

ELEMENT 1
FOOD SAFETY MANAGEMENT SYSTEM

Revision No.: 01 / 12.05.2023



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DOCUMENT NUMBER	DATE	VERSION
FSM 001 Food Service Quality Management System	12.05.2023	01
FSM 002 Document Control	12.05.2023	01
FSM 003 Record Control	12.05.2023	01
FSM 004 Customer, Statutory and Regulatory Conformance	12.05.2023	01
FSM 004A Customer Complaint Handling 1	12.05.2023	01
FSM 005 Management Commitment	12.05.2023	01
FSM 006 Food Service Quality and Food Safety Policy	12.05.2023	01
FSM 007 Food Safety policy Objectives	12.05.2023	01
FSM 008 Responsibility Authority and Communication	12.05.2023	01
FSM 009 Emergency Management	12.05.2023	01
FSM 010 Management Review	12.05.2023	01
FSM 011 Human Resources	12.05.2023	01
FSM 012 Planning Product Realization and Contract Review	12.05.2023	01
FSM 013 Product Recall	12.05.2023	01
FSM 014 Control of Non-Conforming Product	12.05.2023	01
FSM 015 Corrective Action	12.05.2023	01
FSM 016 Identification and Traceability	12.05.2023	01
FSM 017 Validation of Processes	12.05.2023	01
FSM 018 Internal Audits	12.05.2023	01

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FSM 019 Verification	12.05.2023	01
FSM 020 Measuring and Monitoring	12.05.2023	01
FSM 021 Updating and Improvement	12.05.2023	01
FSM 022 Design and Development	12.05.2023	01



1. INTRODUCTION

OUR VISION

Kaif aims to be the driving force in redefining industries across key economic sectors.

FOOD SAFETY SYSTEM

Masha and The Bear Restaurant has established, documented, and implemented a food safety management system which is maintained in order to continually improve its effectiveness in accordance with Dubai Municipality Food Code, ISO22000 Standards and best industry practice.

2. DUE DILIGENCE

The Food Safety Management System demonstrates due diligence of the company in implementing and documenting a food safety management system. This system is supported by the completion of the records specified in this document.

Masha and The Bear Restaurant activities are documented within the food safety, prerequisite programmes, and HACCP manuals. This document outlines the Food Safety Management System.

3. SCOPE

The scope of the Food Safety Management System includes:

- ✓ To plan, implement, operate, maintain and update a food safety management system aimed at providing products that, according to their intended use, are safe for the consumer,
- ✓ Masha and The Bear Restaurant policies and objectives are aligned with the requirements of international standard ISO 22000:2005 and Dubai Municipality Food Code and follows the food chain from supplier of food items to the final consumer, setting out the necessary hygiene conditions for producing food, which is safe and suitable for human consumption.
- ✓ To ensure that Masha and The Bear Restaurant and all brands that are part of this organization conform to the corporate food safety policy
- ✓ Communicate information concerning development, implementation and updating of the food safety management system throughout the organization, to the extent necessary to ensure the food safety required by ISO 22000 standards
- ✓ Communicate appropriate information throughout the food chain regarding safety issues related to its products,



- ✓ To effectively communicate relevant food safety issues to their suppliers, customers and relevant interested parties in the food chain,
- ✓ To comply with Dubai Municipality regulations
- ✓ To evaluate and assess customer requirements and demonstrate conformity with those mutually agreed customer requirements that relate to food safety, in order to enhance customer satisfaction
- ✓ Ensure that food safety hazards that may be reasonably expected to occur in relation to products within the scope of the system are identified, evaluated and controlled in such a manner that the products of the organization do not, directly or indirectly, harm the consumer
- ✓ Evaluate periodically, and update when necessary, the food safety management system to ensure that the system reflects the Masha and The Bear Restaurant activities and incorporates the most recent information on the food safety hazards subject to control.



1. INTRODUCTION

Food Service operates a system of document control for procedures and standards covered by the scope of the Food Safety Management System.

2. SCOPE

All documents determined by the company to be necessary to ensure the effective planning, operation and control of the process are controlled within the Food Safety system.

3. PROCEDURE

The documentation which defines the Food Safety Management System is controlled. The company operates a system of document control for procedures and standards.

4. CHECKING AND APPROVAL OF ADEQUACY

Approval and Implementation of Documents:

- ✓ All documentation is reviewed for adequacy before approval by authorised approver
- ✓ Approval authorities are as follows:

Drafted By: Operation Manager

Reviewed By: Executive Chef

Approved By: Operation Director

- ✓ The documents (non-editable format) are placed in the common share point folder which can only be viewed by top management representatives, ROM, Executive/Head Chefs
- ✓ A Master List of documents shall be kept to identify status of all documentation
- ✓ Annual document review- All documents are reviewed annually for adequacy before approval by HSE consultant, Operation Manager, Culinary Manager, Restaurant Manager

5. IDENTIFICATION OF CHANGES, REASONS AND REVISION CODES

Document amendments shall show evidence of change or modification.

Identification of reasons for changes and revision codes:

- ✓ Changes to documents are recorded in the document amendment register. The amendments result in the issue of a new revision. The new revision number, date of revision and reason for change is clearly identified in a table at the bottom of the document. See *example below*:

Rev. No.	Rev. Date	Page /Section No.	Description of Amendment	Approved by	Effective Date



6. ISSUING NEW OR AMENDED DOCUMENTS TO POINT OF USE

- ✓ Amended documents are communicated and distributed to individual business units through email by the Operation Manager
- ✓ Operation Manager for the unit must verify that the new documents have been printed and the previous versions removed from the outlet Food Safety Manual

7. MAINTAINING LEGIBILITY AND ACCURACY OF ISSUED DOCUMENTS

- ✓ Operation Manager signs acceptance of the new revision and is responsible for the disposal of all copies of the previous revision in the Revision Acceptance document
- ✓ The document is cross verified and signed by the Executive Chef and Restaurant Manager
- ✓ This signed Review Acceptance record is kept in the HSE records

8. IDENTIFICATION, RETRIEVAL AND DISPOSAL OF OBSOLETE DOCUMENTS

- ✓ The Master Document list is updated and the document declared as obsolete and withdrawn. Withdrawn and obsolete documents are held in the Archive folder Document file and retained for 5 years
- ✓ The older version of the document will be deleted from SharePoint folder accessible to the end users at the outlet

9. PERIODIC DOCUMENT REVIEW

- ✓ The HSE consultant conducts a formal review of all documents at least annually.
- ✓ The results of these reviews are documented in the Revision Record.

10. DOCUMENT MASTER LIST

- ✓ A Master List of documents shall be kept to identify status of all documentation.
- ✓ Each document shall be given a unique name.
- ✓ These procedures which relate to document control ensure that pertinent issues of appropriate documents are available at all locations where operations that are essential to the effective functioning of the Food Safety Management System are carried out and to ensure that all obsolete documents are removed from the point of issue or use.

11. RESPONSIBILITY

- ✓ Any changes or modifications that are proposed and subsequently implemented are controlled by the Operation Manager who is responsible for obtaining authorisation of any change after review of the revision
- ✓ Operation Manager is responsible for the re-issue of documents. All documents are reissued after changes have been made.
- ✓ Operation Manager is responsible for updating amendment registers, circulation of amended documents and control of obsolete documents.
- ✓ Regular audits are carried out to ensure only approved documents are being used.



1. INTRODUCTION

Food Service operates a system of document control for records covered in the scope of the Food Safety Management System.

2. SCOPE

All records determined by Food Service to be necessary to ensure the effective process controls are maintained within the food safety system.

3. PROCEDURE

Food Service operates a system of record control procedures and standards. Records are available to demonstrate conformity to specifications and standards. The procedure enables the following activities:

- ✓ Each record shall be given a unique name which is used to identify it.
- ✓ A Master List of all records is maintained by the Operation Manager.
- ✓ All records are reviewed for adequacy before approval by Operation Manager.
- ✓ Only approved records must be used by the outlets
- ✓ The records to be used by an outlet is instructed by the HSE team, communicated via email and copy placed in the Share point folder
- ✓ Amended records are communicated and distributed to the outlet via email and the copy is placed in folder
- ✓ All older versions are deleted and it is the responsibility of the OM/RM to ensure all older records are not in use
- ✓ All records must be filed. BOH records are in custody of Chef and FOH records are in the custody of the OM/GM
- ✓ The below is the list of records the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records

REFERENCES

FSM 003 Document Control



1. INTRODUCTION

Food Service maintains a reference file of all statutory and regulatory documents applicable to the business in the planning and operation of the food safety management system. All these applicable documents are identified and controlled in the company external documents manual for which there is general personnel access.

2. SCOPE

The scope of the Food Safety Management System includes all customer, statutory and regulatory documents applicable to the business including:

- ✓ Dubai Municipality Food Code
- ✓ Food Regulations
- ✓ ISO 22000 Requirements
- ✓ Masha and The Bear Restaurant Operations Manual

The company has a system in place through the Industry Federation to ensure that it is kept informed of all relevant legislation, food safety issues, legislative scientific and technical developments, and Industry Codes of Practice applicable in the country of production and, where known, the country where the product will be sold. This information is used for reference and Hazard Analysis.

3. PROCEDURE

The senior management team will ensure that the design and implementation of the Food Safety Management System is within the guidelines of customer, statutory and regulatory documents, also taking into consideration:

- ✓ the business environment, changes in that environment or risks associated with that environment
- ✓ varying needs of the business
- ✓ company objectives
- ✓ the processes employed on site
- ✓ the size and organisational structure of the site

This process will be discussed during management review and the outcome documented in the minutes.

4. RESPONSIBILITY AND AUTHORITY

Maintenance of these files is the responsibility of the Operation Manager who is responsible for circulating updates to relevant sections of the business.



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1. INTRODUCTION

- I. The purpose of this document is to state Masha and The Bear Restaurant policy in respect of food complaints.**
- II. The policy has been prepared in accordance with the requirements of the Dubai Municipality requirements, ISO22000 requirements, and Company's internal policies.**
- III. The policy relates to all food complaints received by all the outlets, food trucks and outside catering events by Masha and The Bear Restaurant.**
- IV. It is the responsibility of the Masha and The Bear Restaurant to ensure that the policy is implemented.**

2. POLICY

Masha and The Bear Restaurant recognises that all food complaints received should be thoroughly investigated in accordance with relevant Dubai Municipality legislation, codes of practice and recognised guidance.

The purposes of investigating food complaints are as follows:

- I. Ensuring we maintain the commitment of providing safe food to the public**
- II. Resolve failures which pose a risk to public health and/or compliance with food standards and labelling requirements**
- III. The provision of information and data ensuring food safety standards are maintained and monitored**
- IV. Compliance with the legal authorities**
- V. To minimise future complaints of similar nature**

The aims and objectives of this policy is to:

- I. Ensure a logical common-sense approach is applied to the investigation of complaints by selecting sensible action:**
- II. Proportionate to the severity of the Risk**
- III. Promoting consistency in approach and corrective actions of the complaints**

3. FOOD COMPLAINT HANDLING PROCEDURE

3.1. PURPOSE

The purpose of this Procedure is to:

- I. Detail the methods to be adopted in investigating all food complaints; and**
- II. Ensure that all complaints are investigated in a consistent and proportionate manner**



3.2. SCOPE

This Procedure applies to all food complaints including microbiological, foreign body, chemical and hygiene standards from the public or from another Authority, including complaints about the hygiene of food premises.

3.3. RESPONSIBILITIES

III. Operation Manager has overall management responsibility for food safety and shall ensure that the Outlet Managers and Executive Chefs adhere to the undernoted procedures

IV. The Outlet Manager shall initiate the actions to ensure that complaints are investigated in accordance with the policy

V. Operation Manager shall supervise the investigation of food hygiene and food standards complaints within the outlet and provide technical support and guidance

4. PROCEDURE

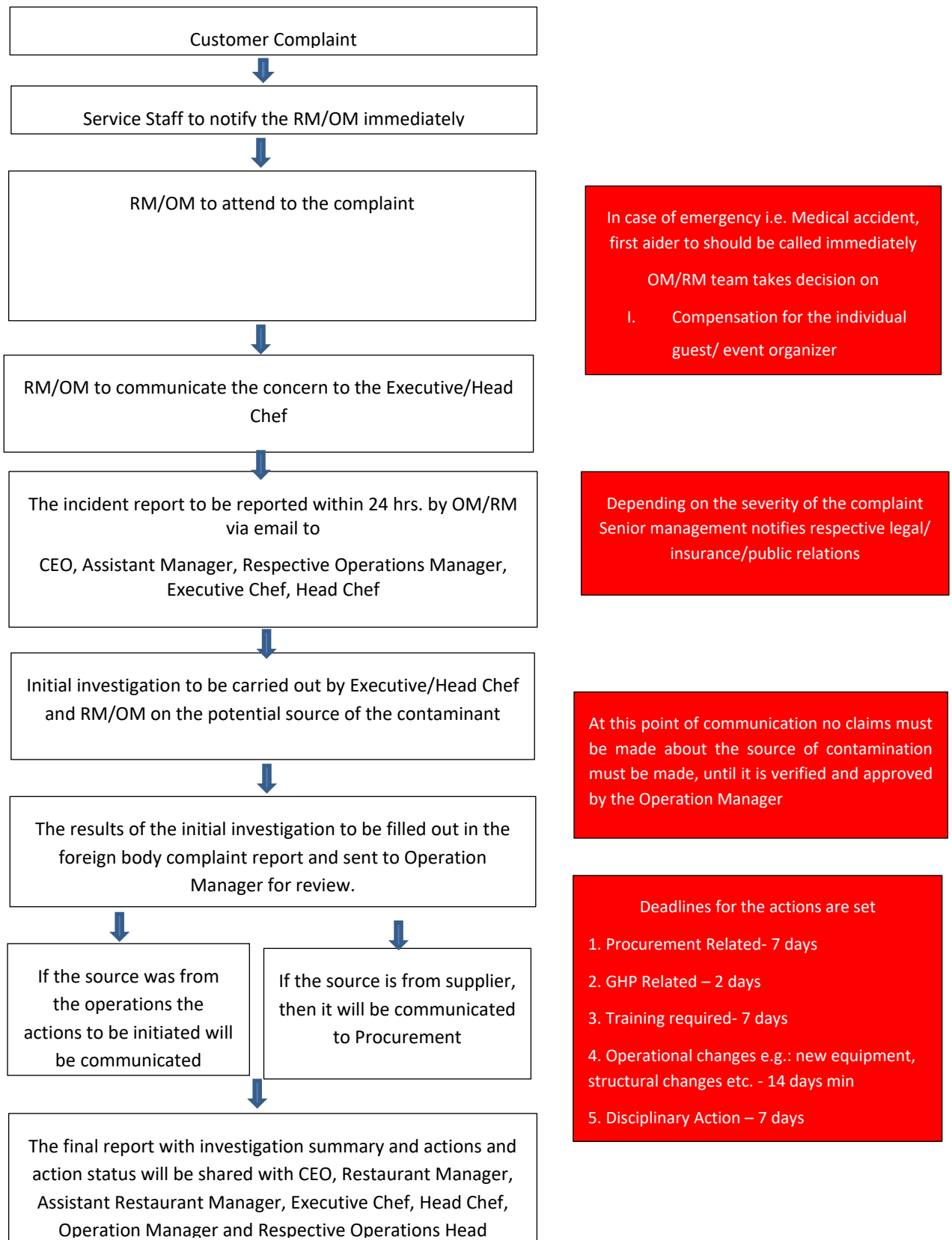
4.1. GENERAL

The investigation of a food complaint should be conducted in the logical sequence laid down in the flowcharts in the document to ensure that appropriate information is collected at each stage.

It is important that the authorised heads to carry out the investigation avoid a premature presumption that a fault lies with a food manufacturer or supplier.

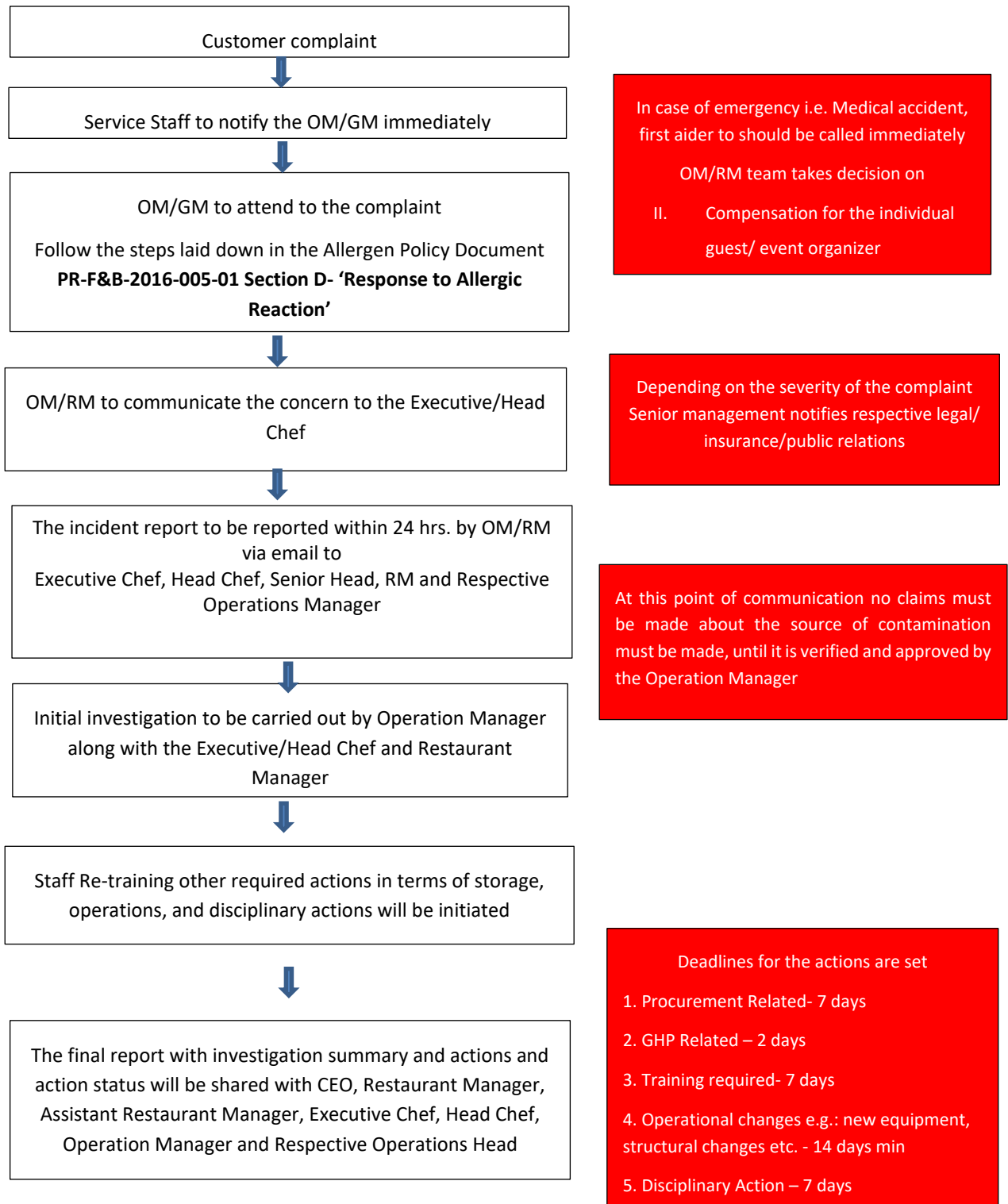


4.2. PROCEDURE FOR HANDLING FOREIGN BODY CONTAMINANT COMPLAINT

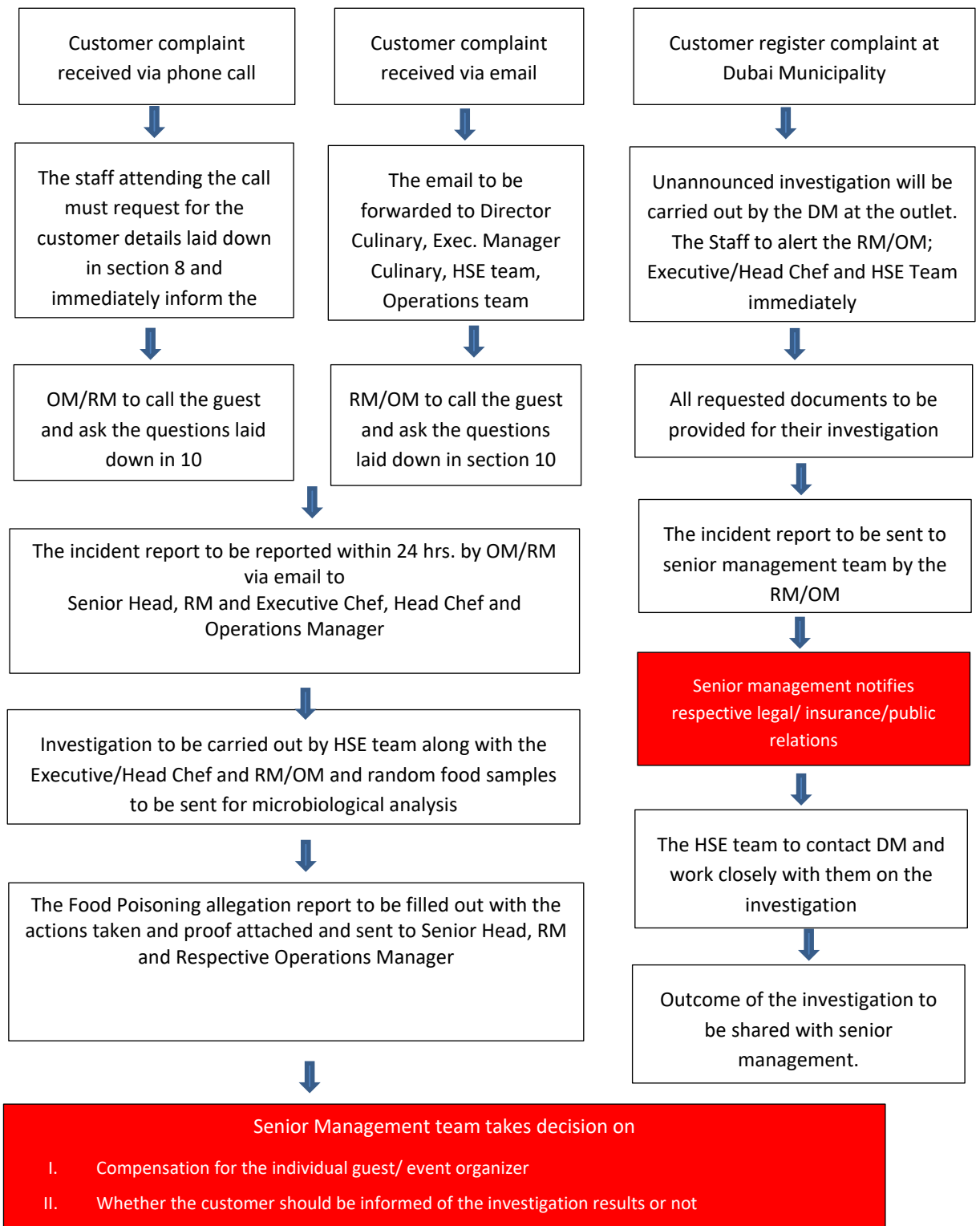




4.3. PROCEDURE FOR HANDLING ALLERGIC REACTION COMPLAINT



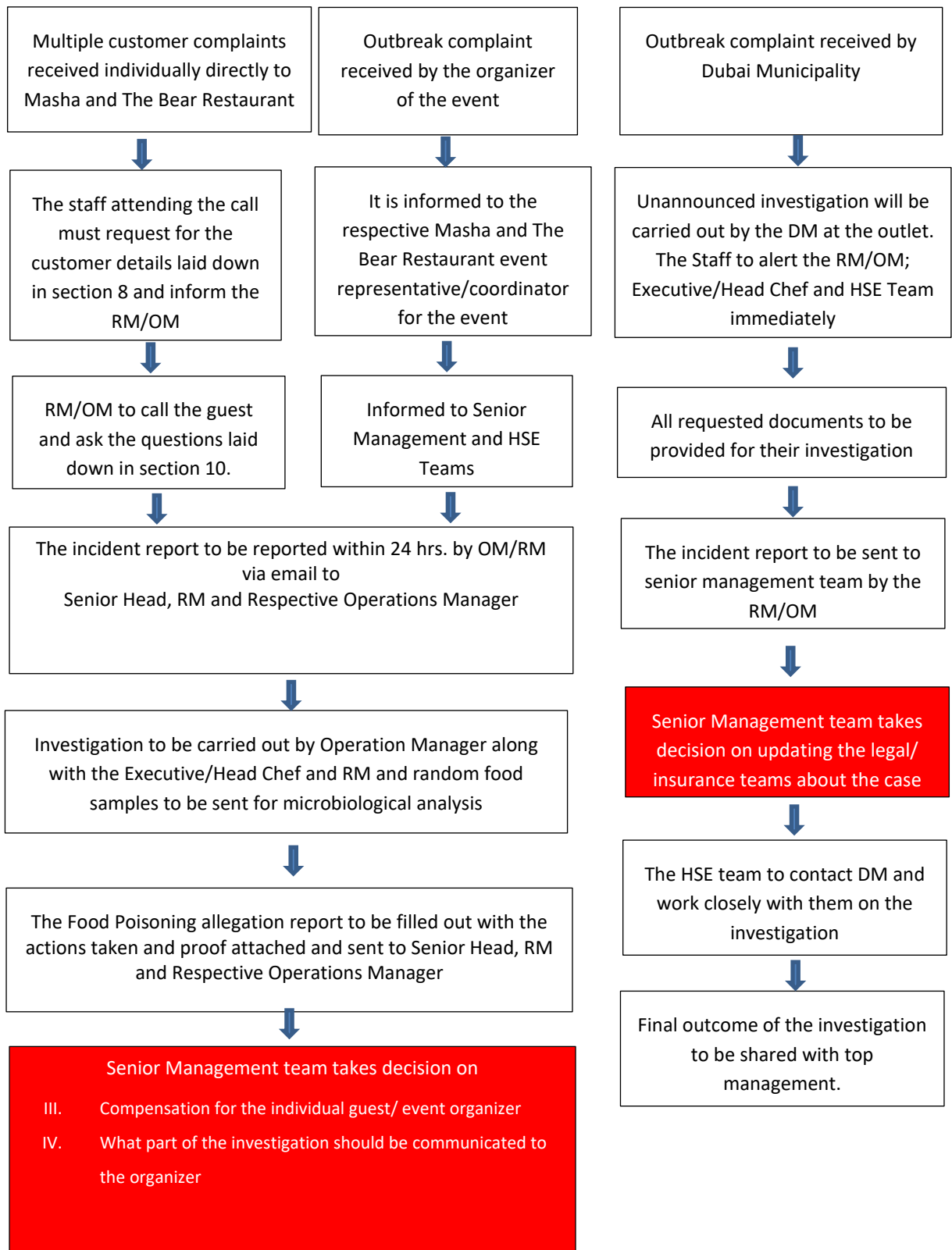
4.4. PROCEDURE FOR HANDLING FOOD POISONING COMPLAINT



Note: Food poisoning allegations at the time of dining cannot be justified as it requires a minimum of 2- 4 hours for a food poisoning symptoms to take place

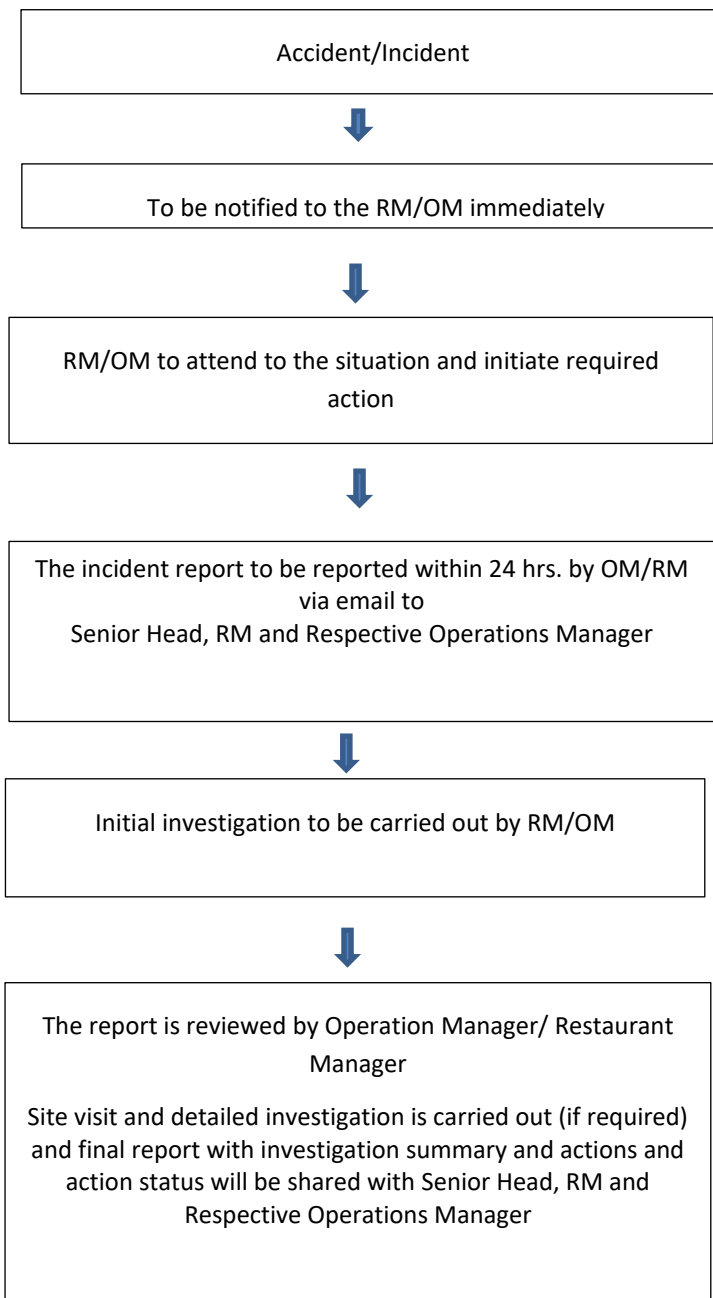


4.5. PROCEDURE FOR HANDLING FOOD POISONING OUTBREAK





4.6. PROCEDURE FOR HANDLING ACCIDENTS/ INCIDENTS



In case of emergency i.e. Medical accident, first aider to should be called immediately

OM/RM team takes decision on

V. Compensation for the individual guest/ event organizer

Depending on the severity of the complaint Senior management notifies respective legal/ insurance/public relations

4.7. Details to take down when food complaint is received via phone by the representative at the outlet

Colleagues must then inform the guest that the concerned manager will get in touch with them to discuss further



4.8. Handling of Minor Complaints

Any attribute that is not to the specification of the customer and includes such things as poor food quality, food temperature is not desirable, wrong food items, level of cooking is not desirable etc. The actions for these are immediate and the food should be replaced and the incident should be recorded.

4.9. Details to be recorded by the RM/OM from guest feedback (in case of food poisoning allegation)

- I. Time of dining:**
- II. What was the food consumed:**
- III. How many guests had the symptoms?**
- IV. What time did the symptoms start?**
- V. What are the symptoms?**
- VI. Did they visit to doctor? If yes, can they share a copy of report with us?**
- VII. If not what medication did they take?**
- VIII. Do they still have the symptoms?**
- IX. If they have recovered already- how long did the symptoms last for?**

4.10. Complaint Sample for Foreign Body

The samples must be packed in the zip lock pack and handed to the Executive Chef for records

4.11. Food Sample Collection

- I. Food Poisoning Complaints informed to Senior Management team directly, the Senior Management team makes the decision which samples are to be collected and sent of sampling as part of the verification**
- II. In cases where the food poisoning complaint was communicated directly to Dubai Municipality, the DM will collect the samples in their discretion.**

4.12. Notification to Supplier

- I. If the implicated sample is from the supplier (product/ingredient/raw material) it must be immediately notified to the supplier through the correct procurement channels**
- II. The supplier must send the response of action (recall) and get back to the Executive Chef, Head Chef and Procurement teams within 2 working days**
- III. If Dubai Municipality notices that the source of the contaminant is from the supplier product, they will deal with the supplier directly**

4.13. Reporting Timeline

INCIDENT REPORTING	TIMELINE	WHO SHOULD REPORT
Reporting about the Incident to Senior Head, RM and Respective Operations Manager	24 hrs.	Operations Manager OR Executive Chef OR Restaurant Manager OR Assistant Restaurant Manager
Compiled investigation report for foreign body complaint to be shared with Senior Head, RM and Respective Operations Manager	7 days	Operation Manager OR Executive Chef
Compiled investigation report for allergic reaction complaint to be shared with Senior Head, RM and Respective Operations Manager	7 days	Operation Manager OR Executive Chef
Compiled investigation report/update for Food poisoning allegation to be shared with Senior Head, RM and Respective Operations Manager	7 days Based on the results, should the investigation prolong for more than 7 days, weekly updates must be provided till the case is closed	Operation Manager OR Executive Chef

4.14. Product Recall

Refer to FSM 012 Product Recall

5. TABLE OF DEFINITIONS

DM	Dubai Municipality
FSMS	Food Safety Management System
OM	Operation Manager
RM	Restaurant Manager



1. INTRODUCTION

Senior management demonstrates clear and visible commitment to the Food Safety Management System by establishing and implementing, then fully communicating and supporting its policies, procedures and objectives. Senior management is committed to continually improve the effectiveness of the quality management system by regular audit, review and take pro-active actions.

2. PROCEDURE

The senior management has a total commitment to quality observing all legal, moral and ethical codes, and this is the concern of every employee.

Senior management demonstrates clear and visible commitment by:

- ✓ Establishing and implementing a Food Safety Policy
- ✓ Communicating and maintaining the Food Safety Policy
- ✓ Establishing and implementing Food Safety Objectives
- ✓ Communicating and maintaining the Food Safety Objectives
- ✓ Establishing and implementing Food Safety Objectives
- ✓ Communicating and maintaining the Food Safety Objectives
- ✓ Conducting regular pro-active management reviews and communicating outputs
- ✓ Communicating commitment to satisfying customer requirements including food safety, quality and service
- ✓ Supporting and planning the development operation and updating of the Food Safety Management Systems
- ✓ Ensuring the food safety quality management system is maintained when changes are planned and implemented
- ✓ Establishing documentation required for the effective development, implementation and updating of the food safety quality management system and communicating pertinent information throughout the organisation
- ✓ Providing the resources and training to manage the policies and objectives effectively
- ✓ Providing the infrastructure and work environment to manage the policies and objectives effectively
- ✓ Promoting an ethic of continuous improvement throughout the company
- ✓ Ensuring the strict observation of all food safety quality system procedures, the use of correct materials and equipment, recording and reporting of both standard and non-standard events and compliance with the company rules
- ✓ Providing the resources to audit the quality management system effectively



- ✓ Providing the resources to effectively implement a Food Safety HACCP plan
- ✓ Carrying out regular management reviews
- ✓ Implementing and maintaining corrective action, preventative action and continuous improvement plans
- ✓ Communicating effectively throughout the food chain from primary suppliers to end consumers including any relevant food safety information

3. REFERENCES

FSM 009 Management Review Procedure

FSM 007 Food Service Quality and Food Safety Policy and Objectives



MASHA AND THE BEAR RESTAURANT FOOD SAFETY POLICY

- 1. Masha and The Bear Restaurant higher management is committed to the implementation and maintenance of the Food Safety Management system which conforms with statutory and regulatory requirements & ISO 22000 standards.**
- 2. Masha and The Bear Restaurant is committed to provide safe food to all our customer and ensure the controls are in place through effective implementation of the Pre-requisite programs**
- 3. Masha and The Bear Restaurant will obtain food only from approved suppliers and continuously monitor the performance of the suppliers to ensure safe ingredients and products are delivered.**
- 4. Masha and The Bear Restaurant employees are trained to ensure they are competent and have suitable knowledge skills to handle food safely.**
- 5. All customer complaints are handled in a timely manner to ensure Customer Satisfaction and Continuous Improvement**
- 6. The FSMS Manual is developed and available for each outlet based on the respective menu, process flow and relevant operations.**
- 7. All records for due diligence are maintained in the outlets in order to provide evidence of conformity to requirements and evidence of the effective operation of the FSMS.**
- 8. The effectiveness of the quality and food safety management systems are verified through internal and external audit processes.**
- 9. Food safety policy, standards and procedures are continuously reviewed to effectively manage food safety risks associated with changes in products & processes**
- 10. Annual measurable food safety objectives are set for all operations, to ensure continuous improvement and compliance with all standards.**
- 11. This food safety policy requirements will be communicated to all relevant employees**

Approved By

Name: Nikola Ristic

Designation: Operation Manager

Signature: 



FOOD SAFETY OBJECTIVES

The following food safety and quality objectives are the foundation of reviewing Masha and The Bear Restaurant commitment to food safety:

- 1. Supplier**
 - 100% high risk suppliers should be evaluated by end of 2023

- 2. External Audits**
 - To ensure the outlet comply to Dubai Municipality requirements and are A grade certified by August 2023

- 3. Internal Audits**
 - Masha and The Bear Restaurant to attain Green card from DM and cumulative score above 90% by the end of 2023

- 4. Food Sampling**
 - 100% food sample PASS rate by end of 2023
 - 90% surface swab PASS rate by end of 2023

- 5. Customer Complaints**
 - To ensure 0% confirmed food poisoning allegation by December 2023

- 6. Staff Training and Competency**
 - All existing staff to complete BFH training
 - All supervisors to be trained in PIC

- 7. HACCP Implementation for Masha and The Bear Restaurant by July 2022**



1. INTRODUCTION

Food Service has established and documented clear levels of responsibility and authority and communication for personnel within the Food Safety Management System. Detailed organisational arrangements and food safety responsibilities for all levels of management are contained in the food safety and quality manual.

2. SCOPE

The scope of the defined responsibility and authority and communication includes all staff, both full time and temporary. Staff responsibilities include contributing to achieving site objectives and continuous improvement. The level of responsibility and authority of sub-contractors is defined in the procedure for the control of sub-contractors.

3. RESPONSIBILITY AND AUTHORITY

The food service organisational chart shows the company structure with deputies for each management position. The identity of deputies is communicated to all employees.

General job descriptions including levels of responsibility and authority are available for all roles within each business unit.

Responsibility for reporting any problems with the food safety management system are detailed in individual job descriptions.

The job descriptions include details of colleague responsibility and authority to initiate and record corrective actions.

Specific responsibilities for key processes are documented within operational procedures.

(Please paste org chart)



Head Operations

- ✓ To develop and manage F&B and Retail concepts that Masha and The Bear Restaurant wish to enter into and the overall strategy and operations of those concepts
- ✓ Conduct a market research analysis towards the gaps in the market in terms of F&B and Retail
- ✓ Search for F&B and Retail concepts around the world in accordance with the approved strategy
- ✓ Develop new concepts that have different offerings and niche in the market
- ✓ Identify and work with leading operators to manage and run the day to day operations of each concept
- ✓ Negotiate and finalize deals with franchisers/ owners of those concepts
- ✓ Finalize locations for the concepts as well as design and fit out
- ✓ Responsible for monitoring the performance of each concept

Group Culinary Head

This will be a Group role that would oversee the Group Culinary operations. This includes menu designs, implementing culinary standards and practices that will promote the Masha and The Bear Restaurant brand as a leader in food and beverage practices and liaising with supply chain and logistics to assist in supplying products that will ensure world class Food & Beverage offerings in our properties/ business units.

- ✓ Outlining and support on creation and of menu profitability, engineering planning, design and costing for all culinary operations
- ✓ Establish with Purchasing, preferred food and non-food suppliers and agreements to achieve consistency and financial benefits
- ✓ Develop the F&B culinary strategy in order to provide innovative and exciting guest experiences that meet the business objectives
- ✓ Liaise with Procurement to ensure good quality products are purchased in an efficient manner
- ✓ Monitor food standards in Masha and The Bear Restaurant business units and assets
- ✓ Annual budget process and capital forecasting
- ✓ Ensure strong communication with the business and guarantee understanding and agreement on of projects

Sous Chef

As Culinary Senior Executive Manager, your expertise in recipe development elevates our menus while your leadership inspires and fosters our culinary talent.

- ✓ Consistently offer professional, friendly and proactive guest service while supporting fellow colleagues
- ✓ Create all food menus with the guidance of the Executive Chef
- ✓ Complete daily market lists to ensure quality food ordering while maintaining budgeted costs



- ✓ Meet with storekeepers to ensure quality and par levels are maintained
- ✓ Interact closely with the catering department to assist in function menu co-ordination and meet with clients as required
- ✓ Conduct daily shift briefings with all Chef de Cuisine
- ✓ Ensure all kitchen colleagues are aware of standards and expectations
- ✓ Liaise daily with Outlet Managers and Chef de Cuisine to keep open lines of communication regarding guest feedback
- ✓ Balance operational, administrative and colleague needs
- ✓ Ensure proper staffing and scheduling in accordance to productivity guidelines

Operation Manager

To develop and manage Masha and The Bear Restaurant wish to enter into and the overall strategy and operations of those concepts.

- ✓ To develop overall strategy and business plan for the Masha and The Bear Restaurant wish to develop and enter into
- ✓ Conduct a market research analysis towards the gaps in the market in terms of F&B and Retail
- ✓ Search for F&B and Retail concepts around the world in accordance with the approved strategy
- ✓ Develop new concepts that have different offerings and niche in the market
- ✓ Identify and work with leading operators to manage and run the day to day operations of each concept
- ✓ Negotiate and finalize deals with franchisers/ owners of those concepts
- ✓ Finalize locations for the concepts as well as design and fit out
- ✓ Responsible for monitoring the performance of each concept

Manager – Health and Safety

The main aim is to ensure that high standards of Health, Safety and Environment (HSE) are maintained and appropriately improved and contribute to the achievement of the Masha and The Bear Restaurant HSE strategy by planning, schedule, coordinate and control the activities of assets' HSE, providing quality and timely advice to respective VP of Operations and all HODs.

The HSE Manager is responsible for the design, implementation, communication and coordination of all environmental, health, food and beverage and safety programs for the property. This position will develop and provide technical and administrative direction on all HSE decisions, which bear critical importance to overall business objectives, operations, and profitability.

- ✓ In cooperation with the Group HSE Function, assist with the development, implementation and continuous improvement of the HSE management system, programs and processes
- ✓ Directs the resources and activities of Masha and The Bear Restaurant to support the HSE programs by providing advice and guidance to the senior management



- ✓ Continually maintain an appropriate level of awareness, knowledge and preparedness across the restaurants to create a culture that prioritizes effective HSE and balances overall associated costs
- ✓ Review internal HSE policies and practices to ensure they are current and appropriate
- ✓ Conduct hazard and risk assessments and change existing, or develop new recommendations from these assessments
- ✓ Devise, supervise, and coordinate training programs or media which will increase proficiency in safe practices and promote HSE consciousness
- ✓ Co-ordinate, oversee and ensure the implementation of HSE within the respective business units
- ✓ Conduct risk assessment periodically and ensure identified risks are managed and controlled
- ✓ Chair the monthly HSE committee meeting and raise and deliberate with committee on any HSE issues
- ✓ Facilitate, investigate and analyse incidents/accident and make sure lessons learned are shared and communicated to the concern parties, verify the continuing implementation and effectiveness of the operations with regards to HSE
- ✓ Implement and manage near-miss reporting and other hazard identification programs
- ✓ Review, assist and coordinate all Fire, Life Safety procedures in conjunction with Security and other relevant departments
- ✓ Carry out HSE training such as near-miss, risk assessment, environmental awareness, etc. for all colleagues
- ✓ Ensure senior management's involvement and awareness in Health, Safety and Environment Management System (HSEMS) and issues through training, inspections, communications, and direct coaching
- ✓ Manage and coordinate HSE audit, third party visits related to HSE. This will include visits by the authorities, authorised insurance companies and consultants, ensure all HSE activities are in accordance with the local legislation and Masha and The Bear Restaurant standards, generate projects aimed at the continuous improvement of HSE performance of the business units' operations
- ✓ Manage and ensure the HSE yearly strategy is implemented by all departments, liaise with HODs to ensure that HSEMS, programs and initiatives meet Masha and The Bear Standards HSE standards
- ✓ Produce monthly HSE reports and identify trends and occurrences
- ✓ Communicate information to relevant parties such as the senior management, Group HSE and insurers
- ✓ Inspect large function venues to ensure that it falls within the HSE guidelines, including the food hygiene and Fire and Safety



- ✓ Communicate frequently with management to report on the status of HSE
- ✓ Arrange audits of all food and beverage outlets, kitchens and other food related areas
- ✓ Check the plans, set up and operations of functions/events taking place with in new restaurant sides
- ✓ As directed, carry out food hygiene(including safety/environmental) audits of external suppliers and produce appropriate reports and recommendations
- ✓ As required, meet and liaise with enforcement officers and other officials from external organizations

Stewarding Manager

To manage the Stewarding Function as an efficient, and productive cost and service centre ensuring a smooth operation and therefore contribute to maximizing guest satisfaction consistent with, through planning, organizing, directing, and controlling the stewarding operation and administration.

To maintain an organized, clean and sanitized back-of-house Food & Beverage area and to provide all outlets and banquets with clean operating equipment based on expected business levels.

- ✓ To ensure that breakages are accounted for so as to provide constant feedback to the operation as a tool to reduce breakages and losses
- ✓ To strictly adhere to the established operating expenses and ensure that all costs are controlled
- ✓ To ensure an effective payroll control through a flexible work force maximizes utilization of part time employees and close cooperation with other F&B outlets
- ✓ To participate in the formulation of the annual budget operating cost, operating equipment and FF&E requirements in line with the compilation of the annual business plan
- ✓ To ensure that the Stewarding Function is managed, providing a courteous, professional, efficient and flexible service at all times, following Masha and The Bear Restaurant standards of performance
- ✓ To have a full working knowledge and capability to supervise, correct and demonstrate all duties and tasks in the assigned place of work to the standard set
- ✓ To assign responsibilities to subordinates, implementing multi-tasking principle and to check their performance periodically
- ✓ To conduct monthly inventory checks on all operating equipment and supplies
- ✓ To liaise with the Culinary and F&B Department on daily operations and quality control
- ✓ To be demanding and critical when it comes to service standards
- ✓ To handle guest and employee inquiries in a courteous and efficient manner and report guest complaints or problems to supervisors if no immediate solution can be found and assure follow up with guests
- ✓ To ensure that all departmental operations manuals are prepared and updated annually



Head Chef

To direct and manage the restaurant kitchen and food output, related culinary operations, ensure food quality, food safety and efficiency. To ensure continued and profitable sales growth and excellent customer service with the operation, through effective management of the team and other resources. To conduct the above in line with company policies, procedures and strategic direction.

- ✓ The effective management of all staff with particular reference to their selection, and development.
Ensuring that the costs are kept in line with the agreed staffing budget
- ✓ Create a kitchen and FOH team in which individual members are highly motivated and work together to maximize commercial opportunities
- ✓ Manage individual team members (directly or indirectly), in order to help them perform their job role efficiently and maximize their individual effectiveness; to include carrying out annual appraisals and regular performance reviews in order to manage poor performance and recognize outstanding performance
- ✓ Identify training requirements for yourself and your team and liaise with the Executive Management to implement a plan to fulfil these needs and ensure that accurate training records are kept
- ✓ Recognize and build key relationships internally and externally
- ✓ Effectively manage kitchen and FOH staffing levels working with the senior management to ensure that these correspond to business levels. To meet budget requirements and ensure that productivity levels are optimized
- ✓ Plan holidays and time off to ensure compliance with HSE requirements whilst minimizing disruption to the sales floor
- ✓ To oversee the smooth running of the business, to include overseeing preparation prior to service, overseeing the service, and supervising after service duties. Set the highest possible standards of service and ensure that all staff adhere to this standard
- ✓ Organise and execute stock-takes
- ✓ Maintain the integrity and accuracy of data input and reporting.
- ✓ Order F&B stock, disposables and small equipment, maintaining an efficient system of delivery note and invoice control
- ✓ Ensure all equipment is maintained correctly and kept in good working order and to keep accurate records of maintenance schedules where appropriate
- ✓ Ensure the highest standards of hygiene and safety, and that cleaning and temperature schedules are adhered to and ensure the accurate recording of this data
- ✓ Ensure all cash and accounting procedures are followed and to follow up on any discrepancies
- ✓ The effective control of all stocks in order to ensure losses are minimised
- ✓ Achieve the highest possible standards of housekeeping and presentation



- ✓ Carry out any other reasonable request made by the company
- ✓ This job description is not intended to be exhaustive and its contents may alter from time to time in accordance with business requirements

Junior Sous Chef

To ensure the daily preparation and service of food is to recipe specification. Food safety and HSE standards are maintained at all times both on your section and within the restaurant.

- ✓ Opening and security
- ✓ Work with Head Chef to plan and implement a calendar of seasonal menu changes
- ✓ Manage internal and external stock rotation and wastage, manage external storage inventory
- ✓ Create and maintain an ordering calendar taking into account delivery lieu times, stock rotation and sell by dates (PO ordering authority)
- ✓ Manage staff competencies in profitable food production, waste management, cost effective menu planning so as to optimize and sustain sales performance, profitability and customer satisfaction.

Weekly report

- ✓ Manage Staff competencies in cleaning and waste management
- ✓ Manage staff competencies in all HACCP, PIC and food handling safety
- ✓ Work with Head Chef to effectively cost and portion each dish to achieve budgeted gross margin
- ✓ Manage upkeep and condition of all kitchen equipment
- ✓ Manage all aspects of the restaurant kitchen during service, running the pass to ensure quality
- ✓ Closing and security

Chef de Partie

To ensure the daily preparation and service of food is to recipe specification. Food safety and HSE standards are maintained at all times both on your section and within the restaurant.

- ✓ To prepare, cook and serve all recipe dishes from your section to brand standard
- ✓ Minimize wastage through correct preparation levels, stock control and portioning
- ✓ To work with your colleagues to ensure the day to day operation is smooth
- ✓ To train, support, coach and guide all junior colleagues
- ✓ Maintain a clean, safe and healthy working environment
- ✓ Lead the opening and / or closedown of the kitchen effectively
- ✓ Manage food preparation levels
- ✓ To clearly communicate any issues impacting their section / food quality
- ✓ To carry out any reasonable instruction / duties as directed
- ✓ Attend training sessions whether internal or external as and when required
- ✓ To report any defects in equipment immediately to the chef or manager in charge



Demi Chef de Partie

To ensure the daily preparation and service of food is to recipe specification. Food safety and HSE standards are maintained at all times both on your section and within the restaurant.

- ✓ To prepare, cook and serve all recipe dishes from your section to brand standard
- ✓ Minimize wastage through correct preparation levels, stock control and portioning
- ✓ To work with your colleagues to ensure the day to day operation is smooth
- ✓ To train, support, coach and guide all junior colleagues
- ✓ Maintain a clean, safe and healthy working environment
- ✓ Lead the opening and / or closedown of the kitchen effectively
- ✓ Manage food preparation levels
- ✓ To clearly communicate any issues impacting their section / food quality
- ✓ To carry out any reasonable instruction / duties as directed
- ✓ Attend training sessions whether internal or external as and when required
- ✓ To report any defects in equipment immediately to the chef or manager in charge

Commis Chefs

To ensure the daily preparation and service of food is to recipe specification. Food safety and HSE standards are maintained at all times both on your section and within the restaurant.

- ✓ To prepare, cook and serve all recipe dishes from your section to brand standard
- ✓ Minimize wastage through correct preparation levels, stock control and portioning
- ✓ To work with your colleagues to ensure the day to day operation is smooth
- ✓ Maintain a clean, safe and healthy working environment
- ✓ To clearly communicate any issues impacting their section / food quality
- ✓ To carry out any reasonable instruction / duties as directed
- ✓ Attend training sessions whether internal or external as and when required
- ✓ To report any defects in equipment immediately to the chef in charge

Stewarding Team Leader

Receives all information concerning stewarding department. Liaises and dispatches information to the concerned person in order to keep a steady flow of work.

Ensures control of all stock items by controlling key procedures and correct documentation is maintained.

Maintain good lines of communication between external and internal guests, including suppliers.

- ✓ To assist the Back of House Manager in managing the Stewarding Function, providing a courteous, professional, efficient and flexible service at all times, following Masha and The Bear Restaurant of performance
- ✓ To have a full working knowledge and capability to supervise, correct and demonstrate all duties and tasks in the assigned place of work to the standard set



- ✓ To assign responsibilities to subordinates, implementing Multi-tasking principle and to check their performance periodically
- ✓ To establish a pool of qualified part time employees in conjunction with the Human Resources Department
- ✓ To implement a flexible scheduling based on business patterns
- ✓ To establish and strictly control inventories and to the par stocks in the operation for all operating equipment, F&B, FF&E items and to ensure that the outlets are adequately equipped
- ✓ To conduct monthly inventory checks on all operating equipment and supplies
- ✓ To control the requisitioning, storage and careful use of all operating equipment and supplies
- ✓ To conduct daily pre-shift briefings to employees on outlet and event activities
- ✓ To liaise with the Culinary and F&B department on daily operations and quality control
- ✓ To ensure that each outlet is supplied with clean and dry operating equipment
- ✓ To ensure that the food production areas are supplied with clean and dry kitchen utensils
- ✓ To supervise cleaning contractors in kitchen and back-of-house areas
- ✓ To ensure that back-of-house cleaning schedules and garbage runs are strictly adhered to and areas are cleaned according to the established standards
- ✓ To have a thorough understanding and knowledge of all equipment needs
- ✓ To be demanding and critical when it comes to service standards
- ✓ To handle guest and employee inquiries in a courteous and efficient manner and report guest complaints or problems to supervisors if no immediate solution can be found and assure follow up with guests
- ✓ To ensure that the back of the House areas are kept clean and organized
- ✓ To establish cleaning schedules which are strictly adhered to
- ✓ To coordinate all repair and maintenance and issue job orders to ensure the proper maintenance of the outlet
- ✓ To carry out quarterly, bi-yearly, yearly inventory of operating equipment
- ✓ To assume the function and responsibilities of F&B in accordance with the duty roster
- ✓ To carry out any other reasonable duties and responsibilities as assigned

Driver

- ✓ To be in possession of a manual license valid in UAE to be able to deliver F&B items along with colleagues, pertaining to the requirements of the business
- ✓ To maintain the vehicle in a clean and acceptable state at all times
- ✓ To deliver food items in a timely manner
- ✓ Ensure quality of the items delivered is maintained as per the standards and HACCP requirements
- ✓ Overlook the condition of the vehicle and make sure it is maintained properly



- ✓ To follow traffic rules and regulations and maintain a clear record without fines and black points
- ✓ Interact with colleagues in a respectful, polite and professional manner

4. COMMUNICATION

Food Service has established and documented clear levels of communication for suppliers, contractors, customers, food authorities and staff within the food safety management system.

Detailed communication arrangements and food safety communication responsibilities for all levels of management are contained in the food safety manual.

The scope of the communication procedures applies to all members of staff, both full time and temporary.

The HSE Manager retains responsibility and authority for external communication and liaison regarding the food safety management system.

This responsibility for communication extends to ensuring there is sufficient information relating to food safety throughout the food chain.

This communication includes documented agreements, contracts, specifications, menu information, product information, food safety leaflets, allergen advice and reports.

The Food Service Manager is responsible for managing all statutory and regulatory documents applicable to the business including:

- ✓ Dubai Municipality Food Code
- ✓ ISO 22000 Standards
- ✓ Corporate Codes of Practice

4.1. EXTERNAL COMMUNICATION

To ensure that sufficient information on issues concerning food safety is available throughout the food chain, the organization has established, implemented and maintains the following effective communication evidences. However, the external communication is not limited to the following:

External Parties	Communication Evidence
a) Suppliers and contractors	<ul style="list-style-type: none"> • Supplier Approval • Supplier Audit Reports • Email evidence of audit reports being communicated to the supplier • In case of a contamination or complaint from the product, the email communication to the supplier addressing the same • Discrepancies noticed whilst receiving must also be communicated via email to the supplier • Corrective action from the supplier



b) Customers or consumers	<ul style="list-style-type: none"> • Labelling on take away food for consume by and storage temperature • Labelling of bottled spices being sold with product details, shelf life and storage • Customer complaint receiving and communication of the same- Customer complaint reports
c) Statutory and regulatory authorities	<ul style="list-style-type: none"> • Mass catering/Outdoor catering forms being communicated to the Municipality for large scale events • Layout /Training/Temporary permits • Municipality Audit reports and corrective actions being communicated to them • Validation reports for processes that cannot follow the requirements as per legal requirements being communicated for legal approval based on evidences
d) External Service Vendors	<ul style="list-style-type: none"> • External Certification bodies- Audit report and corrective actions communication • Integrated Pest Management: IPM reports and service reports • Chemical Suppliers: Service reports • Maintenance: The service reports and breakdown reports
e) Other organizations	<ul style="list-style-type: none"> • Third party suppliers communication- audit reports, CAR reports and approvals • NOC's from organization where DWTC/Seven Sands will be catering

4.1.1. SUPPLIERS AND CONTRACTOR COMMUNICATION

Several streams of communication occur with suppliers and contractors, including marketing, sales, development and technical.

All new arrangements, products and suppliers are subject to the supplier approval procedure and must be officially approved by HSE Manager, Culinary Manager and Procurement Manager who will ensure that this is effectively communicated and documented.

All supplies and purchases are to agreed specifications.

Authority to purchase outside of these conditions can be only obtained from the Head of Culinary and Head of Operations following a risk assessment.

Ref: FSM 008a SUPPLIER APPROVAL PROGRAM

4.1.2. CUSTOMERS AND CONSUMERS

Several streams of communication occur with customers, including marketing, sales, development and technical.

a. For food sold as retail, the following information for labelling is applicable:

- ✓ allergen contents and warnings
- ✓ storage requirements
- ✓ shelf life

b. Take away Food the following information for labelling is applicable



- ✓ storage requirements
- ✓ shelf life

The Marketing Manager measures guest satisfaction by monitoring agreed performance criteria for guest service and customer complaint levels, reviewing sales trends and individual business unit KPI's.

The handling of customer complaints is categorized into foreign body complaints, Food poisoning allegation and allergic reaction complaint.

The handling and communication line in all these complaints are laid down on the following document:

FSM 008b Customer Complaint Handling Procedure

4.1.3. STATUTATORY AND REGULATORY

The HSE Manager retains responsibility and authority for external communication and liaison with food authorities and any other organisations that may have an impact on the Food Safety Management System.

4.1.4. EXTERNAL SERVICE VENDORS

The communication for external vendors' services for pest treatment, hood cleaning, calibration etc. for the specific outlets is initiated by the Restaurant Manager and the vendor. The communication must be CC to Executive/Head Chef, Operation Manager, HSE team and Stewarding Manager.

Communication with the vendors in relation to contracts and payments is between the Procurement Manager and the vendor.

4.2. INTERNAL COMMUNICATION

The senior management team is responsible for ensuring that appropriate communication processes are established, implemented and maintained regarding the effectiveness of the quality, food safety (including any food safety issues) and environmental control systems.

In order to maintain the effectiveness of the Food Safety Management System, the organization has ensure that the food safety team is informed in a timely manner of changes, including but not limited to the following:

Issues	Communication Points	Evidence
a) Products or new products/ Raw materials, ingredients and services	Kitchen/Operations must inform about new products/raw material/supplier and after verifying the food safety aspects of it, the FSTL will give an written (document/email) of approval from food safety point of view	Email/ Documents
c) Production systems and equipment/premises/location etc.	Any changes in the layout or equipment needs to be verified by the food safety team and the feedback will be shared by the FSTL	Layout approvals communication/ emails/ Documents
e) Cleaning and sanitation programs	Any training for cleaning and sanitation must be communicated and records maintained	Training Records/ Email
f) Packaging, storage and distribution systems	Any issues with this will be communicated to the responsible for their action	Email/Audit reports/ Meeting Minutes



9) Personnel qualification levels and/or allocation of responsibilities and authorizations. Knowledge regarding food safety hazards and control measures	Training dates will be communicated; staff qualification and certification will be distributed and absentees list will be informed to team leader	Training Records/ Email
h) Statutory and regulatory requirements	Any new requirements by the Municipality or the audit reports from should be communicated to the team for action	Email/Amendments in the system, Meeting Minutes
i) Customer, sector and other requirements that the organization observes. Complaints indicating food safety hazards associated with the product	The actions from the customer complaint report must be communicated effectively to ensure it doesn't happen again	Meeting Minutes, On the job trainings records

Communication processes include:

- ✓ Team briefings
- ✓ On the Job trainings
- ✓ HACCP meetings
- ✓ Management meetings
- ✓ E-mails
- ✓ Notice boards

Regular communication is important to keep all employees aware of company performance in meeting policies and objectives. The following key information is communicated regularly:

- ✓ Individual business units Key Performance Indicators
- ✓ Results of external audits
- ✓ Results of customer visits
- ✓ Results of inspections by regulatory authorities
- ✓ Preventive actions
- ✓ Serious complaints
- ✓ Product withdrawal
- ✓ New product concepts and launches
- ✓ Changes in raw materials, ingredients and services
- ✓ Changes in processes, systems, equipment and/or menus
- ✓ Changes in cleaning and disinfection procedures
- ✓ Customer satisfaction
- ✓ Changes in production premises, equipment (including location), storage systems, distribution systems and the surrounding environment



- ✓ **Management changes and changes in levels of responsibility and authority**

The following additional key information is communicated promptly to the food safety team so that they can ensure the information is included in updating the food safety management system where appropriate:

- ✓ **Results of Inspections by regulatory authorities and any changes in regulatory requirements**
- ✓ **New information regarding food safety hazards and control measures**
- ✓ **Food Safety issues and health hazards associated with the product**
- ✓ **Anything else considered likely to have an impact on food safety**

By communicating effectively with all employees the company believes that all employees will be able to contribute to the effectiveness of the Food Safety Management System.

5. REFERENCES

FSR 012 Management Review Record
Outlet Annual Objectives and Targets
Appendix 1 Site Management Teams



6. APPENDIX 1 SITE MANAGEMENT TEAMS

Food Safety Senior Management Team			
Job Title	Name	Role in Team	
Executive Manager Culinary	Mokhammed Esa	Representative	
Operations Manager	Nikola Ristovic	Representative	
Food Safety Management Team			
FSMS Team Member	Name	Position	Qualification
HACCP Team Leader	Mokhammed Esa	Executive Manager Culinary	Level 3 Food Safety
HACCP Team Leader	Nikola Ristovic	Operations Manager	Level 3 Food Safety
FSMS Team Members	Specific for each site	Outlet Manager	Graduate Hospitality Person in Charge
	Specific for each site	Executive / Head Chef	Graduate Hospitality Person in Charge
Food Safety and Quality Audit Team			
FSQMS Audit Team	Name	Position	Qualification
Auditor	Mokhammed Esa	Executive Manager Culinary	Level 3 Food Safety
Auditor	Nikola Ristovic	Operations Manager	Level 3 Food Safety
Auditor	Muhammet Rozyyev	Outlet Manager	Level 3 Food Safety
Crisis Management/Product Recall Team			
Crisis	Name	Crisis Coordinator	Contact Details
Fire or site evacuation		Outlet Manager and Security	
Utility supply failure		Outlet Manager	
IT systems failure		Outlet Manager	
Water supply contamination	Mokhammed Esa	Executive Manager Culinary	058 558 9484
Breaches of security	Nikola Ristovic	Operations Manager	052 967 3075
Distribution failure	Mokhammed Esa	Executive Manager Culinary	058 558 9484
Bomb threat or similar	Nikola Ristovic	Operations Manager	052 967 3075

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Bioterrorism	Nikola Ristovic	Operations Manager	052 967 3075
Extortion or sabotage	Nikola Ristovic	Operations Manager	052 967 3075
Product quality or safety	Mokhammed Esa	Executive Manager Culinary	058 558 9484



1. INTRODUCTION

Food Service has established, documented and implemented an Emergency Management Procedure for the site, which is maintained in order to deal with emergencies which do not normally occur and cannot be dealt with using current quality and production procedures.

2. EMERGENCY SITUATIONS AND FIRST POINT OF CONTACT

The following Emergency Team members have been trained in Emergency Management and are the nominated first point of contact for the emergency situations described:

- | | |
|------------------------------|---|
| • Fire or site evacuation | Operation Manager/ Restaurant Manager |
| • Utility supply failure | Mall Management |
| • IT systems failure | IT Department/ Operation |
| • Manager/Restaurant Manager | |
| • Water supply contamination | Mall Management |
| • Breaches of security | Mall Security |
| • Bomb threat or similar | Mall Security/Operation Manager/Outlet RM |
| • Extortion or sabotage | Mall Security |
| • Product quality or safety | F&B Operations Director/HSE MGR |

In all cases if the first point of contact cannot be contacted another member of the Emergency Management Team must be contacted.

In real emergency situations a member of the Emergency Management Team must be contacted. The person contacted will urgently contact and assemble the other members of the Emergency Management Team. The Emergency Team will act quickly to assess the situation and formulate an action plan which is communicated to the site management. All relevant aspects of product safety, health and safety, financial effects and company image must be considered prior to recommencing production. All emergency and action resulting from emergency situations must be recorded.

If a call alleging or threatening extortion is received the person dealing with it should attempt to transfer the call to a member of the Emergency Management Team if at all possible.

3. INSTRUCTIONS TO PERSONNEL IN THE EVENT OF A THREAT ON THE TELEPHONE

- a. Keep Calm
- b. Keep the caller talking as long as possible
- c. Do not make disparaging remarks to the caller
- d. Make sure you have accurately recalled the message in writing – repeat it to the caller
- e. Politely ask the caller their name; in an unguarded moment they might just give it
- f. If the threat relates to contamination of food, try to ascertain what form the contamination may take and to exactly which area it may be applied



- g. Details of the call and caller must be recorded and a password must be given to the caller for use in future calls. Where possible immediate tracing of the call must be put in place and recorded for example using caller identity
- h. Immediately inform the HSE Manager or Operations Director

4. INSTRUCTIONS TO PERSONNEL IN EVENT OF A THREAT COMING THROUGH THE POST

- a. Keep Calm
- b. Immediately inform Mall Security or Operations Director
- c. If a product is included in the correspondence keep it separate
- d. In no circumstances should any outside agency be allowed access to it before examination by the Police
- e. In all cases where food is allegedly contaminated, it will most likely be needed for forensic examination for use as evidence; it must therefore be isolated from other mail by placing it into a clean cardboard box

The Emergency Team member contacted above will urgently contact the other members of the Emergency Management Team and the police through the local police operations number.

Product Quality and Safety - Issues relating to product quality and safety are also covered by the Product Recall Procedure.

5. EMERGENCY MANAGEMENT TEAM

The Emergency Management Team are responsible for managing emergency incidents to ensure the health and safety of staff and public and to limit negative financial effects and negative public image. They are in place to deal with real emergencies and all day to day issues are dealt with by the site management team.

Members of the Emergency Management Team are trained in the use of communication systems including telecommunications, fax and e-mail.

A directory of contact details for key personnel is held in reception and the Emergency Management Team for use in emergency situations.

The Emergency Management Team will include the following:

- ✓ Mall Security Management
- ✓ F&B Director
- ✓ Operations Director
- ✓ HSE Manager
- ✓ Outlet RM

All members must delegate a deputy to cover sickness, holidays and other absences.

The Emergency Management Team have the total authority to delegate actions to anyone within the company throughout the duration of the emergency.



The Emergency Management Team consider prescribed contingency plans available to them to ensure continued supply of safe products from the Outlets. Once a decision is made the Managing Director authorises the plan which is then put into action.

The Emergency Management Team will challenge the procedure on a yearly basis.

A formal review by the Emergency Management Team must take place following the procedure having been implemented to ensure the necessary corrective action has been taken and all written procedures have been updated where necessary.

6. REFERENCES

FSM012 Product Recall Procedure



1. INTRODUCTION

The company has established, documented and implemented a management review system for the site. Regular reviews are conducted in order to assess the suitability, adequacy and effectiveness of the Food Safety Management System with the aim of continually improve site effectiveness at meeting international standards and exceed customer expectations.

2. SCOPE

The scope of the Management Review includes all activities conducted on site and is as per the requirements of ISO 9001:2008 and ISO 22000:2005.

3. PROCEDURE

Senior management review food service management systems, at a minimum, annually to ensure their continuing suitability, adequacy and effectiveness.

The review includes assessing opportunity for improvements and the need for amendments to the systems. The proceedings of all reviews are documented.

The review meeting is chaired by the Culinary Director and includes the senior management team.

3.1. Review Inputs

- ✓ Review of the Food Safety Policy and Objectives
- ✓ Minutes and follow-up actions from previous review meetings
- ✓ Internal and external audits
- ✓ Trend analysis of customer and supplier complaints
- ✓ Verification of the Food Safety Management System
- ✓ Emergencies and accidents
- ✓ Food Safety incidents including allergen control, recalls, safety or legal issues
- ✓ changing circumstances that can affect food safety
- ✓ Results of review and system updating
- ✓ Review of resources and effectiveness of training
- ✓ Recommended improvements

3.2. Review Outputs

- ✓ Revisions of the Food Safety Policy and objectives
- ✓ Corrective and preventative actions identified as a result of analysis of the review inputs
- ✓ Actions for improvement in food safety management system effectiveness



- ✓ Results of the review of planning and development of the processes needed for the realisation of safe foods
- ✓ Opportunities for improvement
- ✓ Change or elimination of non-productive systems or procedures
- ✓ Additional resources needed for further improvements

The results of the Management Review meetings are documented in the minutes of the meeting and include a summary of all review outputs.

4. RESPONSIBILITY

Senior Director Operations is responsible for chairing the annual management reviews.

Assistant HSE Manager is responsible for arranging, recording and circulating the minutes of Management Review, key performance indicator and HACCP review meetings.

5. REFERENCES

FSR 012 Management Review Record



1. INTRODUCTION

Food Service has established, implemented maintains and updates a Food Safety Management System for the site. A requirement of this system is the review and provision of human resources and training. In the process of establishing the Food Safety Management System the senior management team has established and provided the resources required.

2. SCOPE

The scope for the provision of human resources includes all foods handled on site and activities conducted on site. The company ensures that all employees carrying out work that can affect product quality and safety are adequately qualified, trained, instructed and supervised commensurate with their activity and are demonstrably competent to carry out their tasks.

3. PROCEDURE

Senior management team identify and provide the human resources and training needed to maintain the quality and food safety systems, meet site policies and objectives, and to meet customer requirements. Careful consideration is given to the amount of competent trained personnel required whilst also ensuring there are also adequate infrastructure and a suitable work environment.

Resource to identify staff competence levels required, provision of training, periodic evaluation of its effectiveness and staff awareness training is provided.

It is company policy that all personnel, including temporary staff, affecting conformity to food requirements shall be competent based on appropriate education and training, and/or where applicable, based on skills and experience and be adequately supervised. A training programme and adequate supervision is put in place for all new personnel until they have been assessed as competent.

Basic elements of employee training will necessarily include hygiene requirements and awareness of the relevance and importance of their activities in maintaining quality objectives and contributing to food safety.

All members of the foodservice staff have knowledge of food safety principles. Food safety training is conducted at all levels. The training includes: specific employee tasks, cleaning, health and hygiene, monitoring procedures, as part of an ongoing program. Food safety training is Hazard Analysis Critical Control Point (HACCP)-based. A program of staff development must be established. In addition to regular staff development, clear accountability for food safety is established.

These personnel are also made aware of the important contribution of effective internal and external communication.

The senior management team identify the skills and competences required for personnel who can affect food safety and provide the appropriate education and/or training. Personnel responsible for monitoring food safety processes are trained in monitoring techniques and the corrective action to be taken when



results are outside critical limits and there is a loss of control. Documented supervisory procedures are in place for all critical control point monitoring.

Records of all training are maintained, including those of induction, on-the-job, refresher and external training. Training schedules and records are located in the relevant departments, where the following records are available:

- ✓ Training Calendar
- ✓ Training Records
- ✓ Training Tracker
- ✓ Identifying the competencies needed for specific roles
- ✓ Training Feedback
- ✓ Reviewing and auditing the implementation and effectiveness of the training and the competency of the trainer with a view to taking action to improve the training

The outlet training matrix is an essential tool in assessing the resource available in the outlet, any further training needs of the outlet and for programming refresher training. Where appropriate, consideration is given to using the native language of the trainees.

4. RESPONSIBILITY

Management is responsible for arranging internal/external training and for reviewing the effectiveness of the training given. It is the responsibility of the FOH Manager and BOH Manager to maintain the training matrix and for periodic individual reviews with all staff to vet progress and identify further training needs.



5. TRAINING MATRIX

Staff	Training	Frequency
Stewards, Demi Chef de Partie Chef de Partie Commis 1-3 Waiter Barman Hostess	Basic Food Hygiene	Yearly Refresher
Junior Sous Chef Sous Chef Head Barman Stewarding Team Leaders Restaurant Manager Assistant Restaurant Manager	PIC	Renewal in 5 years
Restaurant Manager Head Chef	Level 3 Allergen Management	Once Off Training
Executive Chef Operations Manager Senior operations Manager Head Chef BOH Manager Stewarding Manager	Advanced Food Hygiene	Once Off Training
All Food Handlers (Pre-Opening Units)	HSE Induction trainings	Pre-Opening
All Food handlers	HSE Awareness Training	Yearly



6. ELIGIBILITY CRITERIA

Basic Food Hygiene	<ol style="list-style-type: none"> 1. Mandatory for all Food handlers
PIC	<ol style="list-style-type: none"> 1. Positions as mentioned in point 5 of this SOP 2. Must obtain a minimum of 12 out of 20 in the PIC assessment as in Appendix 1 of this section
Level 4 Advanced Food Hygiene	<ol style="list-style-type: none"> 1. Positions as mentioned in point 5 of this SOP 2. Must obtain a minimum of 30 out of 40 in the AFH assessment as in Appendix 2 of this section
Level 3 Allergen Management	<ol style="list-style-type: none"> 1. Must be Head chef/ chef responsible for menu engineering for the brand 2. FOH Manager of the outlet
HSE Awareness Training	<ol style="list-style-type: none"> 1. All food handlers except PICs who have been trained in BFH more than 1 year



7. APPENDIX 1

PIC CANDIDATE ASSESSMENT

A minimum score of 12 out of 20 must be achieved in order to qualify as a candidate for the PIC training

Below are 10 questions and ALL must be answered

Most questions are multiple choice questions with ONLY 1 CORRECT answer unless mentioned OTHERWISE

1. What is the ideal storage temperature for chilled products? (1 mark)

Below 0°C	Below 5°C
Below -18°C	Below 11°C

2. What is the max allowable temperature for receiving frozen products? (1 mark)

-18°C	5°C
8°C	-12°C

3. What is the first action to take if you notice a pest in the outlet? (1 mark)

1. Report to the pest company	3. Inform Mall Management
2. Try to catch/kill it	4. Inform the PIC in charge

4. Which of the following are not allowed as per the Masha and The Bear Restaurant Policy? **(Multiple selections)**

(3 mark)

1. You are allowed to wear a studded engagement ring?	2. Hand washing must only be done if I handle raw meat
3. Chewing gum is permitted for Front of house colleagues?	4. Clean uniform must be worn at all times



5. What are the 4 main points to check in the receiving truck? **(Fill up the blanks)** (4 mark)

6. If a customer calls to report a food poisoning incident, what should you do? (1 mark)

1. Ask them all the details of the incident	2. Take the customer contact details and inform them that the manager will get in touch with them?
3. Apologize for the incident and convince them we have good hygiene standards?	4. Directly contact Management team

7. Which of the following should be cleaned and sanitized? **(Multiple selections)** (2 mark)

1. Kitchen Floors	2. Kitchen Ceiling tiles
3. Mincer Machine	4. Knives and forks

8. If a customer requests to see the kitchen production, what should you do? (1 mark)

1. Take them to the kitchen	3. Inform your Restaurant Manager about it who will then deal accordingly
2. Tell them No	4. Inform them about companies' policies and procedures?

9. Fill out the appropriate chopping board colours for the mentioned food items (as per Masha and The Bear Restaurant SOP)? (5 mark)

(Fill up the blanks)

Cooked Chicken	
Raw Fish	
Raw Poultry	
Sushi	
Steak Tartar	



10. Bacteria multiply (on an average) every (1 mark)

10 – 20 sec	10 – 20 hrs
1 – 2 sec	10 – 20 min

8. APPENDIX 2

LEVEL 4 CANDIDATE ASSESSMENT

A minimum score of 30 out of 40 must achieved in order to qualify as a candidate for the Level 4 Advanced Food Safety Training

Below are 9 questions and ALL must be answered

1. Food Complaint Reporting (10 marks)
2.
 - A. The following incident has occurred in your outlet. As a Restaurant Manager of the outlet Please fill out the appropriate form from the selection of forms provided
3. A guest dined in your outlet at 08:00pm and ordered the following
4. Pizza Margherita
5. Chicken & Polenta
6. Pasta Alfredo
7. Burrata Salad
- 8.
9. While consuming the salad the guest noticed a black stone and informed the waiter accordingly. The restaurant manager attended to the complaint and replaced the dish immediately. Sample was retained. The total number of pax served on that day were 90 and 15 portions of Burrata Salad were sold
10.
 - B. Tick the boxes of all relevant positions in the company to whom the incident must be communicated too

Senior Operations Director	HSE team
Culinary Director	Stewarding team
All your outlet Managers	All your outlet chefs
Operations Manager	HR
Legal	Marketing
Insurance & Risk	



2. A guest informs that she has tomato allergy. Please list the sequence of steps that must be taken as per the policy (steps are mentioned below, number them in order of 1 – 5)- (5 marks)

Server washes hands before serving		The request is recorded on the KOT	
Server must inform the chef and ask for his input		Chef ensures that the food is prepared using the allergen kit	
Server approaches the guest and informs that this particular dish can be served without the requested allergen			

3. Masha and The Bear Restaurant F&B Food safety Management system is based on which of the following standards?

(1 mark)

1. ISO 14001	3. ISO 22000
2. ISO 18001	4. HACCP

4. Which of the following are NOT allowed as per the Gate Masha and The Bear Restaurant Policy? **(Multiple selections)**

(3 marks)

5. You are allowed to wear a studded engagement ring?	6. Hand washing must only be done if I handle raw meat
7. Chewing gum is permitted for Front of house colleagues?	8. Clean uniform must be worn at all times

5. What are the 4 main points to check in the receiving truck? **(Fill up the blanks)**

(4 marks)



6. Which of the following should be cleaned and sanitized? **(Multiple selections)**

(2 marks)

5. Kitchen Floors	6. Kitchen Ceiling tiles
7. Mincer Machine	8. Knives and forks

7. Fill out the appropriate chopping board colours for the mentioned food items (as per Masha and The Bear Restaurant Preparation SOP)? (5 marks)

(Fill up the blanks)

Cooked Chicken	
Raw Fish	
Raw Poultry	
Sushi	
Steak Tartar	

8. Bacteria multiply (on an average) every (1 mark)

10 – 20 sec	10 – 20 hrs
1 – 2 sec	10 – 20 min

9. Please see the audit images as below and identify what is the non-conformance that could lead to food poisoning (2 marks)

Image 1:



Answer:

Image 2: (2 marks)



Answer:

Image 3: (5 marks)



Answer



1. INTRODUCTION

Food Service has established, documented and implemented a procedure for planning product realization and contract review which is maintained in to meet the requirements of our customers, international standards and regulatory authorities.

2. SCOPE

The scope of the procedure for planning product realization and contract review includes all food prepared on site and activities conducted on site.

Should the site be required to outsource any process that may affect product conformity to the defined standards then the site will assume control over this process.

3. PROCEDURE

Senior Management has identified the processes needed for product realization.

The product realization process involves the planning, development, preparation, and delivery of the food. The organization plans and develops the processes needed for the realization of safe products.

The organization shall ensure the effectiveness of the planned activities and any changes to those activities.

The planned activities include

- PRP(s) and
- Operational PRP(s) and
- HACCP plan.

The Food Safety Management System includes a comprehensive approach to getting from the product concept to the finished product.

Product realization includes the following:

- ✓ product requirements including customer, regulatory and industry codes of practice
- ✓ creation of the processes, documents, and resources needed for product realization
- ✓ required validation, verification, monitoring, inspection, and test activities
- ✓ records to be maintained

PREREQUISITE PROGRAMMES (PRPS)

Masha and The Bear Restaurant shall establish, implement and maintain PRP(s) to assist in controlling

- ✓ the likelihood of introducing food safety hazards to the product through the work environment,
- ✓ biological, chemical and physical contamination of the product(s), including cross contamination between products, and
- ✓ food safety hazard levels in the product and product processing environment.

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The PRPs identified by Masha and The Bear Restaurant FSMS are in accordance with ISO/TS 22002-2

PRP	ISO/TS 22002-2 Clause	Document
1. Layout of Premises	4.1	PRP 002 Construction and Layout of Premises
2. Water Supply	4.2	PRP 002 Construction and Layout of Premises
3. Equipment and Utensils	4.3	PRP 003 Maintenance and Equipment
4. Personnel Hygiene	4.4	PRP 017 Personal Hygiene and Grooming SOP
5. Purchasing management	4.5	PRP 004A Purchasing and Receiving PRP 004B Supplier Approval Program
6. Storage	4.6	PRP 005 Storage
7. Cleaning and Disinfection	4.7	PRP 015 Cleaning and Disinfection
8. Waste Management	4.8	PRP 016 Waste Management
9. Pest and Animal Control	4.9	PRP 019 Pest Control
10. Product Recall Procedures	4.12	PRP 029 Product Recall
11. Thawing	5.1	PRP 006 Defrosting
12. Preparation	5.2	PRP 007 Food Preparation Procedure PRP 027 Curing and Smoking PRP 028 Sushi Preparation PRP 031 Shawarma- preparation, storage handling and service
13. Cooking	5.3	PRP 008 Cooking PRP 023 Sous Vide Cooking PRP 024 Dehydration PRP 011 Hot Holding
14. Cooling and Storage	5.5	PRP 009 Cooling and Freezing PRP 010 Cold Display
15. Freezing	5.6	PRP 009 Cooling and Freezing
16. Transport	5.7	PRP 013 Transportation of food
17. Food Reheating	5.8	PRP 012 Reheating
18. Food Service	5.9	PRP 021 Food service SOP for event catering
19. Identification and Hygiene Control System	5.10	PRP 032 Control of Operations

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- ✓ **Verification of PRP(s) shall be planned as per SOP FSM 019 Verification and PRP(s) shall be modified as required**
- ✓ **Records of verifications and modifications shall be maintained.**

HACCP PLAN

The HACCP Plan specific for each type of process is establish in Element 4 of this manual

1. INTRODUCTION

Food Service has established, documented and implemented a Product Recall Procedure for the site which is maintained in order to ensure products found to have major defects are withdrawn from the market in an efficient manner to minimise the risk to the consumer.

2. SCOPE

The scope of the Product Recall Procedure includes all products manufactured on site and activities conducted on site.

3. PROCEDURE

This procedure details the action that should be taken if for any reason a defective food reaches a customer. The action taken would depend upon the nature of the defect.

A customer is defined as anyone who receives any food that is sold by the company.

- Should non-conforming product be delivered to a customer causing a potential product recall then this is reported immediately to Senior Management
- Senior Manager assesses the situation and may choose to contact the customer for a concession or if the non-conformity relates to a food safety hazard outside of acceptable limits instigate the Initial Procedure of a Product Recall
- The handling of customer complaints will be as per FSM 008b Customer Complaints Handling Procedure
- Major complaint is defined as an unsafe food with an aspect of the food that will result in injury or illness to the customer. This includes metal or glass in the product, contamination with dangerous chemicals, the presence of food poisoning bacteria or their toxins
- Minor complaint includes any attribute that is not to the specification of the customer and includes such things as poor food quality, food temperature is not desirable, wrong food items, level of cooking is not desirable etc.
- Information may come from many sources including, an individual consumer, an enforcement agency or customer. The most important first action is to ensure as much information is gathered as accurately as possible

4. INITIAL PROCEDURE

- ✓ If a potential recall is likely, Operation Manager and the Executive Chef will assemble the product recall team and classify the nature of the recall.
- ✓ A product recall can only be approved by the Executive Chef and in his absence his nominated deputy.
- ✓ The Product Recall Team will comprise:
 - Executive Chef
 - Operations Manager
 - HSE Manager
 - Or nominated deputies due to absence

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5. ACTION PLAN AND INVESTIGATION

The problem should be investigated immediately by carrying out a full identification and traceability exercise for the suspect product including checks of:

- a. Compliance with Standard Instruction and Process
- b. Compliance with Raw Material and Packaging Specifications
- c. Records of the food during, before and after the time of the production date, in particular Cooking, Cleaning, Storage and Handling with references to chill temperatures, cooking temperatures and hot holding
- d. Checks of Cleaning procedures and condition of equipment and fabric
- e. Condition of food in storage (within our control) and transport should be checked
- f. Samples of the defective food should be carried out to determine the cause of defect

All investigation results should be fully reported and circulation restricted to the Product Recall Team.

6. COMMUNICATION

An initial brief on the situation should be prepared which will contain all the relevant information including the defect and all suspect foods. This should be made available to members of the team.

Any out of hours contact with customers should only be made by authorised personnel.

Executive Chef and Operation Manager will contact external organisations by telephone and follow up with confirmation e-mails:

- | | | |
|----------------------|---|--------------------------------------|
| ✓ Customers | - | Event Manager |
| ✓ Dubai Municipality | - | HSE Manager |
| ✓ Media | - | Operation Manager/Restaurant Manager |

- Communications with the Med

This will be carried out only by the Operation Manager or his deputy

- Communications to Staff

A brief bulletin should be issued to staff to include all the latest information available in particular to those workers directly involved in the preparation of the food if appropriate

- Communication to Company Insurers

All written communications should be authorised by the Operation Manager

It is the responsibility of the HSE team to initiate the corrective actions and communicate it to the team

The progress of the action must be monitored by the Restaurant Manager

7. LIMITING THE DAMAGE AND RESTORING CUSTOMER CONFIDENCE

Operation Manager is responsible for conducting the product recall:

- a. To ensure all suspect foods identified by the HACCP Risk Team is removed from all F&B Operations
- b. To issue instructions how this should be carried out

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- c. In the case of a food recall where suspected product is not directly from the supplier, it should be discarded and recorded
- d. In the case of a food recall where suspected product is directly from the supplier it should be quarantined and informed to the procurement team to communicate to the supplier to collect the product

Re-starting operations - No foods should be prepared until authority is given by the HACCP Team.

8. PRODUCT RECALL REPORT

On Completion of the Product Recall, a full report should be issued detailing cost of the recall recommendations and responsibility for action to ensure there is no chance of a repetition of the problem. This report is reviewed at the next Senior Management Review meeting.

In order to verify its effectiveness the Product Recall procedure is subjected to a timed test at least annually and the results of the exercise recorded and reviewed for improvement.

9. TYPES OF DEFECTS WHICH MAY LEAD TO A PRODUCT RECALL

a. Microbiological

Presence of:

- ✓ Salmonella
- ✓ Listeria monocytogenes
- ✓ Clostridia
- ✓ Staphylococci
- ✓ Streptococci
- ✓ Campylobacter
- ✓ Other bacteria, toxins, viruses.
- ✓ Or Customer Illness, not defined

b. Chemical

Presence of:

- ✓ Taint, e.g. phenol, cresol, ammonia, or metallic.
- ✓ Banned substances e.g. antibiotics
- ✓ Or customer illness not defined

c. Quality

- ✓ Presence of foreign bodies, e.g. glass, wood, dirt, infestation
- ✓ Presence of nuts in non- nut food
- ✓ Presence of meat in a vegetarian food
- ✓ Incorrect labelling which could lead to customer illness
- ✓ High temperature, e.g. loss / lack of refrigeration
- ✓ Product deterioration on shelf

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10. PRODUCT RECALL TEAM CONTACT NAMES

Executive Chef Mohammed Issa

Operations Manager Nikola Ristic

Outlet Manager Muhammet Rozyyev

HSE Manager

11. REFERENCES

FSR 011 Identification and Traceability Record

FSM 011 Emergency Management



1. INTRODUCTION

Food Service has established, documented and implemented a procedure for the control of non-conforming product, which is maintained in order to continually improve its effectiveness in accordance with legislation, international standards and best industry practice.

2. SCOPE

The scope of the procedure for the control of non-conforming product applies to all Food Service steps where controls are exerted, and all ingredients and foods handled by Food Service operations. These requirements are aligned with the policies and objectives of Food Service and those of the international standards ISO 9001:2008 and ISO 22000:2005.

3. PROCEDURE

This procedure defines how those foods that do not conform to requirements are identified and controlled so that their intended use or delivery is prevented. The measuring and food safety monitoring systems consider each stage of the process.

A. Receiving Checks and Inspection of Products from Suppliers

Acceptance of deliveries, food preparation and service are controlled and documented by authorised personnel. All checks and inspections are recorded as evidence of conformity with the appropriate criteria.

Operation Manager, Executive Chef and Procurement team will be notified of any unsafe foods, either by the Head Chef, the Outlet Manager, or any other relevant personnel.

The Head Chef then arranges for the food(s) to be identified as unsafe, isolated and quarantined.

The Procurement arranges for the item to be collected from the supplier and to be replaced with a new batch.

B. Process Checks

Process parameters are monitored as per the Food Safety Management procedures to ensure compliance with specifications and regulatory requirements.

Food is not used unless all the food safety checks have been successfully completed.

If a food safety check fails and this is not rectified immediately or the food cannot be used the food will be identified as unsafe, quarantined and the process rectified.

The Head Chef will decide the appropriate corrective action such as if the food can be rendered safe for instance by re-cooking or reheating or needs to be thrown away. Such reheated food must pass the food safety checks before being served.

C. Microbiological Failures and Customer Complaints

The HSE team will carry out the investigation of the process gaps and detail out the required corrective actions.

The Head Chef needs to complete the corrective action or preventative action and record it in the form and submit to HSE department for review.



As part of the investigation if it is identified that unsafe food be delivered to an outlet causing a potential food recall then the HSE team along with Head conducts the traceability and recall. If the source is from a products delivered from a supplier then the supplier will be contacted to instigate the Product Recall.

The system for identification and traceability of bulk food batches is maintained which, in the event of unsafe food being identified, will enable tracking of batches through to distributed batches of food using date code detail.

4. RESPONSIBILITY

The Outlet Manager and Head chef are responsible for facilitating corrective actions, recording non-conformances and reporting to the HSE

All employees are responsible for reporting non-conformances, incidents and suspected unsafe food.

5. REFERENCES

FSR 011 Identification and Traceability Record

FSR 005 Corrective Action Request



1. INTRODUCTION

Food Service has established documented and implemented a procedure for Corrective Action which is maintained in order to continually improve the quality management system effectiveness in accordance with international standards and best industry practice.

2. SCOPE

The scope of the procedure for Corrective Action includes foods handled by and activities conducted by Food Service. These requirements are aligned with the policies and objectives of Food Service and those of the international standard ISO 9001:2008.

3. PROCEDURE

Corrective Action is the action taken to eliminate the cause of an existing non-conformance in order to prevent a recurrence. The procedure for corrective action is managed by the HSE Manager or delegate Senior Management. This procedure defines that when a non-conformance is raised such as for unsafe food a corresponding agreed corrective action is raised to eliminate the non-conformance and the cause of the non-conformance and that action is taken to reduce the risk of or prevent a recurrence.

When implementing a corrective action, the time and resource required takes into consideration the significance of the non-conformance. Sources of non-conformances requiring corrective action include the following;

- ✓ Customer Complaints and/or surveys
- ✓ Management review
- ✓ Internal and/or external audits
- ✓ Food safety checks
- ✓ Trend analysis
- ✓ Non-conformance records

The process of applying corrective action is as follows:

1. There is an initial review of non-conformance to determine the root cause
2. The HSE Manager conducts the initial review and determines the corrective action required to eliminate or reduce the cause of the non-conformance
3. The HSE Manager issues a Corrective Action Request form which details the non-conformance and defines the actions required
4. The corrective action is completed by the relevant personnel and the Corrective Action Request form is returned with the action taken recorded in detail on the form
5. The HSE Manager confirms that the corrective action has been taken and eliminated the non-conformance then signs the Corrective Action request form. The HSE Manager also reviews effectiveness of the actions taken in eliminating or reducing the cause of the non-conformance

Completed Corrective Action Request forms are held on file by the HSE Manager for a period not less than 3 years.



4. RESPONSIBILITY

The outlet manager is responsible to fill out the corrective action and ensuring it is effectively implemented

The HSE Manager is responsible for:

- ✓ Ensuring that completion of corrective action is recorded and communicated
- ✓ Reviewing the corrective actions taken and assessing their effectiveness in preventing a recurrence of non-conformities. The result of this review is recorded on the Corrective Action Form and is reported to Senior Management at the Management Review meetings

5. REFERENCES

FSM 010 Control of Non-Conforming Product

FSR 012 Management Review Record

FSR 005 Corrective Action Request



1. INTRODUCTION

Food Service has established, implemented, documented and maintains this procedure for the identification and traceability of all food components. This procedure defines how those foods are uniquely identified and traceable as required by the Food Safety Management System.

2. SCOPE

This procedure applies to all process steps where controls are exerted include raw material intake, ingredients, work-in-progress, display food and when applicable food despatched to customer.

3. PROCEDURE

A system for identification and traceability of food batches is maintained which, in the event of quality or food safety incidents will enable tracking of raw material batches through to distributed batches of food using label detail and expiry code.

All foods are identified by a label and expiry date code. For a traceability to be enacted the food date of preparation or expiry code must be known.

The traceability system takes form of documented records and enables a full food history to be produced in a timely manner.

Traceability records by label and expiry date are maintained and retained for all food batches. This means materials are traceable from goods receipt to display food or to customer for delivered foods. Records are maintained of raw material and usage and food amounts. Reworked food also remains identifiable and traceable. Where rework or any reworking operation is performed, traceability is maintained by completing traceability records to the end food to ensure that product safety or legality is not compromised e.g., allergy status, identity preservation and ingredient declarations.

The traceability will provide details on all parts of the food from material intake through to display time.

The traceability entails tracing a food backwards from finished food to its raw materials, ensuring that all associated checks, cleaning of equipment and all relevant paperwork has been completed and is satisfactory.

For all foods the following information is traceable from the food expiry code:

Stage	Traceability Information
Material Intake	Time Date Temperature Batch code
In-Process Food Records	All ingredients mixed Reworked material
Preparation Records	Hot/Cold temperatures Time



Raw Storage Records	Temperature Time
Finished Storage Record	Time Date Food Expiry Code
Dispatch Records	Time Date Food Expiry code
Critical Control Records	All control points Core temperatures Cold, ambient and hot display times and temperatures
Cleaning Records	For all stages
Delivery Records	Customer Location Time Date Food Expiry code

Full traceability exercises are undertaken regularly to validate the Identification and Traceability system. These exercises are documented and any corrective or preventative actions documented.

Where there is a requirement to ensure identity preservation within the supply chain, e.g., to use a logo or make claim to a product characteristic or attribute appropriate controls and checks shall be in place.

Records to enable full traceability are retained for a minimum period of 3 years taking into account the shelf life of the end products, customer and regulatory requirements.

4. RESPONSIBILITY

The HSE function initiate the traceability in case of a customer complaints/recall.

Once in every 6 months the Head Chef is responsible initiating a mock traceability and maintaining positive and traceable identification of all foods and for undertaking fully documented traceability exercises on a regular basis and as a minimum twice a year to verify there is a complete traceability from raw material supplier to end product delivery to customer.



1.1. VALIDATION

Processes are validated by the prescribed checks such as core temperatures. Food is released by authorized personnel when checks have confirmed the food has been prepared correctly. If the food fails to meet the required parameters then immediate corrective action is taken or the food is treated as non-conforming and quarantined. Records are kept of every process and of all checks.

For any process change which does not satisfy the legal requirements a validation study is conducted and submitted for approval to the legal authority. Once approved it can be implemented

S.no	Process Step Controls	Validation Process	Frequency
1	CCP1: Vegetable Washing as per manufacturer recommendation	The validation of the ozone from the supplier	Before implementation and updated as when amendments are introduced
		MSDS sheet from manufacturer	
		Food Sampling	Once in 3 months
2	CCP 2: Cold Holding <5°C	DM Food Code International FDA Standard Food Sampling	Before implementation and updated as when amendments are introduced
3	CCP 4: Hot Holding >65°C		
4	CCP 5: Chilling		
5	CCP 3: Cooking/Reheating		
6	CCP 6: Sous Vide Cooking	NSW Sous Vide Standards	
7	CCP 7: Sous Vide Reheating	PolyScience Standards	
8	CCP 8: Dehydration	University of Nebraska Department of Agriculture guideline	



8	OPRP1: Food delivery truck temperature.	DM Food Code International FDA Standard	
9	OPRP2: Defrost temperature	DM Food Code International FDA Standard	
10	OPRP3: Dishwashing temperature	DM Food Code	

2.1. RESPONSIBILITY

Kitchen Manager has overall responsibility for monitoring, measurement and analysis and ensuring that all analyses which are critical to confirm product safety, legality and quality, are carried out using appropriate procedures, facilities and standards without presenting risk to food safety.

Authorised personnel are responsible for release of in-process and finished foods.

Kitchen Manager is responsible for establishing a team and developing the HACCP Plan, Operational PRP(s) and Product Control plans.



1. INTRODUCTION

Food Service has established, documented and implemented an internal audit system for the site, which is maintained in order to continually improve its effectiveness in complying with legislation, international standards and best industry practice.

2. SCOPE

The scope of the Internal Audit System includes all products manufactured on site and activities conducted onsite and offsite.

These requirements are aligned with the policies and objectives of the Masha and The Bear Restaurant and include those of the ISO 22000 international standard

3. PROCEDURE

Senior Management has a total commitment to the quality management system and provides adequate resource in the form of trained and qualified personnel to carry out Internal Audits. Internal audits are performed to confirm that Food Service management systems are working effectively and to promote continuous improvement. Our philosophy is audit, review and take action to improve.

The Internal Audit Schedule is planned annually and is designed to cover all areas of the Quality Management system including documents, policies, records and activities including the areas listed below:

- ✓ Scope of the Quality Management System
- ✓ Document control
- ✓ Customer, statutory and regulatory conformance
- ✓ Record control
- ✓ Quality policy
- ✓ Quality objectives
- ✓ Responsibility and authority
- ✓ Management review
- ✓ Resources and training
- ✓ Infrastructure and work environment
- ✓ Contract review
- ✓ Design and development
- ✓ Purchasing, orders and receipt of deliveries
- ✓ Identification and traceability
- ✓ Customer property
- ✓ Calibration
- ✓ Measurement and monitoring
- ✓ Customer satisfaction
- ✓ Internal audit
- ✓ Hygiene and housekeeping
- ✓ Monitoring and measuring QMS processes, analysis of data
- ✓ Control of non-conforming product

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- ✓ Corrective action, preventive action and improvement
- ✓ Food preparation activities
- ✓ Despatch and distribution activities
- ✓ Maintenance activities
- ✓ Waste management and environmental conformance

Kitchen Manager draws up the Internal Audit Schedule based on the following criteria:

- ✓ Risk associated with the procedure or activity
- ✓ Results of Previous audits
- ✓ Number of Corrective Actions raised or outstanding
- ✓ Customer Satisfaction Analysis
- ✓ Number of Preventative Actions raised or outstanding

Results of the Management Review

Senior Management has a total commitment to the quality management system and provides adequate resource in the form of trained and qualified personnel to carry out Internal Audits.

Internal audits are performed to confirm that Food Service management systems are working effectively and to promote continuous improvement.

The Internal Audit Schedule is planned and designed to cover all areas of the FSMS system including documents, policies, records and activities

Audit	Criteria	Objective	Auditor	Frequency	Records
Monthly Internal Audits	ISO 22000 requirements DM Food Code	TO ensure the implementation of the required food safety standards and policies which are based on the Masha and The Bear Restaurant F&B Policy and objective	FSMS Team	Monthly	Internal Audit Reports CAR report Follow UP audit reports
Random Inspections	Masha and The Bear Restaurant FSMS standards			Random	

The results of audits are used for continual improvement and management review.

4. AUDIT PLAN AND SCHEDULE

A clear audit plan is laid out in the audit checklist sections based on the company's objectives, ISO 22000 standards, DM requirements, FSMS process flowchart.

FSR 020 MONTHLY AUDIT CHECKLIST

The internal audit schedule determines which audits are to be carried out.

FSM 023 INTERNAL AUDIT SCHEDULE

5. CONDUCTING THE AUDIT

- I. The auditor uses the Internal Audit checklist or software approved by the Executive Chef

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- II. A walk through inspection of the premises is conducted to analyses the real time performance of the system
- III. The audits are unannounced
- IV. Relevant records and documents are checked
- V. The auditor conducts the audit in the presence of the Chef in charge for the back of house and service in charge for the front of house
- VI. Report is communicated by email to the Operation Manager, Outlet Manager, Executive/Head chef, Stewarding Manager and relevant senior Management members
- VII. Positive as well as negative comments are included in the report
- VIII. Major Non-conformities are immediately highlighted to the Outlet Manager or Sous Chef, who will be responsible for the corrective and preventive action

6. CORRECTIVE ACTIONS

- I. The auditor lays down the required corrective actions, timelines and person responsible for the action (see point 5)
- II. The corrective action report must be filled out by the person in charge once the action is completed and sent to the Senior Management team for review

Operation Manager reviews all audit reports, the non-conformances raised and the proposed corrective actions. Should it be deemed necessary the Executive Chef will schedule another audit to ensure timely corrective action has been completed.

7. RESPONSIBILITY

Senior Management team is responsible for:

- ✓ Updating audit procedures and schedules and for ensuring that audits are carried out to schedule
- ✓ Ensuring that the audit procedure is relevant and up to date and covers all areas of the quality management system
- ✓ Ensuring that the procedure is correctly carried out and that the trained auditors have sufficient competency
- ✓ For maintaining records of auditor assessment and training
- ✓ Summarising and reporting the results of all Internal Audits at the Management review meeting including trend analysis and identifying areas for improvement
- ✓ For ensuring that timely corrective actions are carried out as necessary and that those corrective actions are documented

8. TIMELINE FOR CORRECTIVE ACTIONS

Critical /Major	Immediate (48 hours)
Minor	1 week
Minor (involving permits, approvals etc.)	14 days – 1 month