



NAFDA FOODSERVICE **RECOVERY TOOLKIT**

It's fair to say that hospitality has been one of the industries most effected by the COVID-19 pandemic. Food businesses were quickly forced to close, if not permanently than at least temporarily, and thousands of hospitality workers lost their jobs.

Those businesses that remained open or reopened recently have suffered huge financial losses and apprehension and uncertainty about the future continue to prevail.

At the same time customers focus on protecting their health and saving money, opting to eat-in rather dine-out. In addition to that the tourism industry has come to almost a complete halt, stretching those businesses that rely on traveling guests.

Despite these challenges the industry has proven it's resilience and ingenuity, by adapting business models at a rapid pace.

We have seen restaurants preparing meal-kits and online cooking classes, cafes selling groceries and a general surge in takeaway and delivery services. Whilst hygiene was always critical in the food business, extended safety procedures and stringent cleaning schedules are now at the forefront across the industry.

With uncertain times still ahead of us, there is no doubt that in order to survive this pandemic, businesses need to be transparent with their customers to gain their loyalty and trust and remain agile and adaptable in their operations.

To get you started we have put together a list of useful tips and advice, covering the following areas of foodservice operations:

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Business 101

Determine what works for your specific operation or could possibly work going forward

To manage through the COVID-19 pandemic and successfully reopen your business, you need a 'Game Plan' that outlines your next steps over the upcoming months. Ensure you have your finances covered, as well as labor, equipment and utilities.

Game plan

- Review all aspects of your operation including the ones noted in each section of this document.
- Determine what works for your specific operation or could possibly work going forward? What do you need to change to thrive in the future?
- In the coming weeks there will be a rush of restaurants trying to reopen, don't get lost during this time and be prepared.

Finance

- Request loans and seek other funding options.
- Ensure your lease tenancy is still in place and ask your landlord for rent deferral or renegotiations.
- Review your equipment leases and negotiate a better deal.
- Seek payment options or deferrals on utilities and other expenses where applicable.
- Reach out or petition to your local/state government regarding sales tax deferrals, etc.
- File a business interruption claim and renegotiate insurance premiums.
- Check on employee coverage options including JobKeeper. Reduce worker's compensation premiums if you have cut down your labor force.
- Leverage on rewards programs such as NAFDA Foodservice's *Best of the Best*.

Equipment and utilities

- Ensure utilities are functioning, including electricity, water and gas, phone lines, NBN and POS system.
- Check all your equipment is in good working condition including ovens, dishwashers, hoods and exhausts, fire alarms and security equipment.

Staffing

- Anticipate staffing needs for now and the near future. Determine how you ramp it up and be ready.
- As times continue to be uncertain, be supportive of your staff by offering them information and access to health care professionals, such as:



R U OK?
www.ruok.org.au/staying-connected-is-more-important-than-ever



Suicide Call Back Service
(1300 659 467)
www.suicidecallbackservice.org.au/blog/looking-after-your-mental-health-during-covid-19



Grief Line (1300 845 745)
www.griefline.org.au/contact-us



Black Dog Institute
www.blackdoginstitute.org.au/resources-support/coronavirus-resources-for-anxiety-stress



Lifeline (13 11 14)
www.lifeline.org.au/get-help/topics/mental-health-and-wellbeing-during-the-coronavirus-covid-19-outbreak



Beyond Blue (1300 845 745)
www.coronavirus.beyondblue.org.au

Hospitality business zones

A typical customer visit unfolds across a series of experience zones. Think about how these zones apply to your business in order to utilise this blueprint to your unique situation.

Pre-arrival and arrival

The earliest possible opportunity to help customers understand what to expect and how to approach your business with social distancing in mind.

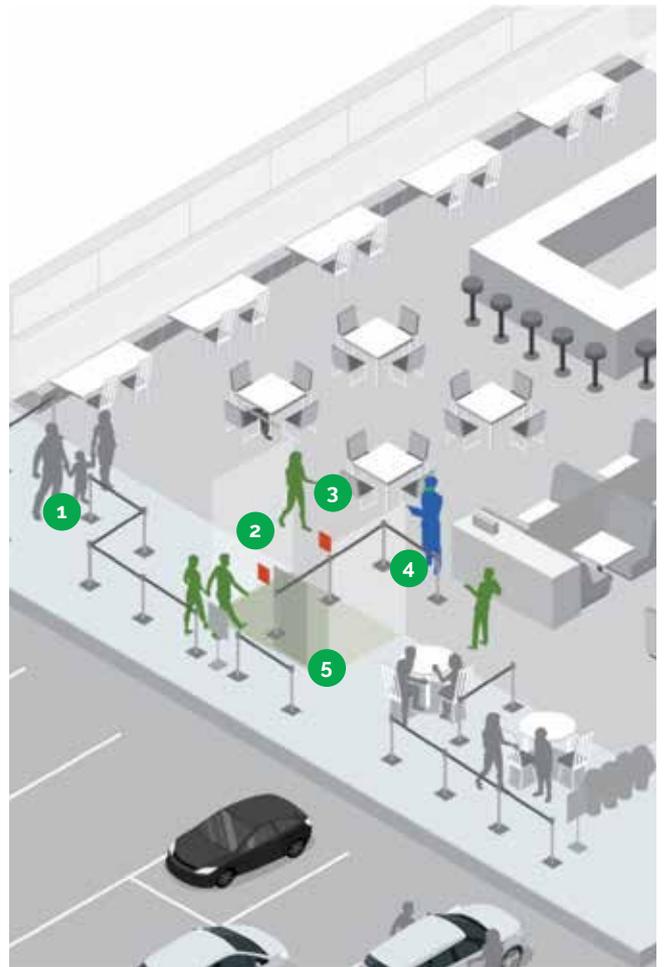


Provide clear guidance before customers leave home and as they approach your doors.

1. Provide up-to-date information about your safety precautions on your website, social media and search apps.
2. Use technology to assist your customers with their visit, and help you better manage occupancy and support social distancing.
3. Use clear site signage for social distancing requirements.
4. Separate exterior entry, waiting, dining zones and take-away zones.

Entry and exit

An important moment to clarify expectations, communicate conditions of entry and begin actively managing social distancing requirements.



Entry and exit should minimise the amount of contact and congestion.

1. Encourage one-way traffic flow such as dedicated entrances and exits.
2. Place signs where customers pause to ensure maximum comprehension.
3. Eliminate interior waiting areas and discourage queuing.
4. Use physical barriers, plastic shields and barrier tapeto maintain physical distance between people.
5. Offer a touchless entry and exit.

Dining room and bar

Where customers engage most deeply, where the most significant changes will be experienced and where your commitment to safety is most important.

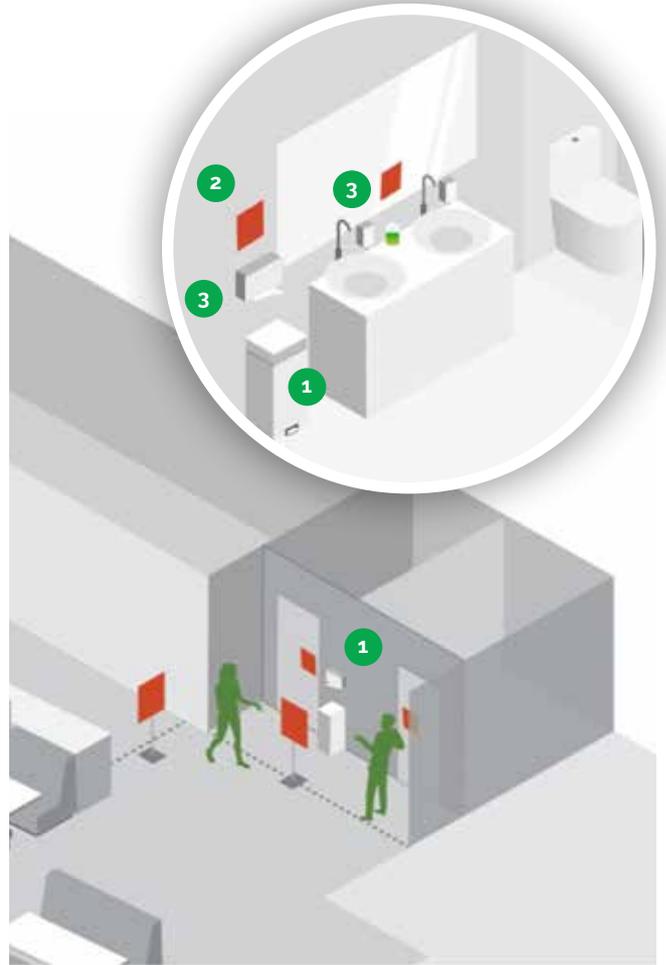


Dining rooms must optimise for maximum circulation and social distancing.

1. Use staggered seating pattern to keep guests apart from each other (e.g. 4m² per person and/or 1.5m between people of different groups, depending on your state's guidelines).
2. Limit or temporarily close self-service areas such as bars.
3. Maintain staff-only exclusion zones.
4. Make cleaning activities highly visible.

Restroom

A critical customer touchpoint that can build or compromise trust, depending on how it is managed.



Restrooms must be approached thoughtfully to ensure the highest level of hygiene.

1. Provide paper towel and sanitiser dispensers outside restrooms.
2. Provide a record of your cleaning schedule.
3. Make as much as possible single-use and touchless.



To get people back into your business, you need to **demonstrate that you care about their safety** and that you provide a safe environment.

Restaurants have always been a place for social gatherings, but COVID-19 has forced us to rethink everything and takeaway has become the new norm.

To get people back into your business, you need to demonstrate to customers that you care about their safety and provide a safe environment. The following guidelines may in fact even become the new 'standard' for the industry.

Follow all government and health department guidance on food safety and handling (such as the food safety requirements in the Australia New Zealand Food Standards Code), as well as local regulations and advice.

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Hygiene and sanitation

Pre-planning

- Liaise with your local council to see if hygiene audit, inspection and certificate requirements have changed.
- Prior to re-opening, clean carpets, floors, windows, front and back of the house thoroughly.

Employees

- Establish a sick employee policy. Consider scanning your employee's (and or customers) temperature and ensure sick employees stay home.
- Ensure all employees, management and owners have taken and passed COVID-19 infection control training, available from the Australian Department of Health (www.health.gov.au/resources/apps-and-tools/covid-19-infection-control-training).
- All staff should be retrained on food handler hygiene practices and held accountable for the 'new norm'. maintain strict monitoring requirements on worker health and hygiene, including a focus on handwashing
- Set up sanitiser stations for your staff.
- Washing hands regularly or using hand sanitiser will offer more protection against COVID-19 than wearing gloves. If you use gloves, it is important to change them regularly between activities and wash hands thoroughly between glove changing to prevent contamination.
- If you are feeling well, there is currently no need to wear a protective mask, but you may wish to do so as additional pre-caution.
- Ensure your teams avoid touching eyes, mouth and nose, as well as personal mobile phones and areas that have been in direct contact with a customer.
- Limit access to your kitchen to only approved staff and suppliers.
- Reassess your payment options (incl. cash, card, PayPal and Apple Pay) and promote cashless payments.
- Temporarily remove or increase the limit on 'tap and go' payments and have sanitising wipes available for patrons who must enter a pin. When cash is handled, ensure your staff's hands are washed properly and/or sanitised.

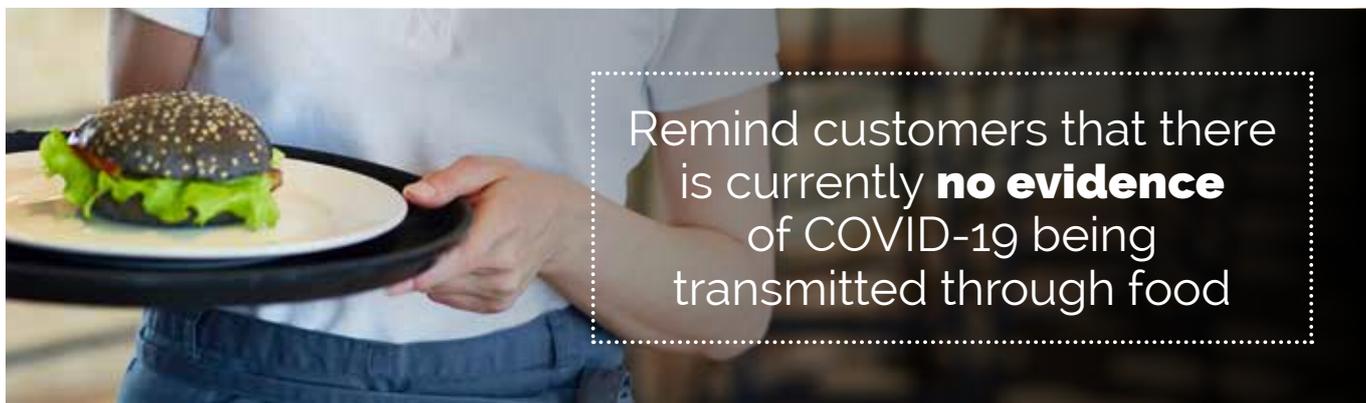
Customers

- Consider using your booking system and other means to record customer details or ensure the COVIDSafe app is downloaded to allow health authorities to track and trace someone who is infected or might be involved in an infection.
- Review all 'touch points' and introduce touch free alternatives for your customers. Consider temporary closing self-service areas and bar service.
- If asked, remind customers that there is currently no evidence of COVID-19 being transmitted through food.
- Have hand sanitisers and maybe even gloves available for your customers throughout the restaurant, especially at the entrance, in self-service areas and outside the restroom.
- Limit any unnecessary shared surface touching to avoid the risk of contamination (e.g. remove condiments and napkin dispensers on tables). Staff should provide the required amount of cutlery, condiments, etc. to people to limit self-service.

- Self-service areas must adhere to cleaning protocols, should be well supervised and require the customer to use hand sanitiser pre-commencement of service.

Facilities and equipment

- Use a disinfectant that can kill viruses according to manufacturer claims (e.g. chlorine-based (bleach) sanitiser and disinfectant). Call your NAFDA FS distributor and ask about the Advantage chemical range.
- During the pandemic, extra cleaning and sanitising regimes for facilities, equipment, incoming goods and transport vehicles need to be carried out.
- Clean and sanitise tables and chairs between each customer.
- Clean shared surfaces at least twice a day (including handles, bathrooms, service counters and EFTPOS keypads). Use a small sign or card to signify sanitation was completed.
- If you think a surface may be contaminated, clean it with a common commercial disinfectant to kill the virus.
- Wash and sanitise all food preparation containers, utensils and chopping boards.
- Use disposable menus, menus that are available via the customer's mobile device or laminated menus that are cleaned and sanitised after each use.
- Make sure rest rooms are always clean, using and posting a cleaning schedule check sheet. Make sure soap, sanitiser and paper towels are always full and empty the trash often.
- When handling waste, place used disposable gloves, masks and similar in a rubbish bag before disposing of them with other commercial waste. Hands should be washed and sanitised properly, immediately after handling these items.



Physical distancing and barriers

- Outdoor spaces are safer than contained spaces. Ensure you utilise the outdoor space available to you, to spread guests and reduce contact within indoor locations.
- Expand your waiting area or consider moving it outside if an option.
- Discourage queuing where possible. One-way traffic flow such as dedicated entrances and exits can assist with managing congestion. Where people do queue, provide clear markings on the floor, 1.5m apart, to show people where they should stand.
- Adjust the venue layout to ensure physical distancing principles can be followed for different sized groups (e.g. 4m² per person and/or 1.5m between people of different groups, depending on your state's guidelines). You should arrange seating so dining groups are not seated face to face. However, customers from the same group can sit face to face.
- Use physical barriers, plastic shields and barrier tape as appropriate to maintain physical distance between people or where the public is in close proximity to food.
- Use signage to encourage customers to follow the physical distancing principles.
- You may want to cap the period of time customers can dine in your venues.
- Where possible, display the number of customers on the entrance door to clearly advise customers on the number of people that can safely be in your business at any one time, while adhering to physical distancing.
- If there are times where staff need to be closer than 1.5 metres apart, ensure the time minimised and less than 15 minutes face to face.

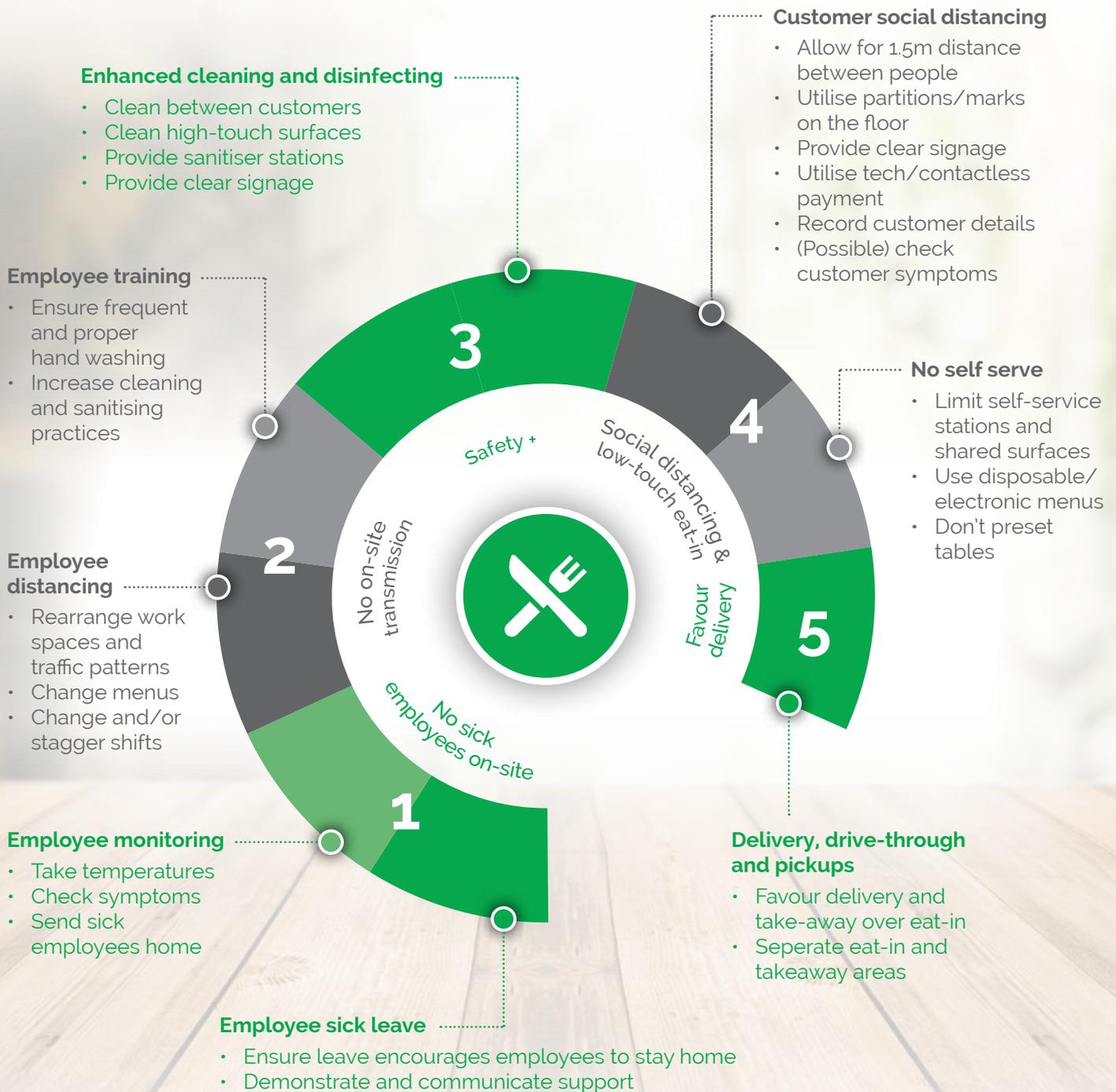
Five key areas for reopening your business

Reopening guidelines come from many sources, including the federal state and local governments, as well as trade and industry organisations. They range from law to recommendations to implicit standards.

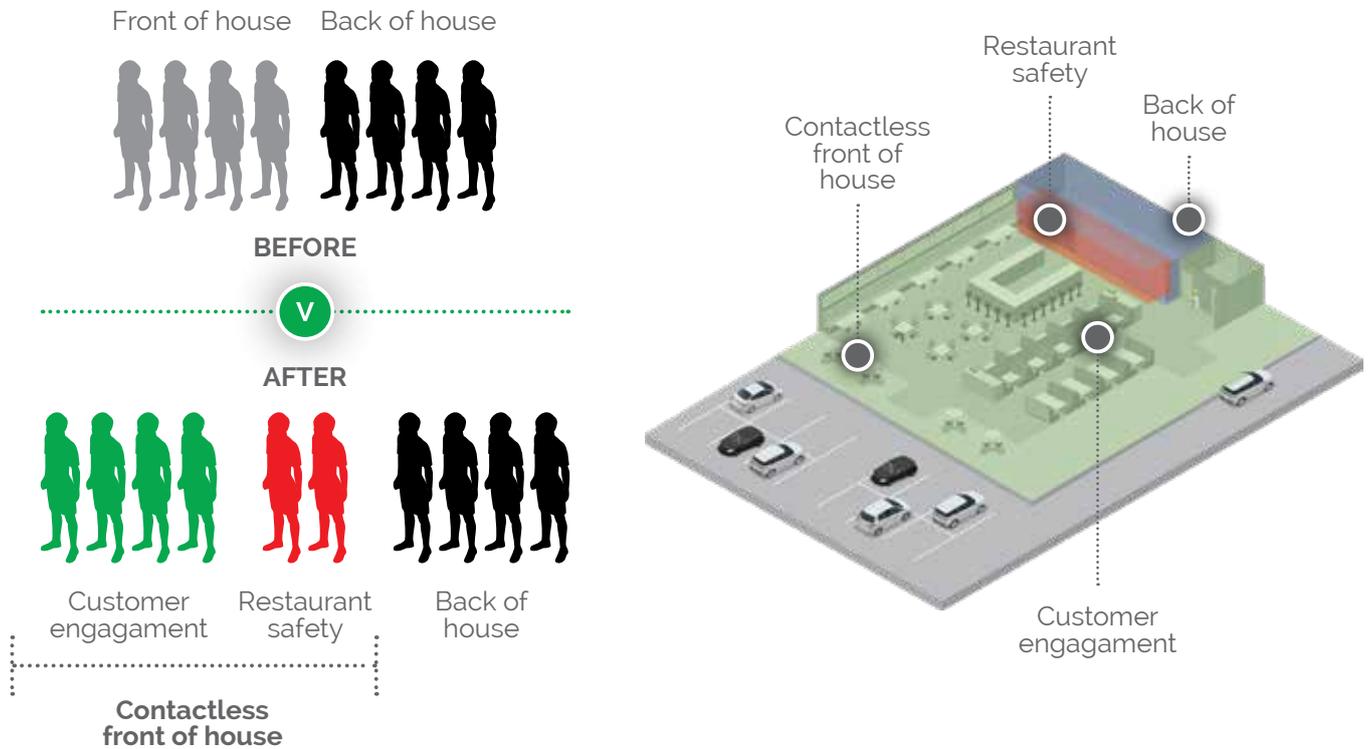
In addition to this, there are common organisational schemes and general agreement.

Broadly, requirements and recommendations cover five areas:

1. Ensuring there are no sick employees on-site
2. Ensuring no on-site transmission
3. Enhanced cleaning and sanitising for safety
4. Social distancing and low-touch for eat-in
5. Favouring takeaway and delivery



Roles and responsibilities: a new way to think about your team



Roles and responsibilities

A contactless front of house requires you to consider what responsibilities are associated with customer engagement and what responsibilities are associated with restaurant safety. By dividing responsibilities into these two functional areas, the FOH team can maintain a high level of service and safety, while reinforcing sanitation measures deployed in the BOH.

Positions such as servers and floor managers can focus customer engagement and culture stewardship responsibilities, while positions such as food runners and bar tenders should carry designated restaurant safety responsibilities.

Strong role distinction and coordination will help plan the flow of space, the safety of staff and customers and the movement of food from the kitchen to the table. All people working in the front of house area maintain clear boundaries in their respective roles to enhance precautions.

 **Customer engagement**
 Example roles: floor manager, host, waiter.
 Responsibilities: Greet customers, educate on protocol and menu, take orders, maintain restrooms, process payment and verbally enhance the customer experience.

 **Restaurant safety**
 Example roles: food runner, bar tender.
 Responsibilities: Coordinate with BOH to transport food from the pass to the table, clear plates after meal, box food, refill water, serve drinks, reset tables.

 **Back of house**
 Example roles: chef, kitchen hand, dishwasher.
 Responsibilities: Receive safely delivered food, perform inventory and ordering, prepare mise en place, cook food during service, sanitise and wash dishes, clean and sanitise kitchen.



Menu

There has never been a better time to look at your menu. Evaluate what sells and what doesn't. Consider what may require extensive preparation or lots of special ingredients.

You don't have to give up what you make that is unique or special. However, with these uncertain times it may be wise to 'skinny things down' for a bit.

Food and beverage

- It is critical to receive/maintain superior HACCP food safety certification.
- Do not use old product. Be prepared to share with your customers that your food is fresh. At the same time, turn your inventory and sell what you can, especially perishables.
- Plan a menu that you can execute flawlessly. Consider if your menu is seasonal and relevant to the area.
- Simplify your menu, reduce slow moving high labor items from your menu. Consider using modern scratch instead of full scratch, pre-portion instead of cutting in house, as well as pre-washed and processed produce.
- Consider what ingredients can be used in multiple meals/dishes.
- Consider what meals hold up or travel well for takeaway or delivery.
- Test and cost your recipes properly.
- Consider selling grocery items, beer and wine you stock, specialty items customers can only get from you and/or boxes of product takeaway.

Food and beverage containers

There is currently no evidence to suggest there is any benefit in switching to disposable single use food and beverage containers, cutlery and crockery, as long as appropriate hygiene, cleaning and sanitation processes are in place for standard containers, cutlery and crockery.

There has never been a better time to **look at your menu**



Takeaway

Takeaway and delivery have been growing in popularity over the last years, but COVID-19 has brought a new surge of takeaway and contactless delivery services.

Takeaway can provide a great alternative for you if social distancing rules can not be accommodated in your venue or if you are still operating with skeleton staff.

But it is critical to get it right. Remember, this is hospitality, even for takeaway business. A bad experience can cause lost business and bad press. Make it special. Create a celebration. Exceed your customers' expectations ... and they will come back.

- Ensure your business is registered with Environmental Health and complies with the requirements of the Australia New Zealand Food Standards Code, including appropriate packaging, hygiene practices, food transport vehicle and maintaining temperature control of food during delivery.
- Understand how much takeaway you can handle. If it's too much, you end up hurting the eat-in customers and their service expectations.
- Be accessible to your customers. Consider the options you give your customers to place orders, such as takeaway, call ahead and on-line. Make ordering easy.
- Consider convenient in and out parking, entrances and processes. Use appropriate signage.
- Have dedicated takeaway staff and if possible a separate area from eat-in, where takeaway orders are assembled.
- Have the proper take out packaging. Consider quality, tamper evidence (e.g. safety seals or

Understand how much takeaway you can handle

wrappers), functionality (e.g. spill proof) and the impression you want to make. Use your NAFDA FS Distributor sales representative to help identify the proper items to build a takeaway packaging platform. Note that takeaway bags of quality and or design become

walking advertising as customer repurpose them for use in public.

- Ensure customers can maintain a distance of 1.5m between people when picking up takeaway. For home deliveries, consider using cashless payments and for deliveries to be placed at the door and stepping back when the customer collects the food.
- Inform your customers that food for takeaway should be consumed immediately or refrigerated and not left out of temperature control.
- Use takeaway as springboard to eat-in on a future date with a 'bounce back' card a discount of free item offer.
- Consider whether offering groceries, online cooking classes and dine-in home delivery kits could be an option for an additional income stream.

Service excellence

Service your customers well
and they will come back

Hospitality is a place to celebrate, create memories, make deals, enjoy great food, gather and enjoy. Service your customers well and they will come back. Restaurants that are open AND offering a good experience will come out of this stronger than those deciding to shut down and wait it out.

- Pride yourself in always being a clean well organised restaurant
- All your staff must be well-trained and happy to be there. You can't fake excitement or hospitality.
- Deliver an experience... the right experience for each customer since everyone's expectation may be different.
- Always greet your customers as they arrive, if it's a regular greet him/her by name.
- Explain the 'new normal' and stress key points you want customers to know.
- Have a menu that your team can execute perfectly and make sure the food is correct. Remember serve hot food hot, cold food cold.
- Before orders are placed, capture information about any dietary restrictions and preferences.
- When orders are placed, ask if your customers are celebrating anything. Include a free dessert in this case. Offer wine pairing to help create the special occasion.
- If you use a third party such as Uber Eats, Menulog, etc. test them. Don't let a third party hurt your business.
- Write a personal note on a takeout box thanking a customer and include snippets of information or story about the item they chose to build a connection.
- Give your customer a sincere 'Thank You!' A note from the owner or manager with a personal invite to come back may be an option as well.
- Make follow up phone calls to ensure your customer's satisfaction. Call. Do not survey. Remember this is hospitality.

Remember the 5C's



Care
about your customer



Customise
Everyone is different and will engage in their own way



Courtesy
Use your manners and smile



Cleanliness
Enough said!



Communication
Greet, engage, introduce and say goodbye. Always be polite.

Marketing and promotion

It's a new world and our industry is changing daily. Now more than ever it is time to promote your restaurant. Here are a few simple tips.

Customers

- Be seen. Reach out to consumers.
- Communicate with your regulars and other customer from your database to inform them what's happening.
- Be aware that the landscape has changed, including your customer base. Consider whom best to target and the situation your customers might be in (e.g. they might still be working from home).
- Build your database by collecting as many emails as possible. Utilise online orders for this or even the old 'fishbowl business card drop for free lunch' promo.

Campaigns

- If you have been closed or only been providing limited service, consider a small re-opening event. This will help give the kitchen some needed refreshers and also promote your business to locals.
- Offer discounts if needed, such as 'buy one get one', or a free dessert or entree.
- If you do not have a rewards program it might be the time to establish one to create loyalty.
- Capitalise on the family connection by offering kids a free meal or dessert.
- Create daily specials, package deals, bundles, kits, key staples to add on to your order like eggs, milk, bread, etc. to increase your overall ring.
- Consider cross merchandising with other local businesses that compliment your restaurant. I.e. bring movie ticket or hairdresser receipt to get a drink, etc.
- Offer DIY cooking kits, recipe tips and 'how-tos' or even a chef cooking class.

Advertising

- Ensure your phone system has enough lines, a greeting message, on hold music and advertising.
- Make sure you have a good website that is up to date and provides the current menu, hours and all contact information. Show off your refreshed, clean, safe restaurant and cheerful staff.
- If you offer online ordering, review the user journey for overall ease, pictures, videos, etc. You may want to advertise a zero contact option.
- Use social media and other platforms available to you to promote, update and/or share what your business is doing, what precautions you are taking to manage the current environment and what makes your business unique. Use your own channels as well as third party applications such as Trip Advisor.
- Set up your restaurant's Google+ account to provide details when your business is searched.
- Use algorithms and geo-targeting where possible and monitor your results to improve your activity.
- Promote a customer campaign in local TV, radio and magazines. Leverage local food writers and bloggers. Share personal and local stories.
- Ensure your local signage stands out.
- Use great ideas from competitors. Keep up with competition on social media and web posts.

Now more than ever, **our industry is changing daily.**

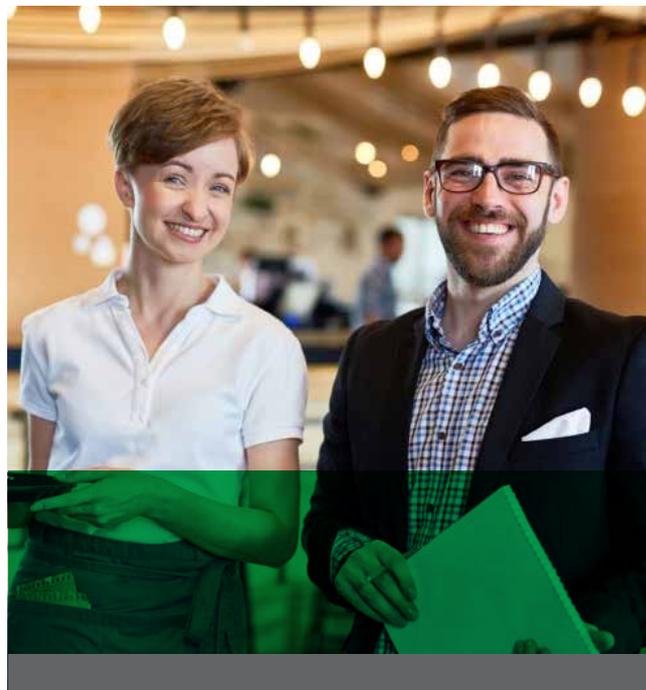




Suppliers

Your supplier relationships will form an integral part of successfully reopening your business.

- Now is the time make sure you have resourceful, reliable and local partners to support you during this time.
- Ensure your suppliers have appropriate food handling practices in place for the current circumstances. NAFDA FS Distributors follow all health department guidance on food safety, sanitation and distribution.
- Limit the number of your suppliers. If you are 'shopping' the best price, now is the time to reduce your suppliers to a small amount that are best in class.
- Consider if you can order more instead of more frequently. Find out whether your NAFDA FS Distributor can assist you with products others are currently supplying to streamline your supply chain.
- Check with your NAFDA FS Distributor, for any possible new trading terms.
- Keep your NAFDA FS Distributor informed in terms of pre-orders, your requirements and overall needs, so that they can ensure they have the items you require and offer you the support you need.



Community and council

Working with the local community and council can assist in jump-starting your business again, by broadening your network and forming alliances.

- Build your network, talk to other business nearby and strengthen your engagement with the local community.
- Call your local council for a great way to stay connected. Use your voice as a business person to influence government to support the industry.
- Consider local sourcing of products with the assistance of your NAFDA FS Distributor.
- Offer meeting catering, or staff lunches to local businesses.
- Review your social responsibility/community programs. Maybe sponsor first responders, health care, etc. with donations or meals.

More information

- For more information, contact Environmental Health on 1800 095 646.
- Further information on food safety and coronavirus (COVID-19) can be found on the Food Standards Australia New Zealand website.
- Get COVID-19 information for workplaces on the Safe Work Australia website.



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