AQUA

AQUA HOUSE RULES

The following is a step by step guide of what a General Manager needs to carry out to ensure that a site runs smoothly.
Each manager is free to put their own touches to it, but this is exactly what each manager needs to do to run a site effectively.

1. Banking – gets done every Monday morning without fail. Go to post office and bank the cash from the previous week
2. Checking forecast – as soon as a manager comes in for the day, they set them selves up. What are the bookings and what is my forecast I have to hit and what staff do I have on. This leads them into filling out the PSB sheet(Pre-session briefing sheet). This is critical so they get themselves fired up for what to achieve and get that adrenaline going
3. Walk through of the site – once you have got yourself settled I will be walking around the restaurant from the gutter of the front entrance to the back door, what is out of place, what needs maintenance, what needs tidying. I would be making notes and writing them down in my compliance diary so that I carry them out throughout the day. Things that can be done whilst walking around, do it. Things that can t, aim to get it completed by the end of the day
4. 10@10 – is a catch up with the chef, what are the issues in kitchen, what is running low on stock, what are the specials, what is the fish of the day, what are the cheeses. This is basically a mental note to get the kitchen ready for service. Your aim is to have no 86's (out of stock) items). If something is out of stock, what can you replace it with?
5. 11.45am – is where we check sauces and a few bulk items to quality check food products before we go into service, another area to stop bad quality before it hits the guests. Again it tells the chefs that we are about to go into service and be ready
6. Inspect kitchen cleaning – exactly what it says, check the kitchen BLUE book and make sure that kitchen is spotless. Work together as a team with back of house to get it right
7. Check emails – check emails! Don t leave it for someone else to do. We want to be fast. We want booking conversion
8. Update bookings diary – this is an area that constantly needs review. So that we can get the flow of bookings right and we can maximise

bookings. Ultimately the system should do the work for us, but we can also help it along the way to make it better. Don't be afraid to MAXIMISE BOOKINGS

9. Review party bookings – goes hand in hand with above, make sure we are on it for getting pre-orders where necessary and deposits.
10. Complete PSB – this is the Waiter tool for the day, gives everyone all information and sets everyone up.

    - Everyone knows their position
    - Everyone knows what the goals are
    - Everyone knows what the financial sales targets are
    - Everyone knows what specials there are
    - Everyone knows what cheeses we have
    - Everyone knows what we don t have
    - Everyone knows their role

11. Inspect the sections – exactly what is means

    - You check your tables are perfect, no dirtiness or residue on them
    - No gum underneath tables
    - Tables are symmetrical and immaculate
    - Floors are free from debris
    - Tables and booths are free of crumbs
    - Waiters stations are immaculate and have everything they need
    - We are prepared and set with sauces and extra cutlery to ensure the flow of service goes well
    - The kitchen pass is set up exact, with lemons, toothpicks, burger sticks, sauces, wipes
    - Ensure tables are not wobbly, if they are use a cork to stabilize them

12. Complete SYS daily – YELLOW & BLUE book!
13. Organise set menus & Specials – I would like this to be done every Sunday night so that we are ready to go for a new week with a new menu, this means we are prepared and organised. Communication required here between chef and management
14. Training & Appraisal requirements – have this planned out when you do your rotas and rota it in on what you want to achieve.

15. Liquor order – see attached. Order Monday for Tuesday Delivery and Thursday for Friday delivery. Again another challenging one but easy once mastered. Orders need to be based on sales mix and what is in stock so that the stock holding figure doesn t get out of control
16. Ace consumables order – See attached, as above
17. Clifton Coffee – they will email asking for what our requirements are
18. Beer Gas – A1 Beer gas will turn up and check our stock levels out, we don t have to do anything here. Obviously we need to monitor if they turn up and if they don t then we need to call!
19. Tidy P-files – in accordance with training matrix and when we recruit people, every employee should have a p-file with all their documents in. Greater attention need to be given when we recruit someone new.
20. Post off weekly envelope – as per checklist, monitoring required here. Checklist attached. This needs to be done every Monday and posted off to Virginia. We get given pre-paid envelopes, if they run out then we need to email for more to be delivered.
21. Review last week P&L – these are the same P&L s that I send in my Monday message. They must review these in the management meetings, every Monday with the other management and chef management so communication is high of what to achieve. Sales, Margins, Reviews, Standards, People are all the areas that need reviewing
22. Management meeting – as above.
23. Figures – discuss daily your targets with your other team members, so that focus is there throughout the week and control is not lost.
24. Control form – this is a form that we had in place then stopped using, I want to reintroduce this. To monitor all the comps and analyse at the end of the week so that we can make improvements on mistakes, not be constantly making them
25. Closedown – follow the checklist in the YELLOW book, make sure everything is done properly so that the next person coming in the next morning doesn t get pissed off! Applies to kitchen as well
26. This is about getting the flow of the working week right, along with patterns of shifts to ensure that the sessions are run smoothy and nothing left short or over so we are wasting money. Once rota complete it then needs to be put into Polaris to cost it out and compare with our sales forecast to make sure we are on budget. This is a huge area. Needs to be sent off to ops team
27. Checking weight of pre portioned food – this is to ensure everything is consistent but also to make sure that we are not over portioning therefore loosing money because we are giving too much away. Items

such as pasta, duck bon bon, lamb croquettes, risotto balls. Spot check them to see they weigh to our specs

28. Organise cellar – goes without saying, ensure you have tidy stock rooms, so that you know what you have in-house to do your ordering correctly.
29. Identify holiday requirements – plan them and then input into Polaris. This just needs to be done through staff resources now and HR
30. Forecasting – essential to be accurate, needs to be done before the week ahead commences. Needs to be based on what our budget is, what bookings are for the week, what last week trade was, what the weather is and what events are happening in the area.
31. Party bookings – just look ahead, look into the month and see what we have and what needs to be done so we can pre plan. Just basic future planning, so we are ready
32. Print levels – mainly for menus, so we don t run out!
33. Rank your staff – done at the end of week in weekly report. Base this around appraisals and job chats to co-inside with HR
34. Staff incentives – I personally just work on the basis of being Mr motivator in the restaurant and having a laugh with everyone to keep the positivity up. I can see with others though that they may need a little extra, like a few games on certain shifts, e.g. whoever sells most specials gets a free drink or dessert
35. Evaluate management action points have been carried out – from your management meeting, confirm that all points have been carried out to correct any poor performances.
36. Pre-orders – we have confirmed all pre-orders for the weekend by Wednesday and this goes for all pre-orders mid week as well, are they confirmed at the start of the week. We have made notes that they are in on the res diary booking, chef has a copy of the pre order and front of house do as well in the pre-order folder. This organisation needs to be monitored
37. Tidy dry stores, bar stores, offices – keep ourselves organised and tidy.
38. Recruitment – constantly be reviewing our staff needs and who we have. Have we got the right people, have we got enough people, our guys doing the right job to get what we WANT.
39. Food & Liquor stock takes – Liquor stock takes must definitely get carried out every Saturday night or Sunday morning after service or before service respectively so that we can get a certain stock holding figure. Food is a little more challenging with the pressures of staffing and time frames. We do get our external stock taker, Steve carrying out the food once a month now anyway so that gives us a figure

40. GP s – to be discussed at Monday management meeting, how best to get better results
41. End of Week and End week report – I personally like to get the end of week completed and finished before lunch service, so that I know all I have to do then is write the report out later that day ready for sending off to directors and ops and to review in the management meeting for Monday.
    - Make sure forecasts and rotas are inputted before closing the week
    - All stocks should be completed
    - All hours signed off on time sheets, this is critical so that staff get paid accurately, nothing is missed. This is a massive area, because if we get it wrong each week we will piss of staff and they will become disgruntled and then leave
    - Apportion service charge
    - Finalise all floats