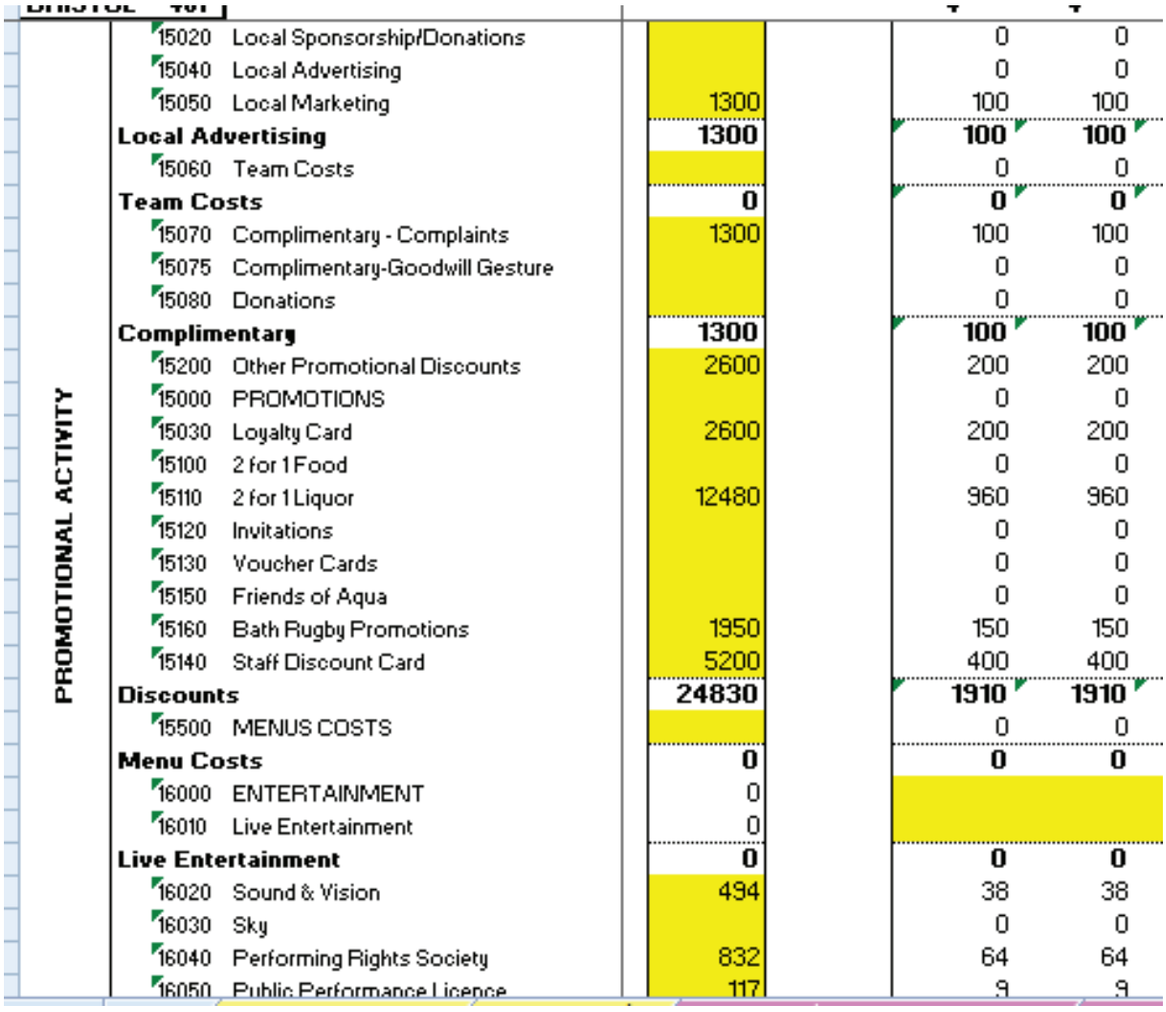
Let's look at the topics within the 7 overhead areas now: Note all budgeted figures may change.

a. Promotional discounts/Marketing

1. Local Marketing - **£25 per week** – You can use this figure to generate and boost the top line

The above is the only area that you have to control in this section as the rest is down to the volume of trade.

e.g.



PROMOTIONAL ACTIVITY	15020	Local Sponsorship/Donations			0	0
	15040	Local Advertising			0	0
	15050	Local Marketing	1300		100	100
	Local Advertising		**1300**		**100**	**100**
	15060	Team Costs			0	0
	Team Costs		**0**		**0**	**0**
	15070	Complimentary - Complaints	1300		100	100
	15075	Complimentary-Goodwill Gesture			0	0
	15080	Donations			0	0
	Complimentary		**1300**		**100**	**100**
	15200	Other Promotional Discounts	2600		200	200
	15000	PROMOTIONS			0	0
	15030	Loyalty Card	2600		200	200
	15100	2 for 1 Food			0	0
	15110	2 for 1 Liquor	12480		960	960
	15120	Invitations			0	0
	15130	Voucher Cards			0	0
	15150	Friends of Aqua			0	0
	15160	Bath Rugby Promotions	1950		150	150
	15140	Staff Discount Card	5200		400	400
	Discounts		**24830**		**1910**	**1910**
	15500	MENUS COSTS			0	0
	Menu Costs		**0**		**0**	**0**
	16000	ENTERTAINMENT	0			
	16010	Live Entertainment	0			
	Live Entertainment		**0**		**0**	**0**
	16020	Sound & Vision	494		38	38
	16030	Sky			0	0
	16040	Performing Rights Society	832		64	64
	16050	Public Performance Licence	117		9	9

b. Maintenance

1. Equipment repairs – budget varies between sites – Make sure that you keep a track of this throughout the periods. Take care of your equipment by cleaning it and not abusing it.
2. Electrical – budget varies between sites – Try and do as much DIY yourself, i.e. changing light bulbs. However, if a transformer has gone then you will need to call someone out.

The above is the only area that you have to control in this section as the rest is down to contract maintenance and other equipment maintenance.

e.g.

		17010	Property Interior		0	0
		Property		**0**	**0**	**0**
		17020	Equipment Repairs	6500	500	500
		17030	Equipment Renewals		0	0
		Equipment		**6500**	**500**	**500**
		17040	Cellar Cooling		0	0
		Cellar Cooling		**0**	**0**	**0**
		17050	Plumbing		0	0
		17060	Electrical	975	75	75
		Plumbing & Electrics		**975**	**75**	**75**
	MAINTENANCE	17070	Computer and EPOS equipment	750	58	58
		Till Maintenance		**750**	**58**	**58**
		17220	Security Alarm Maintenance	221	17	17
		17230	Fire Alarm Maintenance	312	24	24
		Alarm Maintenance		**533**	**41**	**41**
		17510	Property Exterior		0	0
		17520	Gardening		0	0
		17530	Car Park		0	0
		17600	Other Grounds Maintenance		0	0
		Garden & Exterior		**0**	**0**	**0**
		17080	Replacement Bricabrac		0	0
		17090	Signage		0	0
		17100	Other Repairs		0	0
		17210	Contract Maintenance	3120	240	240
		Other Maintenance		**3120**	**240**	**240**
		MAINTENANCE		**11878**	**914**	**914**
		18010	Glassware	1300	100	100

c. Consumables

1. Yate supplies - £800 per month – within this you are looking and controlling the following areas:

i. Glassware
ii. China
iii. Cutlery
iv. Kitchen Utensils
v. Serviettes
vi. Cellar & Bar Sundries
vii. Restaurant Sundries
viii. Kitchen Sundries
ix. Other Consumables
x.Cleaning Materials (incorporated in hygiene)

2. Workwear/chef whites - £100 per month – this is down to staff turnover so the better you control your staff retention then the better your control on this line will be
3. Stationary - £150 per month – this is for till rolls and Lyreco
4. Dispense Gas - £50 per month – this is for your gas on post mix and beer. You must identify if you have a leak on your pipes as it will be using more than normal gas quantities.

e.g.

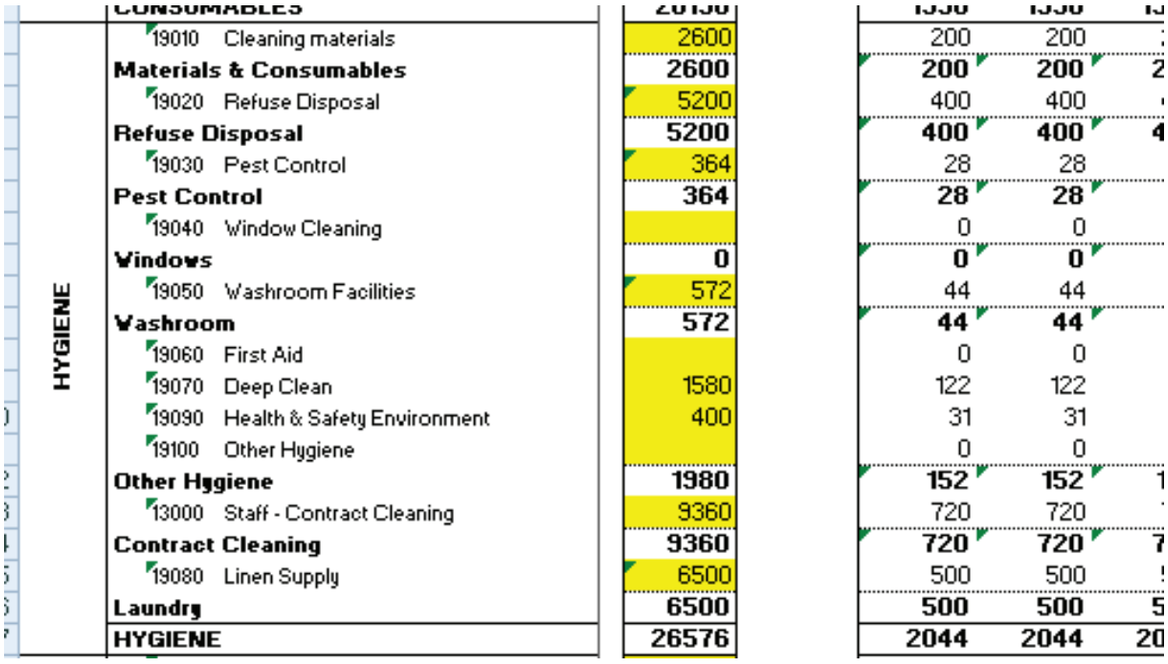
CONSUMABLES	**Glassware**		**1300**	**100**	**100**	**1**
	18020	China	1300	100	100	1
	18030	Cutlery	325	25	25	
	Crockery & Cutlery		**1625**	**125**	**125**	**12**
	18040	Kitchen Utensils	325	25	25	
	Kitchen Utensils		**325**	**25**	**25**	**2**
	18510	Serviettes	2600	200	200	2
	Paper Products		**2600**	**200**	**200**	**20**
	18550	Cellar & Bar Sundries	650	50	50	
	18560	Restaurant Sundries	650	50	50	
	Bar & Restuarant Sundries		**1300**	**100**	**100**	**1**
	18570	Kitchen Sundries	1300	100	100	1
	Kitchen Sundries		**1300**	**100**	**100**	**1**
	18530	Workwear (Uniforms/Whites)	1300	100	100	1
	Workwear		**1300**	**100**	**100**	**1**
	18540	Flowers & Decorations	2640	180	180	1
	Flowers & Decorations		**2640**	**180**	**180**	**18**
	18710	Printing	2600	200	200	2
	18720	Stationery	2600	200	200	2
	18730	Design Costs	325	25	25	
	18740	Web Design	325	25	25	
	Printing/Stationery & Design		**5850**	**450**	**450**	**45**
	18810	Dispense Gas	1300	100	100	1
	Dispense Gas		**1300**	**100**	**100**	**10**
	18500	OTHER CONSUMABLES		0	0	
	18520	Light Bulbs		0	0	
	18580	Newspapers		0	0	
	18600	Other Consumables	650	50	50	
	Other Consumables		**650**	**50**	**50**	**5**

d. Hygiene

Everything in this section has already been costed out for you and in contract. You just need to make sure that:

1. The refuse is being collected
2. The toiletries (air fresheners etc) are being thoroughly maintained
3. Pest control are coming every 6 weeks
4. Linen is being effectively picked up and cleaned and you have stock in

e.g.



	CONSUMABLES		**20150**	1330	1330	13
HYGIENE	19010	Cleaning materials	2600	200	200	
	Materials & Consumables		**2600**	**200**	**200**	**2**
	19020	Refuse Disposal	5200	400	400	
	Refuse Disposal		**5200**	**400**	**400**	**4**
	19030	Pest Control	364	28	28	
	Pest Control		**364**	**28**	**28**	
	19040	Window Cleaning		0	0	
	Windows		**0**	**0**	**0**	
	19050	Washroom Facilities	572	44	44	
	Washroom		**572**	**44**	**44**	
	19060	First Aid		0	0	
	19070	Deep Clean	1580	122	122	
	19090	Health & Safety Environment	400	31	31	
	19100	Other Hygiene		0	0	
	Other Hygiene		**1980**	**152**	**152**	**1**
	13000	Staff - Contract Cleaning	9360	720	720	
	Contract Cleaning		**9360**	**720**	**720**	**7**
	19080	Linen Supply	6500	500	500	
	Laundry		**6500**	**500**	**500**	**5**
	HYGIENE		**26576**	**2044**	**2044**	**20**

e. Other employment costs

1. Agency fees – you will have a figure in to allow for any recruitment fees. Obviously the better you are at retaining your staff then the lower this figure is going to be.
2. Staff welfare - £400 per month – allows for staff food that is only allowed on shifts completed 8 hours or more. Obviously you as the manager can use your leniency here.

e.g.

OTHER EMPLOYMENT COSTS	20010	Agency Fees	5000	385	385	38
	20020	Advertising		0	0	
	Recruitment		**5000**	**385**	**385**	**38**
	20050	Training		0	0	
	20150	Other Training		0	0	
	Training		**0**	**0**	**0**	
	20510	Travel - Fuel		0	0	
	20530	Travel - Trains		0	0	
	20520	Travel - Taxis		0	0	
	20540	Removals		0	0	
	20600	Other Travel		0	0	
	Travel		**0**	**0**	**0**	
	20710	Staff Welfare	5200	400	400	40
	20720	Staff Feeding		0	0	
	Staff Welfare		**5200**	**400**	**400**	**40**
	20100	Other Recruitment		0	0	
	20800	Other Staff Costs		0	0	
	Other Empl. Costs		**0**	**0**	**0**	
	OTHER EMPLOYMENT COSTS		**10200**	**785**	**785**	**78**

f. Utilities & Communications

Everything in this section is non controllable as it relates to the energy costs. However, the longer you leave the lights on when you don't need them or the longer you leave a gas ring on then the more energy you are going to use. So indirectly you do have an impact.

e.g.

UTILITIES & COMMUNICATIONS	21010	Electricity	23400	1800	1800	180
	Electricity		**23400**	**1800**	**1800**	**180**
	21020	Metered Gas	6240	480	480	48
	21030	Bulk Gas - USE 06800 AIRPRODUC		0	0	
	21100	Other Energy		0	0	
	Gas		**6240**	**480**	**480**	**48**
	21210	Water Rates - RV		0	0	
	21220	Water Rates - Meter	6890	530	530	53
	Water		**6890**	**530**	**530**	**53**
	21510	Telephone	2340	180	180	18
	21700	Other Telecomms		0	0	
	Telephone		**2340**	**180**	**180**	**18**
	21560	Postage	130	10	10	
	Postage		**130**	**10**	**10**	**1**
	UTILITIES & COMMUNICATIONS		**39000**	**3000**	**3000**	**300**

g. Administration

Again in this section everything is controlled for you. However, you will have an impact on cash discrepancies if your cash up is out. This should not be the case as your training should eliminate this!

e.g.

	UTILITIES & COMMUNICATIONS	**39000**	**3000**	**3000**	**300**
ADMINISTRATION	22010 Legal Fees		0	0	
	22020 Professional Fees	507	39	39	3
	22030 Magistrates Licence	325	25	25	2
	22040 Public Entertainment Licence		0	0	
	22100 Other Legal & Professional	400	31	31	1
	Licensing & Professional Fees	**1232**	**95**	**95**	**9**
	22510 Stocktaking	2665	205	205	20
	Stocktaking	**2665**	**205**	**205**	**20**
	23010 Cash Discrepancy < Five Pounds		0	0	
	23020 Cash Discrepancy > Five Pounds		0	0	
	23030 Unpaid Cheques & Credit Cards		0	0	
	23040 Theft & Fraud		0	0	
	23050 Bad Debt		0	0	
	Cash Losses	**0**	**0**	**0**	
	23510 Equipment Hire	4316	332	332	33
	Equipment Hire	**4316**	**332**	**332**	**33**
	24020 Collection Bank Charges		0	0	
	24030 Credit Card Charges	9360	720	720	72
	24040 American Express Charges	2600	200	200	20
	24100 Other Bank Charges		0	0	
	Banking Charges	**11960**	**920**	**920**	**92**
	ADMINISTRATION	**20173**	**1552**	**1552**	**155**

6. HOW TO UNDERSTAND PROFIT & LOSS ACCOUNTS.

Profit & Loss accounts are the key tool to determine how well a restaurant/business is performing. At Aqua you will receive published management accounts 2 weeks after the period has finished. This is the finalised accounts where all figures have been calculated and analysed by our independent accountants thus giving us the true profitable figure of the restaurants. **Review an example of the P&L.**

AQUA ITALIA LTD

MILTON KEYNES
For the period to 25th April 2015

		PERIOD (4 Weeks) 4			Prior Year		CUMULATIVE (4 WEEKS) 4			Prior Year	Actual 4	4	4
		ACTUAL	BUDGET	VAR			ACTUAL	BUDGET	VAR		01/16 25.04.15	02/16 23.05.15	03/16 20.06.15
TURNOVER													
Food		62,747	59,500	3,247	51,552		62,747	59,500	3,247	51,552	62,747	0	0
Liquor		29,610	25,500	4,110	24,351		29,610	25,500	4,110	24,351	29,610	0	0
Other		0	0	0	0		0	0	0	0	0	0	0
TOTAL		**92,357**	**85,000**	**7,357**	**75,902**		**92,357**	**85,000**	**7,357**	**75,902**	**92,357**	**0**	**0**
GROSS PROFIT													
Food Margin		47,011	45,220	1,791	39,233		47,011	45,220	1,791	39,233	47,011	0	0
	%	**74.9%**	**76.0%**	(1.1%)	**76.1%**		**74.9%**	**76.0%**	(1.1%)	**76.1%**	**74.9%**	**0.0%**	**0.0%**
Liquor Margin		20,987	18,105	2,882	16,881		20,987	18,105	2,882	16,881	20,987	0	0
	%	**70.9%**	**71.0%**	(0.1%)	**69.3%**		**70.9%**	**71.0%**	(0.1%)	**69.3%**	**70.9%**	**0.0%**	**0.0%**
		0	0	0			0	0	0	0	0	0	0
		0.0%	**0.0%**	0.0%			**0.0%**	**0.0%**	0.0%	**0.0%**	**0.0%**	**0.0%**	**0.0%**
		67,998	**63,325**	4,673			**67,998**	**63,325**	4,673	**56,114**	**67,998**	**0**	**0**
Direct Employment	**27.1%**	27,525	24,650	(2,875)	22,509	**27.1%**	27,525	24,650	(2,875)	22,509	27,525	0	0
% (Excluding Bonus)		**27.1%**	**29.0%**	1.9%	**29.7%**		**27.1%**	**29.0%**	1.9%	**29.7%**	**27.1%**	**0.0%**	**0.0%**
Promotional	**2.2%**	2,032	1,402	(630)	1,497	**2.2%**	2,032	1,402	(630)	1,497	2,032	0	0
Maintenance	**0.8%**	746	721	(26)	192	**0.8%**	746	721	(26)	192	746	0	0
Consumables	**1.5%**	1,376	1,733	357	1,692	**1.5%**	1,376	1,733	357	1,692	1,376	0	0
Hygiene	**1.7%**	1,598	1,154	(444)	1,533	**1.7%**	1,598	1,154	(444)	1,533	1,598	0	0
Other Employment Costs	**0.6%**	545	872	327	331	**0.6%**	545	872	327	331	545	0	0
Utilities & Communications	**4.6%**	4,253	2,993	(1,260)	3,191	**4.6%**	4,253	2,993	(1,260)	3,191	4,253	0	0
Administration	**1.7%**	1,533	1,385	(148)	1,200	**1.7%**	1,533	1,385	(148)	1,200	1,533	0	0
TOTAL HOUSE EXPENSES	**13.1%**	**12,083**	**10,259**	(1,824)	**9,635**	**13.1%**	**12,083**	**10,259**	(1,824)	**9,635**	**12,083**	**0**	**0**
TOTAL OVERHEADS	**42.9%**	**39,608**	**34,909**	**(4,699)**	**32,144**	**42.9%**	**39,608**	**34,909**	**(4,699)**	**32,144**	**39,608**	**0**	**0**
OPERATING PROFIT		**28,390**	**28,416**	**(26)**	**23,970**		**28,390**	**28,416**	**(26)**	**23,970**	**28,390**	**0**	**0**
		30.7%	**33.4%**	**(2.7%)**	**31.6%**		**30.7%**	**33.4%**	**(2.7%)**	**31.6%**	**30.7%**	**0.0%**	**0.0%**
Premises	**10.3%**	9,556	9,445	(111)	6,962	**10.3%**	9,556	9,445	(111)	6,962	9,556	0	0
Abnormal Costs	**0.0%**	0	0	0	0	**0.0%**	0	0	0	0	0	0	0
TRADING PROFIT (SITE EBITDA)		**18,834**	**18,970**	**(137)**	**17,007**		**18,834**	**18,970**	**(137)**	**17,007**	**18,834**	**0**	**0**
Depreciation		0	0	0	0		0	0	0	0	0	0	0
BRANCH PROFIT		**18,834**	**18,970**	**(137)**	**17,007**		**18,834**	**18,970**	**(137)**	**17,007**	**18,834**	**0**	**0**
		20.4%	**22.3%**	**(1.9%)**	**22.4%**		**20.4%**	**22.3%**	**(1.9%)**	**22.4%**	**20.4%**	**0.0%**	**0.0%**
Check back to detail sheets/budget/lyear		18,834	18,970		17,007		18,834	18,970		17,007	18,834	0	0
		0.00	0.01		0.00		0.00	0.01		0.00	0.00	0.00	0.00

You will also receive on a weekly basis, flash reports from the accounts team where it will give us a snapshot of how we are performing on a weekly basis and allow us to react quickly to problems/ downturns and rectify these issues if there are any. **Review an example of a weekly report**

A P& L can be simplified in the following way: Take your turnover (top line) minus a bunch of variables in the middle to get your **Branch profit** (ebitda/bottom line). It can then be split into sections:

1. Turnover

Minus

2. Margins
    - 2.1. Food GP @ purchase cost value
    - 2.2. Liquor GP @ purchase cost value
3. Labour cost
4. Overheads

Equals

5. Operating Profit

Minus

6. Rent & Rates

Equals

7. Branch Profit

It is best now to review your sites latest P&L account and see for yourself and go through with your MOD/Ops manager how you come to the bottom line figure.

What affects the P&L?

The main catalyst to the performance of the P&L is **People**. Your team/staff have the biggest impact on the result of your P&L and have a knock on effect to how each section operates and functions. This is in a number of areas:

1. **Turnover** – with a settled and stabilised team with great staff retention your sales turnover will increase as they will be trained better and more comfortable and confident in their surroundings. If you are constantly having a steady flow of staff rotation then it will make it difficult to get any sort of consistency in the restaurant therefore service will suffer as newer members may not necessarily know what to do and not up sell or suggestive sell.
2. **Food Margin** – with a settled team they will be fully trained and know all the specs and know to follow all the rules and procedures. They will make less mistakes and waste less therefore making it easier for you to maintain and get your gp in line. The FOH team will make less mistakes when ordering therefore reducing re cook items.
3. **Liquor Margin** – with a settled team they will make less mistakes when ordering. The bar team will use the correct measures and waste less when making drinks. Your managers will make the correct orders and not order stock that will just sit on the shelves
4. **Labour** – with a constant churn of staff through the door you will have to be training all the time and therefore spend more money on labour to compensate for the inabilities of the new team. You will also have to compensate for the team not having the knowledge and capabilities as a senior member therefore you will have to put more team members on to allow for slower service.
5. **Overheads** – a tight grip on all controllable overheads is key to getting in the bottom line figure. You can waste money in a day. It is vitally important that you have a clear vision and control on the operations overheads on a daily basis. For example, the usage of paper napkins, are these being wasted or are they being used effectively? Cocktail sticks, are we putting too many with the olives. Glasses and crockery are we breaking too many and therefore have to order more because we have run out? If you are constantly churning over staff then you will break more of the above and use more of the other products as they will need more training

Therefore getting your team right at the start is the key to success for your site.

Budgets:

Your sites budget sets out your target for the entire year. This is all based around the P&L and sets out what you should achieve for the year ahead. It is a great target and indicator to what you should be achieving. The figures are based on previous year's performance.

Review your budget now with your MOD to go through all areas of the report. It is extremely important that you have a good understanding of the budget and have a clear sight of what you need to achieve on a daily basis. There is no point coming into the restaurant with no clear goal and determination of what you have to achieve.

As a team you need to make sure of the following:

1. What sales is the restaurant tracking for the day/week/ period/year
2. What is the labour figures for the day/week/period/year
3. What is the food gp and liquor gp for the week/period/year
4. What control does the site have over the overheads for the day/week/period/year

By not having the above control and focus could mean that your site fails to add £50/£100/£150k to the bottom line. Overspend on labour by 2% could equate to £30-50K. Overspend on overheads by 2-3% could mean you spend an extra £10-20k. Miss out on food GP by 2% will mean you fail to add £30k to the bottom line.

FOCUS!!!!!

7. HOW TO MANAGE AND CONTROL PEOPLE.

As I have said previously in this manual, **PEOPLE** are the most important aspect to the operation of your restaurant. Without them you cannot run a restaurant, without you I cannot operate the restaurants. That is why investing and spending your devoted time with them is important.

Firstly you must make sure that you carry out the employment and training procedures correctly:

Process:

1. Recruitment:
   a) Fill out application form.
   b) Obtain C.V.
   c) Interview.
   d) Trial Shift if passed the Batrus test using the trial shift assessment form where 70% must be achieved on it.
   e) What needs to be carried out on a trial shift, use form?
   f) Batrus test
   g) Obtain Employment reference

2. Induction day:
   a) Fill out starter form.
   b) Go through contract.
   c) Go through employee handbook.
   d) Give general introduction to the site.
   e) Go through all health & safety and food & safety booklets from Highfield Learning.
   f) Take a copy of their passport and certify.
   g) Compile a comprehensive P-file.

3. Training:
   a) Follow the training manual.
   b) Follow the Matrix programme daily.
   c) Ensure the ten steps to Rome has been completed.
   d) Menu knowledge.
      - Small Plates
      - Starters
      - Light Mains
      - Pizza
      - Mains
      - Grill
      - Sides
      - Desserts
   e) Wine menu knowledge.
   f) Cocktail menu knowledge.
   g) Mystery Diner Journey.
   h) Test on each subject.

4. Follow up on Training:
   a) Gap analysis on each W/W (See sheet)

1. RECRUITMENT

a. Get the candidate to out an application form
b. Get the candidate to leave their CV

FIRST NAME

SURNAME

ADDRESS

PHONE NUMBER

WHICH POSITION ARE YOU APPLYING FOR (Please tick)

☐ Waiter	☐ Kitchen Porter
☐ Barman	☐ Commis Chef
☐ Supervisor	☐ Chef de Partie
☐ Assistant Manager	☐ Sous Chef

ARE YOU FULLY FLEXIBLE TO WORK OR DO YOU HAVE ANY OTHER JOB COMMITMENTS I.e. STUDIES OR ANOTHER JOB? *(if yes please give details)*

DO YOU HAVE ANY HOLIDAY BOOKED IN THE NEXT 3 MONTHS? *(if yes, please give details)*

Previous employment details *(Please give details of your last three jobs)*

Company/type of business	Job title & rate of pay	Start date	End date	Full/part time

Equal employment opportunities

Are you legally eligible for employment in the UK?	☐	(in accordance with the Asylum & Immigration Act 1996 you will be required to provide proof of your No Right to work in the UK).	☐
Do you have any criminal convictions that are not	☐	considered spent under Rehabilitation of Offenders Act 1974?	☐

Declaration
I confirm that the information above is correct. I understand that any false information or deliberate omissions disqualify me from employment with Aqua Italia, or render me liable for dismissal.

Signed:	Date:

Privacy: Aqua Italia will store the data on this form within the provisions of the Data Protection Act 1998

c. Now Interview the candidate using the following questions.

QUESTION	ANSWER
1. What do you like to do outside of work and education?	
2. How would your current work colleagues describe you?	
3. How would your GM describe you?	
4. How do you organise yourself?	
5. What is the nest decision you have ever made?	
6. What would your GM say that you could do better?	
7. What is the worst decision that you have ever made?	
8. What are you most proud of?	
9. What is your best achievement?	
10. Describe a typical day at work?	
11. What frustrates you?	
12. When was the last time you had to smooth out a disagreement between two people? How did you go about? What was the outcome?	
13. What do enjoy about working in restaurants?	
14. What motivates you?	
15. What risks are you willing to take in your job?	

16. Please describe the best example when you worked with an irate customer to achieve a positive result for both parties?	
17. Have you ever regretted something that you that was wrong?	
18. How do you feel if someone told you, you did something wrong that wasn't your fault?	
19. How do you react to being given orders?	
20. Please describe an important decision you made that required you to sift through both useful and distracting facts to reach a sound decision? What has been the impact of this decision?	
21. How do you maintain your efficiency and productivity level throughout the entire shift?	
22. How have you handled a mistake or a disappointing event at work in the past?	
23. Tell me about a time when a customer or colleague made an unreasonable request of you? How did you handle the situation?	
24. Explain a time in which your boss asked you to do something that you did not have time to do?	
25. Tell me about some ideas that you have come up with to help you save time or become more efficient in completing your tasks? How did the ideas work?	
26. In your role how can you contribute to making the guests experience enjoyable	

In all your questions you are looking to see their ability in six different areas:

1) Drive, Energy and Stamina
2) Stress Tolerance
3) Friendliness
4) Acceptance of Authority
5) Dependability
6) Hospitality

d. Now carry out a trial shift.

Applicants Name:

Position applied for:

Date:

Assessors Name (s):

Signed Assessor:

Assess & Score the Applicant out of 10 points in the following areas:

Section	Score
1) Punctuality	/ 10
2) Confidence	/ 10
3) Communication Skills	/ 10
4) Team Engagement	/ 10
5) Guest Engagement	/ 10
6) Willingness to learn/Acceptance of authority	/ 10
7) Willingness to help/Team Actions	/ 10
8) Pace and speed of movement	/ 10
9) Consistency of pace and work	/ 10
10) Keeping busy	/ 10
11) Passion and smiling	/ 10
12) Standards and attention to detail	/ 10
13) Skill level/Experience	/ 10
14) Team feedback	/ 10
Overall Total	**/ 140**
Overall Percentage	**%**

NB - *Completed Trial Assessments must remain in the Team Members P File for the duration of their employment with Aqua*

e. How to run a trial shift

What do you need to cover?

Set the Trialist up to succeed. Do not leave them alone; make sure they have all the information they need. Work with them, shadow them, follow them, lead them and direct them. If they are not smiling we do not want them. We need passion and enthusiasm. The more effective and productive the trial shift is then the better candidate you will attract.

1) The Basics:

i. Give them a shirt and apron.
ii. Tell them where to get changed.
iii. Health and Safety, where are the fire exists? What to do in case of an emergency.
iv. Walk through the site, making sure they know where everything is.
v. Where are the toilets? So they can advise guests.
vi. They will be asked a question by the guest so the best thing to do is get them to tell the guest, "I am just going to get my manager to get the answer."
vii. How to greet a guest?

2) Service:

i. Go through the ten steps to Rome
    a) Greeting/On Arrival
    b) At the table
    c) Drinks
    d) Taking the Order
    e) Serving the wine
    f) Starters
    g) Mains
    h) Desserts
    i) Payment
    j) Goodbye

ii. Can they carry a tray? Get them to show you.
iii. Can they carry plates (3) Get them to show you.
iv. Show them the stations, how is it set up?
v. Show them the checklists of the restaurant; follow them so that you can get things done.
vi. Show them how to do bread and olives
vii. Show them how to clean a table
viii. Show them how to lay a table properly
ix. Show them how the bar docket system works
x. Show them how the pass works
xi. Show them how the call system works
xii. Tell them how to communicate properly through the channels
xiii. Go through the Mystery Dining Reports
    a) Follow the customer journey from start to finish
    b) What is required of the WW to do during the guests time at Aqua
    c) Energy, passion and stamina is required

3) What is required of them for service:

i. Do not let them take orders, they do not know the menu.
ii. Rather assign them to a section with someone and follow them. They must be with a senior member of staff, if not an AM or GM
iii. Assess their capabilities;
    a) How is their interaction with customers?
    b) How is their interaction with staff?
    c) How is their acceptance of authority?
    d) How do they react to tasks?
    e) What is their speed of movement like?
iv. Are they competent?
v. Are they pro-active?
vi. Are they energetic?
vii. The person they are following needs to lead the trialist and tell them everything that they

need to know about running a section.

a) How to do mis en place?
b) How to run a section?
c) How to call tables away?
d) How to present dishes at the table?
e) How to clear plates?
f) How to clear glasses?
g) How to serve drinks?
h) How to upsell?
i) How to do Olives?
j) How to do Parmesan?
k) How to interrupt guests when speaking?
l) How to pour wine?
m) How to pour water?
n) How to introduce yourself?
o) How to describe specials?
p) How to repeat back the orders?
q) How to suggest side dishes?
r) How to sell second drinks?
s) How to introduce yourself?
t) How to input an order?

4) Check back on trial shifts:

It is important to make sure that the trialist is being supervised at all times and not being left alone. As a manager you will need to make sure that the above topics are being covered. You need to ask questions throughout their time in the restaurant such as:

i. How are you getting on?
ii. How are you finding the service?
iii. What are you finding difficult?
iv. What do you need more help on?
v. Do you have any questions?
vi. Are you coping with the pressure of the restaurant?
vii. What do you like about Aqua?
viii. What don't you like about this evening?
ix. What do you think you can work on?
x. What do you think of the style of service?
xi. Do you like the ambience of the restaurant?
xii. What do you think about the guests?

5) De-Brief:

A de-brief is essential to really find out what they are thinking and really establish what their plans are for the future. Do not just hire somebody if you are short of staff, **hire slow and fire fast**. You are building for the future of the restaurant and not just immediate circumstances.
If the candidate has not achieved 70% in their assessment forms then do not take them on. By being picky and choosy in the first instance will make your life easier in the long-run.

If you are taking the candidate you need to be sure on the following:

i. What work are they looking for? Full or Part time?
ii. What are their plans for the next 6 months, you do not want to train and start someone who will then in 6 months time go travelling and will waste your time.
iii. Are they serious about working in the restaurant trade?
iv. Are they flexible?
v. DO THEY SMILE?

f. Now carry out a Batrus test and set up the candidate.

g. If the candidate has passed all the above criteria you now need to obtain a reference from the previous employer.

Strictly Private & Confidential

Type other c/o address here:

AQUA

Dear Sir/Madam,

Re: Add name here of candidate

NI Number: Add national insurance number here

Date of Birth: Add DOB here

The above named is currently seeking employment with us at Aqua (add site name). He/She has advised us that he/she was employed by your company from 12/12/2012 to 12/12/2012

I would, therefore, be grateful if you could let me know in strictest confidence, your opinion of (add candidate name here) character and ability, by completing the attached questionnaire.

An early reply would be very much appreciated either by posting back to us in the stamped addressed envelope or by scanning and e-mailing the document to (add e-mail address here).

I look forward to hearing from you.

Yours faithfully

(Add your name here)
General Manager

Requested by: Aqua

Applicants Name: (Add name of candidate here)

NI Number: (add NI number here)

Date of Birth: (add DOB here)

1. Please confirm the specific dates when the applicant was employed by your company

From: ……/……./……. To: ……/……./…….
Day/Month/Year *Day/Month/Year*

2. Please provide details of position/s held:
……

3. Reason for leaving?
……

4. Would you re-employ the applicant? Please state Yes or No
……..……

5. If you answered 'no', please state the reason or reasons:
……

6. To the best of your knowledge, is there anything known about the person named in this reference which suggests a lack of integrity or otherwise reflects adversely upon their suitability

Please state Yes or No. ……

If you answered 'Yes' please provide the reason or reasons:
……
……

7. Please provide any other information that you feel may be of relevance to this application:
……
……

Company/organisation name……

Address: ……
……
……

Email: …… Fax: ……

Daytime Telephone Number…… Mobile number: ……

Print name: …… Signature ……

Date: ……

Thank you for your cooperation. The information you have provided will be helpful in validating the candidate's application.

2. INDUCTION PACK

AREA	COMPLETED	SIGNED MOD	SIGNED WW
1. Welcome to the company			
2. Fill out the starter form			
3. Take a copy of their passport or driving license			
4. Get a copy of their latest P45, failing that fill out a P46			
5. Run through thoroughly with them their contract			
6. Go through the employee handbook, pointing out the company regulations and the gross misconduct section			
7. Run through their job spec, what is required of them			
8. Go through both Food and Safety and Health and Safety booklets			
9. Time-keeping, get them off on the right step and make them aware that lateness will not be tolerated and must be ready, dressed for PSB's at 11.45am and 5.45pm			
10. Walk through the site with them, pointing out all the key areas of the restaurant such as: i. fire points ii. fire extinguishers iii. Bar iv. Kitchen v. table numbers vi. Staff vii. Where the rotas are viii. Where to get changed ix. Where to drink their water, tea or coffee x. Where to enter the building xi. What to wear			
11. Discuss the structure of the team: i. Directors ii. Ops Manager iii. Exec chef iv. GM's v. AM's vi. Supervisors			

AQUA EMPLOYEE CHECKLIST					
Subject	Complete	Manager Initial	Subject	Complete	Manager Initial
Name			Certified copy of Passport of true document		
Start date			CV		
Starter form			Offer Letter		
Contract			Contract Signed		
Training Tracker (Appendix 9)			Job Description		
Job Responsibility (p,g 9 H&S manual)			Work Permit		
Training Confirmation (Appendix 10)			CoS Copy		
Pre-employment questionnaire (p,g 67 F&S manual)			Copy of Vacancy		
Fryer Safety (BOH only - Appendix 11)			NI Number		
Health and safety sign off			References		
ID scan			Pay-Slips		
RTI form			P45		
Red book			P60		
Green book			Vacancy Responses		
Registered for level 2			English Test Certificate		
Given handbook			Next of Kin details		
Completed lvl2			Any Further Training Documents		
Copy of certificate					
Food cert/WW cert					
Key skills					
KS refreshed					
H+S Statement					
Appraisal					
Dates					
Job chats/discipline issues					

Please follow the above steps to induct your new starter and get them off to a good start: You will need to print out all the relevant documents before your new candidate arrives. BE PREPARED:

3. TRAINING

a. ALL MOD's PLEASE SIGN OFF TRAINING AS YOU GO ALONG. THIS SHOULD TAKE NO LONGER THAN 2 WEEKS.

AREA/TOPIC	DATE		WW SIGN	MOD SIGN
1) Starter form completed				
2) Contract Signed				
3) Employee Handbook discussed				
4) Inducted to the site				
i) Run through Job Spec				
ii) Walk through of the site				
iii) Where are the fire points				
iv) Bar				
v) Kitchen				
vi) Table Numbers				
vii) Introduction to the staff				
vii) Where are the rotas				
ix) Where to get changed				
x) Where to drink water				
xi) Where to enter the restaurant				
xii) What to wear				
5) Structure of the company Directors/Ops/Exc/ Managers				
6) Highfield Learning Log books completed				
7) Copy of passports taken				
8) Rules and regulations discussed				
SCORE THE FOLLOWING SECTIONS OUT OF 10	DATE	SCORE	WW SIGN	MOD SIGN
9) Training matrix completed				
i) Table numbers				
ii) Introduction to the pass				
iii) How to up sell and why				
iv) Polishing cutlery				
v) Dealing with complaints				
vi) Answering the phone				
vii) Cocktail training				
viii) Reading back orders				

AREA/TOPIC	DATE		WW SIGN	MOD SIGN
ix) Running and delivering food				
x) Taking an order				
xi) Leaning rule!				
xii) Till training				
xiii) Table lay up				
xiv) Using a tray				
xv) 10 steps to Rome				
a) On arrival				
b) At the table				
c) Drinks				
d) Taking the order				
e) Serving the wine				
f) Starters				
g) Mains				
h) Desserts				
i) Payment				
j) Goodbye				
xvi) Folding napkins				
xvii) Closing down checklist				
xviii) Opening checklist				
xix) Aqua promotions				
xx) Coffee training				
xxi) Station set up				
xxii) Section plan				
xxiii) How to take a reservation				
xxiv) Calling away tables				
xxv) Menu knowledge				
xxvi) Presenting a bill to the table				
xxvii) Topping up wine and water				
xxviii) Polishing glasses				
xxix) Champagne service				
xxx) Using the PDQ machine				
xxxi) Wine service				
xxxii) Introduction to the bar and specs				
xxxiii) Mis en place for menu dishes				

AREA/TOPIC	DATE		WW SIGN	MOD SIGN
xxxiv) Seating guests at the table				
10) Mystery Dining report				
i) Telephone booking section				
ii) First impressions				
iii) Greeting and seating				
iv) Interior				
v) Bar service				
vi) Service - Ordering				
vii) Service - Delivery				
viii) Food and Drink				
ix) Bill and farewell				
x) Toilets				
xi) General				
11) Training manual followed				
i) Job objective				
ii) What is expected of you as a WW				
iii) Know your product				
iv) Confidence				
v) Uniform				
vi) Punctuality				
vii) Product Knowledge				
viii) How to section				
ix) Taking a booking				
x) Taking a deposit				
xi) Payment methods				
xii) Dealing with customer complaints				
xiii) Going the extra mile				
12) Food Knowledge				
i) Spec run through				
ii) What does each dish contain				
iii) What cutlery goes with what dish(mis en place)				
iv) How to pronounce the Italian names				
v) How to up sell				
vi) How to recommend dishes				

AREA/TOPIC	DATE		WW SIGN	MOD SIGN
vii) What is the set menu				
viii) Pre starters				
ix) Starters				
x) Light Mains				
xi) Mains				
xii) Grill				
xiii) Pizza				
xiv) Sides				
xv) Desserts				
13) Wine Knowledge				
i) House wines				
ii) How to up sell on house wines				
iii) How to pour wines				
iv) How to open wines				
v) What grapes of wine				
vi) Follow the wine matrix				
14) Test's				
i) Introductory test				
ii) Reservation test				
iii) Restaurant and service test				
iv) Menu test				
v) Wine test				
vi) Ten step to Rome test				
vii) Mystery diner test				
viii) Health and safety test				
ix) Bar test				

There are a number of techniques that you as a MOD must follow to ensure you have a

GREAT TEAM

Give great interviews

How you conduct your questions and yourself in the interview will determine the outcome of your staff. If you lack energy and commitment in your interview then the prospective employee will not buy into the glitz and glamour of your restaurant. It will not excite them and motivate them to want to work for you and ultimately they will not show their best in the interview and not want to work for you.

Follow your interview questions **(see Appendix 20)**

Give great trial shifts

Trial shifts can be a very grey area! The candidate has no idea of the restaurant or where anything is and is expected to know everything and perform like one of our best WW's. This is obviously not going to happen. You as a MOD not only have to make sure that the restaurant is running smoothly that night but you also have to see whether or not this candidate has the capabilities in a quick snap shot through a 3-4 hour period!

Key attributes you need to look for:

i. How quickly do they move around the floor? If they are shuffling around the floor and are not finding things to do or asking questions of what can be done then they are clearly not right for the restaurant.
ii. How do they interact? If they are very quiet, shy and timid and not interacting with staff members or even guests then they are clearly not right for the restaurant. You want a WW who is outgoing and asking questions all the time.
iii. Do they have natural capabilities and do they listen? If they can easily carry a tray and plates then you are one step there! If they can carry out a task that you have asked them then you know that they are a goodie. If not then you know that they are clearly not the right candidate for you.

The above are 3 key attributes that you need to see in a candidate to ensure you are heading in the right direction. If they have then the rest is down to you once you have hired them in terms of carrying out successful training.

Split the evening up into sections so they experience all areas of the restaurant.

1. Follow and section for 1 hour
2. Run food for 1 hour
3. Run drinks for 1 hour

Give great inductions

Again like trial shifts you need to welcome your new team members into your family/restaurant. It is so important that you take the time to guide them and show them around the restaurant and make them feel comfortable and make sure that they have everything they need. If you leave them to get on with things, then they are not going to feel welcomed and obviously going to make mistakes.

You have to coach them and guide them and spend time with them finding things out about them.

Give great training

Great training means great WW's!! **It is as simple as that!** Make sure that you plan your week ahead by scheduling in training sessions with new and old team members. It is so important that you take old team member to new heights otherwise they will get stale, stagnant and leave. You need to keep everyone motivated and energised.

i. Create workshops
ii. Create tests
iii. Carry out lots of role plays
iv. Make it relaxed
v. Make it exciting
vi. Eat and taste the produce
vii. Make and drink the cocktails
viii. Follow the WW certification forms
ix. Nail the training!

Give great coaching

Training is not just about following the systems and manuals. It is also about talking and getting the best out of your team by coaching. Coaching them in different ways; find out what makes them tick and what excites and interests them and bring that into their coaching and development of them. If you can create a group of 5/6 great team members that are being developed then your restaurant is going the be the best restaurant around because your team members **CARE** about what they are doing

Give great job chats

Job chats and performance reviews are so important in developing your team. By not taking the time to talk to your team could mean that you miss out on an important part of their performance. Review your job chat form now with your MOD **(see Appendix 21)**

Give great working environments

You need to make sure that your working environment is settled and that your staff are welcoming in new members and helping out where possible. You need to make sure that they have everything they need. This is so important to the success of your new team member.

Follow the above and carry out everything to the best of your abilities then you will have the best team ever. Constantly review your team members and make sure they are settled and talk to them then you will get the best out of them.

8. HOW TO COMPLETE AND MANAGE HEALTH & SAFETY, FOOD & SAFETY AND FIRE SAFETY

This is the most important aspect of the restaurant. It is imperative to the business that it is carried out and for the insurance of the restaurant. There are 5 folders that you must have:

1. Health and Safety Manual
2. Food and Safety Manual
3. Management Day Log Book
4. Food Management Day Log Book
5. Fire Log book

All the above must be kept in lever arch files with dividers in between all components that need to be filled out and stored on site until both EHO and Shield Yourself have signed the audits off.

We use Shield Yourself for all our compliance. It is important that you now review the compliance centre online as this is where you manage your Health & Food Safetly from.

Let's look now at what you have to complete:

- **Food Management Day Log Book**

Review your Food management log book with your KMOD.

All to be kept on File:

This diary is produced quarterly and sent to your site automatically. Once finished, please keep it on site for records.

Please ensure that this is monitored and kept up to date.

Other areas that need to be considered in the Food and safety manual:

- Food Poisoning complaints – This must be logged onto your compliance centre with Shield Yourself. Whatever you do, do not admit liability and always **call your ops manager** before you do anything. This must be stored in the food and safety audit manual.
- **IF YOU DO GET A FOOD POISIONING COMPLAINT EXPECT THE EHO TO BE IN VERY SOON**
- Defects/Maintenance action log – This must be filled in if there are maintenance issues that relate to the quality of food and health and safety issues, this must then be followed through to make sure that it is actioned and rectified. This can be found in your day log diaries.
- **Health and Safety manual: What to fill out.**

Review your health and safety manual with your MOD.

The below sections is what you as a MOD need to keep up to date and make sure is signed off and properly and thoroughly carried out.

All to be kept on P-File:
a) Health Screening/pre-employment questionnaire
b) Coshh Assessment form

c) Training tracker form
d) Training confirmation form
e) Training kitchen record/fryers

- Health & safety manual: What to fill out

Other pages of the manual that need to be completed within its file are:

a) P.g, 4 – sign and date
b) P.g, 7 – GM sign and date
c) P.g, 8 – AM sign and date
d) P.g, 9 – All employees to sign – print out enough copies for all employees to fill out
e) P.g, 17 to 35 – MOD to fill out risk assessments carried out and put in next review
f) Review Statutory examinations – P.g, 77

- Fire Log Book: What to fill out

Completing your fire log is vital to the business to make sure that it adheres to all compliances by the law. Without doing this our insurance will be void. This is found in your management day diary.

Other forms that need to be considered in the Health and Safety manual:

- Outside contractor workers permit – Any person visiting the site and working around dangerous equipment must fill out this form.8
- Accidents – any accident must be reported and filled out – please leave it in your health and safety audit file
- Pregnancy risk assessments – Any worker that has fallen pregnant must go through this form. This must be kept on their P-file. P.g, 127 to 135
- Young Person's risk assessment – Anyone doing work experience must fill out this form, a person under the age of 16 years old. P.g, 136
- Site specific Risk assessments – You must carry out site specific risk assessments to make sure that you have covered the entire building; it may be that your staircase is different and more hazardous to other sites, then this form is for you! P.g, 142 – to be stored in the H&S audit file

ALL DOCUMENTS RECEIVED FROM EHO/FIRE/PEST CONTROL AUDITS AND SHIELD YOURSELF AUDITS MUST BE KEPT ON FILE.

Appendix 1. Aqua Terminology

WW – Waiter/Waitress.

Par Levels – What you need to order extra to what stock you have in place.

Sales Mix – What you have sold over the week, you get this from your report from the till.

Forecast – What sales you are forecasting for the week ahead. You base this on certain criteria's: 1. Last year sales; 2. Weather; 3. Events; 4. Bookings; 5. Budget

Period – is the 4 weeks where we budget our P&L's.

P&L – Profit & Loss account

Branch profit – the profit the restaurant makes minus all variables and expenses

Bottom Line – Final net profit cash value after all expenses and overheads

Top Line – budgeted sales for the week/period/year

GP – Gross Profit margin.

COGS – Cost of goods sold

Par Levels – A stock holding level that you should order to

Ebitda – Earnings before interest taxation, depreciation and amortisation

Budget – What the company has set at the start of the year for each site/restaurant to achieve.

PSB – Pre session briefing. This is your sheet to use before all shifts start. This should have all information on relating to the day.

EOW – End of Week

WTD – Week to date

YTD – Year to date

YOY – Year on Year

LFL – Like for Like

W3 – What went well? What issues we had? What we did to overcome issues?

Comp – Complimentary

MOD – Manager on Duty

KMOD – Kitchen Manager on Duty

Specs – Specification or recipe cards that we use to measure all of our ingredients

P/T – Part Time

F/T – Full Time

FOH – Front of House

BOH – Back of House

Appendix 2. Yate Supplies order form:

PRODUCT ORDER SHEET	
DELIVERY UNIT:	AQUA
ACCOUNT NO:	
MINIMUM ORDER VALUE;	
DELIVERY DAY:	
CONTACT NAME & NUMBER:	
YATES SUPPLIES CONTACT DETAILS:	
Email: sales@yatesupplies.com Tel: 01454 312 300 Fax: 01453 842404 Contact: Laura Guest	

CODE	DESCRIPTION	DESCRIPTION	DESCRIPTION	PACK QTY	PRICE	ORDER QTY	TOTAL
GLASSWARE - 4 WEEK BUDGET £							
CABET12	Cabernet Tulip Wine Glass	12.5oz	Wine Glass	24	£35.95		
CABE4	Cabernet Tulip Wine Glass	4.25oz	Port/Sherry/Dessert	24	£40.08		
ZZ002230	L'Espirit Du Vin Flute	7.5oz	Champagne glass	6	£18.30		
COFGC	Catalina Handled Coffee Glass	8.5oz	Latte glass	24	£59.95		
TOTT	Tequila Shooter Glass	0.8oz / 25ml	Shot glass	100	£20.60		
BIST14	Bistro Brandy 14oz	14oz	Brandy glass	12	£12.00		
ENDS13DOF	Endessa Double Old Fashioned	13oz	Water glass tumbler	12	£13.20		
HI20GS	Hi Ball Glass 20oz GS	20oz	Pint glass	24	£21.31		
LINZ13	Linz Pilsner Glass	13oz	Sling glass for cocktail	24	£22.13		
ENO7	Enoteca Martini	7.5oz	Martini glass	6	£7.98		
ENDS12	Endessa Hi Ball	12.25oz	Half pint glass	12	£12.00		
					SECTION TOTAL:		
CROCKERY AND CUTLERY - 4 WEEK BUDGET £							
VBSFP2918	Sedona Flat Plate	29cm Inner 18cm	Starter Plate	6	£69.18		
VBSFP32	Sedona Flat Plate	32cm	Main Plate	6	£61.90		
EGCIRRPB	Circa Round Pasta Bowl Kraft	62.5oz	Pasta Bowl	12	£123.12		
EWST5	Elements Water - Square Tray	5"	Brulee Dish	18	£87.28		
CWASP7	Alchemy Square Plate White	7"	Brulee Underdish	6	£31.00		
WCSB4.75	Simply Square Bowl White	4.75" x 4.75"	Veg Bowl	6	£8.50		
PJAR0.125	Preserving Jar	125ml	Desserts	12	£9.00		
PORSSS4	Porcelite Square Shaped Set 4 Bowls and Tray	38 x 9 cm	Sauces+olives	6	£48.07		
MJH3	China Handled Milk Jug	3oz		6	£9.45		
PANBH	Pan with Stainless Steel Handle	9 x 6 cm	Steak sauces	4	£36.85		
KCMCCMFPANSS	Mini Frying Pan	12cm	King Prawns	1	£10.96		
TPSTT	Stump Teapot Turqouise	40ml / 13oz	Tea Pot	1	£15.40		
ZZ008940	Stump Teapot Grey	40ml / 13oz	Tea Pot	1	£15.40		
	Milton Keynes & Portishead						
SSDSMV	Monteverdi Dessert Spoon	18/10	Dessert spoon+soup	12	£15.96		
SSTKMV	Monteverdi Dinner Knife	18/10	Main knife	12	£26.88		
SSTFMV	Monteverdi Dinner Fork	18/10	Main fork	12	£21.36		

SSITMV	Monteverdi Ice Tea Spoon	18/10	Latte spoon	12	£12.60		
SSTSMV	Monteverdi Tea Spoon	18/10	Tea spoon	12	£10.32		
	Bath & Bristol						
SSLSCA	Carlton Coffee Spoon / Latte Stainless Steel	18/10	Latte spoon	12	£9.60		
SSTKA	Andorra Table Knife Stainless Steel	18/10	Main knife	12	£13.95		
SSTFA	Andorra Table Fork Stainless Steel	18/10	Main fork	12	£13.25		
SSDSA	Andorra Dessert Spoon Stainless Steel	18/10	Dessert spoon + soup	12	£10.00		
SSTSA	Andorra Tea Spoon Stainless Steel	18/10	Tea spoon	12	£6.20		
SSSKJP	Jumbo 3 Stud Knife Light Black	9 1/4"	Steak Knife	12	£28.80		
					SECTION TOTAL:		
KITCHEN UTENSILS - 4 WEEK BUDGET £							
LAD1	Ladle	30ml / 1oz		Each	£1.35		
SS6902	Ladle	89ml / 2oz		Each	£1.45		
SS6904	Ladle	118ml / 4oz		Each	£2.35		
SS6908	Ladle	236ml / 8oz		Each	£4.20		
SS69012	Ladle	250ml / 12oz		Each	£3.78		
SSPAN1.9	S/S Sauce Pan	1.9ltr		Each	£11.25		
SSSPOT24	S/S Stock Pot	24ltr		Each	£58.45		
SSLID32	Lid to Suit 24ltr Pot	32cm		Each	£11.70		
SSSPOT71	S/S Stock Pot	71ltr		Each	£127.90		
SSSLID45	Lid for 71ltr S/S Stock Pot	45cm		Each	£19.20		
FRY8S	Steel Fry Pan	8"		Each	£5.95		
FRY12	Steel Fry Pan	12"		Each	£7.55		
SSGF2	S/S 1/1 Gastro	65mm Deep		Each	£6.80		
SSGTT6	S/S 2/3 Gastro	150mm Deep		Each	£17.05		
SSGT6	S/S 1/3 Gastro	150mm Deep		Each	£6.40		
SSGS6	S/S 1/6 Gastro	150mm Deep		Each	£4.50		
SSGN4	S/S 1/9 Gastro	100mm Deep		Each	£2.40		
ZZ006285	Speed Rail - For Gastros	320 x 205 x 160mm		Each	£24.00		
M471724	Aluminum Bakewell Pan	24"x18.5"x1.5"		Each	£12.30		
COL16A	Aluminum Colander	16"		Each	£21.15		
CHINOIS	Chinois Strainer S/S	10" 250mm		Each	£15.70		
SALAD	Dynamic Salad Spinner	20Ltr		Each	£98.60		
SSGRATE	S/S Box Grater			Each	£1.99		
MOULIN	Potato Ricer (Mouli)	310mm		Each	£40.95		
GSSBIN	Slim Jim Grey Dustbins	90Ltr		Each	£19.95		
STONG9	Scallop Tongs	9"		Each	£0.68		
STONG	Scallop Tongs	12"		Each	£0.85		
SSWHISK10	S/S Balloon Whisk	10"		Each	£2.20		
SSWHISK	S/S Balloon Whisk	12"		Each	£2.45		
WS12	Wooden Spoon	12"		Each	£0.46		
NSW777	Mobile Ingredient Bin White	79ltr		Each	£75.35		
ZZ005503	V-Shaped Terrine Mould	500 x 100 x 90mm		Each	£16.95		
CHOPWHD	High Density C/Board - White	18"x12"x3/4"		Each	£6.25		
CHOPRHD	High Density C/Board - Red	18"x12"x3/4"		Each	£6.25		

CHOPBLHD	High Density C/Board - Blue	18”x12”x3/4”		Each	£6.25		
CHOPBHD	High Density C/Board - Brown	18”x12”x3/4”		Each	£6.25		
CHOPGHD	High Density C/Board - Green	18"x12"x3/4"		Each	£6.25		
CHOPYHD	High Density C/Board - Yellow	18"x12"x3/4"		Each	£6.25		
CHOPWHD24	High Density C/Board - White	24”x18”x3/4”		Each	£27.60		
CHOPRHD24	High Density C/Board - Red	24”x18”x3/4”		Each	£27.60		
CHOPBLHD24	High Density C/Board - Blue	24”x18”x3/4”		Each	£27.60		
CHOPBHD24	High Density C/Board - Brown	24”x18”x3/4”		Each	27.60		
CHOPGHD24	High Density C/Board - Green	24”x18”x3/4”		Each	27.60		
CHOPYHD24	High Density C/Board - Yellow	24”x18”x3/4”		Each	27.60		
RACK	Chopping Board Rack			Each	£7.95		
GASLP	Blow Torch			Each	£8.95		
YORK	Yorkshire Pudding Tins	4 Cup		Each	£1.95		
SSJUG2	Measuring Jug S/S	2Pt		Each	£7.75		
JUG2	Measuring Jug Plastic	2Pt		Each	£0.50		
RCMP45VVU	Robot Coupe MP450 VV Stick Blender			Each	£395.25		
SSBOWL3	Mixing Bowl	2.8 ltr		Each	£2.00		
SSBOWL3.5	Mixing Bowl	3.5 ltr		Each	£2.45		
SSMB12	Mixing Bowl	7.5 ltr		Each	£3.05		
DBOX	Dough Box	18 x 26 x 3.5"		Each	£26.35		
DBOXL	Dough Box Lid	19 x 26 x 3.5”		Each	£24.00		
PIZC	Pizza Slicer / Wheel Cutter	4”		Each	£2.51		
CAMS3.8	Space Saver Storer	3.8ltr		Each	£5.50		
CAMS1.9L	Space Saver Lids	1.9ltr / 3.8ltr		Each	£1.85		
CAMS11.4	Space Saver Storer	11.4ltr		Each	£12.28		
CAMS11.4L	Space Saver Lids	11.4ltr		Each	£2.80		
SSR2.5	S/S Ramekin / Dariole Mould	2.5oz		Each	£0.35		
NSE048	Aluminum Pudding Basin	2.5”		Each	£1.35		
KVEG	Veg Knife	3.5”		Each	£0.95		
KCOOKR8	Cooks Knife - Red Handle	8"		Each	£4.25		
KCOOKG8	Cooks Knife - Green Handle	8"		Each	£4.25		
KCOOKB8	Cooks Knife - Blue Handle	8”		Each	£4.25		
KCOOKY8	Cooks Knife - Yellow Handle	8”		Each	£4.25		
KCOOK10R	Cooks Knife - Red Handle	10”		Each	£4.25		
KCOOK10G	Cooks Knife - Green Handle	10”		Each	£5.65		
KCOOK10B	Cooks Knife - Blue Handle	10”		Each	£5.65		
KCOOK10Y	Cooks Knife - Yellow Handle	10”		Each	£5.65		
KBRW8	White Serrated Bread Knife	8”		Each	£5.75		
RPEEL	Potato Peeler			Each	£0.86		
SSAPPLE	Apple Corer			Each	£3.30		
NSD420	Cranked Pallet Knife	10cm		Each	£3.46		
STEEL12	Oval Diamond Sharpening Steel	12”		Each	£11.80		
					SECTION TOTAL:		
PAPER PRODUCTS - 4 WEEK BUDGET £							
HTZ2W	Hand Towel White Your Supplies Z Fold 2ply			3000	£14.80		
4685	Maxima Green Range’ 2ply Centre Pull Blue	150m Per Roll		6	£7.25		
2067	2ply Bulk Pack Toilet Tissue Your Supplies			36 X 250	£9.25		

TCW	Slip Cover Paper White	90 x 90cm		200	£23.70		
DUNDS408	Dunisoft Napkin White	40cm 8 Fold		720	£42.11		
25WC	White Cocktail Napkin	25cm		2000	£10.60		
					SECTION TOTAL:		
BAR & RESTAURANT SUNDRIES - 4 WEEK BUDGET £							
SAVE	Save or Serve White	1ltr		Each	£3.70		
SAVEG	Save or Serve Green	1ltr		Each	£3.70		
SAVEO	Save or Serve Orange	1ltr		Each	£3.70		
SAVEY	Save or Serve Yellow	1ltr		Each	£3.70		
SAVER	Save or Serve Red	1ltr		Each	£3.70		
MEAS6	S/S Timble Measure	25ml		Each	£1.30		
MEAS3	S/S Timble Measure	50ml		Each	£1.70		
MEAS35	S/S Timble Measure	35ml		Each	£1.55		
MEAS125	S/S Timble Measure	125ml		Each	£3.38		
MEAS175	S/S Timble Measure	175ml		Each	£3.69		
BSSSP	Bar Mixing Spoon	10"		Each	£4.50		
SSCOOL	S/S Wine Cooler			Each	£6.00		
CHAMPT	Champagne Reasealer			Each	£1.73		
VWS	Vacuum Wine Saver + 2 Stopper			Each	£5.25		
VWSS	2-Spare Stopper			Pkt	£0.95		
DRIPMB	Black Bar Drip Mat	24" x 3.75"		Each	£3.45		
CMATRC	Clear Bar Matting	10m		Roll	£24.45		
MEXLEM	Mexican Elbow Lemon & Lime Squeezer			Each	£3.95		
COCKSTHE	Hawthorne Cocktail Strainer - 2 Ears			Each	£6.65		
COCKFS	Fine Mesh Cocktail Strainer	7cm		Each	£3.95		
MUD	Muddler	8"		Each	£1.20		
ICESCOOPL	Large Ice Scoop	1000ml		Each	£4.50		
TAPOR	Tapor Pourers			Pkt	£7.95		
CHAMPWBS	Champagne / Wine Bucket Stand			Each	£39.95		
CS	Wooden Cocktail Sticks	80ml		1000	£0.83		
PRIS	Prism Sticks	3.5"		1000	£15.25		
DISCB	Black Disc Stirrer	250mm		250	£3.00		
STRBL	Black Bendy Straws	8"		250	£0.58		
STRMB	Black Sip Straws	5.5"		1000	£0.90		
ZZ000624	Clear Acrylic Salt Mill			1	£5.00		
ZZ000969	Clear Acrylic Pepper Mill			1	£5.00		
NLC	4hr Night Light Candle			100	£3.00		
VOTIVEC	Round Clear Votive	2.5"		24	£7.55		
OPK	Kitchen Order Pads	2.5 x 5"		100	£11.95		
CTOEB250	Clipper Organic English Breakfast Tea Bags			250	£12.40		
CTOEG	Clipper Organic Earl Grey Tea Bags			250	£12.40		
CTOPT	Clipper Organic Peppermint Tea Bags			150	£8.95		
CTOC	Clipper Organic Chamomile Tea Bags			150	£8.95		
CTOWB	Clipper Organic Wild Berry Tea bags			150	£12.40		

CTOD	Clipper Organic Decaffeinate Tea Bags			150	£8.95		
					SECTION TOTAL:		
KITCHEN SUNDRIES - 4 WEEK BUDGET £							
AQUAWS	Aqua Printed Waxed Sheet			2000	£39.95		
AQUAWKG	Aqua Printed Waxed Kraft Sheets			2000	£42.15		
AQUALR	Aqua Clear Printed Labels			Roll 1000	£26.35		
PBC12W	White Corrugated Pizza Box	12"		1 x 100	£24.40		
GSALT10	Granular Salt	10kg		1	£3.10		
LMON	Monday Day Dot			1000	£1.60		
LTUE	Tuesday Day Dot			1000	£1.60		
LWED	Wednesday Day Dot			1000	£1.60		
LTHU	Thursday Day Dot			1000	£1.60		
LFRI	Friday Day Dot			1000	£1.60		
LSAT	Saturday Day Dot			1000	£1.60		
LSUN	Sunday Day Dot			1000	£1.60		
LSF	LIFE SHELF LABEL			500	£6.75		
PBCL	Clear Portion Bag	6.5 x 7"		2000	£24.50		
PBSKIT	Portion Bag Starter Kit A Frame Bags Mon - Sun			1	£38.40		
LEMONW	MUSLIN for Lemons with Yellow Ribbon			1000	£116.00		
CC18	Cling Film	18"		1	£3.90		
F18	Foil	18"		1	£4.15		
BPARCH	Parchment paper	18"		1	£3.75		
REF39	Maxima refuse sacks 120G	18x29x39"		200	£8.60		
					SECTION TOTAL:		
KITCHEN CLEANING - 4 WEEK BUDGET £							
JCBL	Blue 'j' cloth			50	£1.73		
LAVETTEB	Maxima professional cleaning cloth blue			25	£3.34		
GNS	Maxima green nylon scourer			10	£1.05		
GNSS	Sponge back green scourer			10	£1.85		
MSCOUR	Galvanised metal scourer			25	£3.10		
CSCOUR	Copper scourers			25	£4.45		
DISH	Dish cloths			10	£1.80		
GLRM	Medium Household Rubber Gloves			12	£4.64		
GLRL	Large household rubber gloves			12	£4.64		
GOG	Safety goggles			1	£1.15		
KMC16B	Kentucky mop head blue	16oz		1	£6.57		
MBCOMB	mop bucket & wringer combo blue			1	£38.16		
DECKHYB	Hygiene deck scrubber head blue			1	£8.00		
MHACB	Metal interchange handle blue			1	£4.95		
BHY12HB	Hard hygiene broomhead blue	12"		1	£10.30		
					SECTION TOTAL:		
WINTERHALTER CHEMICALS - 4 WEEK BUDGET £							
WINP2	P2 DIAMOND 3000 DISHWASHING DETERGENT			2X5L	£11.01		

WINP1	P1 DIAMOND 2000 DISHWASHING DETERGENT (HW)			2X5L	£14.39		
WINS2	S2 SAPPHIRE 2000 DISHWASHING RINSEAID			2X5L	£21.75		
WINF1	F1 FRESH POTWASH DETERGENT SUPER CONCENTRATE			2X1.5L	£14.92		
WINC7	C7 DOUBLE AGENT SURFACE CLEANER/SANITISER			2X1.5L	£21.33		
WINC4	C4 HEAVY DUTY HARD SURFACE CLEANER			2X1.5L	£41.00		
WINC3	C3 OVEN CLEANER			2X5L	£7.50		
WINC10	C10 DESCALER			2X5L	£8.00		
WINH2	H2 BACTERICIDAL HAND CLEANER			2X5L	£7.80		
WINC9	C9 PURPLE BEER LINE CLEANER			2X5L	£8.27		
WING2	G2 DIAMOND 5 NON CAUSTIC GLASSWASH DETERGENT			2X5L	£7.95		
WINS1	S1 SAPPHIRE 1000 GLASS RINSEAID			2X5L	£9.25		
WINF8	F8 WASHROOM CLEANER			6 x 750ml	£6.83		
WINC8	C8 GLASS CLEANER			6 x 750ml	£5.72		
WINF4	F4 HEAVY DUTY TOILET CLEANER/DESCALER			12 x 750ml	£9.22		
WINC7R	C7 DOUBLE AGENT REFILL BOTTLES			6	£8.20		
WINC4R	C4 HEAVY DUTY HARD SURFACE REFILL BOTTLES			6	£8.20		
SFSSKHW5	SEA KELP HAND WASH REFILL			2X5L	£20.25		
ZZ004076	SEA KELP MOISTURISER REFILL			2X5L	£20.25		
						SECTION TOTAL:	
						TOTAL:	

Appendix 3. Liquor Order Form:

Order / Contact					Account Numbers				
Pat Williams	07833047081	patwilliams@matthewclark.co.uk			Welshback	50167276			
	01275 890331				Bath	50423272			
Purchasing Guide		Sales	Liquor Sales	Purchase Value	Clifton	50558300			
		£15,000	£4,500	£1,260	Milton Keynes	50715285			
		£20,000	£6,000	£1,680	Portishead	50718061			
		£25,000	£7,500	£2,100					
		£30,000	£9,000	£2,520					
MATTHEW CLARKE									
CHAMPAGNE & PROSECCO			Week Number:			Date:		House:	
BIN NO	**PRODUCT**	**COST**	**CODE**	**PAR M / W**	**ORDER**	**COST**	**PAR W /E**	**ORDER**	**COST**
26	Da Luca Prosecco	£6.50	29357			£0.00			£0.00
26a	Amanti Frizzante for Bellinis	£4.88	28311			£0.00			£0.00
27	Spumante Rose	£5.79	28313			£0.00			£0.00
28	Besserat Brut Champagne	£22.11	20396			£0.00			£0.00
29	Besserat Rose Champagne	£24.34	20398			£0.00			£0.00
WHITE WINE									
1	Bosari Inzolia	£4.03	25359			£0.00			£0.00
3	Cullinan Chenin Blanc	£3.59	27323			£0.00			£0.00
6	Sauvignon blanc, Los Romeros	£4.04	23049			£0.00			£0.00
7	Pinot Grigio, Pontbello	£4.04	26987			£0.00			£0.00
9	Don Jacabo Rioja Blanco, Bodegas	£5.45	20784			£0.00			
	Da Luca Fiano	£5.01	29294			£0.00			£0.00
11	Gavi di Gavi, Serafino	£7.39	25835			£0.00			£0.00
12	Vidal Sauvigon Blanc	£6.29	13481			£0.00			

ROSE WINE									
23	Zinfandel, Whispering Hills	£4.13	24448			£0.00			£0.00
24	Coteaux d'Aix-en-Provenence	£6.05	11449			£0.00			£0.00
RED WINE									
13	Ayrum Tempranillo	£3.78	24524			£0.00			£0.00
14	Montepulciano d'Abruzzo, Parini, 2011	£4.04	25990			£0.00			£0.00
15	Malbec Lunares	£4.75	26984			£0.00			£0.00
17	Altoritas Merlot	£4.15	26969			£0.00			£0.00
20	Pinot Noir Bolla	£5.62	25993			£0.00			£0.00
21	Chianti Riserva, trambusti	£5.50	29146			£0.00			£0.00
22	Amarone Valpollicella	£15.44	12010			£0.00			£0.00
22	Passori Rosso	£6.44	28229						
DESSERT WINE									
25	Recioto di Soave	£12.60	14419			£0.00			£0.00
DRAUGHT BEER									
	Nastro Azzurro 11gal	£127.08	11gl			£0.00			£0.00
LAGER									
	Peroni 0.33	£0.86	x 24			£0.00			£0.00
	Bath Gem Ale	£1.47	x 12			£0.00			£0.00
CIDER									
	Thatchers Gold	£1.13	x 12			£0.00			£0.00
	Stowford Press - Welshback	£90.76	11gl			£0.00			£0.00
PORT & SHERRY									
	Cockburns LBV Port	£11.44	0,75 L			£0.00			£0.00
	Harvey Bristol cream	£10.32	0,75 L			£0.00			£0.00
APERITIFES									
	Campari	£13.43	0,75 L			£0.00			£0.00
	Aperol	£12.44	0,75 L			£0.00			£0.00
	Cinzano Bianco	£6.51	0,75 L			£0.00			£0.00

	Martini Extra dry	£5.81	0,75 L			£0.00			£0.00
	Martini Rosso	£5.86	0,75 L			£0.00			£0.00
	Pernod	£14.18	0,7 L			£0.00			£0.00
	Pimms	£11.91	0,7 L			£0.00			£0.00
VODKA									
	Absolut	£11.48	0.7 L			£0.00			£0.00
	Grey Goose	£26.93	0.7 L			£0.00			£0.00
	Grey Goose citron	£28.76	0.7 L			£0.00			£0.00
BRANDY & COGNAC									
	Martell VS	£16.90	0.7 L			£0.00			£0.00
	Martell VSOP	£29.91	0.7 L			£0.00			£0.00
	Janneau Armagnac	£22.91	0.7 L			£0.00			£0.00
	Remy Martin xo	£104.70	0.7 L			£0.00			£0.00
GIN									
	Beefeter	£11.54	0.7 L			£0.00			£0.00
	Bombay Sapphire	£15.24	0.7 L			£0.00			£0.00
	Tanqueray no.10	£31.06	0.7 L			£0.00			£0.00
	Hendricks	£20.39	0.7 L			£0.00			£0.00
RUM									
	Leblon Cachaca	£26.13	0.75L			£0.00			£0.00
	Bacardi	£13.84	0.7 L			£0.00			£0.00
	Bacardi Oakheart Spiced Rum	£16.06	0.7 L			£0.00			£0.00
	Havana Especiale	£12.69	0.7 L			£0.00			£0.00
	Havana 7yr	£16.92	0.7 L			£0.00			£0.00
TEQUILLA									
	Silver	£15.51	0.7 L			£0.00			£0.00
WHISKEY									
	Jack Daniels	£16.63	0.7 L			£0.00			£0.00
	Jameson irish whiskey	£15.16	0.7 L			£0.00			£0.00
	Woodford Reserve	£22.49	0.75L			£0.00			£0.00

	Glenlivet 12 years old	£21.38	0.7 L			£0.00			£0.00
	Talisker 10 years old	£27.87	0.7 L			£0.00			£0.00
	Ardberg 10 years old	£32.92	0.7 L			£0.00			£0.00
LIQUORS									
	Fernet Branca	£20.06	0.7 L			£0.00			£0.00
	Cynar	£9.13	0.7 L			£0.00			£0.00
	Amaretto	£14.14	0.7 L			£0.00			£0.00
	Triple Sec Marie Brizzard	£9.19	0.7 L			£0.00			£0.00
	Archers	£10.20	0.7 L			£0.00			£0.00
	Baileys	£10.84	0.7 L			£0.00			£0.00
	Crème de cassis Marie Brizard	£8.61	0.7 L			£0.00			£0.00
	Chambord	£15.05	0.7 L			£0.00			£0.00
	Tia Maria	£11.88	0.7 L			£0.00			£0.00
	Cointreau	£15.82	0.7 L			£0.00			£0.00
	Drambuie	£20.97	0.7 L			£0.00			£0.00
	Frangelico	£12.91	0.7 L			£0.00			£0.00
	Grand Marnier	£19.55	0.7 L			£0.00			£0.00
	Kahlua	£12.36	0.7 L			£0.00			£0.00
	Noilly Prat	£8.00	0.7 L			£0.00			£0.00
	LaMosca Black Sambuca	£14.97	26785			£0.00			£0.00
	LaMosca Classic Sambuca	£11.62	26787			£0.00			£0.00
	Malibu	£10.92	0.7 L			£0.00			£0.00
	Southern Comfort	£14.96	0.7 L			£0.00			£0.00
	St Germain	£18.28	0.7 L			£0.00			£0.00
	Limoncello del lago	£9.61	0.7 L			£0.00			£0.00
SOFT DRINKS									
	Coca Cola Contour Glass NRB 330mlx24	£0.52	15174			£0.00			£0.00
	Diet Coca Cola Contour Glass NRB 330ml x 24	£0.52	15175			£0.00			£0.00
	Coca cola, 200ml x 24 - or mixers	£0.39	15188						
	Diet cola, 200ml x 24 - or mixers	£0.39	15189						
	Sprite bottles 330ml x 24	£0.59	15185			£0.00			£0.00

	Schweppes lemoade 125ml x 24	£0.19	15203			£0.00			£0.00
	Aranciata S pellegrino 0,33 l can	£0.67	24900			£0.00			£0.00
	Limonata San Pellegrino 0,33 l can	£0.67	24899			£0.00			£0.00
	Orange juice Sunpride 1l	£0.68	X 12			£0.00			£0.00
	Cranberry Sunpride 1l	£0.63	X 12			£0.00			£0.00
	Apple Sunpride 1l	£0.65	X 12			£0.00			£0.00
	Schwepps Pineapple 200x24	£0.42	X24			£0.00			£0.00
	Mini Grapefruit Britvic 160ml	£0.17	X24			£0.00			£0.00
	Mini Tomato Britvic 160ml	£0.35	X24			£0.00			£0.00
	Schweppes Bitter Lemon 125ml	£0.26	X24			£0.00			£0.00
	Schw Slimline Tonic 125ml	£0.26	X24			£0.00			£0.00
	Schweppes tonic 125ml	£0.26	X24			£0.00			£0.00
	Pomegranite 1L	£1.33	x12			£0.00			£0.00
	Red Bull 250ml	£0.38	X24			£0.00			£0.00
	Marie Brizzard Gomme	£2.70	26483			£0.00			£0.00
	Marie Brizzard Grenadine	£3.20	0.75 L			£0.00			£0.00
	Marie Brizzard passion fruit	£3.40	26425			£0.00			£0.00
WATER									
	Belu Stil Water	£0.54	X 12			£0.00			£0.00
	Belu Sparkling water	£0.54	X 12			£0.00			£0.00
FUNKIN PUREES									
	Raspberry 1 kg	£6.00	X 5			£0.00			£0.00
	Morello cherry 1 kg	£6.00	X 5			£0.00			£0.00
	White peach 1 kg	£5.40	X 5			£0.00			£0.00
KITCHEN ON SEPARATE INVOICE									
	Piccini Sangiovese	£3.99	23084			£0.00			£0.00
	Limoncello del lago		0.75L			£0.00			£0.00
	Brandy		0.75L			£0.00			£0.00
	Perla marsala wine	£5.99	0.75L			£0.00			£0.00
Postmix order via Matthew Clark									
	Orange Cordial	£11.50				£0.00			£0.00

	Blackcurrant Cordial	£11.50				£0.00			£0.00
	Lime Cordial	£11.50				£0.00			£0.00
TOTAL COST MC						£0.00			£0.00
Clifton Coffee: 01179820252									
	1kg Espresso Coffee Suspension	£10.42				£0.00			£0.00
	Filter coffee 64g x100	£68.55				£0.00			£0.00
	Decaff Coffee 250g	£3.87				£0.00			£0.00
	Hot Chocolate 2kg	£13.00				£0.00			£0.00
	English Breakfast Tea x 100	£4.75				£0.00			£0.00
	Earl Grey x 25	£2.27				£0.00			£0.00
	Peppermint x 25	£2.27				£0.00			£0.00
	Chamomile x 25	£2.27				£0.00			£0.00
	Red Berry x 25	£2.66				£0.00			£0.00
	White Sugar sticks x 1000	£9.20				£0.00			£0.00
	Brown Sugar sticks x 1000	£9.45				£0.00			£0.00
	Splenda sticks x 500	£9.81				£0.00			£0.00
TOTAL COST CLIFTON COFFEE						£0.00			£0.00
Liberty Wines:		Email: orders@libertywines.co.uk		Phone: 02077205350					
Order by 12pm Tuesdays for Deliveries Wednesdays; ALL SITES									
BIN No	**Product**	**Cost**	**Code**	**Par m / w**	**Order**	**Cost**	**Par w/e**	**Order**	**Cost**
2	Bianco Veronese, Pergolino, Veneto	£4.18	PE602B13			£0.00			
5	C' Chardonnay, Alpha Zeta, Veneto	£4.75	AZ103B13			£0.00			£0.00
16	Monastrell DO Yecla, Molino Loco	£4.15	MO802A13			£0.00			£0.00
18	Syrah IGT terre di Sicilia, Passo del tempio	£4.61	PT203A13			£0.00			£0.00
19	Nero D'avola, Borgo Selene	£4.69	BS102A13			£0.00			£0.00
TOTAL COST Liberty Wines						£0.00			£0.00

Carnivale:		Andrea Tel 077 404 10 011							
liqueurs	Averna	£14.95	0.7 L			£0.00			£0.00
	Montenegro Amaro	£16.45	0.7 L			£0.00			£0.00
	Liqueur Strega	£19.80	0.7 L			£0.00			£0.00
	Julia Grappa	£17.90	0.7 L			£0.00			£0.00
TOTAL COST Carnivale						£0.00			£0.00
Grand Totals of all Liquor						£0.00			£0.00
Gas: BOC	**Co2 x 10litre**	**Rep:**	**Paul Clarke '08457302302**						
	Mixed gas x 10litre	Welshback	3095222						
		Bath	3095225						
		Clifton	3095224						
		MK	3095235						
		PH	3095237						

Appendix 4. Till roll order form:

				Account Number	#BS82RF
				Delivery Post Code	
				Contact Name	
				Delivery Contact No	
				Date	
Product Code & Description	**Box Qty**	Boxes	Price Ex VAT	Qty Required	Line Total
TRD102 Thermal 57x40x12.7 (Chip & Pin Roll)	**20**	1	£5.90		£0.00
TRD100 Thermal 80x80x12.7 (Till Receipt Roll)	**20**	1	£11.40		£0.00
TRD0065 ERC30/34/38 Black / Red (Kitchen Printer Ink Ribbon	1	1	£3.10		£0.00
TRD063 Three Ply 76x76x12.7 White / Pink / White (Kitchen Printer Roll)	20	1	£15.75		£0.00
Carriage Next Day Standard Ordered Monday - Thursday - Friday For Monday					£6.95
ALL PRICES EXCLUDE VAT					£6.95

Appendix 5. Management Checklist:

Management Weekly Checklist		Site:	Date:		Wk Number:		MOD:					
ITEM	ACTIVITY				Sun	Mon	Tue	Wed	Thur	Fri	Sat	
1	Banking											
2	Check and update viewbase for daily forecasting, labour spend and week so far											
3	Walk through of site looking for any imperfections											
4	10 @ 10 and 11.45 line checks completed											
5	Check the cleaners off											
6	Inspect kitchen cleaning schedule											
7	Check all emails morning, afternoon and evening - reply as soon as possible											
8	Update bookings diary and organise tables for lunch and evening shift											
9	Review weekend party bookings - make sure all confirmed or paid deposit											
10	Complete PSB for lunch and evening shift - detailed and inspirational											
11	Inspect all FOH sections and bar for service before opening											
12	Complete SYS daily and weekly checklists - record any action points											
13	Organise and print set menu and specials ready for the next day											
14	Identify staff training needs											
15	Liquor order											
16	Yate order costed to budget and ordered online											
17	Identify any coffee requirements - clifton coffee											
18	Identify any till roll requirements - Till Rolls Direct											
19	Identify any gas requirements -BOC											
20	Tidy up P-files and office - discard of anything that is not required											

21	Post off weekly envelope							
22	Check payroll details from Amber							
23	Review last weeks P and L and reports to discuss at management meeting							
24	Management meeting 3pm - action points to be given to all management							
25	Discuss daily sales, labour and forecast on handover							
26	Fill out control form daily							
27	Closedown properly for the next day - is it perfect???							
28	Input rota and cost on viewbase FOH and BOH & publish to Ben							
29	Finalise rota and put out for staff to see & publish to Ben							
30	Check weight of pre portion food							
31	Organise your cellar							
32	Check all party requirements and relay to all management							
33	Identify any holiday requirements							
34	Complete forecast for following week using LY, trends and booking diary							
35	Look ahead to party bookings over the next month for confirmations							
36	Update event schedule and chase up any menu's required from kitchen							
37	Identify any lyreco requirements and complete online order							
38	Check print levels - e,g, menus/take away menus/desserts/vouchers							
39	Rank your staff - plan weekly job chats and appraisal for next shift							
40	Beer line clean							
41	Salt glass washer							
42	Clean ice machine							
43	Plan and create weekend staff incentives							

44	Evaluate and confirm management action points have been done							
47	All pre-orders for the weekend organised and confirmed							
48	Tidy dry store and bar areas							
49	Input any holiday for salaried staff or bonuses on viewbase							
50	Food stock take							
51	Liquor stock take							
52	Complete end of week on tills inc. PLU's							
53	Test Sunday roasts are too a great standard!!							
54	GP to be discussed and finalised with head chef							
55	Close the week on viewbase - before lunch service							
56	Send transfer sheet to Virginia and relevant sites.							
57	Complete end of week report							
58	Complete both food and liquor sales mix							
KMOD SIGN OFF								

Appendix 6. Pre Session Briefing:

Front of house Briefing sheet

Day / Date

TEAM MEMBER	SHIFT	SECTION	BREAKDOWN TASKS	WEEKLY TARGET:
				WDT Sales:
				Daily Target:
				MOD
				am:
				pm:
				Kitchen MOD
				am:
				pm:

TODAYS SPECIALS:		FOCUS POINTS:
		BOOKING INFO:
KITCHEN STOCK HEADLINES	BAR STOCK HEADLINES	
		A.O.B:

Appendix 7. W3 Form

Lunch covers:	
Dinner covers:	
Net Sales:	£
Forecast sales:	£
Last year sales:	£
Tracking sales of the week:	£
Wage %	
Wage forecast %	
Wage cash value:	£
Wage forecast cash value:	£
Ave spend lunch:	£
Ave spend dinner:	£
Number of food dockets on time:	
Number of food dockets over time:	
FOH Staff L:	
FOH Staff D:	
BOH Staff L:	
BOH Staff D:	
MOD:	
KMOD:	
Christmas bookings taken:	
Christmas deposits taken:	

STAR FERFORMER OF THE DAY:

QUESTION	ANSWER
What went well?	
What did we do to overcome the problems	
What was the speed of service like? Could it have been more efficient?	
What dockets went over 10 minutes for mains and starters? Why?	
What trip advisor reviews did we get for the day? Have we responded to them?	
What 3 points did you discuss in the PSB	
What raining was carried out for the day?	
KMOD what was service like?	

Appendix 8. Breakages Form:

SITE:	WEEK:	DATE:	
Glassware Item	Quantity	Cost	Name

Crockery Item	Quantity	Cost	Name

Appendix 9. Comp, Control & Void Form:

HOUSE WEEK:	WEEK ENDING:	SITE NUMBER

Number:	Date: (__/__/__)	Comp:	Discount:	Void:	W/W Sign:	MOD Sign:	Reason

Appendix 10. Head Office Expense Form:

Date	Time	Name of director	Amount of bill	Signed	Mod sign

Appendix 11. management End of Week Procedure

AQUA House: Week Number: Date: MOD:

END OF WEEK REPORT

SALES					STANDARDS		
Actual		Forecast	Budget	L/Y	Cleaning issues		
BOOKINGS: (NO BiG PARTY POLICY 6.30-9.15pm)	% online bookings				Stock issues F&L		
	% No Shows				Trip review	Comments	Actions
	% Walk ins						
	Tables turned away				MD Report	Comments	Actions
SPENDS		Ave Cov	Ave Sp	Improvements			
	Lunch				Completed Checklists		Action
	Dinner				Please attach		

PEOPLE						
TRAINING	Tests - Who?		Turnover		Ranking: overall ability	
			Rec Needs		Name	Rank
			Leavers			
	Product Knowledge					
			Development			
			Job chats carried out			
	Gaps - Who/Where		Who to work on			
			Who's the next **STAR**		Outcomes	

Profit					Promotions/Marketing	
Labour	Actual	Budget	Last Year		Data Capture	
	Actions					
Food GP	Actual	S/Mix	Budget	L/Y		
	Any 86's	Why?			Internal Marketing	
	Wastage	Why?				
Expenses	**Expense**	**Why?**	Repairs			
	Comp - G		Other Pro		Any Ideas?	
	Comp - C		Other Exp			
	Bar Sun		Net Wage			

Appendix 12. Management Meeting Report:

AQUA

MANAGEMENT MEETING MINUTES	
Site:	
Week:	
Attended:	

PEOPLE		
Topic	Discussion	Actions
What leavers were there for the week		
What new hires were there for the week		
What job chats were carried out for the week		
Who wants to be developed		
What training has been carried out for the week		
Were there any issues/no shows/arguements		
- Please attach certification sheets that were carried out this week		

STANDARDS		
Topic	Discussion	Actions
What trip advisor reviews did we have and what did we do about it? Please respond to 3* and below		
What was the latest mystery diner result and what points were we missing?		
What food complaints did we have for the week?		
What timing issues did we have for the week? Both BOH and FOH		
What delivery problems did we have?		
What cleaning issues do we have?		
Have we chased up our large bookings		
Have we collected and given a pre-orders to the chef well in advance?		
Have we taken a information down for the bookings to capture all data		

Have all checklists been completed		

SALES & PROFIT		
Topic	Discussion	Actions
Sales v Budget.		
Labour/Wages v Budget		
Food GP v Budget		
Expenses/Petty cash		

CHRISTMAS 2015 & MARKETING		
Topic	Discussion	Actions
What bookings do we have?		
What bookings do we need to chase?		
What gaps do we have?		

Have we chased pre-orders?		
What issues have there been for the week		
Have we closed off any outstanding defects on compliance		
Are all training records up to date		
Have all new staff members been inducted properly		
Are all risk assesments up to date		
Have you completed your day diary accurately and monitoring app		

ANY OTHER BUSINESS - AOB		
Topic	Discussion	Actions

Appendix 13. Management handover form

Management Shift Daily Handover Sheet

Ordering	
Staff problems / lateness	
Customer complaints	
Kitchen problems	
Cash up issues	
General comments	

Appendix 15. Liquor Stock take form:

AQUA STOCK TAKE FORM						
CHAMPAGNE & PROSECCO						
BIN	ITEM	COUNT IN BAR	COUNT IN CELLAR	TOTAL	PRICE	TOTAL COST
25	Prosecco				£6.59	
25a	Conti D'arco prosecco for belinis				£5.36	
26	Prosecco Rose				£5.35	
27	Besserat Brut				£22.11	
28	Besserat Rose				£24.34	
WHITE						
1	Bosari Inzolia				£4.03	
2	Bianco Veronese				£4.18	
3	Cullinan Chenin Blanc				£3.59	
4	Parini Trebbiano				£4.03	
5	Chardonnay				£4.75	
6	Los Romeros Sauvignon blanc				£4.04	
7	Pontebello Pinot Grigio				£4.04	
8	Soave Classico				£5.94	
9	Picpoul de pinet				£6.19	
10	Marlborough, Kim Crawford, Sauv Blanc				£7.12	
11	Gavi di Gavi				£7.18	
ROSE						
22	Zinfandel, Whispering Hills				£4.13	
23	Parini Pinot Grigio Rose delle Venezie				£4.24	
RED						
12	Ayrum Tempranillo				£3.78	
13	Montepulciano				£3.99	
14	Borsari Cabernet Sauvignon				£4.03	
15	Monastrell, Molino Loco				£4.15	
16	Altoritas Merlot				£3.85	
17	Syrah IGT				£4.61	
18	Nero D'avola				£4.69	
19	Pinot Noir				£5.61	
20	Chianti Riserva				£5.58	
21	Amarone				£15.44	

DESSERT						
23	Recioto di Soave				£12.60	
WINE FOR KITCHEN						
	Piccini Sangiovese				£4.15	
CIDER						
	Southwest Orchards				£1.29	
DRAUGHT						
	Nastro Azzurro 11gal				£132.99	
	Morena 11gal				£100.00	
	Stowford Press				£86.68	
LAGER						
	Corona 0.33				£0.79	
	Peroni 0.33				£0.91	
	Bath Gem Ale				£1.47	
	Morena				£0.79	
PORT & SHERRY						
	Cockburns LBV Port				£10.84	
	Harvey Bristol cream				£10.32	
APERITIVES						
	Campari				£13.43	
	Aperol				£12.36	
	Cinzano Bianco				£6.51	
	Martini Extra dry				£5.81	
	Martini Rosso				£5.86	
	Pernod				£14.18	
	Pimms				£11.91	
VODKA						
	Absolut				£11.63	
	Grey Goose				£27.09	
	Grey Goose citron				£28.76	
COGNAC						
	Martell VS				£16.90	
	Remy Martin VSOP				£29.16	
	Janneau Armagnac				£22.91	
	Remy Martin xo				£104.70	
GIN						
	Beefeter				£11.70	
	Bombay Sapphire				£15.40	

	Tanqueray no.10				£31.06	
	Hendricks				£20.39	
RUM						
	Leblon Cachaca				£26.13	
	Bacardi				£13.98	
	Bacardi Oakheart Spiced Rum				£16.20	
	Havana Especiale				£12.85	
	Havana 7yr				£17.08	
TEQUILA						
	Silver				£15.65	
WHISKEY						
	Jack Daniels				£16.79	
	Jameson irish whiskey				£15.29	
	Woodford Reserve				£22.49	
	Glenlivet 12 years old				£21.38	
	Talisker 10 years old				£27.87	
	Ardberg 10 years old				£32.92	
LIQUORS						
	Fernet Branca				£20.06	
	Cynar				£9.13	
	Amaretto				£14.25	
	Archers				£10.20	
	Baileys				£10.81	
	Crème de cassis Marie Brizard				£8.61	
	Triple Sec				£9.28	
	Chambord				£14.42	
	Tia Maria				£11.88	
	Cointreau				£15.94	
	Drambuie				£20.97	
	Frangelico				£12.86	
	Grand Marnier				£19.55	
	Kahlua				£12.39	
	Noilly Prat				£8.00	
	Black Sambuca				£14.97	
	White Sambuca				£11.62	
	Malibu				£10.92	
	Southern Comfort				£14.96	
	Limoncello del lago				£9.63	
	St Germain				£18.36	

SOFT DRINKS						
	Coca-cola Icon bottle				£0.50	
	Diet Coca-cola Icon bottle				£0.50	
	Sprite				£0.50	
	Aranciata S pellegrino 0,33l can				£0.67	
	Limonata San Pellegrino 0,33l can				£0.67	
	Orange juice Sunpride 1l				£0.66	
	Cranberry Sunpride 1l				£0.66	
	Pineapple Sunpride 1l				£0.66	
	Apple Sunpride 1l				£0.66	
	Pomegranite				£1.28	
	Schweppes Pineapple				£0.39	
	Ginger Beer				£0.53	
	Mini Grapefruit Britvic 160ml				£0.17	
	Mini Tomato Britvic 160ml				£0.17	
	Schweppes Bitter Lemon 125ml				£0.13	
	Schweppes Canada Dry ginger 125ml				£0.13	
	Schweppes Slimline Tonic 125ml				£0.13	
	Schweppes tonic 125ml				£0.13	
	Red Bull 250ml				£0.76	
	Combier Gomme syrup				£3.00	
	Combier Grenadine				£3.00	
	Combier Passion fruit syrup				£5.00	
	Combier Strawberry Syrup				£3.30	
WATER						
	Belu Stil Water				£0.52	
	Belu Sparkling water				£0.52	
PUREES FUNKIN						
	Raspberry 1 kg				£5.50	
	Morello cherry 1 kg				£5.50	
	White peach 1 kg				£5.50	
	Passion fruit 1 kg				£5.50	
	Strawberry 1 kg				£5.50	
THINK DRINK						
	Cola				£28.00	
	Diet cola				£28.00	

	Lemonade				£28.00	
	Orange Cordial				£11.00	
	Blackcurrant Cordial				£11.00	
	Lime Cordial				£11.00	
CARNIVALE						
	Averna				£14.95	
	Montenegro Amaro				£16.45	
	Julia Grappa				£17.90	
	Cynar				£15.83	
	Liqueur Strega				£19.80	
TOTAL STOCK HOLDING:						
EXTRAS:						

Appendix 17. Delivery Checklist:

AQUA DELIVERY CHECK OFF									
Date:		Week Ending:			House Week:		House:		
INVOICE NUMBER	SUPPLIERS	PRODUCTS CHECKED	DELIVERY TO STANDARD?	ANY ISSUES?	TIME OF DELIVERY?	SFF	INITIAL	DATE	CHASED DATE
	Brake Bro Grocery								
Delivery 1									
	Brake Bro Frozen								
Delivery 1									
Delivery 2									
Delivery 3									
	Penta Foods								
Delivery 1									
Delivery 2									
	Fairfax								
Delivery 1									
Delivery 2									
Delivery 3									
	Fairfax Meats								

Delivery 1									
Delivery 2									
Delivery 3									
	Kingfisher Seafood								
Delivery 1									
Delivery 2									
Delivery 3									
	Cheese Seller								
Delivery 1									
	Real Olive Com-pany								
Delivery 1									
	Olecco oil								
Delivery 1									

Appendix 18. Wastage Sheet

DATE	ITEM	PRODUCT	PRICE	REASON	SIGN KMOD	SIGN MOD

Appendix 19. Example Rota

WEEK 52														
	SUN 23		MON 24		TUE 25		WED 26		THUR 27		FRI 28		SAT 29	
MOD 1	9-12		afd	afd		3-cl	H	H	H	H	H	H	H	H
MOD 2		4-cl					12	cl		3-cl		2-11	9	10
MOD 3	12-6							3-cl	9	9		3-cl	12	cl
Supervisor					9-3	6-cl	9-3	6-cl			9-2	6-cl		
			Mgr meet 10am											
	SUN		MON		TUE		WED		THUR		FRI		SAT	
Barman								6-cl	12-3	6-cl	12-4	6-cl	12-4	6-cl
Host	12	8				7-cl						7-11		7-11
WW1			11-3	6-cl	12-3					6-cl	10-2	6-cl		5-cl
WW2														
WW3										6-cl	X	X		6-cl
WW4														
WW5						7-11						6-cl		7-cl
WW6	12	cl			12-3	6-cl			12-3	6-cl		7-11		7-11
WW7	12	10	X	X	X	X	X	X	X			6-cl	H	H
WW8			X	X	X	X	X	X	X	X		6-cl		6-cl
WW9	X	X	X	7-cl	X		X	7-cl	X		X	X	X	X
WW10	12	8		7-cl				6-cl		6-cl	X	X	12-4	6-cl
WW11	12-6		12-3	6-11			12-3	6-cl				7-11		6-cl
WW12	H	H	H	H	H	H	H	H	H	H	H	H	H	H
%tage														
	6	5	3	5	3	5	3	7	3	7	3	11	3	11

Appendix 20. Interview question techniques:

Interview at Aqua Italia

Name:

Position:

Date:

Time:

Restaurant:

Current Employment:

1) Personality Review:

- What do you like to do outside of work and education?
- How would your colleagues describe you?
- How would your GM describe you?
- How do you organise yourself?
- What would your GM say that you could do better?
- If you could take a trip anywhere for a month, with money not being an issue where would you go and what would you do?
- What frustrates you?
- What do you enjoy about working in restaurants?
- Who or what are you most proud of and why?
- When was the last time you had a great meal and why was it so great?
- Why is this job right for you?

2) Attention to Detail

- Your shift is about to start, what sort of things should you check before it begins?
- You are serving drinks to a table when you realise you have not added the starters to the total order. What would you do?
- You have forgotten to cook a dish when you have placed all the other dishes on the pass. What would you do?
- It's your best friend's birthday soon and you've decided to organise a party for him/her. Talk through what you would do and how you would organise everything?
- A WW or chef in your team is constantly late. How does this impact you and the rest of the team? What are the consequences of this?

Appendix 21. Employee Job Chat Form:

EMPLOYEE JOB CHATS		
EMPLOYEE:		
SITE:		
DATE:		
MOD:		
TOPIC	DISCUSSION	ACTION
Menu knowledge		
Mystery Diner Knowledge		
Section Management		

Attention to Detail		
Punctuality		
Utilisation of Bookings sheet		
Pace & Urgency around the restaurant floor		
Wine Knowledge		
Coffee making skills		

Appendix 22. Kitchen Cleaning Schedule

BOH CLEANING DUTIES - EQUIPMENT								
DAY OF THE WEEK	FREQ	MON	TUE	WED	THU	FRE	SAT	SUN
Extraction Unit								
Filters put through dishwashing machine	W							
All external surfaces of canopy cleaned.	D							
Drip trays cleaned, grease gully cleaned.	D							
Stove Tops and Ovens								
Pan rests, burners & supports, cleaned & replaced	D							
Pull out & clean all exposed surfaces and pipe work	D							
Remove catcher trays do not foil	D							
Clean Splash Back Plate	D							
All internal surfaces cleaned after use	D							
All shelves are removed and cleaned after use	D							
Soak all pan supports in water/degreaser	W							
Clean legs, wheels and frame use bacterial detergent	W							
Tin Opener								
Scrub, then put through the dishwashing cycle	D							
Leave opener in sanitising solution until needed	D							
Hot Cupboard								
All external surfaces cleaned including wheels / feet	D							
All internal surfaces cleaned, sanitised and foiled	D							
Shelving cleaned and sanitised	D							
Char grill								
Pull out & clean all the external surfaces and pipe work	D							
Remove cooking plate an clean with food detergent	D							
All the internal surfaces clean	D							
Clean dip trays – remove and do not use any foil	D							
Remove and clean burner	W							
Remove and clean splash guard	S							
Refrigerated Units								
All external surfaces including vents cleaned & sanitised	D							
All seals and handles cleaned	D							
All foods stored covered, labelled and day dotted	D							
All internal surfaces & shelving cleaned and sanitised	D							
Unscrew vents, remove grease/dust with brush or vacuum	W							

Any chain mails in door ways	D								
Work Surfaces, Tables and Racking									
All surfaces cleaned and sanitised	D								
All surfaces cleaned and sanitised	D								
Dishwasher									
Clean all external surfaces including feet, legs and support	D								
Run machine on drain cycle with filters in until empty	D								
Remove all debris then remove and clean internal parts	D								
Check chemicals are connected at correct level	D								
Clean door frame and seals	D								
Check salt levels in softener	W								
Outside									
Break down all Boxes	D								
Place all cardboard in the cardboard bin	D								
Compress all bin bags	D								
Brush & remove all food debris	D								
Deck scrub with chemicals	W								
Chain mails through the dish washer	W								
Bain Marie									
All containers removed to the pot wash for cleaning	D								
Water drained and thrown away	D								
All external & External surfaces cleaned	D								
Salamander									
Shelves removed, cleaned and re foiled	D								
All external and internal surfaces cleaned	D								
Microwaves									
All external & Internal surfaces cleaned including handles	D								
Clean interior lamp cover with damp soft cloth	D								
Remove and clean internal cavity liner (if applicable)	D								
Remove air intake filter and clean in dishwasher	W								
Remove splash cover and clean with warm soapy water	W								
Remove dust and debris from rear vent	W								
Fryer									
Drain and sieve oil to keep pure.	D								
Remove surface grease including vent, legs and support	D								
Fryer baskets washed out & dried thoroughly (all surfaces)	D								

Remove all food debris from bottom of fryer	D							
Clean spouts and inner housing	D							
All internal surfaces cleaned scrubbed and sanitised	D							
Rinse out inside with water, allow dry & then refill with oil	D							
Fill fryer with fresh oil, keep in empty drum until collected	W							
Window								
All surfaces cleaned & sanitised (under shelves)	D							
Sinks and Hand-basins								
All surfaces, taps, legs and feet cleaned and sanitised	D							
Shelving and Racking								
All surfaces cleaned and sanitised	D							
Walls, Ceilings and Doors								
All walls and ceilings cleaned	D							
All door surfaces, glass and kick-plates cleaned	D							
Bins								
Emptied, cleaned and raised off the floor	D							
Bin storage area swept and mopped	D							
Floors								
All floor area swept when needed during the shift	D							
At the end of the shift all floor area swept and mopped dry	D							
Fly Killer								
Remove tray & dispose of insect remains, clean with cloth	W							
Clean exterior unit with damp cloth	W							
Cleaning Equipment								
All mops & buckets cleaned, rinsed off and left to dry	D							
All surfaces of the sluice sink cleaned	D							
All cleaning equip & chemicals returned to correct storage	D							
All disposable cloths discarded at the end of the day	D							
KMOD closing								
Turn all equipment off	D							
All food containers are labelled & covered	D							
All ordering has been rung through	D							
All ordering for the next day has been completed	D							
Kmod hand over is complete ready for next day	D							
Kitchen W3 completed	D							
Boh cleaning checklist completed	D							
Daily fridge temps	D							

Delivery checklists	D								
Next day prep lists (all sections)	D								
Invoices into View Base	D								
KMOD INITIAL SIGN OFF									
MOD INITIAL SIGN OFF									