



National Trust

Hello

I'm delighted to welcome you to your new role in Food and Beverage at the National Trust. It's never been a more exciting time to be part of our team.

You might not know this, but you're joining a food movement. Our food business operates at around 200 special places, with almost 300 outlets and it's truly unique. We harvest ingredients from the places we care for and at the same time, the proceeds we make help us to look after them too. It's this special connection that makes us different and it's why we champion real, honest food, made from carefully sourced ingredients. Good food, doing good.

But it's also the experiences we provide that make food at the National Trust so special. We can't do this without the right people in the right place, feeling confident, capable and engaged. And that's where you come in... you'll be playing a crucial part in something really special.

We understand that whether you're new to an organisation, or moving roles within one, there's a lot to take in. We're passionate about making sure there's plenty of support there for you every step of the way. We believe in supporting you within your role and developing your knowledge and skills, so that you, in turn, can do your role with confidence and pride.

We've got exciting ambitions for our growing Food & Beverage operation at the National Trust. We want to help you fulfill your potential so that you can help us achieve our ambitions.

It all starts with your induction. You'll have received an electronic copy of your induction book along with this letter. This is just for you to have a look through, to get familiar with Food & Beverage at the National Trust.

Your induction is an opportunity to really understand the significance of the part you play within the organisation. Whether it's learning the stories behind our wonderful houses and collections, or connecting with nature at our breath-taking outdoor spaces, we want you to appreciate that the work you'll be doing brings as much benefit to our charity as any other work in the Trust.

After all, you are the National Trust... and thank you for joining our movement.

Best wishes

Matt Drew

Head of Food & Beverage



Welcome to the team

National Trust Induction | Food and Beverage

Team member name:

Start date:

Hello from our Director General

Congratulations on your new role and welcome to the National Trust!

It's great to have you join the team and thank you for your support for our cause.

We've put together this handy Welcome Pack to help you get up to speed on everything you need to know about the Trust, from a brief history of the organisation to the way we work. Your manager will also arrange a full induction programme with you, which you can work through together to identify any other activities that may help you. If you ever feel you need more support, please don't hesitate to talk to your manager or a member of the People team.

We want you to feel at home as soon as possible and for you to understand the important part you play in our work. Whether you're serving great food at one of our outdoor sites or working in a busy tearoom, you are helping us deliver the best possible service to our millions of members and visitors. Great service improves the experience we offer and in turn encourages more people to support our work.

Good luck in your new role and thank you for being part of the National Trust team.

Best wishes



Hilary McGrady



What's covered in your induction?

This booklet is full of useful information about the National Trust and the way we work. Think of it as your own personal reference tool, so feel free to scribble throughout and add your own notes. It also includes helpful links to other documents and Acorn (our internal intranet) pages.

There's a lot to discover in this booklet, so please take your time and take it all in at your own pace so you fully understand the valuable part you play in achieving our objectives.



This induction encourages you to find out more about your property/portfolio. In other words, all those interesting facts and secrets people love to know about the places we care for. This knowledge will help you deliver exceptional service every time by telling stories about your property and the wider National Trust, engaging our supporters deeper with our special places and our cause.

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1 | Welcome to the National Trust

While our story began in 1884, it wasn't until 1895 that the National Trust we all love and know today was founded by three Victorian philanthropists – Miss Octavia Hill, Sir Robert Hunter and Canon Hardwicke Rawnsley. Concerned about the impact of uncontrolled development and industrialisation, they set up the Trust to act as a guardian for the nation in acquiring and protecting threatened coastline, countryside and buildings.

Over 125 years later we continue to proudly follow their lead and add to our collection of sites and properties around the country. And we don't plan on stopping anytime soon.

Looking out for special places

Taking care of coastlines, forests, woods, fens, beaches, farmland and moorland is just the beginning. We're also responsible for countless nature reserves, historic houses, archaeological remains and even the odd pub. And in every case we restore them, protect them and open them up to everyone.

It's our calling

Why do we do it? Simple really, because nature retreats, heritage sites and open spaces all play an important role in our lives. They provide an escape, a chance to relax and an opportunity to create memorable experiences for all ages. They also provide an invaluable learning tool. We believe these are things everyone has the right to enjoy every day. That's what inspired our founders to set up the National Trust, and it's what continues to drive us today.

The National Trust Act, 1907

In 1907, Sir Robert Hunter drafted the National Trust Act of Parliament. The work of the Trust today continues to be based on its original Act. This is defined as the following:

'...promoting the permanent preservation for the benefit of the nation of lands and tenements, including buildings, of beauty or historic interest and as regards lands so far as practical for the preservation of their natural aspect, features and animal and plant life...'

The Act gave the Trust its unique powers to hold land 'inalienably', which means that once property has been declared 'inalienable' it cannot be taken from the Trust or developed against its wishes, without the express consent of Parliament.

Did you know?

We look after special places, for everyone, for ever.



For everyone, for ever.

Our belief:

Nature, beauty, history.
For everyone, for ever.

Our public benefit:

We protect and care for places so people and nature can thrive, ensuring everyone benefits. We offer access, enjoyment and a chance to help out.

Our values:

We love people and places
We welcome everyone
We think now and forever
We make it happen

Foundations	Ambitions					
	Looking after	Land and nature	Experiences	Urban places	Growing support	People and resources
	We will care for places and give them a sustainable future.	We will improve the state of nature in the UK.	We will make sure our places keep evolving, attracting people and inspiring them.	We will address unequal access to nature, beauty and history.	We will give people more opportunities to get involved and support our work.	We will be an inclusive, welcoming and sustainable organisation.
Objectives	<ul style="list-style-type: none"> Achieve net zero carbon to address climate change Prioritise resources, maintaining or improving most valued assets Ensure compliance (also People and resources objective) 	<ul style="list-style-type: none"> Work with partners to make more space for nature beyond our land Make bigger spaces for land and nature by creating new habitat and woodland Make our land better for nature, changing land use where needed 	<ul style="list-style-type: none"> Increase number and diversity of visitors to our places Tell a range of stories, adapting our places to meet needs of the nation Raise standards to ensure everyone welcome 	<ul style="list-style-type: none"> Enhance urban green spaces, linking access to countryside Develop and protect local heritage, expanding access Develop urban partnerships and portfolio 	<ul style="list-style-type: none"> Increase number who champion our cause Increase depth and variety of engagement, at our places and beyond Grow and diversify awareness of our work 	<ul style="list-style-type: none"> Increase inclusivity and diversity of staff and volunteer base Increase staff and volunteer capabilities Increase productivity through efficiency
	Conservation excellence	Amazing experiences	Service excellence	Growing public trust and relevance	Growing and loyal membership	Engaged staff and volunteers
	Financial sustainability					





‘All the staff were so welcoming and happy! Also the scones and pasties were exceptionally delicious!’

‘The staff at the takeaway cafe were lovely, they helped look at ingredients for my son with allergies and helped carry my 5 hot drinks outside to my family’



For everyone, for ever.

We’ve been looking after special places for over 125 years.

Exceptional Service at the National Trust is all about connecting people with our special places and their wonderful stories.

Creating great service experiences for our visitors is a crucial part of everyone’s role, no matter where they work or volunteer. We make it happen every day by bringing our 3 service principles to life in our own personalised way.

They’re simple, memorable and for everyone:

- Create a great first and last impression
- Put visitors needs first, never last
- Do little things that make a big difference

Bringing the service principles to life

To help you feel confident about what good looks and feels like, here are some examples of how the service principles come to life at different moments of the visitor journey.

Service principle

Create a great first and last impression



Observable behaviour

Giving a warm welcome and/or a friendly parting comment?

Every interaction with our visitors involves the opportunity to create a great first and last impression, at multiple moments throughout their journey.

Making a great first impression begins with being available, alert and ready to serve, smiling, making eye contact and warmly greeting every visitor – from the front gate, to the shop, to the gardens to the café – first impressions matter.

Leaving a great last impression with our visitors is about saying goodbye in a way that feels sincere and personalised. We want to give our visitors reasons to return again and again so showing interest in their visit and looking forward to welcoming them back in the future, helps them know we care.

Service principle

Put visitors needs first, never last



Observable behaviour

Showing awareness of visitors and their needs?

It's easy to become focused on tasks but showing our visitors we are placing their needs first is a core expectation.

There are many ways to show this from finding ways to ease the experience of queuing, to listening to what our visitors are interested in and adapting our responses accordingly, to taking personal responsibility for addressing concerns raised by visitors.

It's also about the more practical things like, parking sensitively to ensure visitors get the best parking spots, planning our breaks appropriately around visitor needs and welcoming visitors first in the house, before asking them to do anything (such as store bags). Ensuring kids can reach the taps and soap and having somewhere to clean boots. All of these examples demonstrate how we want to look after our visitors during the time they choose to spend with us.

Service principle

Do little things that make a big difference



Observable behaviour

Noticing how to help and responding promptly?

Being curious about how to help a visitor and doing little things, will make a big difference to their visit.

Whether it's offering to get a high chair in the café, returning an item they've dropped, reaching for a product they're struggling to reach in the shop or sharing a memorable fact about their favourite flower in the garden – visitors will really value these gestures and the warmth they generate, giving them reasons to return again and again.

Playing our part

EVERYONE WELCOME

What do we mean by this?

Everyone Welcome, is our commitment to be more...

Inclusive:

This is having a work environment where we are all treated fairly, respectfully and have equal access to resources and opportunities whilst being able to contribute fully to the success of your department and organisation. When we behave inclusively, everyone feels valued, engaged and able to get involved.

Diverse:

This is working with or employing people and attracting visitors, who may be different from each other and who do not all come from the same background. The differences may be anything from nationality, physical appearance, religion, education, age, gender, or sexual orientation. It's important to recognise that not all differences are visible.

Relevant:

This is exploring how we can provide meaningful contributions to the lives of the diverse communities who live alongside our special places and those who don't currently visit because they don't feel we offer anything for them. It's about helping visitors feel more connected to us and what we do.



We are at the start of this journey and Everyone Welcome is likely to be a phrase which you will see and hear lots about, not least in our new Values. To start with, we are concentrating on Inclusion.

For more information, visit the Everyone Welcome hub on Acorn.



Ask yourself the following questions:

Do you feel welcome at the National Trust?

What makes you feel welcome?

How can you make other people feel welcome and included, whether they be volunteers, staff, members, visitors or partners?

Your learning journey

Now you're a National Trust team member you'll have lots of opportunities for learning and development. We have a wide range of courses covering a huge variety of subjects designed to help you succeed in your current role and grow into your next one. So make sure you check out our Training Pages on Acorn, where you'll find everything you need for you to start your personal learning journey.

As well as the training you will receive from your Line Manager and Area Manager. There is additional training support from our Retail Trainer, Barista Trainers and Kitchen trainers. They have lots of training modules to support you to be the best you can be in your new role or if you are thinking about next steps in your career.



A few other useful things to know

Your manager's probably told you about a few mandatory training programmes you'll need to complete, including e-modules on The Rulebook, Privacy and Information Security eLearning and Fire Safety. All our programmes are comprehensive yet simple and easy to follow, and designed to help you get the most out of your role. It's also really important to read our social media policy to keep ourselves and the Trust safe at all times.

Wellbeing

We take the wellbeing of our team members very seriously and you can find out more on this on Acorn. This includes a 'Perks at Work' scheme of high street discounts, subsidised health cash plan, occupational health, free Trust entry and Income Protection & Life Assurance.

Further details on Wellbeing can be found on Acorn.

Staff card

Not only will this get you 20% off in our cafés and shops, it'll gain you free admission to hundreds of special places around the UK.



Holiday cottage discount

Enjoy up to 35% off at a host of holiday cottages around the UK.

Perks at work

Register for discounts on everyday shopping, leisure time attractions and special days out.

The Rulebook covers the following areas that are relevant to you, as well as many other areas of relevance to the wider Trust:

- How to book time off
- MyPlace
- Personal development and training
- Performance leadership and management
- Health and safety
- Fire safety
- ID badges and partner cards.

Employee assistance programme

Get all the help and support you need, when you need it most, by calling our free 24-hour confidential helpline on **0800 0721 425**.

How many special places are there that you can explore for free with your staff card?

- ☐ a. Over 150?
- ☐ b. Over 250?
- ☐ c. Over 500?

You are the National Trust

Our values looks at four ways we can help you play your part in the National Trust, after all, you are the National Trust.

Love people and places

People and places need each other to thrive. We care for nature, beauty and history for everyone, for ever.

- We care about places and nature for people
- We inspire people through our knowledge, enthusiasm and actions
- We work together to bring places to life for people
- We champion the variety of places and the people who connect with them

Welcome everyone

We are for everyone. We play a positive role locally and nationally connecting and inspiring people.

- We are understanding and respectful
- We are curious and learn from others
- We collaborate, proactively considering different perspectives
- We are welcoming and value difference

Think now and for ever

Be part of creating a lasting legacy for the future by valuing what we have, embracing change and moving forward.

- We respect and learn from the past to inform the decisions we make today
- We embrace change and think creatively so we're always relevant
- We act responsibly and sustainably, avoiding waste
- We consider the impact of everything we do on people, the planet and our financial health

Make it happen

We move forward with purpose and focus, always aiming to simplify and improve.

- We act efficiently and keep it simple
- We deliver great service and quality
- We prioritise effectively and own our actions
- We lead where we should, and support where we can



All about you

PDR (Performance Development Review) is a part of your ongoing development. These are regular reviews and discussions that are key to your role within the Trust.

Based around your job and our Values, they help to ensure your performance and career development is going in the right direction and that any personal development you would like is also captured.

There are salary/pay benefits for those that achieve and go beyond their objectives at the end of the year.

Please note that if you have joined us in a line manager/supervisory role, you will need to attend our mandatory Great People Management Programme.



A special team

Great working relationships and teamwork are at the heart of everything we do. Now that you've hopefully had a chance to meet some of the wider team on your property let's focus on some of the people you'll be working closely with day-to-day. It's not always easy to remember lots of new names so take a moment to jot a few down in your work book.

Job Title	Name
General Manager	
Retail Manager	
Food & Beverage Manager	
Kitchen Trainer	
Barista Trainer	
Area Manager	



2 | Love your special place

There's a lot to love about working for the National Trust. There's the setting, whether that's wild gardens, hidden forests or an historic castle. Then of course there's the history of the property and all the associated stories. That's why we strongly encourage you to learn all about the special place you're now a big part of. Go exploring. Unearth its secrets. Find out what shaped its past and what the future plans are. Because the more you know, the better conversations you'll be able to have with your visitors, and the prouder you will become. That's just what happens.

It's not just
a cup of tea...

1,000 cups of tea pays
for the paint for the
lighthouse pictured.

Did you know?

We help protect and look
after 775 miles of coastline.



Time to go exploring

One of the most amazing things about working for the National Trust is your location! Now is your chance to get out and about to discover more about your special place. Take some time meeting your colleagues in different departments and try to learn as much as you can about the history and hidden stories waiting to be discovered.



What places on your site have you toured?
(e.g. house, walled garden, shop)

What is your favourite story you have learnt so far?

What interesting facts about your site have
you picked up so far?

How would you describe your 'Spirit of Place'?

Time to answer a few key questions

We imagine you are now really keen to know more about the specifics of your new role. Before we dive in, let's focus for a moment on some really important 'need to know' questions.

1. Where's the nearest toilet?

2. How do I contact a first aider?

3. Who should I contact if I'm unwell?

4. How do I book a holiday on MyPlace?

5. Do I need to sign in and out (and if so how)?

6. Where is the fire assembly point?

7. What should I do if I lose my ID badge?

8. Where can I smoke and what are the rules on smoking breaks?

9. How and when do I get paid?

10. What is the emergency fire/flood procedure?

11. What should I do in the event of an accident?

What are the opening hours of my special place?

	Spring/Summer	Autumn/Winter
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

Separating fact from fiction

Did you know that in addition to your new position in Food and Beverage, you've also taken on the role of master storyteller? That's because being able to speak in detail to our visitors about our food and our cause has always been at the centre of what we do. With this in mind, fill in the spaces below with the fascinating facts and stories you're bursting to share with our visitors.

Interesting fact...

Did you know...

True story...

It's hard to believe but...

Not many people know...

3 | Food and Beverage (F&B)

I'm delighted that you're joining the team at such an exciting time for our business.

We've spent the last few years making some significant improvements in the way we do things; from our menus and supply chain to our training, tills and systems. And all the while, we've increased the funds that our business generates to support our conservation work. After a challenging 2020, we're now focused on keeping our operations stable whilst maintaining and growing support for our charitable cause.

We pride ourselves on doing things differently than other large food businesses. Firstly, the vast majority of the food we serve is made fresh each day at the places we care for. You won't find any processed ready meals or industrial production units here. Secondly, we're committed to using fresh, seasonal ingredients that have been grown, reared and produced with care for the land and nature. Whether that's in our own kitchen gardens, by some of our 1,500 tenant farmers, or by our carefully selected suppliers.

And finally, our food business is an integral part of our visitors' experience and of our charitable purpose. The profit we generate helps us look after special places for the nation. So whether you'll be providing great food and service in a charming tearoom, café or kiosk, or serving food in the great outdoors, you'll know that you're doing good for the benefit of millions of members and supporters.

So welcome to the F&B team; let's cook up a storm together.

Best wishes



Matt Drew, Head of Food and Beverage



Our plans for F&B

Our winning proposition

We are uniquely positioned to offer food experiences centered around amazing people, authentic provenance, real ingredients and special places, harvesting from them and helping to protect them simultaneously. In summary it's about 'good food, going good'.

1. Keeping our organisation stable

As we recover from the pandemic, we're focused on keeping our operation stable in three ways. Firstly, by embedding changes to how F&B, Retail and Holidays are managed – as a national service to property General Managers, allowing them to focus more on delivering the Trust's strategic aims. Secondly, by focusing on the well-being of our staff and volunteers. And thirdly, by acting with professionalism and care to minimise risk to our business, teams and visitors.

2. Maintaining and growing support

We've changed the way we design and deliver our food and drink propositions so that they're more targeted to the needs of our visitors and deliver the quality they expect from our cafés, kiosks and tea rooms. Whether it's snacks served from mobile street food vans to all-day dining in cafés on spectacular coastline, we're striving to make our visitors' food experiences more enjoyable, so that they keep coming back.





3. Managing our costs

To ensure the long-term future for our charity, it's essential that we emerge from a challenging period with a focus on controlling our costs. Through improved systems, like a new labour management tool, and laser-sharp focus on food and non-food costs, we'll maximise the funding that our business generates for important conservation work at the places in our care. This is a key priority for us all and will allow us to continue to grow the business in future years.



4. Lightening our footprint

Our members and visitors are no less concerned about climate change than the population at large; in fact, they're asking us to make a step change in our environmental practices. We've set out some bold ambitions in this area, supported by a plan to reduce the impact of our F&B operations on the natural environment. This included everything from food waste to the use of packaging and food waste.

What parts of this plan resonated with you?

How can you support this in your role?

Introducing the Cookbook

We understand making our Food and Beverage strategy a reality will take more than simply hard work. It requires forward thinking; and lots of it.

The Cookbook is our bank of national recipes and menus that is developed to make the best use of both seasonal ingredients and produce from our kitchen gardens and tenant farms, meaning we can tell some pretty special stories to our supporters in our food and beverage outlets.

Spending time in our cafés is an important part of a supporters visit and we have an amazing opportunity to use this time to highlight how the land we care for produces the food we serve which in turn helps to pay for the special places we look after.



A recipe for success

The Cookbook offers you more than simply a bank of recipes to use. It's a tool designed to help enhance the food experiences of our visitors, boost our contribution and improve training quality. What's more the Cookbook ensures a consistent approach can be taken across our hundreds of food and beverage outlets. This means whichever special place you visit you can be confident of the same high standards you enjoyed at another National Trust location, whilst maintaining a sense of uniqueness through menu rotations and the local recipes on offer.

Here are some of the things Cookbook helps us achieve:

- Ensures consistency in terms of the allergen requirements and nutritional content of our dishes across our many sites.
- Enables consistent pricing and national marketing opportunities.
- Helps us establish stronger links with our retail shops, print and publishing, and our Fine Farm Produce award winners.



Did you know?

Each year, we serve over 3.5 million cups of tea. That's quite a lot of tea.

It's not just a cup of tea...

£25 will enable us to create a metre of wildlife trail around the flower-rich dunes and meadows near Gupton Farm, Pembrokeshire.

F&B people manifesto

Together, we're a food movement.

A movement that champions good, honest food with authentic provenance. Because at the National Trust, food and place are co-dependent. We harvest ingredients from special places and protect them simultaneously. It's this connection that makes us so unique.

So what do you bring to the table?

You bring pride in what we do and care for our supporters. You bring your unique character, energy, warmth and love of people. Above all, you bring fun to work. And with all of this, you create food experiences that make people happy.



And what do you get in return?

You get to work at some of the nation's most beautiful places. And as part of a charity that's here for everyone, you get to make a real difference. Besides this, you benefit from great development, opportunities to learn and grow... ..and above all, a sense of purpose.

You're playing a crucial part of something really special.

Good food, doing good.

Thank you.



Meet the family

We have a whole assortment of exciting positions in F&B. You'll find it really helpful to have a good sense of the people working around you both in terms of what they do and how that relates to you. More importantly, this will also help you start to think about your own future development and career advancement within the Trust.

Here is just a small selection of some of the fantastic F&B team we have at the National Trust:

Chef



What is your role at the Trust?

I plan the menus and run the kitchen and salad prep areas. I also help train the new kitchen recruits.

What do you enjoy about your role?

I love my job. I couldn't do it if I didn't. I love getting up in the morning knowing I'm going to work.

Why is it important?

I love making a difference and feeding people.

Food & Beverage Team Member



What is your role at the Trust?

Making fresh, tasty sandwiches and salads for our customers.

What do you enjoy about your role?

Making our food look the best it can.
Providing a great service

to the public makes me feel proud and a great sense of achievement when it all looks good.

Why is it important?

It's great to be able to go the extra mile when we can, making our customers feel valued with professional and polite service.

Food & Beverage Manager



What is your role at the Trust?

I am the F&B Manager. I support the smooth running of a £1million business, fulfilling the needs of the food strategy, whilst providing a fantastic food experience for our customers.

What do you enjoy about your role?

The satisfaction of earning money for our cause. I work with a cracking team who are as passionate about our cause, property and customers as I am.

Why is it important?

To provide a fantastic food experience for our customers.



Food & Beverage Team Leader

What is your role at the Trust?

I'm responsible for the day-to-day running of the café, helping train our new team members and buddying up. I'm also responsible for displays.

What do you enjoy about your role?

Working with and serving a diverse range of people. I enjoy being part of the family and what the National Trust stands for.

Why is it important?

I love playing my part in keeping our places special for ever for everyone.



Kitchen Trainer

What is your role at the Trust?

Our role is about delivery of kitchen training and technical skills to our F&B kitchen teams regionally. We train with the aim to improve the quality and consistency of skills such as kitchen management, stock management, production planning, ingredient handling and many others.

What do you enjoy about your role?

Getting to work with and develop our fantastic team members is such a privilege. It is wonderful to see both skills and enthusiasm grow, which in turn translates into passion for the job and a love for our cause – good food, doing good.

Why is it important?

In setting our teams up for success, we can give them the confidence to shine and excel in the work that they do. Knowing that they are supported and valued in turn enables them to support our cause, increase our contribution and ultimately contribute to unforgettable visitor experiences.

Commis Chef

What is your role at the Trust?

I work as Commis Chef at Sizergh, near Kendal.

What do you enjoy about your role?

Each day comes with new and exciting challenges that allow me to develop my skills as a Chef. I also enjoy working alongside a passionate and devoted team.

Why is your role important to the Trust?

My role ensures that through great teamwork, we're able to produce great food for our visitors to enjoy.



Barista Trainer

What is your role at the Trust?

Barista Trainers are a part of the F&B Experience team. We create training materials and deliver support regionally on coffee equipment, drinks recipe knowledge and efficient

working behind the counter.

What do you enjoy about your role?

I enjoy working with diverse teams within F&B. Developing training materials and programs and watching the 'light bulb' moment when someone learns a new skill. I enjoy problem solving and finding innovative ways to help support F&B teams.

Why is it important?

If we can develop our consistency, quality and efficiency, we can improve our visitor experience, and invest in developing our teams. This will enable us to increase our contribution and feed back into the places we love.



Area Manager

What is your role at the Trust?

As an Area Manager I work in partnership with properties, Whole Trust and the regional management teams to deliver our commercial strategy, to support growth and deliver our regional and national commercial ambitions.

What do you enjoy about your role?

I enjoy the diversity of my role – no two weeks are the same! I meet and work with amazing, dedicated property teams, supporting them to deliver their ambitions, as well as plan for the future.

Why is it important?

An Area Manager is the link between Property (and region) and Whole Trust. We use our expert knowledge to provide answers and by questioning and listening we can help properties to develop themselves.



Senior F&B Experience Manager

What is your role at the Trust?

My role looks at the experience our members and supporters have when engaging with Food & Beverage at the Trust. This includes both off-property and on-property experience. So my team lead on the Marketing, PR and Communications plan for F&B nationally,

ensuring that we have a presence on the Trust's social media and digital channels. On-property, we lead on the development and delivery of F&B point of sale signage. Another factor of the on-property F&B experience is of course through the food and drink offer, and so the F&B Experience team also includes our cohort of Barista and Kitchen Trainers. They create training programmes and resources and deliver training to support Area Managers and F&B Managers in developing the kitchen and barista skills of their teams.

What do you enjoy about your role?

I love the amount of collaboration that's needed in my role, working with teams across the organisation such as Marketing, Learning and Development and, of course, our Area Manager community. The National Trust is full of passionate, dedicated people with such a wealth of experience, there's always something new to learn.



Product Development Manager

What is your role at the Trust?

The main focus of my role is developing the Cookbook and new concepts for our food and beverage outlets. It is my job to make

sure our food is in line with the expectations of our supporters and makes the most of the great produce we grow on our land.

What do you enjoy about it?

Anyone that knows me knows that I'm obsessed with food, so obviously I enjoy the fact that I'm playing my part in delivering amazing food experiences at our beautiful places. I really enjoy hearing from our teams on the ground about all aspects of our food offer and I love trying to come up with solutions for the unique challenges we face in the National Trust and our food and beverage offers.

Why is it important to the Trust?

Our food and beverage operations contribute a considerable amount to the upkeep of our special places in the National Trust so it's vitally important that they perform as best they can, the Cookbook plays a really important role in this ensuring we can maximise efficiency and profitability whilst telling the amazing food stories that we have to tell.

Why is it important?

F&B is an integral part of our visitors' experience and helps to generate substantial profit which goes towards looking after the places in our care. Through the training we deliver to F&B teams we can ensure that we give our visitors the best experience we can in our cafes. Through the marketing and PR work that we do around our food offer, we can help members and supporters to engage with our F&B ethos of good food, doing good. When we achieve both of these things then we're helping members and supporters to deepen their relationship with the Trust.

Hot beverages

In the National Trust we take the same care in sourcing, preparing and serving drinks as we do with the food that we make and sell. This means that our tea, coffee and hot chocolate is Fairtrade certified. We use fresh coffee that we grind on site to make our espresso, the base of many of our hot drinks. Just like we ensure that we cater to all dietary requirements in the dishes we serve, we also offer oat and soya milk as dairy-alternative drinks as well as decaffeinated coffees and teas.

In 2021, 8.7m disposable cups were used, 5.4m in 2020 and 4.6m in 2019. Not only is this a cost to the trust, costing £1,300,000 (and this doesn't include the cost of disposal) but there is also a cost to our environment and an carbon impact. We like to look after our places, so we encourage the use of any reusable cup in our cafes, and offer a 25p discount to customers who bring them for their hot drink. We also encourage our teams to lead by example, by bringing and using their own reusable cup or water bottle, or to use crockery at work. Hopefully be doing our but we can encourage others, both team members and visitors, to do the same.

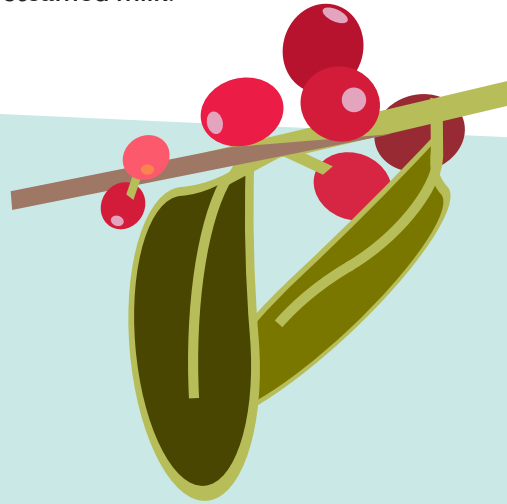
It's important that we follow guidance and recipes to ensure we get the best out of each drink, to meet customer expectation, improve the visitor experience and respect the many people whom have worked hard to produce these ingredients. We also have to be mindful of allergens and comply with government legislation.

You can find more information and resources on Acorn including recipe and coaching cards, our barista workbook and videos.



What is espresso?

Espresso is a small, strong shot of coffee, made by using pressure to push hot water through ground coffee. Some people drink espresso on its own, but it can also be added to milk to make bigger drinks. As café culture has grown in the UK, we've seen the popularity of 'milk based' drinks grow too. These include cappuccino, latte, and flat white, all different variations of espresso with steamed milk.



Did you know?

Coffee beans start their journey as a cherry on a tree. They grow on mountain sides in countries along the equator. There are many processes they go through, starting with being handpicked, washed, dried and exported to a coffee roastery as a green bean. It's only after the roasting process that the coffee beans turn brown. We then grind and brew the coffee beans to make the coffees we serve in our cafés.

Did you know?

There are three different types of tea leaves; black, white and green. Fruit teas often don't include any tea leaves at all!

From being a leaf on a plant, tea will go through a journey of wilting, oxidising, rolling and drying, and travel thousands of miles to be packaged up, before you pop the kettle on.

4 | Safety first

Putting safety on the menu

You are now well on the way in developing your confidence and capability in your new role. It's now time to cover:

- Basic food safety
- Food Safety Management System (FSMS)
- Personal hygiene and looking after 'you'
- Control of Substances Hazardous to Health (COSHH)
- Knife safety
- Cross contamination
- Temperature controls and logs
- Allergens
- Kitchen cleaning and safety
- Correct use of chopping boards
- Food labelling

Did you know?

Gravity was discovered on National Trust land, at Woolsthorpe Manor, near Grantham.

The following module refers to but DOES NOT REPLACE key mandatory National Trust training programmes – Food Safety Level 2, (which must be completed before handling high risk foods unsupervised, and within first 3 months of employment) Safety Induction, Control of Substances Hazardous to Health, and Allergen Training. You'll also need to complete Fire Safety, Privacy & Information security and where appropriate, Manual Handling.

Please speak to your line manager for details.

Basic food safety

As a leading food retailer we must follow food safety legislation to the letter in order to protect our visitors and reputation at all times. You have a legal duty to comply with the Trust's policies and to make sure all food and drink is safe to consume. No exceptions, no excuses. Failure to do so is an offence and you could be held personally responsible. So to make sure you know everything you need to, we've put a host of measures in place to help ensure this never happens.

- Have you read and signed the 'Safety Induction and Health Checks'? that should have come out with your contract? ☐

Click the link to print off your copy from the Food Safety Management System on Acorn; if you haven't signed a copy yet. The FSMS is reviewed and updated on a regular basis to make sure we keep our teams and visitors safe.

Food Safety Management System (FSMS)

It may not have the catchiest title, but this handbook is where you'll find all the information you need to know about our food safety standards and policies. As we take the well-being of our visitors so seriously you'll also find our own rules are often stricter than the Environmental Health Officer.

The FSMS is reviewed and updated on a regular basis to make sure we keep our teams and visitors safe.

You'll find a copy of our FSMS at

Have you read the FSMS? ☐

What are the risks of poor food safety?

- Visitors suffering from food poisoning or an allergic reaction
- Food containing foreign objects being served
- Loss of reputation and bad press
- Lowering of standards
- Prosecution for you and the National Trust

Did you know?

We employ an independent company to audit our sites to ensure we're fully complying with the law.

National Trust
Food Safety Management System
Based on
HACCP Principles



**National
Trust**

Personal hygiene and looking after 'you'

It's important you understand the risk poor personal hygiene can pose to our visitors and your own health.

It's possible that we could be carrying harmful bacteria on our hands, face, nose, ears and in our stomach, which can easily be passed onto to our visitors if we don't wash our hand regularly. It's why we insist you use hot water and antibacterial soap to wash your hands in all of the following cases.



The following list includes, but is not limited to, times when you must wash your hands::

- When entering work
- After visiting the toilet
- After a smoke break
- After handling raw meat
- After handling rubbish
- After clearing
- After eating or drinking
- After touching your face
- After handling food containing allergens
- Before putting gloves on and after taking them off
- Before preparing food for an allergen sufferer

Naturally there'll be many other times you'll need to wash your hands, so just apply a healthy dose of common sense to the situation. You'll find a dedicated section on personal hygiene in the FSMS.

Frequent hand washing can remove essential oils from your hands so moisturiser will be available for use if required. Regularly immersing your hands in water can potentially lead to health issues with your skin, so you're encouraged to use gloves as much as possible.

If you become aware of dry, red and itchy skin you should inform your F&B manager. They'll annually undertake a general skin assessment and where an issue is identified, refer you for medical surveillance. The F&B manager will also provide an annual refresher training session on skin health.

Personal uniform

It's important you wear your kitchen whites with pride and your uniform with distinction at all times. It's also essential to change into your work wear when you arrive to avoid bringing in dirt from the outside.

Looking good

- Clean and ironed uniform
- Long hair tied back
- No nail polish, false nails or false eyelashes
- No bangles or bracelets
- Plain wedding band only
- Sleeper earrings only
- Clean and fully enclosed footwear

It's also really important to report any symptoms of illness to a duty manager before starting work as it might not be safe for you to handle food. Speak to your line manager if you are concerned.

Control of Substances Hazardous to Health (COSHH)

In the table below list any chemicals you use, what they're used for along with any Personal Protection Equipment (PPE) you need to wear (if applicable).

Chemical	Use	PPE

Chemical Top Tips

Here's a quick refresher course on what you can do to help avoid any COSHH incidents happening at your special place:

- Always read the label
- Only use approved chemicals
- Use the correct chemicals for the correct job
- Never mix chemicals
- Never taste or smell chemicals
- Add the chemical to the water NOT water to the chemical, if diluting the appropriate chemical
- Never put a chemical into another container that's not designed for the job or clearly labelled
- Always wear PPE as instructed
- Be sure you know what first aid treatment is required if you accidentally spill chemicals on yourself or others
- Store chemicals correctly and safely away from food
- Clear up any spillages and use a wet floor sign
- Report any accidents immediately
- Never use a chemical for which you haven't received training
- Always wash your hands after handling any chemicals

What does COSHH stand for?

What does PPE stand for?

Where will you find your COSHH data sheets?

Have you had your COSHH training from your line manager? ☐



There's more COSHH information available on Acorn.



Did you know?

On average, over ten different types of knife are used in a National Trust kitchen.

Knife safety

The most commonly used piece of equipment in the kitchen also happens to be one of the most dangerous. That's why it's essential you quickly get to grips with the many different types of knives we use.

Have you watched the videos? Time to fill in the answers below:

1. How should you carry a knife?

2. What should you do if you drop a sharp knife?

3. Name three types of knives you might find in your kitchen:

A.

B.

C.

4. Why is it important to have a sharp knife?

5. How should you hold the knife?

6. How can you stop your chopping board slipping?

7. How should you stand when using a knife?

8. How should you wash your knife?

Cross contamination

You'll find the term cross contamination featured heavily in our Food Safety Management System, but what does it actually mean? Simply put, it refers to any instance when harmful bacteria or allergens are unintentionally transferred to ready-to-eat or non-allergenic food with harmful effect. This could happen directly (for example, raw/unwashed food comes into direct contact with ready-to-eat food) or indirectly (for example, the same knife is used to prepare allergenic ingredients and non-allergenic ingredients).

Write down three ways the risk of cross contamination of harmful bacteria can be reduced:

1. _____
2. _____
3. _____

Harmful bacteria aren't the only thing we need to look out for. Contamination also covers allergens (e.g. tree nuts or gluten), foreign bodies (e.g. hair, plasters or broken glass) or chemicals (e.g. pesticides or harmful cleaning chemicals).

Jot down three ways you can reduce the risk of allergenic, foreign body or chemical contamination:

1. _____
2. _____
3. _____

Did you know?

We look after 10% of the UK's museums.



Using the FSMS list the headings for the table marked 'HACCP Plan Summary', starting with 'Step'.

Why are these important?

What does 'HACCP' stand for?

Temperature controls

Effectively controlling and keeping track of food temperatures is one of the most important things in a kitchen. The danger zone for food poisoning bacteria is between 5°C - 63°C, which is why it's vital we keep our food stored properly and make sure it is cooked to the right temperature. Getting it wrong could cause an outbreak of food poisoning which may lead to legal action, increased wastage and damage the reputation of the Trust, which impacts on our ability to look after special places.

Temperature logs

Taking temperatures of both fridges and freezers, as well as cooked, reheated, cooling, chilled, hot held and delivered food stuffs is a vital part of our food safety management system. It's a legal requirement that such processes are put in place within our kitchens, and always checked and recorded in a thorough and accurate way. Refer to the FSMS before answering the following questions:

Top tips for controlling harmful bacteria

- Keep food below 5°C by storing it in a fridge
- Prepare food quickly and don't let it sit around in the kitchen
- Cook and reheat food to 75°C or above (only ever reheat once)
- Keep hot food above 63°C
- Check the temperature of food deliveries
- Keep a careful eye on the temperature of display fridges and pre-chill food before placing on display

1. What type of thermometer should be used to check the core temperatures of food?

2. How should a probe thermometer be disinfected?

3. What's the correct course of action when a delivery doesn't meet the target temperatures?

4. What's a suitable method of taking fridge temperatures?

5. How often should thermometers be checked to make sure they are working accurately?

Licensing

F&B Equipment Training and sign off

At the National Trust we take your safety at work very seriously.

We have created a series of training cards and hazard sheets so our managers can use these to successfully train you on the equipment you will be using in your role with us. It is vitally important that you do not use any equipment until you are trained on how to operate and clean it safely, so you understand any hazards, can work safely and know what to do if something goes wrong.

Once you have been trained you must sign off the completed training for each piece of equipment you will be using relevant to your role. Your line manager will print off the 'F&B Equipment Sign off' document which must be signed, dated and kept in your personnel file. This document can be found on the Acorn page of 'People Development – Food and Beverage'.

I.....
have successfully completed the equipment training relative to my role. I understand how to use this equipment safely and will report any defects in equipment to my manager immediately.

Signed.....

Date.....

1. How old must you be to be authorised to sell alcohol?

.....

2. Why might you refuse a sale of alcohol?

.....

.....

.....

3. What must you do if you refuse a sale of alcohol?

.....

.....

4. Who and what is the DPS?

.....

.....

3. What forms of ID do we accept as proof of age?

.....

.....

.....

3. What is Challenge 25?

.....

.....

.....

Allergens

Certain types of food and drink can trigger reactions associated with intolerances, allergies or medical conditions like coeliac disease.

These reactions can cause serious illness (Anaphylactic shock) and in some cases even death so it's vital we understand the many different allergens that exist.

Whilst you need to be aware by law of the 14 allergens, there may be instances where a visitor asks you about an allergy outside of this. In this instance ask the senior member of staff on duty for clarification.

With this in mind, we've put together a dedicated training course which **MUST** be completed within the first week of starting your new role. This will ensure you're armed with all the information you need to protect our visitors, avoid complaints and answer any questions posed by the Environmental Health Officer.

If a customer asks about allergens, call the senior member of staff on duty to assist. If you have not completed the separate allergy training course do not deal with the request on your own.

1. Why must we know about the presence of allergens in our food?

2. Have you completed the allergens training course? ☐

3. List 5 things you have learnt from completing the allergens training:

6. Name the 14 major food allergens we need to be aware of:

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

14.

7. Tick the **correct** statements below:

- ☐ a. A food intolerance is an allergic reaction to a type of food.
- ☐ b. Food intolerance can cause abdominal pain and bloating.
- ☐ c. Food intolerance is caused by an enzyme deficiency.
- ☐ d. Food intolerance symptoms may not occur until several hours after eating the food.
- ☐ e. Coeliac is an allergic condition.

8. Tick the **incorrect** statements below:

- ☐ a. Food allergy affects up to 2% of adults and 8% of children in the United Kingdom.
- ☐ b. Allergic reactions can range from mild to very serious.
- ☐ c. Allergic reactions do not occur until several hours after eating the food.
- ☐ d. A reaction to a food allergy can kill.

9. List four common symptoms of an allergic reaction to food:

1. _____
2. _____
3. _____
4. _____

10. What must you do if asked about allergens by a customer?

11. List five items sold in your café/shop/tearoom that contain allergens:

1. _____
2. _____
3. _____
4. _____
5. _____

Score





It's not just
a cup of tea...

It costs £3,000 per mile to
maintain coastal paths.

Kitchen cleaning and safety

Kitchen hygiene and tidiness isn't just important for the safety of our visitors, it's key in ensuring a safe workspace for yourself too. After all, with so many sharp knives in use and pans of boiling water always on the go the last thing you can afford is a trip or slip. Here's a few handy tips to always keep in mind:

Kitchen dos

- Always clean as you go.
- Mop up any spillages and put a wet floor sign up
- Never leave a spillage unattended
- Use a dry oven cloth to take things out of the oven
- Always use the right knife for the job
- Ensure all food is correctly labelled in line with our shelf life guidance
- Take extra care when carrying hot pans
- Always ask for help if required or if you're uncertain
- Remember to remove any rubbish regularly throughout the day and always at the end of the day
- Always report any signs of damage or defective equipment to your line manager immediately
- If you see any evidence of pest activity, again report this to your line manager straight away

Kitchen don'ts

- Don't leave rubbish on the floor to trip over
- Don't ignore wet floor signs
- Don't use wet cloths to take things out the oven that could result in steam burn
- Don't ignore anything that's broken rather than reporting it
- Don't leave unattended knives in a sink of water
- Don't relabel food to extend its shelf life
- Don't attempt to carry heavy objects by yourself

Correct use of chopping boards

Use of the correct colour coded chopping boards helps reduce the risk of cross contamination from harmful bacteria and allergens.







It is also important to store your red board separately to avoid cross contamination of pathogenic bacteria.

Did you know?

Some knives have the same colour system on their handle to reduce the risk of cross contamination.

Name that board

Demonstrate you know your cooked poultry from your pastry by filling in the table below with the correct chopping board uses:

		
Use:	Use:	Use:
		
Use:	Use:	Use:

Food labelling

Food labelling at the Trust

Food must be labelled to make sure it is not used past its expiry date. Consistent labelling allows stock to be rotated and therefore reduces wastage. Labelling food containers with their contents also reduces the risk of allergenic contamination.

All labels should contain the product name, date of opening/preparing/freezing or defrosting, expiry date and initials of the person applying the label.



Did you know?

We're the nation's largest farmer, with more than 618,000 acres of land and about 1,500 tenant farmers.

Chilled food kept in manufacturers packaging: Food delivered chilled and frozen down or made on site and frozen down:

- Follow manufacturer instructions for product once opened
- If no guidance on packaging, apply three days (including the day of opening) once the product is opened

Frozen food kept in manufacturers packaging:

- Use manufacturer expiry date
- If decanted into another container, transfer the expiry date from the original packaging

Dry food kept in manufacturers packaging:

- Use manufacturer expiry date
- If decanted into another container, transfer the expiry date from the original packaging

Chilled, ready-to-eat food made on site:

- Apply three days (including the day of production). Make sure this does not extend the use-by date of any ready to eat ingredients

Prepared salads and sandwiches:

- Day of production only
- Prepared sandwiches and salads for same day use do not require labelling

Fresh cake and bakes made on site:

- Use Cookbook guidance. If no guidance available apply three days (including the day of production) for quality purposes

- Apply three months from when the product is frozen

- Label with date of freezing
- Food should be frozen at least two days before expiry
- Frozen raw meat which is defrosted, cooked and cooled can then be re-frozen for up to three months

Defrosted foods:

- Follow manufacturer instructions for product once defrosted
- If no guidance on packaging:
 - Bakery items:** two days once defrosted
 - Bread:** four days once defrosted.
 - All other ready to eat foods:** one day once defrosted (allow no more than one day to defrost)
 - All other raw/non-ready to eat foods:** one day once defrosted
- Label with date of defrosting and use-by date

Important: Foods may only be labelled as 'homemade' if they are made from scratch and none of the food or drinks which are prepared in our kitchens can be labelled as 'gluten free' due to the risk of cross contamination.

Remember: re-labelling foods to extend shelf life is a disciplinary offence.

5 | Day-to-day

With all the food basics now covered, it's finally time to turn our attention to making your day-to-day job as rewarding as possible. Not to mention as simple as possible too.





It's all in the tasting

It's important to be able to know your menu, where the ingredients have come from, and the stories about the food we offer.

What are your favourite dishes on the menu?

Which would you recommend and why?

What would you suggest to a visitor with a nut allergy?

What is your property's 'spirit of place' statement?

What are the 'local' dishes on your menu, that best tell the stories of your place or property?

Preparation is the route to perfection

Delivering exceptional service every time is all about being thorough in our processes and procedures. The things we do well, will keep us at the top of our game.



List the jobs that need carrying out before opening up:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

List the jobs that need carrying out as you close down:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

The gift of the National Trust

Sales of National Trust gift cards have grown considerably over the last few years and as well as being sold in our shops are now sold via the online shop, Sainsbury's and WHSmith stores, and are used for employee reward and business incentive schemes.

They can either be a plastic card or a digital gift card which is printed out and presented when redeeming. Instructions on how to process are shown on the print out.

It's important that your line manager shows you what to do with gift cards, so please ask if you're unsure.



It's good to know

A National Trust café or tearoom is not the same as the high street... and we're extremely proud of that. Our offering reflects the highest standard of sourcing, both in terms of sustainability of ingredients and in the utilisation of local suppliers and tenant farmers. These are some of the stories our visitors love to hear about. So let's have a mini quiz...

Who supplies our eggs?

What brand of tea do we serve?

What is our most popular cake?

How much is a shortbread biscuit?



It's good to talk

In our line of work, communication is key. Whether that's with one another, with our visitors or with our supporters. The more open and transparent we all are, the easier our jobs will be.

Why is it important to talk to one another during a shift?

1. _____
2. _____
3. _____

Who do you regularly talk to during your shift?

How should you answer the phone?

Which customer is the most important of the day?

What's discussed at a pre-shift briefing and why is the briefing so important?

Environmental Policy

With the continual growth of F&B within our places, it is imperative that we all contribute towards a healthier, more beautiful environment.

We can achieve this by reducing waste, preventing pollution and using our precious resources, such as energy and water, wisely.

The F&B national operations team are setting Environmental ambitions, which support the Trust's Environment Policy and sets out a number of challenging targets for us to deliver. It is important for us all to understand the Trust's commitment to sustainability, and what you can do in your everyday work to support these and help motivate others to do the same.

You can embed positive environmental change behaviours through your induction by:

- Knowing what you use across F&B and reduce it – i.e. energy & water
- Embrace the ambitions set
- Share 'best practice' with others
- Prevent pollution by disposing of fat, oils and greases correctly

List 5 ways to save energy:

1. _____
2. _____
3. _____
4. _____
5. _____

Where should we store all our fats/grease/oil for disposal?

A little reminder

We've already come a long way since you arrived on your first day with F&B. See how you get on answering the questions below to help remind you of everything you've learnt so far.

What are the four F&B priorities?

Why do we have a Cookbook?

What other strategy priority does the Cookbook support?

Name the three Victorian philanthropists who founded the National Trust?

What year was the National Trust founded?

What does the National Trust look after?

Fill in the blanks

For

For

Based on the knowledge you have gained, list the four regions and two countries, that make up the National Trust:

It's not just
a cup of tea...

£19.8 million will restore and
conserve Knole for future
generations to enjoy.



What is the 'Rulebook'?

Why should your uniform be clean and presentable?

Where is your allergen folder kept?

What is the 'danger zone'?

What chemical do you wipe the tables/clean the kitchen
surfaces with?

What colour boards do we use, and what do we use
them for?

Why do we label food that we produce?

Why do we keep temperature logs?

Why is it important to complete your training and complete
this booklet?

What are the personal health hazards you should be aware of?

Cutting out the confusion

When it comes to working at the National Trust we like to keep things simple. However even we can't avoid using the odd acronym now and then. With this in mind, we've put together this list of common abbreviations that may crop up in your daily work life.

Feel free to add in a few of your own too.

Abbreviation	Stands for
AM	Area Manager
BT	Barista Trainer
COSHH	Control of Substances Hazardous to Health
EHO	Environmental Health Officer
EPA	Environmental Practices Advisor
EPOS	Electronic Point of Sale
F&B	Food & Beverage
FBP	Finance Business Partner
FSMS	Food Safety Management System
GM	General Manager
HACCP	Hazard Analysis & Critical Control Points
HoOD	Head of Operational Delivery
HSE	Health and Safety Executive
IT	Information Technology

Abbreviation	Stands for
KT	Kitchen Trainer
LON	Land Outdoors and Nature
OR	Operational Risk
ORBP	Operational Risk Business Partner
PDR	Performance & Development Review
POS	Point of Sale
TOIL	Time off in Lieu
VE	Visitor Experience
PBP	People Business Partner



6 | Sign-off and appendices

Dotting 'I's and making tea:

Please ensure your line manager has printed off the 'F&B Induction Sign off' from Acorn and to successfully complete your induction you will need to sign off all those that are applicable to your role, including the successful completion of the F&B Induction Book and the eLearning module.

Now to complete your induction via MyPlace.

Please log onto MyPlace, click the 'Learning Link' link and then click the 'eLearning' icon and complete the short F&B induction sign-off.

F&B induction sign off

I.....have successfully completed and understood my F&B Induction and have signed off on the relevant sections on the 'F&B induction Sign off'.

Signed..... Date.....

What are you going to do to make a difference?

Write a personal commitment for the start of your National Trust career.





For further information please contact:

Your Area Manager, or the Training teams

or visit the Food & Beverage pages on Acorn

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