

*Name of Establishment - Food and Beverage plan*



<b><i>Last Year FCOS %</i></b>	
<b><i>2012 Budget FCOS %</i></b>	
<b><i>Budget FCOS %</i></b>	
<b><i>Last Year Revenue</i></b>	
<b><i>Cash Variance</i></b>	

<b>Section</b>	<b>Impact in Cash</b>	<b>What should happen</b>	<b>Who is going to action it</b>	<b>Date to be completed by</b>	<b>Status</b>
<b>Cleaning</b>					
Are there are any opening or closing procedures in place for all areas of F&B? This is not only to make sure the roles are completed but also provide responsibility to the team					
Cleaning Rota's - are they in place? On many occasions it has been identified that the resturant is untidy, dirty and not laid up correctly					
<b>Training</b>					
Does the business have a SOP manual that all front of house staff can be trained on?					
Has individual staff training taken place? Addressing opening and closing issues, service standards etc.					
Uniforms to be worn by all staff. Implement dress codes i.e. no short skirts and high heels					
<b>Ordering</b>					
Price re-negotiation is taking place. This should be down on the highest Val/Vol stats.					
Purchase basket previously provided. We will continue with this					
Is there a varience of supplier? The aim is to get the best product pricing available and limit stock (no dead stock)					
<b>Goods Receiving</b>					
Is Invoice validation being carried out		Up to date prices to be made available for spot checks	Chef		
<b>Storage &amp; Stock rotation</b>					

Storage Levels can be a little high, stock holding floating around 10 days. Benchmark to be around 7-8days		With the onset of more frequent delivery cycles, order process should be more controlled. However, it is imperative Chef is given correct information as early as possible to facilitate accurate ordering	Chef/Conference/Reservations		
<b>Breakfast</b>					
Production levels were excessive leading to wastage		Introduce and train all breakfast staff on production matrix this should reduce wastage by 5% minimum	Chef		
No wastage log		Introduce wastage log, particularly to track high cost items to identify production trends	Chef		
The hotel is missing the opportunity to up sell & capture breakfast diners. On check-in ask if guests require breakfast if booked room only.		Check-in procedure should be reviewed with all the reception team to ensure guests are offered breakfast on room only tariffs.	Hotel		
High cost items are displayed next to plates		Introduce the "Psychological Approach" to buffet display.	Chef		
Menus that offer fresher/low cost items. i.e. omelets/porridge with honey or fruit compote/poached-boiled eggs with soldiers/ Bap to go!					
<b>Restaurant Dinner</b>					
No upselling taking place at dinner. Missed opportunities to up sell wine, water & coffees.		Train staff & consider incentives to increase upselling & maximise revenue. Target of approx 20per week @ £3pp	Hotel		
The hotel is missing the opportunity to up sell & capture diners. On check-in ask if guests required dinner.		Check-in procedure should be reviewed with all the reception team to ensure guests are offered dinner.	Hotel		
Buffet production levels are excessive and are leading to wastage, the majority of food is on the buffet at 18:30. Over production was in excess of 10%		Introduce and train all staff on production matrix this should reduce wastage by 5% minimum	Chef		
Current dining options are a little static			Hotel		
<b>C&amp;B</b>					
No evidence of any menu costings		All Conference/Buffer/banqueting menus to be costed on new pricing	Chef		
<b>Menus</b>					

Are there serious issues. Presentation poor? Is content successful (42%/39% ratio)					
Assess different sections; restaurant and bar. Maybe introduce separate menus and hot roast/curry clubs with pints etc.					
Costings have been questioned by Head Chef. Costing exercise needs to take place on the decided menu to achieve targeted G.P.					
Room service Menu. Could introduce one to increase sales					
<b>Production</b>					
Many desserts are bought-in & could be of improved quality & cost by in-house production.		Re-engineer dessert production & offering & make 75% of desserts in-house. Eg Daily hot pudding on the Buffets.	Chef		
<b>Food Hygiene</b>					
Need to run through all procedures within the kitchen as well as any training issues.			Hotel	ASAP	
Introduce a weekly audit on the kitchen to ensure standards are being maintained			Hotel	ASAP	
<b>Accounts</b>					
No Flash in place, therefore FCOS cannot be tracked until month end. This is too late to identify any remedial action that maybe required		Flash to be introduced to provide snapshot of FCOS at any given point of month as well as BCOS		Feb-09	
Volume / value stats are available from SAP but are not used to reduce costs.		SAP vol / val stats should be produced each month & high cost / high volume lines reviewed to reduce purchases & consumption of these products.			
<b>Other</b>					
Lounge/Bar upselling. Guests to be asked if they would like drink, snack etc.		Create a selling environment to generate extra revenue	Hotel		
Stock management cellar. Is this being monitored is there a possibility of theft			Hotel		
Sleeper Dinner/Breakfast ratio chart to be introduced. Chef could also log utilise reports from the till to see which dishes sell well					
Maintenance issues. I.e the balst chiller and the Fridge Freezer					
Light Refurbishment					
				<b>Total Annual Savings</b>	<b>Saving</b>
				<b>Ordering</b>	£0
				<b>Goods Receiving</b>	£0

<b>Storage &amp; Stock rotation</b>	£0
<b>Breakfast</b>	£0
<b>#REF!</b>	#REF!
<b>Restaurant Dinner</b>	£0
<b>C&amp;B</b>	£0
<b>Menus</b>	£0
<b>Production</b>	£0
<b>Accounts</b>	£0
<b>Other</b>	£0
<b>Total Annual Savings</b>	#REF!
<b>2012 Revenue</b>	£ 1,770,244.00
<b>% Points Saving based on 2012 revenue</b>	#REF!