ZAZEN TAX

The Weekly Close

About fifty minutes each Monday, and the venue runs on numbers four days old at most. Restaurants that close monthly are steering a fast car by the rear-view mirror.

Week ending .... **Closed by** .... **Monday date** ....

Hospitality moves too fast for a monthly close. The week is the natural unit: one menu cycle, one rota, one delivery pattern. The five numbers below are the whole dashboard, and every one comes from a tool on this hub.

1. Monday morning, the five numbers — about 10 minutes

- [ ] **Takings against last week and last year**
  Both comparisons, because seasonality lies to one of them.
- [ ] **Food GP and drink GP, from the counts**
  The Weekly GP Tracker, fed by the stock count. A GP without a count is a guess.
- [ ] **Labour percentage, on ex-VAT sales**
  The Labour Percentage Calculator's convention: on-costs in, VAT out.
- [ ] **Cash position and the week ahead's commitments**
  The 13-week forecast's actuals row, updated with the real bank balance.
- [ ] **Wastage, in pounds**
  From the log. The number is always worse than the guess.

2. Takings and cash — about 10 minutes

- [ ] **Seven daily cash-ups signed off**
  Any variance over a fiver investigated the same night, initialled on the sheet.
- [ ] **Card settlements reconciled to the bank**
  Settlement lags make Friday's takings Monday's money. Tie them out weekly and the month end becomes boring.
- [ ] **Tips split out and passed to the tronc records**
  Never in the takings line of the P and L. The troncmaster's month must reconcile to these weeks.

3. The GP — about 10 minutes

- [ ] **Stock counted, wet and dry, same time every week**
  Sunday night or Monday morning, but always the same, or the week borrows from its neighbour.
- [ ] **Purchases posted against delivery notes, not invoices**
  Invoices arrive late; deliveries do not. Accrue what has arrived unbilled.
- [ ] **GP variance over a point investigated by category**
  Food and drink separately. The Stock Count Workbook's bridge names the gap; portions, waste or shrinkage usually own it.

4. Labour — about 10 minutes

- [ ] **Actual hours against the planned rota**
  The Rota Planner priced the week in advance; Monday reads the difference and its reasons.
- [ ] **Next week's rota priced before it is published**
  At loaded rates, against forecast sales. The only week you can change is the one that has not happened.

- [ ] **Holiday accrual and overtime logged**
  Untracked holiday is a year-end surprise wearing a rota gap.

5. The look ahead about 10 minutes

- [ ] **Bookings against the same week last year**
  Covers on the book decide the rota and the orders before feelings do.
- [ ] **The 13-week cash flow rolled one week**
  Actuals in, the new week thirteen added, the low week re-read.
- [ ] **One decision made and written down**
  A price, a portion, a rota, a supplier. A close that changes nothing is a scrapbook.

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