IPSWICH BARS
LTD

TEAM HANDBOOK

EDITION 01 / 2026

BAR TWENTY ONE / IPSWICH

BAR TWENTY ONE / BURY ST EDMUNDS

HATTON COURT / THE STATION

02 / TEAM HANDBOOK

Welcome to the team

Thank you for joining Ipswich Bars Limited.

We started with one site in Ipswich in 2021. Today we run four venues across Suffolk, and we are still growing. Everything we have built has been built by the people behind the bar, on the floor, in the kitchen and on the door — not by us sitting in an office.

This handbook is here to make your job easier. It sets out what you can expect from us, what we expect from you, and how things work day to day across the group. Some of it is about hospitality: looking after guests, running a good shift, being part of a team people want to work in. Some of it is about the law: we hold premises licences, we serve alcohol, we handle food, and there are rules we all have to work within. Both matter.

Read it properly. Ask questions about anything that isn't clear. Your General Manager would far rather answer a question at the start than deal with a problem later.

We are a small enough business that you will meet us both. If something isn't right, tell us.

Gareth Harper and Neil Hawes

Directors, Ipswich Bars Limited

03 / TEAM HANDBOOK

Contents

01	Welcome & the group	02–08
02	Your employment	09–18
03	Respect at work	19–24
04	Licensing & safeguarding	25–31
05	Health, safety & security	32–39
06	Operations, data & IT	40–44
07	Training & development	45–47
08	Policies & procedures	48–53
09	Wellbeing & supporting documents	54–55
10	Acknowledgement	56
11	Venue annex	57

04 / TEAM HANDBOOK

About Ipswich Bars Limited

Ipswich Bars Limited is an independent Suffolk hospitality group. We own and operate bars, pubs and event venues across the county. We are not a chain and we are not part of one.

The company was founded by Gareth Harper and Neil Hawes, who opened Bar Twenty One on St Nicholas Street in Ipswich in 2021. It was built around a simple idea: a proper bar with proper drinks, playing the music people actually want to hear. That first site established the group and gave us the template — strong service, strong events, and a team that knows the venue inside out.

Since then we have added sites in Bury St Edmunds and across the Ipswich area, each with its own character and its own audience. What connects them is how they are run.

What being independent means for you

- Decisions are made locally and quickly. There is no head office three counties away.
- Your General Manager has real authority over how their venue runs.
- Good people get noticed. Nearly every management position in the group has been filled from within.
- We can only afford to get things right. Standards are not negotiable, because our reputation is the business.

05 / TEAM HANDBOOK

Our venues

You may be contracted to one venue, but you are employed by the group. Understanding what each site does helps — and it opens up shifts, events and progression across the business.

Bar Twenty One, Ipswich

Our founding site and the busiest venue in the group. A late-night, music-led bar and brasserie in the heart of Ipswich, known for old skool nights, cocktails and a high-volume weekend trade. Fast, loud, and the best training ground we have.

Bar Twenty One, Bury St Edmunds

The Bar Twenty One brand in a different market, and old skool music-led in exactly the same way as Ipswich. A mixed daytime and evening trade with a strong events calendar, serving a town-centre audience with different rhythms to Ipswich. Same music, same standards, different town.

The Station Hotel

A traditional pub-format venue with a loyal local following, wet-led trade and a community feel. A different pace and a different skill set to the bars.

Hatton Court

A venue with its own identity within the group, operating alongside our bar and pub formats.

06 / TEAM HANDBOOK

What we're here to do

Our job is to give people somewhere they want to be. Somewhere that feels looked after, well run and worth coming back to — whether that is a Saturday night on a packed dancefloor or a quiet Tuesday pint.

That does not happen because of the fit-out or the drinks list. It happens because of how the team behaves on shift.

Our values

Look after the guest.

Every guest gets served properly, quickly and with a bit of warmth. Not scripted. Just decent.

Be straight with people.

With guests, with each other, and with us. Own mistakes early. Nobody has ever been disciplined for reporting their own error honestly.

Run a safe venue.

We hold licences that let us trade. Safety and licensing standards protect our guests, our team and everyone's job. They come before speed of service.

Back your team.

Cover for each other. Share the jobs nobody wants. Nobody clocks off leaving someone else in it.

Be part of the town.

We trade in Ipswich, Bury St Edmunds and the communities around them. How we behave affects how those towns see us.

07 / TEAM HANDBOOK

Who to talk to

We are a small business with a short chain of command. Use it.

Your first point of contact

Your shift supervisor or duty manager deals with anything happening on shift — rota queries, breaks, guest issues, incidents, equipment faults.

Your General Manager

The GM runs your venue and is responsible for your rota, your pay queries, your training, your holiday requests and your performance. Most things start and finish here.

Operations Director

Gavin Lamb. Gavin is responsible for how all four venues run — standards, training, compliance, staffing and cover. If something cannot be resolved by your General Manager, or if it concerns your GM, Gavin is your next point of contact. He should be contacted before the Directors.

The Directors

Gareth Harper and Neil Hawes. The Directors are contacted where a matter has already been raised with the Operations Director and remains unresolved, or where the concern involves the Operations Director himself.

The order to follow

Duty manager General Manager Operations Director Directors. Working through it in order gets things dealt with faster and by the person closest to the problem.

Raising something confidentially

If you need to report something sensitive — harassment, safeguarding, theft, or a concern about how a venue is being run — you can go to the Operations Director without going through your General Manager. Where your concern involves the Operations Director, or you have raised it with him and are not satisfied, go directly to a Director. You will not be penalised for using either route.

08 / TEAM HANDBOOK

About this handbook

This handbook applies to everyone working at any Ipswich Bars Limited venue, whether you are employed on a permanent contract, a variable-hours contract, or engaged as casual or agency staff. Where a policy applies only to employees, it says so.

It is not part of your contract

This handbook is not contractual. It does not form part of your terms and conditions of employment, and we may update, withdraw or replace any part of it. Your written statement of particulars, together with any separate contract of employment you have signed, are the contractual documents. If anything in this handbook conflicts with those written terms, your written terms take priority.

Where the law is involved

Several sections summarise legal duties — licensing, health and safety, food safety, employment rights and data protection. Summaries are written in plain English and are not a substitute for the legislation itself. Where the law changes, the law applies from the date it takes effect, whether or not this handbook has caught up.

Keeping it current

This handbook is reviewed at least annually and whenever the law or our operation changes materially. The current version is always the one issued by the company; printed copies may be out of date.

Confirming you've read it

You will be asked to sign an acknowledgement confirming you have received and read this handbook. That acknowledgement is kept on your personnel file.

Version 1.0 — issued 2026. Next scheduled review: 2027.

09 / TEAM HANDBOOK

Starting with us

Your written terms

Everyone who works for us has a contract of employment, whether or not it has been written down — it exists from the moment you start work. What we must also give you is a written statement of your main terms. This is a day-one right and it applies to everyone: salaried managers, hourly bar and floor staff, and anyone on a variable-hours or casual arrangement.

You will receive that written statement on or before your first day. It sets out your job title, start date, place of work, rate of pay and when you are paid, your hours and how variable hours are arranged, holiday entitlement, sick pay arrangements, probation, notice periods, and any other benefits or training entitlements.

Read it and keep it. Where this handbook says something is 'set out in your written terms', that is the document it means. If you have not received one, or you cannot find it, ask your General Manager for a copy — you are entitled to it.

Right to work

By law we must check that everyone working for us has the right to work in the UK, before their first shift. We check original documents or your online share code, take a copy and record the date. This applies to everyone — it is not a judgement about anyone. If your permission to work is time-limited, we will re-check before it expires. We cannot let you work without a valid check in place.

Working age

There are legal restrictions on employing people under 18 in licensed premises, including limits on working hours and on the sale of alcohol. If you are under 18, your GM will explain exactly what you can and cannot do. Nobody under 18 may sell alcohol unless each sale is specifically approved by a responsible person over 18.

Your first shifts

Every new starter completes an induction covering fire and evacuation, first aid arrangements, licensing and Challenge 25, glassware and safety, till procedures and the layout of the venue. You should not be left to work unsupervised until that induction is complete.

Probation

New employees work a probationary period, normally three months, during which we both assess whether the role is right. You will have a review before the end of it. Probation may be extended where more time is needed. Notice during probation is as set out in your written terms.

10 / TEAM HANDBOOK

Hours and rotas

How rotas are built

Rotas are set by your General Manager and are based on trading levels, your availability, your skills and fair rotation of the busiest shifts. We aim to publish rotas as far in advance as we reasonably can, and always at least one week ahead.

If you are on a zero-hours arrangement

Most of our hourly bar and floor team work on a zero-hours basis. That means we do not guarantee a minimum number of hours each week, and you are not obliged to accept every shift you are offered. In practice we schedule to the trading pattern of your venue and to the availability you have given us, and regular team members are normally offered regular work.

You are free to work elsewhere. Any clause purporting to stop a zero-hours worker taking other work is unenforceable in law, and we do not operate one. All we ask is that you tell your General Manager about other jobs so we can manage working time limits and check there is no conflict of interest.

Turning down shifts will not be held against you, and will not be treated as a resignation.

Your availability

Tell your GM your availability in writing, and tell them as early as possible if it changes. Availability is not the same as a guaranteed rota — we schedule to the needs of the venue — but we will accommodate what we can.

Changes to published shifts

Trade is unpredictable and shifts occasionally have to change. We will give you as much notice as we can if a shift is moved, shortened or cancelled. Employment law in this area is changing during 2026 and 2027, including new rights around guaranteed hours, notice of shifts and payment for late cancellations. We will update our arrangements as those rules come into force.

Swaps and cover

If you cannot work a shift, find a suitable replacement who is trained for the role, then get it approved by a manager at least 24 hours before the shift starts. A swap is not agreed until a manager has confirmed it. Arranging cover between yourselves without approval leaves the venue short and the rota wrong.

If you can't get in

Call your venue and speak to the duty manager as early as possible. Do not text a colleague and assume it is dealt with, and do not rely on social media messages.

11 / TEAM HANDBOOK

Recording your hours

You are paid for the hours you actually work, and those hours come from the clock-in system. Recording them accurately is your responsibility and it directly affects your pay.

- Clock in when you start, in uniform and ready to work — not when you arrive in the building.
- Clock out at the end of your shift, once you have finished.
- Clock out and back in for unpaid breaks where required at your venue.
- Never clock in or out on behalf of anyone else, and never ask anyone to do it for you.

If the system fails

If you cannot clock in or out for any reason, tell the duty manager immediately so the time can be recorded manually and authorised. Do not leave it until payday.

Getting it wrong

Honest mistakes are easily fixed — raise them straight away. Deliberately recording hours you have not worked, or clocking a colleague in or out, is treated as gross misconduct because it is falsification of records for financial gain.

Biometric clock-in

Some venues use a fingerprint clock-in terminal. A fingerprint is biometric data and is treated as a special category of personal data under UK data protection law. We will only use it with your specific, freely given written consent, we store a mathematical template rather than an image of your fingerprint, and we do not use it for any purpose other than recording working time.

You do not have to use it. Our terminals also accept a personal PIN, which records your hours in exactly the same way and takes no longer to use. If you would rather use a PIN, tell your General Manager and one will be set up for you — you do not have to give a reason. You may also withdraw your consent to fingerprint clock-in at any time and switch to a PIN, and your fingerprint template will be deleted. Choosing a PIN will not affect your employment, your shifts or how you are treated in any way.

Keep your PIN to yourself. Sharing it, or using someone else's, is treated the same way as clocking in for another person.

12 / TEAM HANDBOOK

Breaks and rest periods

Working long, late shifts on your feet is demanding. Rest breaks are a legal entitlement, not a favour, and managers are responsible for making sure they happen.

During a shift

If you work more than six hours in a day you are entitled to an uninterrupted rest break of at least 20 minutes, taken during the shift rather than at the start or end. Longer shifts attract longer breaks in line with your venue's practice. Whether breaks are paid is set out in your written terms.

Between shifts

You are entitled to at least 11 consecutive hours' rest between finishing one shift and starting the next. This matters particularly on a close-then-open. If your rota does not give you that, tell your manager before the shift, not afterwards.

Weekly rest

You are entitled to at least 24 hours off in each seven-day period, or 48 hours in each fourteen-day period.

Where to take your break

Take your break away from your service area, in the designated staff area. You should not be behind the bar, on the floor or in uniform-facing contact with guests while on an unpaid break.

Working time limits

The average working week is limited to 48 hours over a 17-week reference period unless you have signed an individual opt-out. Any opt-out is voluntary, and you can cancel it by giving notice. Nobody will be pressured to sign one or treated differently for refusing.

13 / TEAM HANDBOOK

Pay

How and when you're paid

You are paid by BACS directly into your bank account. Your payslip shows your gross pay, hours, deductions, tax code and net pay. Payslips are issued for every pay period.

Rates of pay

Your hourly rate or salary is set out in your written terms. All rates meet or exceed the National Minimum Wage or National Living Wage for your age band, which are reviewed every April. Rates reflect the role, responsibility and experience, and are reviewed periodically.

Overtime and additional shifts

Additional shifts must be authorised in advance by your General Manager. Unauthorised additional hours may not be paid. Any overtime premium that applies is set out in your written terms.

Deductions

We only make deductions from your pay where the law requires it, where your written terms permit it, or where you have given written agreement in advance. We will tell you before any deduction is made.

If your pay is wrong

Raise it with your General Manager as soon as you notice. Bring your clock-in records if you have them. Genuine underpayments are corrected as quickly as payroll allows and, where the error is ours and the amount is significant, we will arrange an off-cycle payment. Overpayments are recoverable, and we will agree a sensible repayment arrangement rather than take it in one go.

Pension

We operate a workplace pension scheme and will automatically enrol you if you meet the qualifying criteria. You will receive full details of the scheme, contribution rates and how to opt out.

14 / TEAM HANDBOOK

Tips, gratuities and service charge

Tips belong to the team. By law, we must pass on all qualifying tips, gratuities and service charges to workers in full, and we cannot make deductions from them other than those required by tax law.

Our written tipping policy

We operate a written tipping policy that applies at every venue. It explains how tips are collected, how they are allocated between team members, when they are paid and who is included. You will be given a copy, and it is displayed in the staff area at your venue.

How tips are allocated

Your rights

- All qualifying tips are paid to workers in full, with no deduction for card fees, breakages, till shortages or administration.
- Tips are paid no later than the end of the month following the month in which they were received.
- Tips are subject to tax and National Insurance and are shown on your payslip.
- You can ask to see the tipping records that relate to you. We keep these records for three years.
- Agency and casual workers working at the venue are included on the same basis as employed staff.

Having your say

We consult the team before introducing or changing the tipping policy, and we review it at least every three years. Where we consult, we will share an anonymised summary of the views raised and the decision reached. If you believe tips have not been handled fairly, raise it under the grievance procedure.

Never solicit

Never ask a guest for a tip, suggest a tip amount, or show any difference in service based on tipping.

15 / TEAM HANDBOOK

Holiday

Your entitlement

The statutory holiday entitlement is 5.6 weeks' paid leave per year. For someone working five days a week, that is 28 days including bank holidays. Part-time and variable-hours staff receive the same entitlement calculated proportionally to the hours they work. Your exact entitlement and holiday year are set out in your written terms.

Bank holidays

We are a hospitality business and our venues trade on bank holidays. There is no automatic right to bank holidays off, and they count towards your entitlement. Bank holiday weekends are among our busiest trading periods, so requests for these dates are subject to particularly careful rota planning.

Variable hours

If you work irregular hours or part of the year, your holiday accrues based on the hours you actually work and is calculated in line with the statutory method. Your GM can explain your current balance at any time.

Booking holiday

- Request holiday in writing through the scheduling system, giving at least four weeks' notice for periods of a week or more, and at least two weeks for shorter periods.
- Approval is based on operational cover. Requests are dealt with in the order received.
- Do not book travel before your holiday has been approved.
- We may restrict leave during peak trading periods, including December, and will give notice of any restricted dates.

Carry-over and pay in lieu

Holiday should be taken within the holiday year in which it accrues. Limited carry-over may be permitted in specific circumstances, such as sickness or family leave. Untaken holiday is not paid in lieu except on termination of employment.

16 / TEAM HANDBOOK

Sickness absence

Telling us

If you are unfit to work, telephone your venue and speak to the duty manager personally as early as possible, and at least four hours before your shift is due to start. Say what is wrong and when you expect to be back. A text message or a message passed through a colleague is not acceptable notification. Keep in touch daily unless a longer absence has been agreed.

Evidence

For absences of seven calendar days or fewer, you complete a self-certification form on your return. For absences longer than seven calendar days, you must provide a fit note from a doctor or other authorised healthcare professional, covering the whole period.

Statutory Sick Pay

SSP rules changed on 6 April 2026 and are more generous than they used to be:

- SSP is payable from the first qualifying day of sickness. The three unpaid waiting days have been abolished.
- There is no lower earnings limit. All eligible employees qualify regardless of how much they earn.
- SSP is paid at the lower of the current statutory weekly rate — £123.25 for 2026/27 — or 80% of your average weekly earnings.
- SSP is payable for up to 28 weeks and is subject to tax and National Insurance.

Return to work

Your manager will have a short return-to-work conversation with you after any absence. It is not disciplinary. It confirms you are fit to work, records the reason, and identifies any support you need.

If absence becomes a pattern

Frequent short absences affect the rest of the team and are managed under our absence procedure, which is supportive first and formal only if needed. Long-term or health-related absence is handled separately, and may involve occupational health advice and reasonable adjustments.

Fit to work

You must not attend work if you have had diarrhoea or vomiting in the previous 48 hours. This is a food safety and public health requirement and applies to everyone, including bar and front-of-house staff.

17 / TEAM HANDBOOK

Family leave

We follow UK statutory entitlements in full and support the team through major life events. Talk to your General Manager early — the notice periods matter and we would rather help you get them right.

Maternity leave

Up to 52 weeks, made up of 26 weeks' ordinary and 26 weeks' additional maternity leave. Statutory Maternity Pay is payable for up to 39 weeks to those who meet the qualifying conditions. Notify us by the 15th week before your expected week of childbirth and provide your MATB1 certificate.

Paternity leave

One or two weeks' leave, available as a day-one right, with Statutory Paternity Pay for those who qualify. Leave can be taken within 52 weeks of the birth or placement.

Adoption leave

Up to 52 weeks, mirroring maternity leave, with Statutory Adoption Pay for up to 39 weeks for those who qualify. Provide your matching certificate.

Shared Parental Leave

Up to 50 weeks of leave and 37 weeks of pay can be shared between parents who meet the eligibility conditions, taken together or in blocks. Eight weeks' notice is required.

Unpaid parental leave

Up to 18 weeks' unpaid leave per child, available from day one of employment, usable up to the child's 18th birthday and normally taken in blocks of a week.

Neonatal care leave

Up to 12 weeks' additional leave and pay where a baby is admitted to neonatal care, on top of other family leave entitlements.

Bereavement and pregnancy loss

Parental bereavement leave of two weeks is available following the death of a child under 18 or a stillbirth after 24 weeks. A wider statutory bereavement leave entitlement, including for pregnancy loss, is being introduced during 2027 and we will apply it as soon as it takes effect. Separately from any statutory entitlement, we will always deal with a bereavement compassionately and flexibly.

Job protection

During statutory leave your terms and conditions continue as if you were at work, and holiday keeps accruing. You are protected from detriment or dismissal because you have taken family leave.

Other time off

Time off for dependants

You have the right to reasonable unpaid time off to deal with an emergency involving someone who depends on you — a child, partner, parent, or someone else who relies on you for care. It covers illness, injury, a breakdown in care arrangements, or a death. It is for dealing with the immediate emergency, not for ongoing care. Tell your manager as soon as you can.

Compassionate leave

We grant compassionate leave for the death or serious illness of a close family member. Whether it is paid, and for how long, is at the company's discretion and will be decided sympathetically. Speak to your General Manager or a Director.

Medical and dental appointments

Wherever possible, arrange routine appointments outside your rostered hours. Where that is not possible, give your manager as much notice as you can. Antenatal appointments are paid time off.

Jury service and public duties

Tell your manager as soon as you receive a summons and provide the paperwork. We will release you for jury service. Loss of earnings is claimed through the court's allowance scheme.

Flexible working

All employees have the right to request flexible working from day one of employment. A request might cover your hours, your working pattern or your venue. Submit it in writing to your General Manager. We will consider it properly, discuss it with you, and respond within the statutory timeframe. Hospitality trading patterns mean we cannot always agree to every request, but we will explain our reasons.

Unpaid leave

Requests for extended unpaid leave are considered case by case and require Director approval.

19 / TEAM HANDBOOK

Equality, diversity and inclusion

Ipswich Bars Limited is committed to being a place where anyone can work, and anyone can drink, without being treated badly because of who they are.

Protected characteristics

Under the Equality Act 2010 it is unlawful to discriminate against someone because of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, or sexual orientation. We apply this to recruitment, rotas, pay, training, promotion, discipline and termination — and to how our guests are treated.

What this means in practice

- Shifts, sections and opportunities are allocated on skill and availability, never on personal characteristics.
- Promotion decisions are based on performance and readiness.
- We do not tolerate discriminatory language, jokes or 'banter' on shift, in the staff room, or in staff group chats.
- Guests are served without discrimination. Refusing or ignoring a guest because of a protected characteristic is a serious disciplinary matter and may also be unlawful.

Reasonable adjustments

If you have a disability or long-term health condition, we will discuss reasonable adjustments with you — to equipment, duties, hours or the way work is done. Tell your General Manager or a Director. You do not have to disclose a condition, but we can only make adjustments we know about, and anything you share is treated confidentially.

Pregnancy

Tell us as soon as you are comfortable doing so, so we can carry out a specific risk assessment. Bar work involves manual handling, glassware, cellar work, late hours and lone working, and adjustments are usually straightforward.

20 / TEAM HANDBOOK

Harassment, bullying and sexual harassment

Nobody should have to put up with harassment as part of working in hospitality. Not from a colleague, not from a manager, and not from a customer.

What harassment means

Unwanted conduct related to a protected characteristic that violates someone's dignity or creates an intimidating, hostile, degrading, humiliating or offensive environment. It does not have to be intended. It is judged on the effect it has.

Sexual harassment

Unwanted conduct of a sexual nature. It includes comments about someone's body or appearance, sexual jokes, propositions, unwanted touching, staring, sharing sexual images, and persistent unwanted attention. Late-night licensed premises carry a well-documented risk of this, and we take it seriously.

Our legal duty

We have a legal duty to take reasonable steps to prevent sexual harassment of our staff. From 30 October 2026 this duty is strengthened to require all reasonable steps, and is extended to cover harassment by third parties — including customers, contractors and suppliers. We are putting these measures in place across the group.

Harassment by customers

- You are never expected to tolerate harassment from a customer as part of the job.
- Step away and tell the duty manager immediately. You do not need to handle it yourself.
- Managers must act — that means intervening, moving the guest, involving the door team, or removing them from the venue and refusing further service.
- Every incident is recorded in the incident log, whether or not the person reporting wants to take it further.

Bullying

Bullying is offensive, intimidating, malicious or insulting behaviour, or a misuse of power that undermines or humiliates someone. It can be a single serious incident or a pattern of smaller ones. Being under pressure on a busy shift does not excuse it, and neither does seniority.

Zero tolerance in practice

Harassment, sexual harassment and bullying are disciplinary matters and, depending on severity, may be treated as gross misconduct.

21 / TEAM HANDBOOK

How to raise a concern

If something is wrong, tell someone. The single biggest problem with harassment, safeguarding failures and dishonesty in any hospitality business is that people see them and stay quiet.

Informally

Many issues are resolved by a straightforward conversation. If you feel able to, tell the person their behaviour is unwelcome and ask them to stop. If you would rather not, or it does not work, go to your manager. You are never obliged to confront someone yourself.

Formally

Report it to your General Manager in writing. If your concern involves your GM, or you would rather not go to them, contact a Director directly. Concerns can also be raised through the grievance procedure.

What happens next

- We will acknowledge your report promptly and explain what will happen.
- We will investigate fairly, speaking to those involved and to any witnesses, and reviewing CCTV or records where relevant.
- Information is shared only with those who need it. Complete confidentiality cannot always be promised if an investigation or a report to the police is required, and we will be honest with you about that.
- You will be told the outcome as it affects you.
- Where an allegation is upheld, we will take appropriate action, which may include disciplinary action up to dismissal.

No retaliation

Nobody who raises a genuine concern will be victimised, given fewer shifts, isolated or treated less favourably because of it. Retaliation against someone who has raised a concern, or who has supported someone else's, is itself gross misconduct. This protection applies even if the concern is not ultimately upheld, provided it was raised in good faith.

Support

You can be accompanied by a colleague at any formal meeting about a concern you have raised.

22 / TEAM HANDBOOK

How we expect you to behave

Most of this is common sense. It is written down so that expectations are the same at every venue.

On shift

- Arrive on time, in uniform, ready to start when you clock in.
- Give guests your attention. Serve in order, acknowledge people who are waiting, and do not ignore the quiet end of the bar.
- Know what you're selling. Learn the drinks list, the menu and what is in each item.
- Keep your section clean and glass-collected throughout the shift, not just at the end of it.
- Follow the pour, price and till procedures every time. No free drinks, no 'staff prices' for friends, no unrecorded rounds.
- Personal mobile phones are not used on the floor or behind the bar. Use them on your break, in the staff area.
- Smoking and vaping are only permitted in the designated area, during a break, and never in uniform where guests can see you unless your venue permits it.

With each other

- Speak to colleagues the way you would want to be spoken to, including under pressure.
- Do not discuss colleagues, guests or company business where guests can hear you.
- Support the close. Nobody leaves while their section is unfinished.

Outside work

What you do on your own time is your business, with two exceptions: conduct that damages the reputation of the company or a venue, and conduct that makes it impossible for you to work with colleagues. Both may be treated as a disciplinary matter.

As a guest in our venues

You are welcome in our venues off duty. When you are, you are a customer and are subject to the same rules as everyone else — including refusal of service. You should not go behind the bar, into the cellar or into back-of-house areas when off duty.

23 / TEAM HANDBOOK

Uniform and presentation

You are the first thing a guest sees. Standards here are not about conformity — they are about looking like a team that runs a professional venue, and about safety.

Uniform

- Wear the uniform issued for your venue and role, clean and in good repair.
- Uniform is issued to you and remains company property. Replacements are available; tell your manager if an item is damaged or no longer fits.
- Return all uniform when you leave.

Footwear

Closed-toe, non-slip footwear is mandatory in all areas, including behind the bar, in the cellar and in the kitchen. This is a health and safety requirement because of broken glass and wet floors. Open shoes, sandals and canvas trainers are not acceptable.

Hair, jewellery and nails

- Long hair tied back and secured.
- Minimal jewellery. Rings, bracelets and loose necklaces are a hazard around glassware, ice wells and cellar equipment.
- Where you handle open food, additional rules apply: no wrist jewellery, no nail varnish or false nails, and hair fully covered where required.

Personal hygiene

Clean uniform every shift, and clean hands. You are working closely with guests in a confined space.

Tattoos and piercings

Visible tattoos and piercings are generally acceptable. We may ask for facial or visible piercings to be removed where they present a food safety or physical safety risk, and for anything offensive or discriminatory to be covered.

Name badges

Wear your name badge where one is issued. Guests should be able to address you by name.

24 / TEAM HANDBOOK

Alcohol and drugs — our staff

We sell alcohol for a living. That makes clear rules about our own consumption more important, not less. A member of staff who is drunk on shift is a licensing risk, a safety risk and a liability to everyone else on the rota.

The rules

- Do not consume alcohol during your shift, including on breaks.
- Do not report for a shift under the influence of alcohol or drugs, or unfit to work because of the night before.
- Do not use, possess, supply or sell illegal drugs on company premises at any time.
- Drinking after your shift, in the venue, is only permitted where your General Manager has expressly allowed it, within the licensed hours, and once you have clocked out.
- Tastings and product training involving alcohol take place only with management approval.

Why it matters

It is a criminal offence to knowingly allow disorderly conduct on licensed premises, and being under the influence affects your judgement on age verification, refusals of service and safety decisions. It also puts the premises licence at risk, and with it everyone's job.

Prescription and over-the-counter medication

If you are taking medication that could affect your alertness, coordination or judgement, tell your manager before your shift. We will look at what duties are safe. You do not have to disclose the condition itself.

If you're struggling

Alcohol and drug dependency are health issues. If you come to us about a problem before it becomes a conduct issue, we will treat it as a health matter and help you find support. Coming forward voluntarily will not, of itself, lead to disciplinary action.

If we have concerns

A manager who reasonably believes you are unfit to work will send you home and investigate. Attending work under the influence, or drug possession or supply on the premises, is gross misconduct.

25 / TEAM HANDBOOK

Working under a premises licence

Every one of our venues trades under a premises licence issued by the local licensing authority. Without it we cannot sell alcohol, provide regulated entertainment or trade late. Everything on the next few pages exists to protect that licence.

The four licensing objectives

The Licensing Act 2003 requires every licensed premises to promote four objectives. Every decision you make on shift should be tested against them:

- The prevention of crime and disorder
- Public safety
- The prevention of public nuisance
- The protection of children from harm

Who's responsible

Each venue has a Designated Premises Supervisor — a named personal licence holder responsible for the day-to-day sale of alcohol. Every sale of alcohol must be made or authorised by a personal licence holder. Your GM will tell you who the DPS is at your venue and where the licence summary is displayed.

Licence conditions

Each licence carries specific conditions — permitted hours, capacity limits, door supervisor requirements, CCTV, noise controls, drinkware requirements and more. These conditions are legally binding and differ between venues. Read the conditions for the venue you work in. They are held in the venue's licensing file and summarised in the annex to this handbook.

What breaching the licence means

Breaches can lead to a licence review, additional conditions being imposed, suspension, or revocation. They can also result in prosecution of the individual member of staff, the DPS and the company. Fines and, in serious cases, custodial sentences are possible.

If an authority visits

Licensing officers, police, trading standards and environmental health may visit at any time, including unannounced. Be polite and cooperative, and get the duty manager immediately. Do not obstruct them and do not guess at answers — let the duty manager respond.

26 / TEAM HANDBOOK

Challenge 25 and age verification

Selling alcohol to a person under 18 is a criminal offence. The person who makes the sale can be personally prosecuted and fined, and the venue can lose its licence. There is no version of this we treat casually.

The policy

We operate Challenge 25 at every venue. If a customer appears to be under 25, you must ask for photographic proof of age before serving them alcohol. If you are not completely satisfied, do not serve. It is always better to refuse and be wrong than to serve and be wrong.

Acceptable ID

- A valid passport
- A photocard driving licence (UK or EU)
- A UK military ID card
- A proof-of-age card carrying the PASS hologram

Check it properly

- Check the photograph actually matches the person in front of you.
- Check the date of birth and do the arithmetic — do not rely on the customer's word.
- Check the expiry date.
- Check for tampering: peeling laminate, mismatched fonts, altered digits, a raised surface.
- Photographs of ID on a phone are never acceptable. Neither are photocopies.

Proxy sales

It is also an offence for an adult to buy alcohol for someone under 18. If you believe a drink is being bought for a minor, refuse the sale — including refusing the adult. Watch for adults buying at the bar and passing drinks to a younger group.

Recording refusals

Every refusal must be recorded in the refusals register at your venue: date, time, description, reason and your name. This register is the primary evidence that we operate Challenge 25 properly, and licensing officers ask to see it. An empty refusals register looks worse than a full one.

Test purchases

Trading standards and police carry out test purchase operations using under-18s. Assume every shift could include one.

27 / TEAM HANDBOOK

Refusing service

Refusing service is a normal part of running a licensed venue. You are supported every time you do it properly.

When you must refuse

- The customer cannot prove they are 18 or over under Challenge 25.
- The customer is drunk. It is a criminal offence to sell alcohol to a person who is drunk, and to knowingly allow drunkenness on the premises.
- You believe the drink is being bought for someone under 18, or for someone who has already been refused.
- The customer is behaving aggressively, abusively or in a way that risks the safety of others.
- The customer is suspected of taking or dealing drugs.

Recognising drunkenness

Slurred speech, unsteadiness, difficulty focusing, glassy eyes, unusually loud or aggressive behaviour, spilling drinks, difficulty handling money or being unable to order coherently. Judge the person in front of you, not the round they have bought.

How to refuse

- Be calm, polite and brief. Do not argue, lecture or embarrass the person in front of their group.
- Be clear that the decision is final. Say it once and do not negotiate.
- Explain it is the law and it applies to everybody.
- Offer water, soft drinks or help arranging a taxi where appropriate.
- Tell the duty manager and the door team immediately, so the person is not simply served at the other end of the bar.
- Record it in the refusals register.

If it escalates

Step back and hand over to the duty manager or door team. Never follow a customer outside, never get into a physical confrontation, and never respond to abuse with abuse. Your safety comes before the sale, the till and the argument.

You will be backed

No manager will ever overturn a refusal to keep a customer happy. If that happens, report it to a Director.

28 / TEAM HANDBOOK

Drugs, weapons and searches

Drug use is a reality in late-night venues. Our response is consistent: prevent it, detect it, remove it, and record it. This protects our guests, our team and our licence.

Prevention

- Toilets are checked regularly throughout trading, and checks are logged.
- Cisterns, ledges and surfaces are kept clear and clean.
- Report anything you find — powder residue, wraps, snapped cards, discarded baggies — to the duty manager immediately. Do not handle it with bare hands.
- Watch for groups repeatedly entering cubicles together, extended visits, or people returning repeatedly from the same area.

If you suspect use or supply

Do not confront the person yourself. Tell the duty manager or door team. They will decide on refusal, removal, seizure and whether the police are called. Anything seized is bagged, recorded and stored in the drugs safe for police collection.

Weapons

Anyone found in possession of a weapon is removed and the police are called immediately. Do not attempt to disarm anybody. Move guests away, alert the door team, and follow the duty manager's instructions.

Searches

Search conditions at the entrance are carried out by SIA-licensed door supervisors only. Searches are by consent — a customer who refuses a search is refused entry. Searches must be proportionate, conducted by a door supervisor of the same sex where practicable, and recorded.

Searches of staff

Where a licence condition or a reasonable suspicion of theft applies, the company may ask to search bags, lockers or outer clothing. Any search is conducted with your consent, by a manager, in the presence of a witness, and never in view of guests. You may refuse, but an unreasonable refusal in the face of a genuine suspicion may itself be investigated.

Reporting

Every drug or weapon incident is written up in the incident log the same night, with time, description, action taken and any crime reference number.

29 / TEAM HANDBOOK

Looking after vulnerable guests

A busy bar late at night is exactly where someone becomes vulnerable — through drink, through being separated from friends, or through the attention of someone else. Spotting it is part of the job.

What to look for

- Someone alone, disoriented, distressed or asleep.
- Someone who has become separated from their group and cannot contact them.
- Someone whose level of intoxication has changed unusually quickly — a possible sign of drink spiking.
- Someone receiving persistent unwanted attention, or being steered towards an exit by someone they do not appear to know well.
- A noticeable age gap or power imbalance in a group, particularly where a young person appears to be under the influence.

Ask for Angela

We participate in the Ask for Angela scheme. Any guest who feels unsafe can approach a member of staff and ask for Angela. That is a coded request for help. If someone asks you for Angela:

- Do not react visibly or draw attention.
- Take them somewhere private and away from the person concerned.
- Get the duty manager.
- Help them leave safely — a taxi, a call to a friend, a discreet exit, or the police if they want it.

Drink spiking

Never leave a drink unattended behind the bar, and always remove abandoned drinks. If a guest reports a spiking, take it seriously, retain the drink where possible, get the duty manager, offer first aid and call an ambulance if they are unwell. Report it to the police and record it fully.

Children on the premises

Follow the age and access conditions on your venue's licence. Unaccompanied under-18s must not remain on the premises during the restricted hours. If you have a genuine concern about a child's welfare, report it to the duty manager, who will escalate to the police or local safeguarding team.

Getting people home

Nobody should be turned out onto the street alone and vulnerable at close. Help arrange a taxi, wait with them where safe, and involve the door team.

30 / TEAM HANDBOOK

Incidents, conflict and the door team

Your safety first

No drink, no till, no piece of company property is worth being hurt over. If a situation is turning, disengage and get help. You will never be criticised for stepping back from a confrontation.

Defusing

- Keep your voice level and lower than theirs. Do not match aggression.
- Keep the bar or a table between you and the person.
- Do not point, square up, or use sarcasm.
- Give them a way out that does not humiliate them in front of their group.
- Signal to a colleague or the door team early. Do not wait until it has escalated.

The door team

Our door supervisors are SIA-licensed and are there to manage entry, capacity, searches, refusals and removals. Physical intervention and removal are their job, not yours. Support them by giving clear information, keeping other guests back, and staying available as a witness.

Calling the police

The duty manager decides when to call 999. Call immediately without waiting for authorisation if there is a weapon, a serious assault, or a genuine threat to life.

After an incident

- Check whether anyone is injured and provide first aid.
- Preserve the scene where a crime has occurred — do not clear glass or clean up until told.
- Complete an incident report the same night while it is fresh. Record facts, not opinions.
- Get a crime reference number if police attend.

Afterwards

Serious incidents affect people. If you have been involved in or witnessed something distressing, tell your manager. We would rather you took time than pushed through it.

31 / TEAM HANDBOOK

Glassware and drinkware

Glass is the single biggest cause of injury in our venues, and glass-related incidents are the thing licensing authorities look at hardest. How we manage drinkware is therefore a formal policy, not a preference.

Polycarbonate operating periods

Certain venues operate a polycarbonate-only policy during defined high-volume periods. During these periods, no glass drinkware of any kind is to be used on the trading floor. This includes bottles, which must be decanted into polycarbonate before service.

Changeover

- Changeover is completed before the operating period begins, not as it starts.
- All glass is cleared from the floor, tables, ledges and smoking area at changeover.
- Glass racks are removed from behind the bar and replaced with polycarbonate.
- The changeover is logged, with the time and the manager who signed it off.

Glass collection

Continuous glass collection is required throughout every trading session at every venue. Empties left on tables, ledges and the floor become weapons, trip hazards and breakages. Collect constantly — do not save it for a lull that never comes.

Carrying and stacking

- Never carry glasses stacked inside one another.
- Never carry more than you can safely control.
- Use a glass collection tray or trolley where provided.
- Never put your hand into a bin, a bucket or a glasswasher to retrieve something.

Breakages

- Stop, guard the area and get a colleague to keep guests back before you clear anything.
- Never pick up broken glass with bare hands. Use a dustpan, brush and gloves.
- Broken glass goes in the designated glass waste bin only — never in a general bin or a black sack.
- Where glass breaks in or near ice, the entire ice well is emptied, cleaned and refilled. No exceptions and no shortcuts.
- Report every breakage to the duty manager so it can be logged.

32 / TEAM HANDBOOK

Health and safety — everyone's job

Under the Health and Safety at Work etc. Act 1974 the company has a duty to provide a safe place of work. You have a legal duty too: to take reasonable care of your own safety and that of others, and to cooperate with the arrangements we put in place.

Our responsibilities

- Carrying out and reviewing risk assessments for every venue and activity.
- Providing training, supervision, equipment and protective equipment free of charge.
- Maintaining equipment, fire systems and the fabric of the building.
- Investigating accidents and near misses, and acting on what we find.
- Displaying the health and safety law poster and current employers' liability insurance certificate.

Your responsibilities

- Follow the training and procedures you have been given.
- Use equipment and protective equipment properly, and only equipment you are trained on.
- Report hazards, faults, damage and near misses immediately — do not walk past them.
- Never interfere with, disable or misuse anything provided for safety, including fire doors, extinguishers, guards and alarms.
- Never work in a way that puts you or a colleague at risk to save time.

Reporting a hazard

Tell the duty manager straight away and record it in the venue's maintenance or defect log. If something is dangerous and cannot be fixed immediately, it must be isolated, signed and taken out of use until it is.

The right to stop

If you believe a task is genuinely unsafe, stop and speak to a manager. Nobody will be disciplined for refusing to do something they reasonably believe is dangerous.

33 / TEAM HANDBOOK

Staying safe behind the bar and on the floor

Slips, trips and spills

Wet floors are the most common cause of injury in a bar. Deal with every spill the moment it happens — do not step over it or wait for the glass collector.

- Put out a wet floor sign before you start cleaning, and remove it once the floor is dry.
- Keep gangways, fire exits and the back of the bar clear of crates, boxes and deliveries.
- Non-slip footwear is mandatory.
- Report worn matting, damaged flooring and blocked drains.

Manual handling

Kegs, cases, ice buckets, bottle bins and furniture all cause back injuries when they are lifted badly.

- Assess the load before you lift. If it is too heavy or awkward, get help or split it.
- Keep the load close, bend your knees not your back, and do not twist while carrying.
- Use a trolley, sack barrow or keg lifter where one is provided.
- Never lift a full keg alone.

Noise

Sustained exposure to loud music causes permanent hearing damage. Hearing protection is available free of charge for anyone working near speakers or on event nights, and you are encouraged to use it. Rotate positions where possible and take your breaks away from the speakers.

Ice, glasswashers and equipment

- Never reach into an ice well with a glass — use the scoop. A glass shard in ice is invisible.
- Never open a glasswasher mid-cycle or reach in while it is running.
- Only use equipment you have been trained on. Report faults immediately and take faulty equipment out of use.

Lone working

Where a shift involves working alone — early opens, late cash-ups, deliveries — follow your venue's lone working procedure. Keep a phone with you, keep the door secured, and check in as arranged.

34 / TEAM HANDBOOK

Cellar work, gas and line cleaning

The cellar is the highest-risk area in any of our venues. Only trained, competent and authorised staff may work in it.

Carbon dioxide and mixed gas

CO2 is heavier than air, odourless and can accumulate at low level in a confined space. In sufficient concentration it causes unconsciousness and death, and it does so without warning.

- Never enter a cellar if the gas alarm is sounding. Evacuate, keep others out and get the duty manager.
- Never disable, cover or ignore a gas alarm.
- Ensure ventilation is working and never block vents or grilles.
- If you feel dizzy, breathless or confused in the cellar, get out immediately and tell someone.

Gas cylinders

- Cylinders must always be secured upright with a chain or restraint.
- Never drop, roll or drag a cylinder.
- Only trained staff change cylinders and couplers.
- Report any hissing, frosting or suspected leak immediately and evacuate the cellar.

Line cleaning

Line cleaning chemicals are corrosive and cause serious burns to skin and eyes. Line cleaning is carried out only by trained staff, only using the correct dilution, and only wearing the protective equipment provided — gloves, eye protection and apron.

- Never leave line cleaner unattended in a bucket, a glass or an unlabelled container.
- Always place a clear warning sign on any tap connected to a line being cleaned.
- Never dispense any product for consumption until the line has been fully flushed and checked.
- Serving a customer a drink containing line cleaner is a serious incident and would be treated as such.

Cellar housekeeping

Keep the cellar tidy, keep gangways clear, keep the floor dry, and keep the door secured. Cellar drops and hatches must be guarded whenever they are open and never left unattended.

35 / TEAM HANDBOOK

Chemicals and cleaning products

The Control of Substances Hazardous to Health Regulations require us to assess and control the chemicals used in our venues. Cleaning products, sanitisers, line cleaner and descalers are all covered.

The rules

- Only use chemicals you have been trained to use.
- Always use the correct product for the job and the correct dilution. Stronger is not better and is often dangerous.
- Never decant a chemical into an unlabelled container, and never into a drinks bottle or a glass.
- Never mix chemicals. Combining bleach with acidic cleaners produces toxic gas.
- Wear the gloves, eye protection and aprons provided.
- Store chemicals in the designated locked or segregated area, away from food, drink, glassware and ice.
- Keep all products in their original labelled containers with the lid secured.

Safety data sheets

A COSHH file containing safety data sheets for every product used is held at each venue. It tells you what a product contains, what protection is needed and what to do in an emergency. Your manager will show you where it is kept.

If there's an exposure

- Skin contact: flush with cold running water for at least 15 minutes and remove contaminated clothing.
- Eye contact: flush with the eye wash provided or clean running water for at least 15 minutes and seek medical attention.
- Swallowed: do not induce vomiting. Call 999 and take the container or its safety data sheet with you.
- Report every exposure to the duty manager and record it in the accident book.

36 / TEAM HANDBOOK

Fire safety and evacuation

Our venues can hold hundreds of people, often in low light, often after alcohol. Evacuation depends entirely on staff knowing what to do without hesitating.

Know before your first shift

- The location of every fire exit and the route to each one.
- The location of the nearest call point and extinguishers.
- The assembly point for your venue.
- Your role in an evacuation, if you have been given one.

Prevention

- Keep fire exits, corridors and routes completely clear at all times — including during deliveries and events.
- Never wedge, prop or obstruct a fire door. Fire doors stop a fire spreading, and only work closed.
- Never store anything in an electrical intake, riser or plant room.
- Report damaged cables, overloaded sockets, faulty equipment or missing extinguishers immediately.
- Candles, sparklers and open flames are only used where expressly authorised and never left unattended.
- Smoking and vaping only in the designated external area, with materials extinguished in the bins provided.

If the alarm sounds

- Stop serving immediately. Do not stop to cash up, collect belongings or finish a transaction.
- Direct guests calmly to the nearest available exit, not the one they came in by.
- Check your area, including toilets, smoking area and back of house, if it is safe and it is your assigned role.
- Go to the assembly point and stay there until the duty manager or fire service says otherwise.
- Never re-enter the building for any reason.

If you find a fire

Raise the alarm first. Only attempt to tackle a small fire if you have been trained, it is safe, and you have a clear escape route behind you. Never put yourself between a fire and the exit.

Drills and testing

Alarms are tested weekly and drills are held periodically. Take part properly — the drill is the only rehearsal you get.

37 / TEAM HANDBOOK

First aid, accidents and reporting

First aid

Each venue has trained first aiders and a stocked first aid kit. Your induction will tell you who the first aiders are and where the kit is. If a first aider is not on shift, the duty manager takes charge.

In a medical emergency

- Get the duty manager and the nearest first aider.
- Call 999 without hesitation for chest pain, breathing difficulty, unconsciousness, serious bleeding, head injury, suspected spinal injury, seizure or suspected drug reaction.
- Do not move a casualty unless leaving them puts them in greater danger.
- Clear space, keep other guests back and send someone to meet the ambulance at the door.
- Never give a casualty alcohol, food or medication.

Sharps and body fluids

Treat all blood and body fluids as potentially infectious. Use the gloves and spill kit provided. If you sustain a cut from broken glass or a needlestick injury, wash the wound under running water, encourage it to bleed, cover it, and tell the duty manager immediately — you may need medical advice the same day.

Recording accidents

Every accident, injury and near miss must be recorded in the accident book, however minor and whether it involves a member of staff, a guest or a contractor. Record what happened, when, where, who was involved and who witnessed it. The accident book is also how we identify patterns before they become serious.

RIDDOR

Certain injuries and incidents must be reported to the Health and Safety Executive by law — including specified serious injuries, injuries causing more than seven days' incapacity, and dangerous occurrences. Managers must notify a Director the same day so the report can be made within the statutory timescale.

Insurance

Never accept liability, offer compensation or discuss fault with an injured guest. Record the facts, provide first aid, be sympathetic, and pass it to the duty manager.

38 / TEAM HANDBOOK

Security awareness

Busy, publicly accessible venues have a responsibility to be prepared. Being alert costs nothing.

Martyn's Law

The Terrorism (Protection of Premises) Act 2025, known as Martyn's Law, places duties on publicly accessible premises to be prepared for a terrorist attack. Premises where 200 to 799 people may be present fall into the standard tier and must have public protection procedures covering evacuation, invacuation, lockdown and communication, with staff trained accordingly. The duties are expected to commence in Spring 2027, and we are putting our procedures and training in place ahead of that date.

Stay alert to

- Unattended bags, packages or vehicles left in or near the venue.
- Anyone showing unusual interest in exits, CCTV, capacity, security arrangements or opening routines.
- Anyone attempting to access back-of-house, cellar, plant or roof areas.
- Anyone photographing or filming the building's security features rather than their night out.
- Behaviour that is out of place for the setting.

If you see something

Report it to the duty manager or door team immediately. Do not touch or move a suspicious item. Do not use a radio or mobile phone close to it. In an emergency, call 999; to report a concern that is not an emergency, the police anti-terrorist hotline is 0800 789 321.

Run, Hide, Tell

- RUN to a place of safety if there is a safe route. Insist others go with you but do not delay for those who will not.
- HIDE if you cannot run. Get out of sight, lock or barricade the door, silence your phone, stay away from the door and stay quiet.
- TELL the police on 999 when it is safe to do so. Give the location, the number of attackers, their description and the direction of travel.

General security

- Do not admit contractors, delivery drivers or visitors without checking with the duty manager.
- Keep back-of-house doors, cellar doors and offices secured.
- Never share alarm codes, key safe codes or till passwords.
- Follow the opening and closing procedures for your venue exactly.

39 / TEAM HANDBOOK

Food safety and allergens

Personal hygiene

- Wash your hands thoroughly before handling food, after handling waste or money, after using the toilet, after smoking and between tasks.
- Cover cuts with a blue detectable plaster.
- Report any illness involving diarrhoea, vomiting, fever or a skin infection to your manager before your shift. You must be clear of diarrhoea and vomiting for 48 hours before returning.
- No jewellery on hands or wrists, no nail varnish or false nails, and hair tied back or covered.

Handling and storage

- Keep raw and ready-to-eat food separate at all times, including in the fridge and on preparation surfaces.
- Use the correct colour-coded boards and equipment.
- Record fridge, freezer, cooking and hot-holding temperatures as scheduled and report anything out of range immediately.
- Rotate stock and follow date labels. If in doubt, throw it out — never serve it and never taste it.
- Clean as you go and complete the cleaning schedule.

Allergens — the law

There are 14 regulated allergens. Getting this wrong can kill someone, and it is a criminal offence. Take every allergen question seriously, however busy you are.

- Cereals containing gluten · Crustaceans · Eggs · Fish · Peanuts · Soybeans · Milk · Nuts · Celery · Mustard · Sesame · Sulphur dioxide and sulphites · Lupin · Molluscs

If a guest asks about allergens

- Never guess and never say 'it should be fine'.
- Check the allergen matrix for the exact dish. Do not rely on memory.
- Tell the kitchen or duty manager before the order goes on, so preparation can be separated.
- Remember drinks too — cocktails, garnishes, syrups, cream liqueurs and some beers and wines contain allergens or sulphites.
- If you cannot confirm a dish is safe, say so honestly and offer an alternative you can confirm.

Pre-packed food for direct sale

Any food prepared and packed on site before being ordered must carry a full ingredients list with allergens emphasised, in line with Natasha's Law.

40 / TEAM HANDBOOK

Tills, cash and stock

Our margins are made and lost at the till. These procedures are not about mistrusting you — they exist so that where something does go wrong, honest staff are protected by a clear record.

At the till

- Use your own till log-in every time. Never use anyone else's and never share yours.
- Ring in every item, every time, before serving the drink. No running tabs in your head.
- Charge the correct price. Never apply a discount, staff rate or promotion you have not been authorised to use.
- Complete each transaction and close the drawer before starting the next.
- Count change back to the customer and give a receipt where asked.

Voids, refunds and corrections

- All voids, refunds, no-sales and corrections require a manager's authorisation at the time.
- Explain the reason to the manager and make sure it is recorded.
- Correction reports are reviewed by management regularly. Genuine errors are entirely normal and are not a disciplinary matter.

Free drinks and comps

Only a manager can authorise a complimentary drink or a goodwill gesture, and it must be rung through as a comp. Giving away stock, under-ringing, over-pouring for friends or 'sorting someone out' is theft from the company, regardless of the amount or the intention.

Handling cash

- Never leave a till drawer open or unattended.
- Do not keep personal cash in the till or your apron.
- Report a shortage or surplus immediately — do not try to balance it yourself.
- Follow the cash-up, safe drop and banking procedure exactly, and never carry out a cash-up in view of guests.

Stock

- Follow measures and specs precisely. Free-pouring costs money and breaches weights and measures law.
- Record every wastage, breakage and spillage in the wastage log at the time.
- Report suspected theft, unusual stock movement or tampering to the duty manager or a Director.

Dishonesty

Theft, fraud and falsification of records are gross misconduct and will normally result in summary dismissal and a report to the police.

41 / TEAM HANDBOOK

Company property, equipment and IT

Equipment

- Use company equipment for company business only, and only equipment you are trained on.
- Report faults, damage and malfunctions to the duty manager immediately rather than working around them.
- Do not attempt repairs or modifications yourself.
- Keys, fobs and access cards issued to you remain company property, must not be copied or lent, and must be returned when you leave.

Music and AV

Sound systems, lighting and DJ equipment are operated only by authorised staff. Volume limits, curfews and noise conditions are licence requirements — never override a limiter or extend music beyond permitted hours.

IT and email

- Company systems, accounts and email are provided for work and are company property.
- Choose strong passwords, never share them, and lock or log out of any terminal you leave.
- Do not install software, connect unknown devices or use unauthorised applications on company systems.
- Do not use company systems to access, store or share anything offensive, discriminatory or unlawful.
- Be alert to phishing. Never action a payment or credential request by email without verifying it directly with the requester by phone.

Monitoring

We may monitor company systems, email and internet use for security, compliance and legitimate business reasons. Any monitoring is proportionate and is covered in our privacy notice. You should not expect privacy in company systems.

Personal devices

Personal phones are not used on the floor or behind the bar. If you use a personal device for work — a rota app or a work group chat — you must protect any company or personal data on it, and remove it when you leave.

Damage and loss

Accidental damage happens; report it. Deliberate damage, removal of company property, or gross carelessness may be a disciplinary matter and, where permitted by your written terms, recoverable.

42 / TEAM HANDBOOK

CCTV, monitoring and your data

You are being recorded at work, and you are entitled to know exactly how and why.

CCTV

Our venues operate CCTV systems covering public and back-of-house areas. Recording is a condition of our premises licences. Systems record continuously during trading. Our cameras record video only — they do not record audio, and no conversation of yours is recorded.

- Purpose: the prevention and detection of crime, public and staff safety, licensing compliance, and the investigation of incidents and complaints.
- Retention: footage is retained for 30 days and then automatically overwritten, unless it is needed for an investigation or has been requested by the police.
- Access: footage is accessed only by authorised managers and Directors, and is disclosed to the police, licensing authority or insurers where there is a lawful basis.
- Coverage: cameras are not installed in toilets, changing areas or any other space where people are entitled to privacy.

Till monitoring

Till activity is logged against individual log-ins and reviewed as part of routine stock and cash control. Correction and void reports are examined regularly. This is standard practice in licensed retail.

Using recordings in disciplinary matters

CCTV and till data may be used as evidence in a disciplinary investigation. We do not use continuous covert surveillance of staff. Covert monitoring would only ever be considered where there is a reasonable suspicion of serious criminal activity, where overt methods would defeat the purpose, on Director authorisation, and for a strictly limited period.

Your rights

You have the right to be told what personal data we hold about you and why, to request a copy of it, to have inaccurate data corrected, and to object to processing in certain circumstances. Requests should be made in writing to a Director and will be answered within one month. Full details are in the staff privacy notice issued with your written terms.

43 / TEAM HANDBOOK

Confidentiality and data protection

Company information

During your employment you will see information that is not public: takings, margins, supplier terms, staffing costs, event plans, expansion plans, recipes and specifications, and personal information about colleagues and guests.

- Do not discuss company financial or commercial information outside the business.
- Do not share supplier pricing, contracts or trading figures with anyone, including friends working for competitors.
- Do not remove, copy or photograph company documents or data without authorisation.
- These obligations continue after your employment ends.

Personal data

We are a data controller under UK GDPR and the Data Protection Act 2018. That applies to the data we hold about you, about colleagues, and about guests — including CCTV, booking records, marketing sign-ups and loyalty data.

- Only access personal data you need for your job. Curiosity is not a lawful basis.
- Never look up a guest's or a colleague's details for personal reasons. Doing so may be a criminal offence as well as gross misconduct.
- Never share a guest's or colleague's contact details with anyone, including someone claiming to be a friend or family member.
- Do not take photographs of booking sheets, rotas, personnel documents or till reports.
- Keep paperwork containing personal data out of public areas and dispose of it securely.

If data is lost or exposed

Tell a Director immediately if personal data may have been lost, stolen, sent to the wrong person or accessed without authority — including a lost phone with work data on it. Serious breaches must be reported to the Information Commissioner's Office within 72 hours, so speed matters far more than embarrassment. You will not be penalised for reporting a breach promptly.

Guest privacy

People are entitled to a private night out. Do not tell anyone who was in the venue, who they were with, or what they did.

44 / TEAM HANDBOOK

Social media and online conduct

Our venues live and die by their reputation online. That includes what our team posts.

Personal accounts

- Make it clear that your views are your own and not those of the company.
- Do not post anything about a guest, an incident or a colleague. That includes vague posts that identify people by implication.
- Do not post photographs or video taken inside the venue that show identifiable guests without their consent.
- Do not post from behind the bar or on shift.
- Do not share internal information — takings, rotas, staffing issues, incidents, licensing matters or expansion plans.
- Do not post anything discriminatory, harassing, threatening or obscene about anyone connected with the company.

Company accounts

Only authorised staff post on official venue accounts. If you are asked to contribute content, follow the brand guidelines and get sign-off before posting. Never respond to a complaint, review or press enquiry on behalf of the company unless it is your job to do so — pass it to your GM.

Reviews and complaints online

Never argue with a reviewer, never post a fake review, and never ask friends or family to post reviews of our venues.

Contact with guests

Be careful about accepting or initiating personal contact with guests you have met on shift, particularly where they were intoxicated or where there is any question about their age. Never use booking, loyalty or till records to find someone's contact details. Doing so is a serious data protection breach and a safeguarding concern.

Consequences

Social media posts that damage the reputation of the company, breach confidentiality, or harass or discriminate against a colleague or guest are a disciplinary matter and may amount to gross misconduct. This applies whether the account is public, private or anonymous.

45 / TEAM HANDBOOK

Performance and reviews

Nobody should be surprised by feedback. If something is not right, you should hear it early and informally, from someone who wants you to succeed.

Day to day

Most feedback happens on shift. Take it as it is meant — a correction to a pour, a spec, a service standard or a till procedure is not a criticism of you.

Probation review

New employees have a formal review before the end of their probationary period, covering standards, reliability, product knowledge, teamwork and guest service. The outcome is confirmation, extension, or termination in line with your written terms.

Annual review

All employees have a review at least annually with their General Manager. It is a two-way conversation covering what has gone well, what needs to improve, what training you want, and where you want to go next. You will be asked to complete a short self-assessment beforehand.

What we assess

- Guest service — attentiveness, warmth, and how you handle problems
- Standards — pours, specs, presentation, cleanliness, accuracy
- Compliance — Challenge 25, refusals, safety, till procedures
- Reliability — attendance, punctuality, availability, notice given
- Teamwork — how you work with colleagues and how you handle pressure
- Knowledge — product, menu, allergens, systems

If performance falls short

We start with support: honest feedback, clear targets and additional training. Where that does not resolve it, we move to the formal capability procedure, which involves setting measurable improvement objectives over a defined period with regular reviews. Dismissal on capability grounds is a last resort and only after a fair process with a right of appeal.

Your record

Reviews, training records and any formal action are held on your personnel file. You can ask to see your file at any time.

46 / TEAM HANDBOOK

Training and development

Training is not something you get once at induction. We invest in it because well-trained teams sell more, waste less, have fewer incidents and stay longer.

Induction

Every new starter completes an induction before working unsupervised, covering fire and evacuation, first aid, licensing and Challenge 25, glassware and safety, manual handling, till and cash procedures, allergens where relevant, and the layout and routines of your venue.

Core training

- Licensing awareness and Challenge 25 — refreshed regularly for everyone
- Health and safety, manual handling and fire awareness
- Food safety and allergen awareness where you handle food
- Conflict management and vulnerability awareness
- Cellar operations, gas safety and line cleaning for authorised staff

Skills training

- Cocktails and mixology, from core specs through to advanced technique
- Beer, wine and spirits product knowledge, including supplier-led sessions
- Speed of service and high-volume bar craft
- Guest service and complaint handling

Qualifications

We support team members who want to gain recognised qualifications, including the personal licence qualification, first aid at work, food safety certification and management-level training. Where we fund a qualification we will agree the terms in writing before you start.

Records

Training is recorded on your personnel file. This is also how we evidence to licensing officers, environmental health and insurers that the team is competent. If you have completed training that has not been logged, tell your GM.

Ask

If there is training you want, ask. The worst answer is not yet.

47 / TEAM HANDBOOK

Growing with us

We are an expanding group. Every new venue creates supervisor, manager and specialist roles, and we would rather fill them with people who already know how we work.

The route

Team Member Senior Team Member Shift Supervisor Assistant Manager General Manager Area and group roles.

Progression is not automatic and not based on length of service. It is based on consistently strong performance, reliability, the ability to take responsibility for a shift when things go wrong, and how you treat the people around you.

What we look for in a supervisor

- You hold the standard when nobody is watching.
- You make a decision under pressure rather than waiting to be told.
- You handle a refusal, a complaint or an incident calmly and correctly.
- Other people want to work with you.
- You understand the numbers — wastage, wet cost, labour, till accuracy.

Working across venues

Working shifts at another site is one of the fastest ways to develop. Different venues trade differently, and understanding more than one format is what separates a good bartender from a future manager. Tell your GM if you would like to pick up shifts elsewhere in the group.

Vacancies

Internal vacancies are advertised across the group before we go external, wherever we can. If you want a role, apply — and tell your GM you are interested before it comes up, not after.

Mentoring

Experienced team members are expected to bring new starters on. If you are given someone to train, take it seriously. It is the clearest evidence we have that you are ready for more.

48 / TEAM HANDBOOK

Disciplinary procedure

This procedure applies to conduct. It follows the ACAS Code of Practice on Disciplinary and Grievance Procedures. It is not contractual and may be adapted where circumstances reasonably require.

Informal resolution

Minor matters are usually best dealt with by a conversation and a note to file rather than a formal process. We will use the formal procedure where the matter is serious, where informal action has not worked, or where a pattern has developed.

1. Investigation

A manager will establish the facts, which may involve meeting you, speaking to witnesses and reviewing CCTV, till or till-correction data. An investigation meeting is not a disciplinary hearing and no sanction is issued at that stage. You may be suspended on full pay while an investigation is carried out. Suspension is a neutral act, not a punishment, and is kept as short as possible.

2. Notification

If there is a case to answer, you will be told in writing of the allegations, given copies of the evidence, told the possible consequences, and invited to a disciplinary hearing with at least 48 hours' notice to prepare.

3. The hearing

You have the statutory right to be accompanied by a colleague or a trade union representative. You will have a full opportunity to respond, present evidence and ask questions. If your companion is unavailable, you may propose an alternative time within five working days.

4. Decision

The outcome is confirmed in writing. Possible outcomes are: no action; an informal note; a first written warning; a final written warning; dismissal with notice; or, in cases of gross misconduct, summary dismissal without notice. Other sanctions short of dismissal may be applied where appropriate.

5. Appeal

You may appeal any disciplinary decision by writing to a Director within five working days, stating your grounds. The appeal will be heard by someone not previously involved wherever possible. You have the right to be accompanied. The appeal decision is final.

Warnings

A first written warning normally remains live for six months and a final written warning for twelve months, after which it is disregarded for future disciplinary purposes but remains on file.

What counts as misconduct

These lists are examples, not a complete statement of every situation that may lead to disciplinary action.

Misconduct

- Persistent lateness or poor attendance
- Failure to follow the absence reporting procedure
- Unauthorised absence from your section or from the premises during a shift
- Breach of uniform, appearance or hygiene standards
- Poor standards of work or service after feedback
- Failure to follow reasonable management instructions
- Misuse of mobile phones on shift
- Minor breaches of till, cash or stock procedures
- Inappropriate language or behaviour towards colleagues or guests

Gross misconduct

Gross misconduct is conduct serious enough to destroy the trust and confidence between us. It may result in summary dismissal without notice for a first offence.

- Theft, fraud or dishonesty, including under-ringing, unauthorised comps, giving away stock and till manipulation
- Falsification of records, including clock-in records, cash-ups, temperature records, refusals registers and expenses
- Serving alcohol to a person under 18, or failing to operate Challenge 25
- Serving a person who is clearly drunk, or knowingly permitting drunkenness or disorder
- Possession, use or supply of illegal drugs on the premises
- Reporting for work under the influence of alcohol or drugs
- Physical violence, fighting, or threatening behaviour
- Harassment, sexual harassment, bullying or discrimination
- Victimisation of anyone who has raised a concern or supported an investigation
- Serious breach of health, safety, fire or food safety rules, including obstructing fire exits or disabling safety equipment
- Serious breach of licence conditions, or any act placing a premises licence at risk
- Serious breach of confidentiality or data protection, including accessing guest or colleague data without authority
- Conduct outside work that seriously damages the company's reputation or your ability to do your job
- Deliberate damage to company or guest property
- Serious insubordination

50 / TEAM HANDBOOK

Grievance procedure

A grievance is a concern, problem or complaint about your work, your treatment, your colleagues or your managers. Everyone has the right to raise one and to have it dealt with properly.

Informal first

Where you feel able to, raise the issue with your General Manager directly. Most problems are resolved this way, quickly and without formality. If the grievance concerns your GM, go to a Director.

1. Raise it in writing

Set out what has happened, when, who was involved, and what outcome you are looking for. Send it to your General Manager, or to a Director if the matter involves your GM.

2. Grievance meeting

You will be invited to a meeting, normally within five working days, to explain your grievance. You have the right to be accompanied by a colleague or trade union representative. Take your time and bring any evidence you have.

3. Investigation

We will investigate as necessary — speaking to those involved, interviewing witnesses and reviewing records or footage. We may need to adjourn the meeting to do this.

4. Outcome

You will receive the outcome in writing, including what we found, what action we are taking, and the reasons. Where the grievance concerns another individual, there are limits on what we can tell you about action taken against them.

5. Appeal

If you are not satisfied, you may appeal in writing to a Director within five working days, setting out your grounds. The appeal will be heard by someone not previously involved wherever possible, and the decision is final.

Grievances during a disciplinary process

If you raise a grievance while you are subject to a disciplinary process, we may deal with them concurrently or suspend the disciplinary process temporarily, depending on whether the issues are related.

Good faith

You will never be penalised for raising a genuine grievance, even if it is not upheld. Raising a grievance you know to be false, in order to damage someone, is itself a disciplinary matter.

51 / TEAM HANDBOOK

Speaking up about serious wrongdoing

This policy is separate from the grievance procedure. A grievance is about your own treatment. Whistleblowing is about wrongdoing that affects others — the business, our guests, or the public.

What it covers

- A criminal offence, including theft, fraud or bribery
- A failure to comply with a legal obligation, including licensing, health and safety, food safety or employment law
- A danger to the health and safety of any person
- Damage to the environment
- A miscarriage of justice
- Deliberate concealment of any of the above

Your legal protection

Workers who make a protected disclosure are protected by law from dismissal and from being treated badly as a result. That protection applies from day one and does not depend on being right — it depends on having a reasonable belief that the disclosure is in the public interest. You do not have to prove your concern before raising it, and you do not have to investigate it yourself.

How to raise it

Report it to a Director in writing or in person. If your concern is about a Director, or you do not feel able to raise it internally, you can report it to a prescribed person or body — for example the Health and Safety Executive, the Food Standards Agency, HMRC, the Information Commissioner's Office, the police or the local licensing authority. The independent charity Protect provides free confidential advice to anyone considering blowing the whistle.

What we will do

- Treat your report seriously and confidentially, and tell you how it will be handled.
- Investigate it properly, or explain why we are not.
- Tell you the outcome so far as we lawfully can.
- Protect you. Victimising or dismissing someone for making a protected disclosure is unlawful and, within this company, gross misconduct.

Anonymous reports

We would rather know who you are so we can come back to you, but we will act on anonymous reports where there is enough information to investigate.

52 / TEAM HANDBOOK

Leaving

Resignation

Give notice in writing to your General Manager. Your notice period is set out in your written terms. Please work your notice properly — how someone leaves is what people remember, and it is what a future reference is based on.

Notice from us

Where we terminate your employment, we will give the notice required by your written terms or by statute, whichever is longer, except in cases of gross misconduct where dismissal may be summary.

Your final pay

Your final payment includes pay to your leaving date, any accrued but untaken holiday, and any outstanding tips. Any sums you owe the company, where your written terms expressly permit deduction, will be recovered. Your P45 will be issued through payroll.

Returning company property

On or before your last day, return your uniform, keys, fobs, name badge, and anything else issued to you. Remove any company data from personal devices and leave any work group chats.

Exit conversation

We will offer you a short exit conversation. It is genuinely useful to us — please be honest. Nothing you say will affect your reference.

References

References are provided by a Director or your General Manager only. Do not provide a reference on company letterhead or in a company capacity for a colleague unless you have been authorised to. We normally provide factual references confirming role, dates and, where asked, whether we would re-employ.

What continues after you leave

Your obligations of confidentiality continue indefinitely. Any post-termination restrictions in your written terms continue for the period stated.

Coming back

Hospitality is a small world and people move on and return. If you leave on good terms, the door is open.

53 / TEAM HANDBOOK

Bribery, gifts and conflicts of interest

Bribery

The Bribery Act 2010 makes it a criminal offence to offer, give, request or accept anything of value intended to induce improper conduct. It applies to individuals and to the company. We do not tolerate bribery in any form, from anyone, in any of our dealings.

Gifts and hospitality from suppliers

Drinks suppliers offer samples, training, event tickets and hospitality. Most of this is legitimate industry practice, but it needs to be transparent.

- Modest promotional items and product samples in the ordinary course of business are acceptable.
- Anything of significant value — tickets, trips, equipment, cash or vouchers — must be declared to a Director and may only be accepted with approval.
- Never accept anything offered on the basis that it will influence a listing, a stocking decision or a supplier choice.
- Never solicit a gift, discount or benefit from a supplier for personal use.

Conflicts of interest

Tell your General Manager or a Director in writing if:

- You or a close family member has a financial interest in a supplier, competitor or contractor we deal with.
- You are working, or intend to work, for a competing licensed venue in our trading area.
- You are involved in recruiting, supervising or making decisions about a close friend or relative.
- You are in a personal relationship with a colleague where one of you manages, supervises or has influence over the other.

Personal relationships at work

Relationships between colleagues are not prohibited, and are inevitable in this industry. What we ask is that they are disclosed where there is a reporting line or a decision-making relationship, so that rotas, appraisals and pay decisions cannot be called into question. Disclosure is handled discreetly.

Secondary employment

Tell your General Manager about other jobs, so that we can manage working time limits and check for a conflict of interest.

54 / TEAM HANDBOOK

Looking after yourself

Hospitality is hard on people. Late finishes, broken sleep, physical shifts, alcohol all around you, and dealing with the public at their best and their worst. Rates of poor mental health in this industry are well above average. None of that is a weakness, and none of it is something you should be managing alone.

What we'll do

- Take a conversation about your mental health as seriously as one about a physical injury.
- Look at practical adjustments — shift patterns, workload, time off — where they help.
- Keep what you tell us confidential, sharing it only with your agreement or where there is a risk to safety.
- Check in after a difficult incident rather than assuming you are fine.

Practical things that help

- Take your breaks properly, and take them away from the bar.
- Eat and drink water on shift. Dehydration on a busy Saturday is real.
- Protect your sleep after a late finish rather than pushing straight into a normal day.
- Be careful about drinking after close as a way of coming down from a shift.
- Look out for each other. If a colleague is not themselves, say something to them or to a manager.

Where to get help

- Hospitality Action — the industry charity, offering free and confidential advice, counselling and financial support to hospitality workers. Helpline: 0808 802 0282.
- Samaritans — free, 24 hours a day, on 116 123.
- NHS 111 — for urgent medical or mental health advice.
- Your GP — the right starting point for anything ongoing.

If you're worried about someone

Tell a manager or a Director. You will not be betraying a confidence by making sure someone gets support.

55 / TEAM HANDBOOK

Related policies and documents

This handbook is a summary. The following documents contain the full detail and are available from your General Manager or a Director.

- Written statement of particulars, and contract of employment where one has been issued
- Staff privacy notice
- Written tipping policy
- Biometric data consent form and alternative arrangements
- Health and safety policy statement
- Venue risk assessments and COSHH file
- Fire risk assessment and emergency plan
- Premises licence and licence conditions for each venue
- Age verification and Challenge 25 policy, and refusals register
- Drugs and search policy
- Safeguarding and vulnerability policy
- Glassware and drinkware policy
- Food safety management system and allergen matrix
- Cash handling and till procedures
- Disciplinary and grievance procedures
- Whistleblowing policy
- Anti-bribery policy

Version control

Version 1.0 — 2026 — First edition covering all Ipswich Bars Limited venues. Replaces the Bar Twenty One Staff Handbook. Approved by the Directors.

56 / TEAM HANDBOOK

Handbook acknowledgement

Please complete, sign and return this page to your General Manager.

I confirm that:

- I have received a copy of the Ipswich Bars Limited Team Handbook.
- I have read it and understand its contents.
- I have had the opportunity to ask questions about anything I did not understand.
- I understand that the handbook is not part of my written terms of employment and may be updated from time to time.
- I understand that it is my responsibility to follow the policies and procedures it sets out, including those relating to licensing, health and safety, food safety, data protection and conduct.
- I understand that failure to follow these policies may result in disciplinary action, and that certain breaches may amount to gross misconduct.

Name (please print):

Position:

Venue:

Signature:

Date:

Manager's name:

Manager's signature:

Date:

57 / TEAM HANDBOOK

Venue annex

For each venue, record:

- Address, telephone number and General Manager
- Designated Premises Supervisor and personal licence holders on site
- Licensed hours and permitted hours for regulated entertainment
- Capacity, and the capacity figure used for security and evacuation planning
- Specific licence conditions — door supervisor requirements, CCTV, drinkware, noise, dispersal, admission policy
- Drinkware policy: when polycarbonate applies, and who signs off the changeover
- Fire assembly point and evacuation route summary
- Named first aiders and location of first aid kit, spill kit and accident book
- Location of gas alarm, isolation points and COSHH file
- Whether food is served, and where the allergen matrix is held
- Designated smoking area and break area
- Lone working arrangements and opening/closing procedure

IPSWICH BARS LTD

DISTINCTIVE VENUES. ONE AMBITIOUS GROUP.

TEAM HANDBOOK / VERSION 1.0 — 2026