

# **JSP 456**

## **Defence Catering Manual**



**Volume 4**  
3<sup>rd</sup> Edition 2010

**CATERING, RETAIL AND  
LEISURE**

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## RECORD OF AMENDMENTS

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## FOREWORD

1. JSP 456, Defence Catering Manual (DCM) provides an amalgam of regulations, instructions, advice and a point of reference for Service caterers to assist them in the delivery of the catering function across the entire range and diversity of Armed Forces catering. The DCM is split into 4 Volumes for ease of Reference:

JSP 456 Volume 1 – Catering Management

JSP 456 Volume 2 – Catering Accounting Regulations

JSP 456 Volume 3 – Food Safety Management

JSP 456 Volume 4 – Catering, Retail and Leisure

2. The content of each of the Volumes has been agreed through consultation between staff representing the Defence Food Services Team (DFS Team) and the lead Commands of each of the 3 Arms of Service and, whilst common processes and practices have been adopted where appropriate, individual Service requirements are included as necessary. Additional chapters will be added as standard procedures and convergence, common to the 3 Services, develops.

3. Instructions and regulations detailed in this publication supersede all single Service catering instructions. Where accounting procedures unique to either one or a combination of the Service Arms exist, their applicability is covered within this manual and where extracts from this manual are printed in single-Service publications; they are to be reproduced verbatim.

4. Editorial responsibility for the DCM is vested in DFS Team COS and responsibility for each of the Volumes is as follows:

Volume 1 – PCIS 4

Volume 2 – PCIS 4

Volume 3 – PCIS 1

Volume 4 – PCIS 3

Proposals for amendments or additions to the text should be forwarded, through the single-Service Commands, to **DFS Team**, for the attention of the appropriate Editorial Officer.

5. Changes of the CRL policy are to be notified to commercial partners through two channels:

a. Front Line Commands.

b. Change Control Working Group (CCWG).

6. Contracts/Service Level Agreements (SLA) let prior to the formal acceptance of the policy laid down within this JSP should, where possible, negotiate amendments to the contract/SLA to reflect the policy. Where this is not possible these contracts/SLAs take precedence. All contracts/SLAs negotiated since the promulgation of this JSP must reflect its requirements and contain caveats against future policy changes.

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## **PUBLICATION DETAILS**

1. The DFS Team have endorsed the production of the JSP 456 DCM Volume 4 – Catering, Retail and Leisure (CRL). This Volume contains Tri-Service rules for the delivery of CRL and is to be used as the authoritative document for all CRL related business.
2. All future amendments will be released through the Food Services Chain of Command and CCWG.

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# CONTENTS

Title Page	i
Amendment Sheet	iii
Foreword	v
Introduction	vii
Contents	xv

Chapter	Paragraph
---------	-----------

## 1. Catering, Retail and Leisure Concept

Introduction	0101
Background	0102
CRL/PAYD Aim and Vision	0103
Policy Intent Statement	0104
Core Meal	0105
Single Living Accommodation Module (SLAM)	0106
Arm Forces Pay Review Body (AFPRB)	0107
CRL Terminology	0108

## 2. Catering Accounting Regulations for Service and Civilian Personnel

Introduction	0201
Monitoring of Crown Expenditure	0202
Payment	0203
Meal Entitlement	0204
Individual Personnel Entitled to be fed at Crown Expense	0205
Service Personnel Involved on a Unit Exercise	0206
Royal Guard Ballatar/Royal Guardrooms London	0207
Compulsory Drugs Testing (CDT)	0208
Service Personnel Held Under Police and Criminal Evidence Act (PACE) and Detainees Under Sentence (DUS)	0209
Duty Passengers	0210
Hospital In Patients and Next Of Kin (NOK) (Refer to Chapter 3)	0211
International Air Cadet Exchange Association (IACE)	0212
Field Conditions (Food) (FC(F)) (Refer to Chapter 4)	0213
Reserve Forces	0214
Courts Martial and Board of Inquiry	0215
Aircrew on a Continuous 24-hours Standby Duty- Search And Rescue Units (SAR)	0216
Duty Aircrew and Ground Crew (Issued with Prepared Cooked Meals)	0217
Aircrew and Ground Crew (Preparing and Cooking own Meals)	0218
Quick Reaction Alert (QRA) Duties – Aircrew/Groundcrew on a Continuous 24-Hours Standby Duty.	0219
In Flight	0220
Military Working Dogs	0221
Supply of Dog Rations	0222
Personnel/events not Entitled to be Fed at Crown Expense	0223

Chapter	Paragraph
---------	-----------

### **Payment to be Met by Other MOD or Civilian Agencies**

Introduction	0224
Emergency Services Personnel (Civil Police, Fire and Ambulance Crews) - Operations and Exercises (Op/Ex)	0225
Recruitment Visits	0226
Meal Requests	0227
Cadet Organisations	0228
Memorandum of Understanding (MOU) Cadet Organisations	0229
International Students/Exchange Personnel	0230
Wider Markets	0231

### **Officers of 1-Star Rank and above Including Commanding Officers (CO)s Accommodated in Official Residences at CRL Unit**

Officers of 1-Star and above including COs	0232
Official Entertainment.	0233

### **Food Supply Transfer on Implementation of CRL**

Introduction	0234
Closure of Catering Accounts	0235
Transfer of Residual Stock	0236

### **Catering Accounting Regulations for Service Personnel Paying the Daily Food Charge**

Introduction	0237
Phase 1 Recruits (and Phase 2 Trainees paying the DFC)	0238
End of Trading Period	0239

### **Director General Financial Management Shared Service Centre (formerly Defence Bills Agency) Branch Code Procedure**

Introduction	0240
Instructions	0241
Annex A DFS Crown Account Form VAT Applicable	02A-1
Annex B DFS Crown Account Form VAT Non-Applicable	02B-1
Appendix 1 to Annexes A and B	
Annex C BX 164	02C-1
Annex D CX 460	02D-1
Annex E CX 730	02E-1

## **3. Hospital, Rehabilitation And Medical Reception Centre Messing**

Hospital Daily Food Charge (HDFC)	0301
Sources of Food Supply	0302
Medical Comforts	0303
Alcoholic Drinks	0304
Aeromedevac Patients	0305
Drinks for Operating Theatre Staff	0306
Specialised Food for Diet Supplement	0307
Maternity Supplement (Home and Overseas)	0308

<b>Chapter</b>	<b>Paragraph</b>
Further Treatment for New Born Babies	0309
Visits by Relatives	0310
Accounting for meal provided to relatives	0311
MRS and RMC Daily Supplement	0312
Regional Rehabilitation Centres (RRC)	0313
Issues to Medical Dispensaries	0314
Reserve Rations – Medical Reception Station (MRS) / Regional Medical Centre (RMC).	0315
Annex A Weekly Aeromedevac Feeding Record	03A-1
<b>4. Field Exercise Catering</b>	
Accounting for PFM Rations on Exercise in a Catering Retail and Leisure (CRL) Environment	0401-4
Notification to DFS	0405
Annex A Unit Exercise Register	04A-1
<b>5. Crown Account Supplements</b>	
Introduction	0501
Monitoring of Crown Expenditure	0502
Drinks Supplements	0503
Divers Drinks Supplement	0504
Divers Meal Supplement	0505
New Entry Recruits Training Supplement (NERTS)	0506-8
Accounting for NERTS	0509-14
Special Forces Supplement (SFS)	0515
SFS – Applications	0516
Mountain Rescue Teams (MRT)	0517-19
Personnel On Duty Outside Normal Working Hours	0520
Officer and Aircrew Selection Boards	0521
Packed Meals	0522
Packed Meals for Personnel Paying the DFC	0523
Juniors Milk Supplement	0524
Accounting for Juniors Milk Supplement	0525
<b>Miscellaneous Food and Beverage Issues</b>	
Introduction	0526
Splice the Mainbrace	0527
Accounting	0528
Operational Ration Pack Supplement	0529
HM The Queen's Birthday Parade and Rehearsals	0530
Muslims – Additional Foods During Ramadan	0531
Survival Training Allowance	0532
Issues to Medical Centres/Special Diets	0533
Bottled Water and Ice	0534
Cookery Training Allowance (CTA)	0535
<b>6. Menu Policy and Food Input Standards</b>	
Introduction	0601
Entitlement	0602
The Menu Offer (Retail & Core)	0603

<b>Chapter</b>	<b>Paragraph</b>
Healthy Eating/Nutritional Requirements	0604
The Core Offer	0605
Choice	0606
Restricted Service Days	0607
Breakfast Menu	0608
Lunch Menu	0609
Dinner Menu	0610
Night Duty Meals	0611
Duty Packed Meals	0612
Container and Hotlock	0613
Special Diets	0614
Retail Options	0615
Food Supply	0616-18
Shopping Basket (Refer to Chapter 12 Para 1218)	0619
Menu Evaluation	0620-23
Enhanced Core Offer (ECO)	0624
Annex A        14 Day Menu Cycle	06A-1-3
 <b>7.        Function Definition.</b>	
Introduction	0701
Formal(Official) Function	0702
Informal(Unofficial) Function	0703
Private Function	0704
Official Entertainment	0705
Use of Core Catering Manpower	0706
Foodstuffs	0707
Beverages	0708
Cost Pricing Expectations	0709
Alternative CRL(refer to chapter 15)	0710
 <b>8.        Inspections and Audits</b>	
Introduction	0801
Financial Management and Corporate Governance	0802
Food Safety	0803
Joint Business Agreement (JBA)	0804
Role of TLBs	0805
 <b>9.        The Employment of Core Catering/Military Manpower</b>	
Introduction	0901
Cohesion and Identity	0902
Command and Leadership	0903-5
 <b>CCM Availability</b>	
Introduction	0906
Transition Workshop	0907-8
Availability	0909-12
 <b>Day to Day Activities</b>	
Audit Trail	0913-17

<b>Chapter</b>	<b>Paragraph</b>
<b>Additional Employment/Miscellaneous</b>	
Private Employment	0918
Minor Awards/Staff Incentive Schemes	0919
Staff Feeding	0920
Training Responsibilities	0921-23
Annex A      AM & DBAS    Examples	09A-1
Annex B      RBM Diary	09B-1
Annex C      RBM Process	09C-1
<b>10.      Payment Systems</b>	
Introduction	1001
Service Personnel Unable to Pay	1002
Service Personnel Unable to Pay – Payment Recovery	1003
Service Personnel	1004
Recovery of Payment to the Contractor	1005
Chain of Command Responsibilities	1006
Annex A      CRL Core Meal Repayment Voucher	10A-1
<b>11.      Equipment and Infrastructure</b>	
Introduction	1101-2
Standards	1103-5
Assets – Buildings	1106-8
Replacement of Assets	1109
Contractors Assets	1110
Transfer of Assets	1111
Catering Retail and Leisure Assets	1112
Category A    Assets	1113
Category B    Assets in Junior Rank/Rates Messes	1114
Category B    Assets in Officers' and SNCOs' Messes	1115
Category C	1116
<b>Maintenance and Cleaning</b>	
Building Responsibilities	1117-19
Cleaning	1120
Utilities	1121-22
Ex NAAFI Accommodation	1123
Public Funded Initiatives (PFIs)/Public Private Partnership (PPPs)	1124
Defence Estate Leases	1125
Assets/Buildings Overseas	1126
Annex A      Assets Terms and Conditions	11A-1
Annex B      Responsibilities	11B-1
Annex C      Leases Process	11C-1
<b>12.      Catering Retail and Leisure Management</b>	
Introduction	1201-02
Generic Management Structure	1203
Designated Officer (DO)	1204
Authorising Officer (AO)	1205
Supervising Officer (SO)	1206-07

<b>Chapter</b>	<b>Paragraph</b>
Guidance for Completing Statement Of Requirement	1208-09
Quantity Tables	
Components of Managing the Contract	1210-11
Key Performance Indicators	1212-13
A Service Credit	1214-16
Measurement of KPIs	1217
Food Benchmarking	1218
Customer Satisfaction	1219-20
Consumer Satisfaction	1221-24
Performance Review	1225
Contents of the Performance Review	1226
Evaluation Criteria	1227
In-month Management Activities	1228
Meeting Routines	1229
QA Responsibilities of the Contractor	1230
Authority Process Reviews	1231
Finance Planning and Control	1232
Authority Staff – Terms of Reference (TORs)	1233
General Responsibilities	1234
Specific Duties	1235-36
Food Complaint Procedure	1237
Comments/Suggestions	1238
Annex A CRL Partnering Relationships - RAF	12A-1
Annex B CRL Partnering Relationships - Army	12B-1
Annex C CRL Partnering Relationships - Army (CCM)	12C-1
Annex D Management In Month Partnering Activities	12D-1
Annex E Performance Review Criteria	12E-1-2

### **13. Catering Retail and Leisure Training**

Introduction	1301
Scope	1302
Phases	1303
Steady State Phase	1304
Commanding Officer	1305
Suggested Training by Rank, Grade and Position	1306
Annex A Operating Guidelines for Commanding Officers	13A-1

### **14. Gainshare**

Introduction	1401
Current and Future Sources of Welfare Funding	1402-04
Inward Investment	1405
Gaming Machine Revenue	1406
Self-help	1407
Gainshare	1408
Proposed Allocation of Gainshare	1409-10
Calculating Gainshare	1411

### **15. Alternative CRL Provision**

Introduction	1501
Private Traders	1502
Women's Royal Voluntary Service (WRVS)	1503

<b>Chapter</b>	<b>Paragraph</b>
Council for Voluntary Welfare Work (CVWW)	1504
Service Encroachments	1505
Impact of Alternative CRL Activity	1506
Impact of Legislation on Alternative CRL Provision	1507-08
Additional CRL Services	1509
Additional CRL Services in with the Core CRL Business Stream	1510
Additional CRL Services (Private Traders, Voluntary Organisation)	
Out with the Core CRL Business Stream	1511
Additional CRL Services (Service Run Encroachments)	
Out with the Core CRL Business Stream	1512
<b>16. Gaming Machines</b>	
Introduction	1601
Management and Maintenance	1602-04
Customer/Supplier Relationship	1605
Cost and Management Fee	1606-07
Cash Floats	1608
Monthly Management Information	1609
Responsibility for Cash	1610
Queries	1611
<b>17. VAT</b>	
Introduction	1701
The Law	1702
Daily Food Charge	1703
Registration	1704
CRL	1705
Application of VAT and Local Taxes at Overseas Units	1706
Units Overseas Exempt VAT	1707
Service Personnel Unable to Purchase Meals	1708
Packed Meals, Container Meals at Crown Expenditure	1709
Supplementary Meals and Drinks	1710
Phase1 Training Units VAT Dispensation	1711
Phase1 Training Units VAT Dispensation (Invoicing Action to be taken by the CRL contractor)	1711a
Phase1 Training Units VAT Dispensation (Actions by the Authority)	1711b
Phase1 Training Units VAT Dispensation (All supplementary claims)	1711c
Sales in Retail and Leisure Outlets	1712
Bulk Issues	1713
Messes not Previously Registered for VAT	1714
Deductions of Grants for Mess Functions	1715
<b>18. Service Provision Payment</b>	
Introduction	1801-02
Determining SPP	1803-05

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## **GLOSSARY OF ABBREVIATIONS**

Whilst it is fully recognised that some of the abbreviations listed below are not mentioned within this publication they are commonly used terminology within the CRL environment so therefore have been included.

AFI	Annual Formal Inspection
A&E	Assurance and Evaluations
AFPAA	Armed Forces Personnel Administration Agency
AFPRB	Armed Forces Pay Review Body
AFOPS	Armed Forces Overarching Personnel Strategy
AG	Adjutant General
AO	Authorising Officer
ARTD	Army Recruitment & Training Division
AWF	Accumulated Welfare Fund
BCDP	Business Case Development Plan
BEMS	Building Energy Management System
CAF	Central Amenities Fund
CAO	Contracts Authorising Officer
CBA	Cost Benefit Analysis
CCM/CMM	Core Catering Manpower/ Core Military Manpower
CCRT	Commodities Cluster Restructuring Team
CCWG	Change Control Working Group
CD (C&C)	Commercial Director (Command & Centre)
CDL	Chief of Defence Logistics
CDT	Compulsory Drug Testing
CEG/CEQ	Career Employment Group/Career Employment Qualification
CM/BOI	Court Martial/Board Of Inquiry
CMT	Contract Management Team
CO	Commanding Officer
CoC	Chain of Command
CPI	Catering Price Index
CRL	Catering, Retail and Leisure
CSA	Customer Supplier Agreements
CVWW	Council for Voluntary Welfare Work
DAMO	Duty Air Movements Officer
DAS	Defence Accommodation Stores
DAVRS	Director Army Veterinary and Remount Services
DBA	Defence Billing Agency
DBAS	Declared Baseline Availability Schedule
DCDS Pers	Deputy Chief of Defence Staff Personnel
DE	Defence Estates
DFC	Daily Food Charge
DFM (FMPD)	Director Financial Management (Financial Management Policy Development)
DFS	Defence Food Services
DFV	Defence Food Vote
DGFM	Director General Financial Management
DGFM SSC	Director General Financial Management Shared Services Centre
DMB	Defence Management Board
DMR	Daily Messing Rate
DO	Designated Officer
DoQ	Denomination of Quantity
DSO	Deputy Supervising Officer

DTR	Defence Training Review
EAT	Employment Appeals Tribunal
EMC	Extra Messing Charge
EMI	Extra Messing Income
EPAFF	Expert Panel for Armed Forces Feeding
EPOS	Electronic Point(s) Of Sale
FC	Food Charge
FLC	Front Line Commands
FMSSC	Financial Management Shared Service Centre - formerly Defence Bills Agency (DBA)
FSI	Fully Serviced Infrastructure
GFE/M/F	Government Funded Equipment/Materials/Facilities
GFI	Government Funded Information
GPP	Gross Profit Percentage
HA	Hospitality Assured
Hd Comm(C&C)	Head of Commercial (Commands & Centre)
HATS	High Activity Training Supplement
HLB	Higher Level Budget
HMRC	Her Majesty's Revenue and Customs
HR	Human Resources
IC	Intelligent Customer
IPT	Integrated Project Team
IDT	International Defence Training
ITN	Invitation To Negotiate
JBA	Joint Business Agreement
JOP	Joint Operations Picture
JRC	Junior Ranks/Rates Club
KSF	Key Success Factors
KPI	Key Performance Indicator
KUR	Key User Requirements
MAC	Multi Activity Contract
MC	Medical Centre
MCTC	Military Correctional Training Centre
MFPI	Measurement of Fighting Power Inspection
MHS	Mess Hotel Services
MO	Medical Officer
MOR	Movement Occurrence Report
MOU	Memorandum of Understanding
MRS	Mountain Rescue Service
MRT	Mountain Rescue Team
MSR	Managing the Supplier Relationship
MWD	Military Working Dogs
NET	Non-Entitled Tariff
NNIA	Not Notified In Advance
NRTA	Naval Recruitment Training Agency
OPS	Operational Performance Standard
OS	Other Services
PACE	Police And Criminal Evidence
PAYD	Pay As You Dine
PB	Project Board
PCBC	Platoon Commanders Battle Course
PCIS	Policy, Concepts and Information Systems
PEG	Project Executive Group
PFI	Private Finance Initiative
POS	Point Of Sale

PPD	Partnering Principles Document
PPE	Personal Protective Equipment
PPO	Principal Personnel Officers
PPP	Public Private Partnership
PQQ	Pre Qualifying Questionnaire
PR	Performance Review
PRP	Performance Related Pay
PRI/PSI	President Regimental Institute/President Service Institute
PRT	Procurement Reform Team
PSBC	Platoon Sergeants Battle Course
QA	Quality Assurance ABC
QAR	Quality Assurance Reviews
QM	Quartermaster
QRs	Queens Regulations
QRA	Quick Reaction Alert
QT	Quantity Table
RAB	Resource Accounting and Budgeting
RAC	Resource Accounting Code
RBM	Resource Balancing Mechanism
RCWO	Regimental Catering Warrant Officer
RMT	Relationship Management Team
ROR	Requirement Of Response
RPC	Regional Prime Contract
SA	Subsistence Allowance
SAC	Secondary Accounting Code
SAR	Search and Rescue
SARDA	Search and Rescue Dog Association
SCBC	Section Commanders Battle Course
SDR	Strategic Defence Review
SI	Seriously Ill
SIF	Service Institute Fund
SLA	Service Level Agreement
SLAM	Single Living Accommodation Module
SMAC	Super Multi Activity Contract
SNITS	Special Notice Instructions To Tender
SNPF	Service Non-Public Funds
SO	Supervising Officer
SOR	Statement of Requirement
SPEG	Service Personnel Executive Group
SPP	Service Provision Payment
SPB	Service Personnel Board
SPS	Staff and Personnel Support
SUPS	Service Personnel Under Sentence
TF	Trading Funds (as in TLB)
TLB	Top Level Budget
TUPE	Transfer of Undertakings Protection of Employment
UCM	Unit Catering Manager
VFM	Value for Money
VSI	Very Seriously Ill
VAT	Value Added Tax
WRVS	Women's Royal Voluntary Service

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## Common CRL/PAYD Terminology

Whilst not exhaustive, listed below are common terminologies associated with CRL/PAYD.

<b>Wardroom</b>	Royal Navy Officers 'Mess.
<b>Crown Feeders</b>	Personnel entitled to be fed at Crown Expense ie through the Defence Food Vote (DFV).
<b>Trading Period</b>	Set period of time usually in conjunction with either the Fiscal or Gregorian calendar months.
<b>Daily Food Charge</b>	Monetary figure paid by service personnel as set annually by the AFPRB.
<b>Core Meal</b>	A selection of meal choices set to MoD minimum specifications also referred to as Service Special.
<b>Field Conditions</b>	Specific provision allocated to those personnel who qualify to set criteria. See Chap 2A for more information.
<b>Partnering</b>	Where 2 or more organisations develop a close and generally long term working relationship which has top level commitment and is based on mutually agreed objectives under which all partners have an interest in each others success. See Chap 6 for more information.
<b>CCM/CMM</b>	Military caterers which includes; chefs, ration accountants/ stores persons, mess managers/stewards/catering managers(chef), catering managers,caterers. See Chap 6 for more information.
<b>Partner</b>	Usually the contractor supplying the CRL service.
<b>JPA</b>	Joint Personnel Administration military computerised administration system.
<b>Unit Orders</b>	Working instructions for military units.
<b>Active Duty</b>	A non-sleeping, working duty.
<b>Working Day</b>	As published on unit Orders.
<b>JSP404</b>	MoD Catering Manual (more commonly referred to as MACS Manual).
<b>EMI/EMC</b>	Locally agreed monetary amount paid by specific mess members for an enhanced quality of food items.
<b>Foodstuffs/Rations</b>	All edible components inclusive of beverages.
<b>Dining In/Out</b>	Usually a formal welcoming/farewell event.
<b>Wider Defence Community</b>	Military Personnel/Dependents/MoD Civilians/Contractors and Co-workers

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## CHAPTER 1 - CATERING, RETAIL AND LEISURE CONCEPT

0101. **Introduction.** Catering, Retail and Leisure / Pay As You Dine (CRL/PAYD) concept introduces the most significant change in non-operational food service provision since the introduction of the Daily Food Charge (DFC) and the Daily Messing Rate (DMR) in 1971.

0102. **Background.** The initial PAYD project ran until 2005 before becoming being re-named as CRL/PAYD. During the trial period guidelines known as the Jackson 5, after General Sir Mike Jackson as Chief of the General Staff, were issued and are listed below:

- a. Payment in arrears.
- b. There should be an ability to link to pay.
- c. Same choice of food as at present.
- d. Cost of Core Meal must match the prevailing Daily Food Charge.
- e. Core Catering Manpower (CCM) must be protected.

The trial identified that some of the initial guidelines were not achievable and as a result a Policy Intent Statement was issued by the Service Personnel Board detailing the future conditions.

0103. **CRL/PAYD Aim and Vision.** The aim of the CRL/PAYD is to “enhance the moral component of fighting power”. This is achieved through greater satisfaction with life in the Armed Forces by making qualitative enhancements to the way catering, retail and leisure services are provided and by requiring individuals to only pay for what they consume. The CRL/PAYD vision is for a modern and integrated catering, retail and leisure provision that better meets the lifestyle of today’s Servicemen and women and delivers value for money.

0104. **Policy Intent Statement.** The Service Personnel Board issued a policy statement in Jul 2005 that approved the ending of the food charge as CRL/PAYD was implemented across the three Services. The statement also included conditions with the key ones listed below:

- a. Core Catering Manpower, with the exception of certain management posts, are to be employed alongside the commercial partner’s staff on duties appropriate to their rank and experience.
- b. A core menu is to be retained.
- c. The 3 mess system is to be retained.

### FACTORS AFFECTING CRL/PAYD

0105. **Core Meal.** The overarching principles for the provision of the Core Meal(s) are:

- a. Delivering a minimum of 3300 calories over 3 meals (breakfast, lunch & dinner).
- b. Cost to match the prevailing Daily Food Charge.
- c. Ensuring that the catering skills required by the CCM/CMM to deliver operational feeding are maintained by replicating similar meals to that produced on operations, in that meals are produced from first principles rather than reheating processed meals.

- d. Accommodating ethnic and vegetarian diversities.
- e. Demonstrating a duty of care by providing a nutritionally balanced diet.
- f. No service person is to be turned away from the hotplate/servery through lack of funds, but is to be offered a Core Meal against the principle of financial recovery.
- g. Simplification of the Nutritional message.
- h. Simplifying provisioning for meals for Phase 1 Trainees and Duty Personnel.

0106. **Single Living Accommodation Module (SLAM).** The introduction of CRL and other authority projects such as SLAM have made a significant difference in the way personnel cater for themselves. Many living-in personnel prefer to utilise kitchenette facilities in SLAM accommodation on a self-help basis rather than take meals in the dining room. Consequently, sales of retail and cook chill offers through shops and other outlets may increase.

0107. **Armed Forces Pay Review Body (AFPRB).** The Armed Forces Pay Review Body provides independent advice to the Prime Minister and the Secretary of State for Defence on the remuneration and changes for members of the Royal Navy, Army and Royal Air Force of the Crown. Its primary role in the context of CRL is that it sets the DFC and to aid with their deliberations, Defence Food Services provide a submission containing recommendations on the rate that should be set. The submission is based upon the food costs of provisioning the menu plan detailed in Chap 6 of this publication.

0108. **CRL Terminology.** A glossary of new terminology and definitions is detailed on pages XV to XV11 to this publication.

0109-0199. Reserved.



## CHAPTER 2 - CATERING ACCOUNTING REGULATIONS FOR SERVICE AND CIVILIAN PERSONNEL

0201. **Introduction.** This chapter provides the catering accounting regulations for all Service and Civilian personnel entitled to be fed at Crown Expense and when liberties are restricted (DFS Team will provide specific authority under these circumstances). These catering accounting regulations are included for Service and Civilian personnel when payment is to be met by other MoD or Civilian Agencies or when a subsidised rate or contribution to the Defence Food Vote is required for meals provided.

0202. **Monitoring of Crown Expenditure.** As the DFS Team is required to fund entitled personnel to be fed at Crown Expense there is a requirement to capture financial data. This includes certain duty personnel, visitors, cadets, military working dogs and a wide range of supplements. The DFS Crown Account Forms (VAT applicable Annex A, VAT non-applicable Annex B) are to be completed weekly by the Authorities subject matter expert (SME). A consolidation sheet is provided at Appendix 1 to Annexes A and B (or the electronic Crown Account provided by HQLF). Once completed at the end of each Trading Period, supporting documentation is to be forwarded via the Contract Authorising authority, to HQLF Fd Svcs for Army and for RN and RAF units/establishments to DES Comm Fin DFS Dep FA, Spur 3, Beckford Block, DE&S Ensleigh, Bath, BA1 5AB, the despatching unit should retain the originals.

0203. **Payment.** The consolidated Crown Account will be used to raise a BX164, at Annex C, which is to be despatched to the DGFM FMSSC (formerly Defence Bills Agency) at Liverpool RA Code PAA 002; Local Project Code ZZP 1G2 1121; UIN D4817D. Current versions of all DGFM FMSSC forms are available on the Defence Intranet or [www.fmssc.mod.uk](http://www.fmssc.mod.uk) See Chapter 17. For clarification of payment methods, it is recommended that processes are to be confirmed direct with FMSSC

### ENTITLEMENT TO FEED AT CROWN EXPENSE.

0204. **Meal Entitlement.** Meal entitlement is for the Core Meal only. The costs of any additional food or beverage items are to be met by the individual at the time of purchase. Refer to Chapter 6.

0205. **Individual Personnel Entitled to be Fed at Crown Expense.** Listed below are personnel entitled to be fed at Crown Expense. This list is not exhaustive and when situations arise where there may be a claim against the Defence Food Vote the justification is to be forwarded through the chain of command to the DFS Team.

- a. Service personnel who are required to carry out a duty watch between 24 and 48 hours.
- b. Service personnel who are required to carry out additional duties<sup>1</sup> where they are not allowed to leave the unit.
- c. Service personnel on either guard duties or SAR/QRA duties who are provided with meals by other than normal messing arrangements.
- d. For Service personnel and shift workers taking a night duty meal, refer to the Night Duty Meal in Chapter 6.
- e. Service personnel ordered without prior notice to remain at their place of duty

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<sup>1</sup> Additional duties constitute a period of duty outside published working hours and include weekday nights, weekends and public holidays.

for at least 3 hours in excess of the normal working day, as laid down for their specific role in the unit, are to be provided with the appropriate core meal during the period they are retained.

f. Service personnel required to be on duty at night/outside normal working hours including living out within the criteria shown in Table 5:2 of chapter 5 Entitlement is based on the number of hours worked outside the recognised working day and whether the duty is an active duty (e.g. non-sleeping, working duty).

g. Service Personnel under Sentence

**0206. Service Personnel Involved on a Unit Exercise.**

a. Authorised Exercises are predominantly conducted 'Out of Barracks' when leave is stopped, liberty is restricted and Service personnel are unable to return home to take a meal. Therefore, Service personnel deployed on exercise, who meet in full the above criteria, will be deemed entitled to be fed at Crown Expense for each 24 hour period.

b. Service personnel involved in Clearance Diver Acquaint (CDA) and Range Days (when personnel are unable to return to barracks over a meal period) and Duty Personnel when on transit to Royal Guardrooms will be deemed entitled to be fed at Crown Expense for the meal/meals taken.

c. Exceptionally, there may be occasions when Service personnel are called/recalled into unit lines unannounced to take part in an exercise in their parent unit i.e. Station/Establishment/Base Recall exercise. In these circumstances, Service personnel will be deemed entitled to be fed at Crown Expense for the meal/meals taken during the duration of the exercise.

**0207. Royal Guard Ballatar/Royal Guardrooms London.** Personnel on duty in the guard rooms are entitled to be fed at Crown Expense.

**0208. Compulsory Drugs Testing (CDT).** Team officials and those unit personnel co-opted to assist the team, will be deemed entitled to be fed at Crown Expense over the meal period when they are confined to barracks, but does not include personnel nominated to be tested when alternative feeding arrangements should be made.

**0209. Service Personnel held under Police and Criminal Evidence Act (PACE) and Detainees Under Sentence (DUS).** Service personnel are to be provided with Core Meals and will be entitled to be fed at Crown Expense during the period they are detained, including being away from their parent Unit.

a. **Meal Entitlement.** For **PACE** Where practical, interviewees under questioning are to be offered 2 light/third type meals and one main meal (in any 24-hour period) and these meals are restricted to the Core Meal. For **DUS** Provision for DUS states that DUS personnel are entitled up to 4 meals daily. Units are to claim the DFC plus a Night Duty Supplement 1. It should be noted that only case numbers should be recorded and not names and Service numbers.

b. **Beverage Entitlement.** Where practical, interviewees are to be offered beverages (either hot or cold as appropriate) during short breaks for refreshments and these should be provided at intervals of approximately 2 hours. If cold drinks are provided they should generally be in the form of squash drinks.

c. **Accounting.** The Contractor in conjunction with the Unit Authority is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of Service

personnel held under PACE. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) The Contractor is to keep an auditable record of meals and beverages provided. A nominal roll (showing only case numbers and not individual names and/or Service numbers) is to be authorised by an interviewing Officer and retained with the DFS Crown Account for Audit to support the claim for each Trading Period. Only actual meals taken and beverages provided are to be claimed by the Contractor.

(2) These meals are to be recorded on the DFS Crown Account Forms as appropriate. (See Annexes A and B) or on the electronic DFS Crown Account.

(3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

0210. **Duty Passengers.** Personnel, including families under the control of the Duty Air Movements Officer (DAMO) prior to embarkation and Gurkha personnel and their families on Unit moves during embarkation/disembarkation will be deemed entitled to be fed at Crown Expense.

0211. **Hospital In-Patients and Next Of Kin (NOK).** Refer to Chapter 3.

0212. **International Air Cadet Exchange Association (IACE).** Cadets and escorts where a Memo of Understanding (MOU) exists and is sighted by the Unit Authorising Officer.

0213. **Field Conditions (Food) (FC(F))** are very specific and tightly controlled by the Treasury and may only be officially declared by the Commanding Officer in accordance with JSP 752/754. This mainly covers those on designated operational deployments, on MACA or in the field.

a. Any Unit believing it has a requirement to declare FC(F) and which does not meet this criteria in JSP 754 Chapter 9 Section 10, of which the costs are expected to be funded by the Defence Food Vote, are to provide full justification to the DFS Team via the appropriate Front Line Command (FLC) for approval.

b. This does not include transitional arrangements to CRL/PAYD as this cost would form part of the transition plan.

0214. **Reserve Forces.** All Reserve Forces, who are in receipt of full-time pay or over 8 hours day rate are treated as full-time Service personnel.

0215. **Courts Martial and Boards of Inquiry.** Those Members of the Court who are required to remain within the Courts Martial Centre over the lunch time recess can receive a suitable working lunch organised by the Court Officials. Additionally, a Drinks supplement may be claimed for the provision of morning and afternoon beverages for personnel attending Courts Martial, Boards of Inquiry and Standing Civilian Courts, whether as members of the court (including all witnesses, regardless of status) or on duty. The supplement may not be claimed for members of the press or the public gallery.

a. **Meal Entitlement.** Meal entitlement is for members of the court only. The entitlement is up to the current value of the Core Meal charge for the midday meal and the costs of any additional food or beverage items are to be met by the individual at the time of purchase. If the occasion arises when a working lunch is required and members of the court cannot retire to the Mess, then a suitable working lunch

(sandwiches, fruit, biscuits etc) is to be provided on request by Court Officials. Units are to claim the Core Lunch Meal element only

b. **Drinks Supplement.** Drinks entitlement is for members of the court and witnesses only.

c. **Accounting.** The Contractor, in conjunction with the Unit Authority, is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of members of the court and beverages provided for members of the court and witnesses. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) The contractor is to keep an auditable record of all meals up to the value of the Core Meal and beverages provided. When a working lunch is required the Contractor may claim the equivalent of the cost of a Packed Meal for each member of the court. Only actual meals taken are to be claimed by the Contractor. A nominal roll, authorised by the Clerk of the Court, is to be retained with the DFS Crown Account for Audit to support the claim for each Trading Period.

(2) Meals are to be recorded on the DFS Crown Account Forms as appropriate. (See Annexes A and B) or on the electronic Crown Feeder Account.

(3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

0216. **Aircrew on a Continuous 24-Hours Standby Duty – Search And Rescue (SAR).** SAR Aircrew and Ground Crew on a continuous 24-hour period of standby duty are to be provided with all meals during the period of their duty. The most practicable method of feeding SAR personnel should be established after consultation with the Contractor and SAR Unit. Consideration should be given to the working routine of SAR personnel and also to the Contractor's staff working hours. It is anticipated that the method of feeding will differ from Unit to Unit.

0217. **Duty Aircrew and Ground Crew (Issued with Prepared Cooked Meals).** Nominal rolls of Duty Air and Ground Crew personnel on a continuous 24-hour standby duty, authorised by the Flt Cdr, are to be retained with the Crown Account for Audit to support the claim for each Trading Period. Only actual Core Meals issued are to be claimed by the Contractor.

0218. **Aircrew and Ground Crew (Preparing and Cooking Own Meals).**

a. **Meal Entitlement.** Meal entitlement is the cost of the food ingredients issued, up to the value of the DFC per person, for each 24-hour period of standby duty. The food ingredients issued should cover a maximum of 3 meals (e.g. lunch and dinner on the first day of duty and breakfast the next day or dinner on the first day of duty and breakfast and lunch on the following day). For personnel entitled to night duty meals refer to Chapter 3.

b. **Accounting.** The Contractor in conjunction with the Unit Authority is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of SAR Aircrew and Ground Crew preparing and cooking their own meals. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

- (1) The Contractor is to keep an auditable record of all food ingredients issued to SAR personnel who are preparing and cooking their own meals. Nominal rolls of SAR personnel on a continuous 24-hour standby duty, authorised by the Flt Cdr, are to be retained with the DFS Crown Account for Audit to support the claim for each Trading Period.
- (2) These meals are to be recorded on the DFS Team Crown Account Forms as appropriate (see Annex B) or on the electronic DFS Crown Account.
- (3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

**0219. Quick Reaction Alert (QRA) Duties – Aircrew/Groundcrew on a Continuous 24-Hours Standby Duty.**

a. **Entitlement.** QRA Aircrew on a continuous 24-hour period of standby duty and Ground Crew on a duty where their privileges are restricted for periods in excess of 24-hours (normally a 7 day rostered duty) are to be provided with all meals during the period of their duty. The most practicable method of feeding QRA personnel should be established after consultation with the Contractor and QRA Cdr. Consideration should be given to the working routine of QRA personnel and also to the Contractor's staff working hours. It is anticipated that the method of feeding will differ from Unit to Unit. Claims are limited to actual meals issued and are restricted to a maximum of one Scale 11 and 3 x Scale 12s (refer to JSP 456 Volume 2 Chapter 17) for each 24-hour duty period subject to being;

- (1) At a state of operational readiness, which specifies a generation time of 30 minutes or less.
- (2) Unable to take a meal between tasking for an operational sortie and take off.
- (3) Required to live in and occupy accommodation set aside for operational QRA personnel.

b. **Accounting.** The Contractor in conjunction with the Unit Authority is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of QRA Aircrew and Ground Crew meals. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

- (1) The Contractor is to keep an auditable record of all meals issued to QRA personnel. Nominal rolls of QRA personnel on duty, authorised by the QRA Cdr, are to be retained with the Crown Account for Audit to support the claim for each Trading Period.
- (2) These meals are to be recorded on the DFS Team Crown Account Forms as appropriate (see Annex B) or on the electronic DFS Crown Account.
- (3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

0220. **In Flight.** The appropriate Aircrew and Passenger Flight Catering Entitlements, in accordance with JSP 456 Volume 2 Chapter 17, may also be claimed where entitlement exists. These In-Flight Scales are based on flight time in hours and are published by the DFS Team as a monetary equivalent. Whilst these catering entitlements may be claimed retrospectively, under no circumstances are cash payments to be made or claimed in advance.

0221. **Military Working Dogs.** Military Working Dogs (MWD) are to be provided with dog rations in accordance with those detailed in the Core Range for which the cost will be met by the Defence Food Vote. Definitive guidance for the rationing of MWD can be found in JSP 456 Volume 2 Chapter 16.

0222. **Supply of Dog Rations.** The Contractor is to ensure sufficient supply of dog rations, the type of which is to be in accordance with the Core Range. Issues of dog rations are to be made to the MWD Section in bulk on a weekly basis. Items for special diets are to be issued as required.

a. **Accounting.** The Contractor in conjunction with the Unit Authority is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of MWD. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) The Contractor is to keep an auditable record of all dog rations supplied. Nominal rolls of MWD are to be retained with the DFS Crown Account for Audit to support the claim for each Trading Period. Additionally, a Veterinary Officer is required to support the issue of rations for special diets.

(2) These rations are to be recorded on the DFS Team Crown Account Forms as appropriate. (See Annex B) or on the electronic DFS Crown Account.

(3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

## **NON-ENTITLEMENT TO FEED AT CROWN EXPENSE.**

0223. **Personnel/Events Not Entitled to be Fed at Crown Expense.** The Defence Food Vote will not fund the following categories of personnel/events:

- a. Service personnel when on Detached Duty/Temporary Assignments who do not normally incur a Daily Food Charge at their permanent Unit.
- b. Service personnel when on Duty Day Visits to other Service Units who do not normally incur a Daily Food Charge at the permanent Unit.
- c. Transitional arrangements to CRL/PAYD.
- d. Unit, commercial and charity events such as Air /Navy/Open Days, Concerts etc.
- e. Military Aid to Civil Authorities. Service Personnel on named operations i.e. Op Fresco or feeding evacuees that are sponsored by Other Government Departments (OGD), the messing charges are to be billed against the relevant Operation Budget UIN.
- f. When members of the civil emergency services are fed by Service units i.e. operational duty or training exercises. The messing charges are to be raised against the HQ authority/sponsor and not against individuals.

- g. Family members and guests of personnel attending graduation ceremonies / passing out parades.
- h. Reserve personnel attending training activities in excess of 2 hours, for which the volunteer is awarded either a flat rate of training expenses or Missed Meal allowance. Refer to JSP 456 Vol 2 Chapter 15
- i. Service sports supervising bodies and personnel competing in Unit, Command and Service sport.
- j. All members of Service or Volunteer Bands.

## **PAYMENT TO BE MET BY OTHER MOD OR CIVILIAN AGENCIES**

0224. **Introduction.** Personnel who are entitled to be fed at Crown Expense for which the cost will be met by other MoD or Civilian Agencies are detailed in the subsequent paragraphs. Personnel are not required to pay for the meals taken at the time of purchase unless otherwise stated. Actual costs of these meals are to be reclaimed by the Contractor, from the appropriate MoD or Civilian Agency as appropriate, on a Trading Period basis.

0225. **Emergency Services Personnel (Civil Police, Fire and Ambulance Crews) – Operations and Exercises (Op/Ex).** Emergency Services personnel required at Units to provide assistance during Operations and Exercises, or Civil Emergencies, are to be provided with meals as required. Actual costs of the meals and beverages taken are to be raised by the Contractor against the local Emergency Services Authority HQ and not the individual. It must be noted that Emergency Services personnel visiting Units on normal training duties or for meetings etc are to pay the cost for meals taken at the time of purchase (i.e. actual payment to be borne by the individual).

0226. **Recruitment Visits.** MoD sponsored recruiting directorate agencies, (DNR, RG, ARTD, DofR&S etc) that provide advanced notification of a recruitment visit, i.e Potential Officer Candidates (POCs), Potential Recruits (PRs), 'Look at Life' school visits etc, are to be provided with all meals for the duration of the selection process. The cost of meals provided will be met by the Service Recruiting Agencies.

- a. **Meal Entitlement.** Candidates are entitled to meals from the core meal menu, (enhanced offer if appropriate for Officers' and WO/SNCOs Messes). The cost of any additional food or beverage items is to be met by the individual at the time of purchase.
- b. **Accounting.** The Contractor in conjunction with the Unit Authority is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of candidates. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:
  - (1) The contractor is to keep an auditable record of all meals taken. A nominal roll is to be authorised by the Administration Section, Officer Selection Boards and retained with the DFS Crown Account for Audit to support the claim for each Trading Period. Only actual meals taken are to be claimed by the Contractor.
  - (2) Meals are to be recorded on the DFS Team Crown Account Forms as appropriate (see Annex A and B) or on the electronic DFS Crown Account.
  - (3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the

electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

(4) The total value of these claims for each trading period are to be forwarded to DES Comm Fin DFS Dep FA, who will bill the relevant Service Recruiting Agencies.

**0227. Meal Requests.** Sponsoring organisations of visiting personnel are to confirm the number of meals required to the Contractor no later than 24 hours prior to arrival. Those organisations who fail to provide accurate numbers and the prepared food cannot be utilised will be liable for wastage/food costs for up to the first 24 hours. The total bill including VAT, is to be recovered by the Contractor from the sponsoring department and is to be paid into RLB 013 - Local Project Code ZP 1GZ 2133, UIN D4817E.

**0228. Cadet Organisations<sup>2</sup>.** All MOD sponsored cadets who are on a duty visit are to be provided with all meals for the duration of their visit and are to pay the Daily Cadet Contribution to Messing that is published annually by the DFS Team. The only exception is cadets whose families are in receipt of Family Income Supplement or Family Credit, or cadet instructors not in receipt of pay. Cadets and instructors are entitled to meals from the Core Menu. The cost of any additional food or beverage items is to be met by the individual at the time of purchase. Cadet/VGS instructors (including civilian instructors) in receipt of pay are to pay for meals taken at the time of purchase. The Daily Cadet Contribution to Messing is payable for each 24-hour period or part thereof, irrespective of the number of meals taken. The Unit is responsible for the recovery of the Daily Cadet Contribution to Messing from the Cadet Officer I/C and monies received are to be paid to RA Code RLB, Local Project Code ZP1GZ2133 through Unit accounts.

a. **Accounting.** The Contractor, in conjunction with the Unit Authority, is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of Cadet Organisations. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) The Contractor is to keep an auditable record of all meals taken. A nominal roll is to be authorised by the Cadet Officer I/C and retained with the DFS Crown Account for Audit to support the claim for each Trading Period. Only actual meals taken are to be claimed by the Contractor.

(2) These meals are to be recorded on the DFS Team Crown Account Forms as appropriate (see Annexes A and B) or on the electronic DFS Crown Account.

(3) The financial value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

**0229. Memorandum of Understanding (MOU) Cadet Organisations.** When a Memorandum of Understanding (MOU) exists and has been sighted by the Authorising Officer, no payment is required. All other cadet and youth organisations (e.g. Scouts, Girl Guides, Sea Scouts, Air Scouts, Boys Brigade, Girls Venture Corps, Air Cadets etc) are to pay for meals taken at the time of purchase.

**0230. International Students/Exchange Personnel.** Refer to JSP 510 International Defence Training for matters relating to International Student food charges. International Defence Training (IDT) Students will continue to be charged the Non-Entitled (NET) Messing and Accommodation

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<sup>2</sup> Refer to JSP 456 Vol 2 Chapter 14.  
JSP 456 DCM Volume 4



Tariff, unless a separate MOU exists (Ex Long Look). Authority staffs are to ensure that monies received are paid into the appropriate vote (RAB PAB 002).

- a. IDT Students will be entitled to the Core/Enhanced Menu. Enhanced Core is not to exceed 33% of the DFC. IDT students may elect to 'trade-up' to an enhanced core or other retail offer and personally pay the difference during core meal times only.
- b. The Contractor is to claim the actual total number of core/enhanced meals and this is to be shown separately on DFS Crown Account Form (see Annex A), and BX 164 (see Annex C). The Authority staffs are to verify the total number claimed.

0231. **Wider Markets.** The provision and sale of meals under Wider Markets' initiatives are entirely negotiable between the Authority, Contractor and Sponsor keeping HQ Staff informed.

### **OFFICERS OF 1-STAR RANK AND ABOVE INCLUDING COMMANDING OFFICERS (CO) ACCOMMODATED IN OFFICAL RESIDENCES AT CRL UNITS**

0232. Officers of 1-Star Rank and above including COs may take advantage of the entitled Core Meal price or an appropriate retail charge for meals taken. Single or married unaccompanied Officers of 1-Star Rank and above including COs occupying a residence (as an annex to the Mess) may elect to either purchase raw ingredients locally or on repayment from the Contractor.

0233. Official Entertainment. There remains a requirement for Officers of 1-Star Rank and above including COs to undertake official entertainment in the course of their duty. In advance of such events, menus and costings are to be presented to the personal staff for agreement and costs attributed to the appropriate Entertainment Fund.

### **FOOD SUPPLY TRANSFER ON IMPLEMENTATION OF CRL**

0234. **Introduction.** A minimum of 4-weeks prior to Implementation Day the Unit is to notify the DFS Team (Food Supply Management) via Chain of Command (CoC) in order to cancel the Unit's account with the MoD Food Supply Contractor.

0235. **Closure of Catering Accounts.** Once all invoices, including those for bread and milk, have been received, the Unit Messing Account is to be treated as an end of financial year transaction in accordance with JSP 456 Volume 2 Chapter 4. Any credit balance shall lapse and CoC are to be notified of any debit balance.

0236. **Transfer of Residual Stock.** Prior to the implementation of CRL, Unit catering staff or the incumbent Contractor are to make every effort to reduce excess stock. At the point of transfer unopened stock is to be transferred at the MoD Food Supply Contractor Core Range Price List plus 22% management costs to the incoming CRL Contractor, with the exception of overseas Station, whereby unopened stock is to be transferred at cost price. Recovery may be made to RAC Code RLB 013 Local Project Code ZZZ 1GZ2112, UIN D4817E, or by cheque made payable to MoD Public Sub Account 5018 crossed The Accounting Officer. Queries on the value of stock are to be addressed to the DFS Team FSM SO2. Only provisions lesser than the D of Q listed in the Core Range Price List may be transferred at nil costs to the CRL Contractor, i.e. an open bag or can.

## **CATERING ACCOUNTING REGULATIONS FOR SERVICE PERSONNEL PAYING THE DAILY FOOD CHARGE**

0237. **Introduction.** This section provides the catering accounting regulations for all Service personnel paying the Daily Food Charge (DFC). Contractors will recover the costs from the

Defence Food Vote at the end of each Trading Period. All Phase 1 full time and Reserve Forces recruits will continue to pay the DFC. In addition, dispensation has also been given to some Phase 2 trainees at certain units and Special Forces training, where the training regime is largely physical and where there is no break in training that these personnel should also continue to pay the DFC. As such they meet the criteria as agreed with Her Majesty's Revenue and Customs (HMRC) and are outside the scope of VAT for the provision of Core Meals.

**0238. Phase 1 Recruits (and Phase 2 Trainees paying the DFC) .** The Authority shall pay the Contractor the net DFC per day for all entitled personnel. The Contractor shall provide breakfast, lunch and dinner. A New Entry Recruits Training Supplement (NERTS) for each trainee may be claimed for actuals issued in accordance with Vol 4 Chapter 5.

a. **Meal Entitlement.** To ensure recruits and trainees are receiving a balanced and healthy diet commensurate with the physical demands of training they are to be provided with 3 meals a day from the Core Meal Range. Outside of Core Meal hours recruits and trainees are allowed to purchase products from retail outlets, but this is a purely private arrangement between the recruit, trainee and the vendor and no element of the DFC may be used for this purpose.

b. **Accounting.** The Contractor is to maintain a separate messing account and, in conjunction with the Unit Authority, is to provide a robust audit trail to meet the Contractor's retrospective claims for the feeding of Recruits and Trainees. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) For periods of block leave, including long weekend leave (periods in excess of 24 hours) and periods of exercise, the Contractor is only to claim the net DFC, or Core Meal value as appropriate, for actual Core Meals taken. A nominal roll of the Record of Fed Strength is to be retained with the DFS Crown Account for Audit to support the claim for each Trading Period.

(2) These meals are to be recorded on the DFS Team Crown Account Form as appropriate. (see Annex B) or on the electronic DFS Crown Account.

(3) The Fed Strength value of these meals is to be claimed by the Contractor on Form BX164 (see Annex C) at the end of each Trading Period. All claims are to be certified as correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross-referenced with Appendix 1 to Annexes A and B.

**0239. End of Trading Period.** The entire income is to be spent on the provision of food for the Recruits and Trainees and is subject to review at the end of each Trading Period by the Authority.

#### **DIRECTOR GENERAL FINANCIAL MANAGEMENT - FINANCIAL MANAGEMENT SHARED SERVICE CENTRE (formerly DEFENCE BILLS AGENCY) BRANCH CODE PROCEDURE**

**0240. Introduction.** Prior to the DGFM FMSSC (formerly Defence Bills Agency (DBA)) reimbursing the Contractor contract payments for CRL, each Unit has to be registered as a user of the DGFM FMSSC Direct Input System. The following information is required by DGFM FMSSC:

a. Confirmation whether claims have previously been authorised by another Branch.

b. The type of service/supply to be paid for and the Resource Accounting Code (RAC), Secondary Analysis Code (SAC), VAT Code and Local Project Code to be charged.

- c. The source of authority for authorisation of claims by the Unit.

0241. **Instructions.** This information is to be forwarded on official headed paper and signed at Band B2 or equivalent Rank. A management information print will be sent direct to the Certifying Officer shown in Part 3 of Form CX460 (Annex D). It is the responsibility of the Certifying Officer to satisfy himself of the validity of the payments made. A list of officers empowered to sign bills is required on Form CX 730 (Annex E) and forwarded to DGFM FMSSC. Upon receipt, DGFM FMSSC will issue a unique Authorising Branch Code and provide the Unit with all Bill forms, including BX 164 and CX 376.

0242 – 0299 Reserved.

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ANNEX A - DFS CROWN ACCOUNT STANDARD VAT RATED (Main Kitchen/Galley, Officers, SNCOs)

Trading Period start/finish date.....  
Week Ending.....

For Unit Duty Personnel, See JSP 456 Vol 4 Chapter 2.		TEMP DUTY (No)				CADETS				ENTITLEMENT VALUE (£)													
		Breakfast	Lunch	Dinner	Packed Meal Inc Drink	Breakfast	Lunch	Dinner	Packed Meal Inc Drink	Night Duty Meal - Night Duty 1	Night Duty Meal - Night Duty 2	Night Duty Meals - Night Beverage Rate	Drinks Supplement	Court Martial/Board of Inquiry	Court Martial/Board of Inquiry	Diving Rate 1	Officer Selection & Longlook Personnel	PACE	Service Personnel Under Sentence	Medical Comforts	Service Personnel Unable to Pay Breakfast	Service Personnel Unable to Pay Lunch	Service Personnel Unable to Pay Dinner
DAY	NET amount which may be claimed	£	£	£	£	£	£	£	£	£	£	£	£ per beverage Max 6 beverages	£ Lunch	£ beverages	£	DFC + 33% max Enhanced Core Menu	Relevant Core meal charge + beverages	£	Meals	£	£	£
Mon	Duty																						
Tue	Duty																						
Wed	Duty																						
Thur	Duty																						
Fri	Duty																						
Sat	Duty																						
Sun	Duty																						
TOTAL NUMBERS																							
TOTAL COST (£)																							

Trading Period From.....To.....

**CRL SITES - DFS CROWN ACCOUNT RETURN**

**Top Sheet - Monthly Summary (Main Kitchen/Galley)**

<b>Description of Bill</b> <i>(to list all free feeding expenditure by category)</i>	<b>WEEK 1 (£)</b>	<b>WEEK 2 (£)</b>	<b>WEEK 3 (£)</b>	<b>WEEK 4 (£)</b>	<b>WEEK 5 (£)</b>	<b>NET (£)</b>	<b>VAT (£)</b>	<b>TOTAL (£)</b>
Duty Visitors/Meals								
Packed Meals								
Cadets								
Supplements (incl HATS)								
InFlight								
Dogs								
<b>TOTAL COST (£)</b>								

**Authorisation of Crown Account costs**

Signature:

Name:

**Senior Caterer/Accountant/BCWO/RCWO**

**Authorisation for Payment**

Signature:

Name:

**Commanding Officer**

Actual costs of raw ingredients for meal or makings for beverages

For Unit Duty Personnel, See JSP 456 Vol 4 Chapter 2.		ENTITLEMENT VALUE (£)										IN FLIGHT		Expeds (£)		DOGS(£)
		NERTS Phase 1 Trainees & Phase 2 Recruits	Special Forces Selection & Mountain Rescue Supplement (SF & MRS)	Mountain Rescue Teams (MRT)	Night Meals	Drinks Supplement	Court Martial/Board of Inquiry Max 2 per day	Diving Rate 1	Medical Comforts	Juniors Milk Supplement	Miscellaneous Food or Beverage Issues Cost (£)	Cost(£)	Cost(£)	Phase 1 Trainees only	Cost (£)	
DAY	Maximum NET amount which may be claimed	£	£	£	£	£ per beverage. Max 6 beverages	£	£	Actuals		Actuals	Actuals	Actuals	£	Actuals	
Mon	Duty															
Tue	Duty															
Wed	Duty															
Thur	Duty															
Fri	Duty															
Sat	Duty															
Sun	Duty															
TOTAL NUMBERS																
TOTAL COST (£)																

Certified by Contract Manager

Certified by Contract Monitor/RCWO

(INTENTIONALLY BLANK)



**DBA Use Only****Non Contract Payments****Not To be Used for Construction Industry Scheme Payments**1. Posting Code ☐ 2c. Contract Identifier ☐

2a. Contractor Code

--	--	--	--	--

2b. Address Code

--	--

**Contractor/Address Code Request N**

See Completion Instructions (Point 5)

3a. Claimant's Name


3b. Claimant's Address


4a. DBA Use Only

--	--	--	--	--	--

4b. DBA Use Only

--	--	--	--	--	--	--	--

5. Authorising Branch Code

--	--	--	--	--	--	--	--

6. S B I	7. Date of Invoice / Delivery* (8 Char Req.)	8. Bill/Invoice Ref. (Max. 12 Characters)	9. Stores Value £ 0.00	10. VAT Value £ 0.00	11.Resource Account Code (6 Characters)	12. VC	13. Local Project Code	14. Secondary Analysis Code	15. Unit Identity Number	16. MOD Reference (Max 12 Characters)
✓ box if continuation Sheet attached <input type="checkbox"/>			<b>17. Grand total</b>	<b>0.00</b>	(NOT to be completed if continuation sheet attached)					

**Certificate of Authorisation****I recommend payment of this claim and certify that: -**

- a. No HQ contract exists for this service/supply  
b. The letting of a HQ contract is deemed inappropriate in this instance  
c. There is proper authority for this service or supply  
d. The service or supply has been performed or received, or where it is necessary to pay in advance, that the payment is properly due and payment has not already been made.(i.e. That the payment due has "come in the course of payment")  
e. The charge accords with the terms of contract or order, and is arithmetically correct.

Signature of Certifying Officer

Name in CAPITALS

Division/Unit/Group

Tel No:

Date :

**Official Stamp**

Date Format DDMMYYYY e.g. 1/1/2003 = 01012003

# BX164 Completion Instructions

If the claimants Name and Address Code are known  
- Complete in accordance with Sections A & C only.

If the claimants Name or Address Code are not known  
- complete in accordance with Sections B & C only.

## Section A - Fields 2 & 3

### - Contractor Code & Address Code Known

#### 1. Field 2a

Enter the Contractor Code applicable to the claimant.

#### 2. Field 2B

Enter the Address Code which has been allocated to the address to which payment is to be sent.

#### 3. Field 3a

Enter the claimant's full name in CAPITALS for clarity (If a registered company, the full legal title must be entered) to assist in dealing with enquiries.

#### 4. Field 3b - Leave Blank

## Section B - Fields 2 & 3

### - Contractor Code & Address Code Not Known

#### 1. Field 2a & 2b

Authorising branches can now search for a Contractor Code and Address Code via the Defence Bills Agency's Authorised Payee File, which is available at:

[www.chots.mod.uk/organisational\\_information/dba/apfmenu.htm](http://www.chots.mod.uk/organisational_information/dba/apfmenu.htm)

#### Important

Authorising Branches should use this option in preference to leaving these fields blank.

#### 2. Field 3a (Complete in CAPITALS)

Enter only claimant's name/company as appropriate. Clear and accurate completion is essential as this detail will be reproduced on Payable Order sent to claimant.

**Note 1.** - If a registered company, full legal title must be used.

#### 3. Field 3b (Complete in CAPITALS)

Enter full address. Clear and accurate completion is essential as this will be used to forward payment to claimant.

Claimant's address should be completed as follows: -

Line 1 - Building No/Name & Street/Road

Line 2 - Town

Line 3 - County & Postcode

#### 4. Requesting a Contractor/Address Code

Request for new contractor codes and/or address codes can be made on a DBA Form PS18A which is available on the Defence Net.

The request must include either a copy of the contractor's invoice or letter headed paper showing full company title, address, telephone number and bank account details. New codes will be notified to you as soon as possible. It is important that this contractor/address code is quoted on all future BX164's.

## Section C - Fields 4 - 13

### - to be completed as follows for all claims

#### 1. Fields 4a & 4b - Leave Blank

#### 2. Field 5 - Enter your unique Authorizing Branch Code as allocated by DBA Payments.

#### 3. Field 6

- Where a bill reference has only one line entry enter '0' in this field.
- Where a bill reference is to be split between various Resource Account Codes (RAC's) or Secondary Analysis Codes (SAC's) or Unit Identity Numbers (UIN's) the following examples are to be used for guidance: -

#### Bill Ref. Split between 2 line entries

-Enter 1 in Field 6 against first line entry for that bill

-Leave second blank.

#### Bill Ref. Split between 3 line entries

-Enter 2 in Field 6 against first line entry for that bill

-Leave remaining 2 line entries blank

**Note** - number entered in Field 6 is always one less than number of line entries for each bill reference.

#### 4. Field 7 - Enter appropriate date.

#### 5. Field 8 - Complete with bill reference - up to a maximum of 12 characters. Where bill reference applies to more than one line entry the bill reference is only to be completed once, against first line entry. Leave remaining lines of bill reference blank.

#### 6. Field 9 - Enter stores/service value appropriate to RAC in Field 11. Ensure that pence column is completed (Field size - maximum of 10 numerics for pounds and 2 numerics for pence)

#### 7. Field 10 - Enter VAT value appropriate to stores value in Field 9 ensuring that pence column is completed. Where VAT is not applicable enter **0.00** (Field size- maximum 10 numerics for pounds and 2 numerics for pence)

#### 8. Field 11 - Enter appropriate RAC.

**Note** -The financial year, normally quoted as first 2 digits, is not to be entered.

#### 9. Field 12 - Enter the appropriate VAT code. Note-Please refer to DGFM Fact Sheet 59, the DGFM web site or your VAT TLB focal point for advice on VAT coding.

#### 10. Field 13 - Enter the appropriate Local Project Code. **Note**-Please refer to DGFM Fact Sheet 58, the DGFM web site or your local TLB Legacy Migration Project Manager for advice on Local Project Codes.

#### 11. Field 14 - Enter the SAC if applicable.

#### 12. Field 15 - Enter the UIN to which the expenditure is to be attributed.

#### 13. Field 16 - Enter reference from accompanying MOD documents as an identifier on Budget Managers Prints.

#### 14. Field 17 - Calculate sum of entries in fields 9 & 10 and insert in "Grand Total" box.

**Note** - If continuation sheet is attached, calculate total sum of entries in Field 9 & 10 and enter amount in "Grand Total" box on continuation sheet, leave box on first form blank.



## - DIRECT INPUT SYSTEM

DBA | DEFENCE BILLS AGENCY

## LIST OF OFFICERS EMPOWERED TO AUTHORISE PAYMENTS

## PART 1

Authorising Branch Code

--	--	--	--	--	--	--	--

To:

Defence Bills Agency  
Payments Misc  
P.O. Box 46  
Liverpool L69 2LT

From: (Title and Full Address of Authorising Branch)

--

MOD Exchange Name, No and Ext:

--

## PART 2 - List of Authorising Officers

Name of Officer (CAPITALS)	Grade / Rank	Specimen Signature	Specimen Initials	Full STD Number and Ext.

## PART 3 - Certificate

- Please read notes overleaf before certifying below.
- This form is to be signed by an officer whose grade or rank is not lower than Grade 7 or equivalent.
- The Certifying Officer **MUST NOT** be included in the list above of those officers empowered to authorise payment.

I certify that the officers listed above have been empowered to authorise DBA Pmts (Misc) to make payments on behalf of this Branch/Establishment and that their attention has been directed to their responsibilities set out at note 3 overleaf.

Signed:

Name (CAPITALS) <b>NB</b> This officer must not authorise bills	
Grade/Rank	Appointment / Branch
Tel No & ext	Date / /

Address of Certifying officer for correspondence  
including TAB E23 print (see note 7 overleaf)

--

This notification is to replace all previous Forms CX460 and takes effect from ☐ date : / /  
 This notification is in addition to the latest Form CX460 and takes effect from ☐ date : / /  
 (✓ as appropriate)



## Notes For Users Of The Defence Bills Agency Direct Input System

- 1
  - a) The signatures of the officers empowered to sign authorities for payment on behalf of your Branch / Establishment should be shown in PART 2 overleaf. A minimum of 2 different officers of different grade/rank must be included in PART 2.
  - b) Only officers empowered to authorise miscellaneous claims for which DBA is the payment authority are to be listed.
  - c) This form must be certified in PART 3 by an officer whose grade/rank is not lower than Grade 7 or equivalent.
  - d) Payment instructions received by DBA and signed by an officer not included in the list will be returned for investigation and / or re-signature.
  - e) A copy of the list should be retained for your branch records.
  - f) Branches are responsible for keeping this list up to date. In particular where it is necessary to delete a signatory / signatories. This must be done promptly.
  - g) Deletions must be advised in writing ( or if necessary by telephone followed up in writing) but a new form must be raised when it is necessary to make additions to the list.
  - h) Copies of this form may be obtained from DBA Pmts (Misc) at the address shown overleaf.
- 2 The selection of officers empowered to authorise payment rests with the Head of the Authorising Branches / Establishment but it is recommended that a mixture of Grades be included so that cover can be provided for absent staff. Officers empowered to authorise payments on behalf of one Branch / Establishment may not authorise those of another unless included on the list certified by the head of that Branch / Establishment.

**NB** Under no circumstances can the Certifying Officer (Named in PART 3 overleaf) authorise claims for payment.
- 3 **Officers empowered to authorise payment are responsible for ensuring that:**
  - a) There is proper authority for the service or supply.
  - b) The service or supply has been performed or received, or, where it is necessary to pay in advance, that payment is properly due (i.e. that the payment due has "come in the course of payment.").
  - c) The charge accords with the terms of the contract or order, and is arithmetically correct.
  - d) Payment has not already been made.
  - e) No HQ contract exists for the service or supply.
- 4 The Authorising Branch Code must be quoted on all authorisations and in any correspondence with DBA Pmts (Misc) relating to payments; it should not be altered (e.g. on change of branch title) without the prior approval of DBA Pmts (Misc).
- 5 Inputs must be batched using Form CX376.
- 6 Envelopes containing bills for payment should be annotated as follows:

**"DIRECT INPUTS AUTHORISING BRANCH ....."**

Payment requiring urgent action should be sent under separate cover, and the envelope should indicate this requirement.
- 7 The **Management information Print (TAB E23)** will be sent directly to the Certifying Officer shown in **PART 3 overleaf**. It is the responsibility of the Certifying Officer to satisfy himself / herself of the validity of the payments made.



DBA | DEFENCE BILLS AGENCY

# BILLS DIRECT ON-LINE INPUT SYSTEM

## List Of Officers Empowered To Authorise Miscellaneous Non Contract Payments On Line

### PART 1 Authorising Branch Code

--	--	--	--	--	--	--	--

To:  
Defence Bills Agency  
Payments Misc C Group 71  
PO Box 46  
Liverpool  
L69 2LT

From: (Title and Full Address of Authorising Branch)

TLB Code

MG Code

### PART 2 - List of Authorising Officers

Contact E-mail Address

--

#### Level of Access\*

\* Please state what level of bills you are allowed to authorise

Name of Officer (CAPITALS)	Grade / Rank	Specimen Signature	Full STD Number and Ext.	USER ID (i.e. staff no)	<u>Input</u>	<u>Release</u>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>
					<input type="checkbox"/>	<input type="checkbox"/>

### PART 3 – Certificate (Mandatory fields below)

\* Please read notes overleaf before certifying below.

\*This form is to be signed by an officer whose grade or rank is not lower than Grade B2 or equivalent, see note 1C overleaf.

\*The Certifying Officer **MUST NOT** be included in the list above of those officers empowered to authorise payment.

I certify that the officers listed above have been empowered to authorise DBA Pmts to make payments on behalf of this Branch/Establishment in accordance with the operating procedures and conditions of the Bills Direct On-Line System Guidance Notes, and that their attention has been directed to their responsibilities set out at note 3 overleaf.

Signed:

Name (CAPITALS) **NB** This officer must not authorise bills

RLI e-mail

Grade/Rank

Appointment / Branch

Tel No & ext

Date

Address of Certifying officer for correspondence including **TAB E23** print (see note 5 overleaf)

## Notes For Users Of The Defence Bills Agency Bills Direct On- Line System

- 1 a) The names, rank & signatures of the officers empowered to input authorities for payment on behalf of your Branch / Establishment should be shown in PART 2 overleaf. A minimum of 2 different officers of different grade/rank must be included in PART 2.
- b) Only officers empowered to authorise miscellaneous claims for which DBA is the payment authority are to be listed.
- c) This form must be certified in PART 3, by an officer whose grade/rank is not lower than Grade B2 (**Civil Service**) or military equivalent (Colonel – **Army**, Group Captain – **RAF**, Captain – **Royal Navy**).
- d) A copy of the list should be retained for your branch records.
- e) Branches are responsible for keeping this list up to date. In particular where it is necessary to delete an officer from the list, or your branch title or address changes. **This must be done promptly.**
- f) Deletions must be advised in writing ( or if necessary by telephone followed up in writing) and a new form must be raised when it is necessary to make additions to the list.
- g) Copies of this form may be obtained from DBA or from MOD Web site: <http://www.defence.mod.uk/dba/forms-intro.htm>
- h) An inputter will input bills onto the system. A releaser will release the bill(s) for payment after satisfying themselves that all details are correct and valid. Only bills released for payment will be processed for payment in the next scheduled payrun. Unreleased bills will be held on the server until such time as they are released for payment.

**Note:** The system will not allow an inputter to release their own bills for payment.

- 2 The selection of officers empowered to authorise payment rests with the Head of the Authorising Branches / Establishment but it is recommended that a mixture of Grades be included so that cover can be provided for absent staff. Officers empowered to authorise payments on behalf of one Branch / Establishment may not authorise those of another unless included on the list certified by the head of that Branch / Establishment.  
**NB** Under no circumstances can the Certifying Officer (Named in PART 3 overleaf) authorise claims for payment.

### 3 Officers empowered to authorise payment are responsible for ensuring that:

- a) No headquarters contract exists for the service or supply, and that the letting of a headquarters Contract is deemed inappropriate in that instance.
- b) There is proper authority for the service or supply.
- c) The service or supply has been performed or received, or where it is necessary to pay in advance, that payment is properly due (i.e. that the payment due has "come in the course of payment.").
- d) The charge accords with the terms of the contract or order, and is arithmetically correct.

- 4 The Authorising Branch Code must be quoted on all authorisations and in any correspondence with **DBA PmtsC Group 71** relating to payments; it must not be altered in anyway (e.g. on change of branch title) without the prior approval of **DBA PmtsC Group 71**.

### 5 The **Management information Print (TAB E23)** will be sent directly to the Certifying Officer shown in PART 3 overleaf.

It is the responsibility of the Certifying Officer to satisfy himself / herself of the validity of the payments made in accordance with the instructions contained in MOD Finance Instruction No 29/04 dated 9<sup>th</sup> August 2004.



## CHAPTER 3 - HOSPITAL, REHABILITATION AND MEDICAL RECEPTION

### CENTRE MESSING

#### MESSING FOR PATIENTS AND VISITORS IN HOSPITALS, REHABILITATION CENTRES AND RECEPTION CENTRES.

0301. **Hospital Daily Food Charge (HDFC).** The HDFC is designed to provide all food and non-alcoholic beverages for Service and civilian patients who are entered on the daily bed state; this includes National Health Service (NHS) patients for whom no meal charges are raised. The appropriate percentage of this rate is also applicable to day patients, outpatients, or any other patients who appear on the daily bed-state. (Civilians attending as outpatients may be provided with meals, which they are to purchase at the retail rate). The HDFC is promulgated by DFS Team and may be claimed from the Defence Food Vote at the following establishments:

- a. Service Hospitals.
- b. The Defence Services Medical Rehabilitation Centre (DSMRC).

0302. **Sources of Food Supply.** All messing commodities are to be obtained from the CRL/PAYD Contractor. Items required for medical reasons are to be obtained through medical channels and charged to the Medical Vote.

0303. **Medical Comforts.** Non-alcoholic medical comforts, including beverages and snacks, are to be provided from the Daily Supplement (refer to para 0314).

0304. **Alcoholic Drinks.** Alcoholic drinks, whether prescribed for therapeutic purposes, or used as a component of liquid medicines, are to be obtained through medical channels and are to be charged to the Medical Vote.

0305. **Aeromedevac Patients.** The feeding of Aeromedevac patients is part of the hospital catering function. Although such patients will not normally appear on the daily bed state, the appropriate percentage of HDFC may be claimed for each meal taken. All claims are to be consolidated on a weekly certificate (see Annex A), raised to support the entries in the messing account. Where Aeromedevac patients are admitted overnight they are to appear on the daily bed state and the HDFC is to be claimed.

0306. **Drinks for Operating Theatre Staff.** Due to abnormal conditions of light and heat, and the need to maintain clinical hygiene preventing theatre staff from returning to their mess for refreshments, at the discretion of the Medical Officer In Charge (MOIC), hot or cold beverages as appropriate, may be issued to operating theatre staff. The Drinks Supplement may be claimed for such issues, refer to Chapter 5.

0307. **Specialised Food for Diet Supplement.** There is a wide range of specialised proprietary food items designed to supplement the diet of patients. They are to be obtained through medical channels and charged to the Medical Vote. Stocks of the more common proprietary foods should be held, but stock levels should be carefully controlled, as they are usually relatively expensive items. These foods should only be normally issued on the authority of the MOIC. Specialised proprietary foods are to be issued for specific medical conditions and not for routine dietary use.

0308. **Maternity Supplement (Overseas).** Daily supplements may be claimed for maternity patients from the date of admission as follows:

a. **Breast-Feeding.** During breast-feeding, or until the infant is placed on bottle-feeding, 0.5 ltr of fresh milk may be issued. The costs of issues are to be entered on the DFS Team Crown Account (Chapter 2 Annex B).

b. **Bottle-Feeding.** During bottle-feeding, for up to 8 feeds per day, and as prescribed by the MOIC, ready-to-feed (RTF) glucose, and/or sterile water may be provided as directed by the MOIC. The costs of issues are to be entered on the DFS Team Crown Account (Chapter 2 Annex B).

0309. **Further Treatment of New Born Babies.** When a newborn baby requires medical treatment, and is kept in hospital after the mother has been discharged, the feeding entitlement of the baby is to be the same as at 0308b. The cost of ready-to-use feeds is to be entered on the DFS Team Crown Account (Chapter 2 Annex B).

0310. **Visits by Relatives.** Relatives visiting Very Seriously Ill (VSI) or Seriously Ill (SI) patients may be provided with Core Meals at Crown expense. Meals may be provided for relatives visiting patients in the following categories:

a. For the first 48 hrs. Thereafter, meals may be purchased at the individuals own expense.

b. Relatives visiting patients at an overseas Military Hospital may be fed for up to 10 days.

c. If, in the view of the MOIC, the parent or guardian should remain with the child admitted as an in-patient, the parent or guardian are to be provided meals for the duration of their stay with the child.

0311. **Accounting for Meals Provided to Relatives.** In para 0310, where Core Meals have been provided at Crown Expense, they are to be entered on the DFS Team Crown Account (Chapter 2 Annex B).

## **MEDICAL RECEPTION STATIONS, REGIONAL MEDICAL CENTRES, DISPENSARIES AND REGIONAL REHABILITATION CENTRES**

0312. **MRS and RMC Daily Supplement.** The MRS/RMC Daily Supplement is to be claimed, in addition to the Daily Food Charge (DFC), for Service and civilian NHS patients who are entered on the **Daily Bed State** of the MRS and RMC. The Supplement calculation includes all food and non-alcoholic medical comforts (beverages) for patients. The Contractor may claim the actual value of provisions issued up to the value of the Daily Supplement. Expenditure records are to include the type of provisions issued, cost and number of personnel on the Daily Bed State. This cost is not permitted to exceed the number of entitled personnel multiplied by the Daily Supplement value. Records are to be retained with the DFS Team Crown Account for audit to support the claim for each Trading Period. The MRS / RMC Supplement is promulgated by the DFS Team. NB Medical and support staff working within the MRS/RMC are not catered for under these arrangements.

0313. **Regional Rehabilitation Centres (RRC).** Personnel, who are required to be continuously accommodated at a RRC whilst undergoing a course of treatment, are categorised as in-patients and are fed at Crown Expense using the prevailing Daily Food Charge. NB If Individuals are accommodated in the host unit Service Mess they will still be liable for Mess fees/charges.

0314. **Issues to Medical Dispensaries.** If required by the MOIC, sugar, salt, and syrups may be issued to a dispensary. The cost is to be charged to the Medical Vote and a miscellaneous credit shown in the Crown Account.



**0315. Reserve Rations - Medical Reception Station (MRS) / Regional Medical Centre (RMC).**  
Reserve rations may be held in MRS / MRCs to the scale shown below, and are to be used for the benefit of patients in an emergency.

Coffee	200 gm
Drinking chocolate	500 gm
Sugar	2 kg
Tea Bags	1 pkt
Milk UHT	5 ltrs

A record of items issued is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0316 – 0399 Reserved.

## ANNEX A - WEEKLY AEROMEDEVAC FEEDING RECORD

Hospital / Medical Reception Centre: ..... Week Commencing

1. This List is to be completed daily and, once fully completed, passed to the Contractor

NAME	RANK	SERVICE No.	PARENT UNIT	Mon(A)			Tue(B)			Wed(C)			Thu(D)			Fri(E)			Sat(F)			Sun(G)		
				B	L	D	B	L	D	B	L	D	B	L	D	B	L	D	B	L	D	B	L	D
TOTAL MEALS	N/A	N/A	N/A																					

**TOTAL MEALS SUPPLIED = A+B+C+D+E+F+G**

BREAKFAST	
THIRD MEAL	
MAIN MEAL	

### **CERTIFICATE OF APPROVAL**

I certify that the above represents a true record of meals supplied to Aeromedevac Patients not shown on the Daily Bed State

Signature .....Name ..... Rank .....

## CHAPTER 4 - FIELD EXERCISE CATERING

0401. **Accounting for PFM Rations on Exercise in a CRL/PAYD Environment.** This Chapter articulates the accounting regulations that need to be adopted by units in the CRL/PAYD environment when conducting exercises utilising Public Funded Messing (PFM) ration accounts.

0402. It is incumbent upon the Chain of Command to have their Food Services staff not only enforce these regulations but advise unit catering staff on how best to manage rationing their exercise within these regulations.

0403. FLCs are to report back to DFS every six months to identify any issues with adopting and administering these regulations and propose further amendments to improve upon them.

0404. Units working within a CRL environment will continue to use the MoD Food Supply Contract for the procurement of rations when deployed to a “Green Field” site. Authority for delivery to Green Field sites is to be made in accordance with JSP 456 Vol 2. Instructions on maintaining individual Unit Exercise Ration Accounts should be included in an Exercise Mounting Instruction issued by the lead HQ prior to deployment. The following principles should be followed:

a. **Unit Exercise Ration Account.** Units are to maintain individual exercise ration accounts in accordance with JSP 456 Vol 2, utilising the Excel spreadsheet ration accounting package or TRICAT. At the end of the exercise the reconciliation balance, be it a debit or credit, is to be transferred to a Unit Exercise Register, Annex A, which will record all of the exercise balances for the financial year (FY). The unit exercise register will at the end of the financial year be closed, reconciled and forwarded to the next Higher Formation responsible for governance of the unit ration account.

b. **Food Orders.** Indents for food should be placed with the MoD Food Supply Contract in accordance with JSP 456 Vol 2 and the contractual procedures.

c. **Unit Exercise Stock Accounting.** All stock used during the exercise is to be accounted for in accordance with JSP 456 Vol 2.

d. **Disposal of Rations at the end of an Exercise.** Residual food stocks may **not** be returned to the MoD Food Supply Contractor or sold/gifted to the CRL/PAYD Contractor. The following disposal actions should be taken:

(1) **ORP.** Unbroken boxes of ORP should be returned to the unit stores and taken onto the Miscellaneous Account. Individual sealed 24 Hr boxes are to be clearly labelled with the menu and pack date before storing. All broken boxes and loose cans are to be disposed of in accordance with local waste management regulations.

(2) **Ambient Food Stock.** Where practicable unopened cans and packages are to be stored in a suitable food storage area and properly accounted for in accordance with JSP 456 Vol 2. Where this is not practicable food is to be Written Off/Down by the Unit CO as a Cash Loss / Stores Loss with a copy held with the individual exercise ration account. Disposal is to be in accordance with local waste management regulations.

(3) **Fresh, Chilled and Frozen Food Stock.** Food Safety Regulations do not allow for the return of frozen or chilled commodities unless they have been correctly stored. All short shelf life rations including fresh, chilled and frozen commodities are to be Written Off/Down by the Unit CO as a Cash Loss / Stores

Loss with a copy held with the individual exercise ration account. Disposal is to be in accordance with local waste management regulations.

(4) CRL/PAYD Contractors. **No** food commodities are to be gifted or sold to the CRL/PAYD contractor.

(5) Cash Losses/ Stores Losses. The value of the Cash Losses / Stores Loss is to be recorded in accordance with JSP 456, Vol 2 Chap 11.

e. **Planning Advice.** To reduce the risk of stores loss units are advised to utilise ORP for the start and final phases of an exercise.

f. **Higher Formation Food Services Staffs.** At the end of the FY units are to forward their exercise register(s) to the Food Services Staff responsible for the governance of the ration accounts. Higher Formation Food Services Staff will then transfer the balances onto their own register/spreadsheet to calculate the overall formation balance. This balance is to be forwarded annually through the chain of command to DFS PCIS.

0405. **Notification to DFS.** CRL/PAYD units are to notify DFS of their intention to hold major exercises in UK and overseas in accordance with JSP 456 Vol 1 Chap 3.

0406 – 0499. Reserved.

## ANNEX A – UNIT EXERCISE REGISTER

[illegible]

(INTENTIONALLY BLANK)

## CHAPTER 5 CROWN ACCOUNT SUPPLEMENTS

0501. **Introduction.** Unless specifically stated otherwise and where entitlement exists, certain supplements are applicable to all Service personnel and Contractors are to provide these supplements as required. These supplements are deemed Crown Account Feeding and therefore the cost will be met by the Defence Food Vote. Retrospective claims are to be made by the Contractor as a charge to the Crown Account at the end of each Trading Period.

0502. **Monitoring Of Crown Expenditure.** A requirement exists to monitor the expenditure on supplements provided to certain individuals and groups that will be paid for by the Crown Account. In order that the DFS Team have visibility of how Crown monies are being spent and to enable proper auditing to take place, a spreadsheet format has been developed to account for this expenditure (see Chapter 2 Annex A and B). This spreadsheet is to be submitted as per para 0202

0503. **Drinks Supplement.** During exceptionally adverse weather conditions and out-of-barracks military training days i.e. Ranges, in excess of 4 hours, the CO may authorise the issue of hot/cold drinks, to a maximum of 6 drinks per person in any 24 hour period ie 1 drink within a 4 hour period. The CO may delegate this authority to the Executive or other Senior Officer. The supplement may also be authorised by COs for issue to MoD Fire Brigades when fighting fires for a prolonged period. The Drinks Supplement, published by the DFS Team, is to be claimed only for drinks actually issued and not used to improve the overall status of the catering account. A certificate (see JSP 456 Volume 2 Chapter 6 Annex B) is to be authorised by the CO or Delegated Officer, which is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period. **Issues of hot/cold drinks are not to be authorised as a matter of course for duty personnel, night guards, security patrols etc.**

0504. **Divers' Drinks Supplement.** Divers may receive a Drinks Supplement for every 4 hours that they are engaged in diving, underwater swimming or diving training, up to a maximum of 6 drinks per 24 hour period. These extra issues are to provide refreshments, mainly beverages, on completion of diving.

0505. **Divers' Meal Supplement.** Divers may receive extra issues of provisions on days when they are engaged in diving, underwater swimming or diving training. Entitlement is based solely on the level of activity indicated in Table 5.1. The daily supplement is to be claimed for each diver. Claims are to be supported by a certificate (see JSP 456 Vol 2 Chap 6 Annex C), authorised by the Diving Officer, showing level of activity in accordance with Table 5.1. This certificate is to be retained with the DFS Crown Account for audit. Claims that are submitted retrospectively are to be limited to the previous months account only.

Examples of provisions to be issued may be found in JSP 456 Volume 2 Chapter 6 Annex D & E.

Table 5.1:

Divers Meal Supplement Rate.	Cat A 12.5% DFC Light Diving	Cat B 25% DFC Moderate Diving	Cat C 50% DFC Heavy Diving	Cat C 50% Diver Training
Estimated Energy Cost	500 kcal <sup>-1</sup>	1000 kcal <sup>-1</sup>	1500 kcal <sup>-1</sup>	1500 kcal.day <sup>-1</sup>
Description	Diving Only Minimal Land Based Activity	Moderate Diving & Land Based Activity	Heavy Diving & Land Based Activity	Extended Hours & Arduous Diver Training Activity

<b>Course Title</b>	TMCC		Selection Tests; D1;LD;PO(D);MCDO;RNR;RQF and all Army Diving Courses at Horsea Island.	
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Note 1 – In addition to the kcal provided by the Core Meal.

0506. **New Entry Recruits Training Supplement (NERTS).** NERTS is to be specifically used to purchase additional foods for consumption by Regular New Entry Phase 1 Trainees and those New Entry Phase 2 Trainees whose regime does not differ from Phase 1 training. Personnel undergoing professional or trade training will not be entitled to NERTS.

0507. The supplement is to be used to provide a snack and drink which between them provide 300-400 Kcal and are high in fibre and carbohydrate, low in saturated fats, low in sodium/salt, and ideally enhanced with vitamins - in particular B vitamin, and provide 200-300 mg of calcium. NERTS shall be made available at the evening meal at the servery as a take-away service, to enable the recruit to top-up with additional energy as recommended. The period between dinner and breakfast is the optimum period as it is the longest period without food.

0508. NERTS is not applicable when trainees are absent on leave for periods in excess of 24 hours, including weekend leave or away from the unit on exercise or other activities.

0509. **Accounting for NERTS.** The Contractor may claim the actual value of the invoices for NERTS products up to the value set by the DFS Team. The total value is to represent the actual number of NERTS issued. Expenditure records are to include the type of NERTS food item, cost and number of personnel for whom NERTS was claimed. This cost is not permitted to exceed the number of entitled personnel multiplied by NERTS value. A record of NERTS food items purchased is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0510. The following training units are authorised by the DFS Team as entitled to NERTS.

- Britannia Royal Naval College
- HMS RALEIGH
- RMAS
- ITC (Catterick)
- ATC Bassingbourn
- ATC Pirbright
- ATC Winchester
- AFC Harrogate
- SEAE Arborfield
- RAF IOT Cranwell
- RTS RAF Halton
- RAF Regt Honington

0511. NERTS will be set annually at the beginning of the financial year by Des Log CC Food DMR Financial Advisor

0512. NERTS does not affect entitlement to any other authorised supplements with the exception of Juniors Milk Supplement which is not to be claimed concurrently with NERTS.

0513. NERTS is not to be claimed when on exercise in the field for which the E(F)DMR will be applicable.

0514. NERTS is not to be claimed for Reserve Forces

0515. **Special Forces Supplement (SFS)** The Contractor may claim this supplement for all personnel and staff attending the Special Forces (SF) aptitude selection courses and for personnel



attending initial training courses listed in sub para a, below. A nominal roll, authorised by the SF Training Officer or Delegated Officer is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period. The supplement is to be used to purchase high carbohydrate rich food commodities over and above the normal 3 meals per day or, where appropriate, provide funding for a 4<sup>th</sup> meal. There is **no** requirement for a renewal application.

a. SFS authorisation:

- (1) CTC (RM) Lympstone, Cdo course and All Arms Cdo Course.
- (2) ITC Catterick – Para Regt Recruits and All Arms Pre Para Cse Personnel.
- (3) Pathfinder Platoon Selection Cadres

b. When exercising in the field refer to JSP 456 Vol 2 Chap 6.

0516. **SFS –Applications.** Applications are to be submitted via the chain of command to DFS Team for approval.

0517. **Mountain Rescue Teams (MRT).** Service personnel when on Search and Rescue (SAR) operations and official training exercises will be entitled to be fed at Crown expense in accordance with paragraphs 0517 and 0518 below.

0518. **MRT – SAR Operations.** 24 Hour ORPs are to be issued to MRT when on SAR operations, this will avoid any delay in getting the MRT into the field. A total of 2 days 24 Hour ORP for the whole team is to be available for immediate loading onto the MRT vehicles.

0519. **MRT – Official Training Exercises and Initial Selection.** The local rate of CILOR plus 35% is to be awarded to MRT when on official training exercises. The cost of which is to be charged to RA Code PAA 002 and attributed to UIN F1115A. The 35% addition is to be used to provide high carbohydrate rich food commodities over and above the normal 3 meals per day or, where appropriate, provide a 4<sup>th</sup> meal. CILOR may be claimed in 24-hour periods, commencing from the time of departure from the Unit supporting MRT.

0520. **Service Personnel On Duty Outside Normal Working Hours.** Service personnel required to be on duty at night/outside normal working hours, including those living out, are entitled to be fed at Crown Expense, within the criteria shown in Table 5:2. Entitlement is based on the number of hours worked outside the recognised normal working day and whether the duty is an active duty (e.g. a non- sleeping, working duty). A copy of the certificate is at JSP 456 Volume 2 Chapter 6 Annex H which is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

**Table 5:2**

**Night Duty Meal (NDM) Supplement**

Type of Duty	Meal to be Provided	Crown Feeding Supplement to be Claimed	Remarks
<b>Night Duty 2</b> Personnel working a normal day who then perform an <b>active</b> all night duty of a minimum of 10 hours duration, between 1700 and 0700.	A light meal, equivalent to a core third/lunch type meal.	For actual meals taken or provided, the Contractor can claim the published Night Meal Rate 2.	Service personnel irrespective of whether they live-in or live-out.

<b>Night Duty 1</b> Personnel working a normal day who then perform an <b>active</b> duty of 3-10 hours between 2000hrs and 0600hrs.	A snack type meal (e.g. sandwiches, soup & rolls).	For actual meals taken or provided, the Contractor can claim the published Night Meal Rate 1.	Service personnel irrespective of whether they live-in or live-out.
<b>Night Beverage Rate.</b> Night shift workers working more than 6 hours between 2000 and 0600 <sup>1</sup>	A beverage.	The Contractor can claim the published Drinks Rate per person per shift.	Service personnel irrespective of whether they live-in or live-out.

#### Definitions of Active Duty and Working Day:

- Active Duty – A non-sleeping, working duty.
- Working Day – As defined in local Unit Orders.

0521. **Officer and Aircrew Selection Boards.** For candidates at Officer and Aircrew Selection Boards, a supplement of 33% of the DFC may be claimed for each full day, or the appropriate percentage for meals if less than one day. The value of these claims is to be credited to RA Code RLB 013, Local Project Code ZZP1GZ2133 and recovered from DNR, DGATR, or D of R,S & IOT (RAF) as appropriate. An example of the certificate that may be used is at JSP 456 Volume 2 Chapter 6 Annex A and is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0522. **Packed Meals** Personnel entitled to be fed at DFS Crown expense, in accordance with Chapter 2, and who are unable to take meals under normal feeding arrangements (i.e. in their own Unit's Mess or Dining Facility) are to request a packed meal from the Contractor. No more than 3 meals in any one day (i.e. breakfast, third meal and main meal) are to be provided at Crown Expense. For each packed meal provided the Contractor can claim the DFS Team Packed Meal Rate. The content of the packed meals may be found in Chapter 4. Claims are to be supported by nominal rolls (refer JSP 456 Volume 2 Chapter 6 Annex J) which are to be retained with the DFS Crown Account for audit to support the claim for each Trading Period. Personnel requesting a packed meal for personal convenience (e.g. lunch time sport) are to pay the prevailing retail cost at the time of purchase.

0523. **Packed Meal for Personnel paying the DFC.** The contractor may only claim the difference between the meal provided (i.e. breakfast, third meal and main meal) and the DFS Team Packed Meal Rate.

0524. **Juniors Milk Supplement.** Persons under the age of 18 may receive a free issue of 200ml of Flavoured Milk Drink per day at the Defence Food Vote expense. This supplement may not be claimed for New Entry Phase 1 Trainees and those New Entry Phase 2 Trainees receiving NERTS para.0506 refers.

0525. **Accounting for Juniors Milk Supplement.** The Contractor may claim the actual value of the invoices for Flavoured Milk Drinks 200ml issued, supported by a nominal list of entitled personnel (see JSP 456 Volume 2 Chapter 6 Annex K). A record of Flavoured Milk Drinks issued is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

<sup>1</sup> No entitlement to be fed at Crown Expense for personnel on shift work.  
JSP 456 DCM Volume 4

## MISCELLANEOUS FOOD AND BEVERAGE ISSUES

0526. **Introduction.** Service personnel for a variety of activities may require Miscellaneous Food and Beverage issues;. entitlements are detailed in subsequent paragraphs. Retrospective claims are to be made by the Contractor as a charge to the DFS Crown Account at the end of each Trading Period. The following accounting action is required;

a. **Accounting.** The Contractor, in conjunction with the Unit Authority is to provide an audit trail to meet the Contractor's retrospective claims for Miscellaneous Food or Beverage Issues. Claims are to be submitted at the end of each Trading Period and the following accounting regulations apply:

(1) The Contractor is to keep an auditable record of all Miscellaneous Food or Beverage Issues. These records, along with nominal rolls if required, are to be retained with the Crown Account for audit to support the claim for each Trading Period.

(2) Miscellaneous Food or Beverage Issues are to be recorded on the DFS Crown Account Forms (refer Chapter 2 Annexes A and B) or electronic DFS Crown Account.

(3) The financial value of Miscellaneous Food or Beverage Issues is to be claimed by the Contractor on Form BX164 (Refer Chapter 2 Annex C) at the end of each Trading Period. All claims are to be certified correct by the Authority on the reconciliation statement of the electronic DFS Crown Account package or cross- referenced with Appendix 1 to Annexes A and B.

0527. **Splice the Mainbrace.** The order 'Splice the Mainbrace' authorises the issue of 62.5ml of commercial spirit to all entitled personnel over the age of 18. In the event that insufficient commercial spirit is available, one 500ml can of beer may be issued in lieu. Personnel under 18 years of age, and those who do not desire the spirit ration, may receive a soft drink in lieu. Under no circumstance is any cash payment to be made. The order 'Splice the Main Brace' may be given only by:

- a. Her Majesty the Queen or members of the Royal Family.
- b. The Admiralty Board on special occasions of celebration or national rejoicing.
- c. Governor Generals when acting as Viceroy to Her Majesty the Queen.

0528. **Accounting.** Supplies of spirit and beer are to be obtained from the Unit Contractor. Issues are to be recorded on a manuscript certificate signed by the CO, which should contain the following information:

- a. Occasion of issue.
- b. Authority.
- c. Number of entitled personnel as authorised by signal.
- d. Quantities issued.

This certificate (see JSP 456 Volume 2 Chapter 6 Annex A) is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0529. **Operational Ration Pack Supplement.** Refer to JSP 456 Volume 2 Chapter 12.

0530. **HM The Queen's Birthday Parade and Rehearsals.** HQ LONDIST may purchase barley sugar sweets for those Service personnel taking part in HM the Queen's Birthday Parade, including the rehearsals. An issue of 1 x 100g packet per person per day is authorised. A nominal role (refer JSP 456 Volume 2 Chapter 6 Annex A) is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0531. **Muslims – Additional Foods During Ramadan.** During the fasting period Ramadan, the following items may be issued daily to each person of the Muslim faith. These items are issued for the traditional breaking of the fast at dusk, and are not intended for use at any other time.

- a. 14 ml Rose Hip Syrup or 71 gm Sugar.
- b. 16 gm Dates.
- c. Up to 227 gm Ice.

The Contractor is entitled to reclaim the actual cost of the items listed above and is to keep an auditable record. A nominal roll (refer JSP 456 Volume 2 Chapter 6 Annex A) is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0532. **Survival Training Allowance.** Applications to purchase live animals (e.g. chickens, rabbit and fish) to demonstrate the killing, plucking/skinning and cooking for survival training are to be made initially to the FLCs. Commodities should be purchased through the Contractor whenever possible. The number and cost of animals expended are to be certified monthly by the Training Officer, quoting the courses involved, and the scale of issue. A copy of the certificate is at JSP 456 Volume 2 Chapter 6 Annex A which is to be retained with the DFS Crown Account for audit to support the claim for each Trading Period.

0533. **Issues to Medical Centres/Special Diets.** Refer to Chapter 3.

0534. **Bottled Water and Ice.** Under no circumstance is bottled water or ice to be charged to the Crown Account, apart from when bottled water is purchased by the Contractor to be used as individual drinks for packed meals and, as such, is treated as if it were a "soft drink". The following regulations apply for the purchase, payment and accounting of bottled water and ice:

- a. Bottled Water and Ice for Operations and Exercises. All costs are to be met by the Op/Ex.
- b. Bottled Water and Ice for Land Based Units. All costs are to be met by the respective TLB. This includes bottled water obtained when Galleys/Kitchens are temporarily deprived of a potable water supply.
- c. Bottled Water and Ice for Adventurous Training/Expeditions may be met through the CILOR budget and is up to the discretion of the CILOR Budget Manager to approve. CILOR rates do not include allowances for water and ice.

0535. **Cookery Training Allowance (CTA).** CTA is for the purchase of un-cooked foods used for Military food services training and development. All bids for such funds should be submitted through the relevant chain of command, to single-service CTA budget holders. For all Cookery Training Allowance matters refer to JSP 456 Volume 1 Chapter 11

0536 – 0599 Reserved.

## CHAPTER 6 - MENU POLICY AND FOOD INPUT STANDARDS

0601. **Introduction.** This Chapter directs the method by which Service personnel receive a well balanced and consistent standard of messing under CRL. Through the provision of the Core Meal a minimum set of specifications are mandated to provide the Core Offer. The availability of appetising and good value retail offers to enhance the overall food service is encouraged to attract all members of the wider Defence Community. Single Services may elect to explore the provision of a commercially viable menu offer alternative that satisfies its own consumer base, crown expenditure for free feeding personnel and nutritional requirements for entitled personnel.

0602. **Entitlement.** All HM Service personnel (irrespective of personal status category) are entitled to receive the core meal at the Casual Meal Entitlement Rate, which will be set at the same rate as the DFC. For all other personnel CRL charges apply (even if the Core Meal is chosen).

0603. **The Menu Offer (Retail & Core).** The Menu Offer will primarily consist of main, light and snack meals. The menus and pricing structure for the Menu Offer are to be set by the Contractor and presented to Authority staffs for comment prior to implementation.

0604. **Healthy Eating/Nutritional Requirements.** It is a requirement of the MOD that all Service personnel are to have ready access to nutritionally balanced and healthy food at each establishment. In order to achieve this, the regulations laid down in JSP 456 Vol 1 Chapter 4 are to be adhered to by both Service and Contractors staff. Combined with the Menu Planning advice in JSP 456 Vol 1 Ch 5, this will serve to ensure that there is a choice of suitable meals available during the agreed core hours (core hours are laid down in the MAC or unit contract).

0605. **The Core Offer.** The Core Meal shall be available during agreed core hours. The Core Meal content will make available a balanced diet, when taken in full, and its content will be adjusted to reflect the role or activity of the unit. The Core Meal will provide as a minimum: a 6 item breakfast, a lunch and a 3-course dinner based on the current Service menu policies.

- a. **Vegetarian Option.** The cyclic Core Meal Range is to include a named vegetarian option for each meal day which shall be available on demand in addition to the number of core choices and may be call-order.
- b. **Catering for Diversity.** In accordance with JSP 456 Vol 1 Chapter 5, provision must be made for all personnel irrespective of gender, race, religious belief, medical requirements and lifestyle choices. These are to be available on demand if no requirement exists to prepare such meals on a daily basis and, as with the vegetarian option, they must be considered in advance to prevent repetition.
- c. **Portion Size.** Weights and portion sizes shall, as a minimum, reflect the recipes in the JSP 404/Ceserani & Kinton. Potatoes and vegetables shall be on a self-help basis when purchasing the protein item(s). This does not include a right to use additional plates or return to the servery for 'second helpings'. Local food services staffs are to ensure this entitlement is not abused.
- d. **Healthier Options.** As noted above, the guidance in JSP 456 Vol 1 Chapter 4 is to be followed in the production of meals. This includes the use of low-sugar and low-salt alternatives and the provision of artificial sweeteners and semi-skimmed milk.
- e. **Suitable sauces to accompany each dish and condiments shall be made available.**

**RAF Only:** The RAF does not operate a separate core meal offer but will ensure that RAF Units receive menus that encompass choices that are priced at/or below the appropriate element of the

prevailing DFC. Trainees at Phase 1 and Phase 2 training establishments will receive the food provision in accordance with the requirements for the particular training regime in place.

0606. **Choice.** A full selection of Core choices shall be available throughout Core Meal Times. Core Meals should be designed to deliver a minimum of 3300 kcals based upon a selection of the hot choices, vegetables and sweets over the 3 meals. Data, based on preference forecasting conducted in accordance with JSP 456, Vol 4, Ch 8, Annex A, will determine the number of choices provided in accordance with the average numbers fed, remembering that the DFC is broken down into 3 separate costed meals.

Table 1: Minimum Number of Core Choices According to Average Uptake per Mess for Lunch

Average numbers fed	Hot Dishes	Salad Bar	Light Lunch	Catering for Diversity inc Vegetarians may be call-order	Potatoes	Vegetables or a Side Salad
1-30	2	To order	✓	✓	2	2
30-99	2/3	✓	✓	✓	2	2
100 +	3	✓	✓	✓	2	3

Table 2: Minimum Number of Core Choices According to Average Uptake per Mess for Main Meal

Average numbers fed	Hot Dishes	Salad Bar	Catering for Diversity inc Vegetarians may be call-order	Potatoes	Vegetables or a Side Salad	Hot Sweets	Cold Sweets
1-30	2	To order	✓	2	2	1	2
30-99	2/3	✓	✓	2	2	1	2
100 +	3	✓	✓	2	3	2	3

0607. **Restricted Service Days.** On certain days such as weekends or block leave, there may be a reduced number of personnel eating from the servery. On such occasions, and with the agreement of the Authority staffs, it is permitted for a restricted service to apply. The level of this service is to be agreed between the unit Authority staffs and the Contractor. Individual Services have different methods of addressing this issue e.g. centralised messing, reduced opening hours. It is acceptable to operate a call order service for small messes, tailored to the Unit's requirement with the agreement of the Authority staffs. If call order is to be used, the standards of the relevant KPI are to be adhered to regarding timings and quality of service.

0608. **Breakfast Menu.** The minimum offer for breakfast shall be a choice of 6 items from the following list:

- a. Fruit juice (not squash), fruit segments, cereals (including the necessary amount of milk), bacon, sausage, egg, ham, cheese, baked beans, tomatoes, potatoes, fried bread. (Up to a maximum of 3 proteins, no more than 2 of each item).
- b. In addition personnel are entitled to 2 slices of medium white or wholemeal bread with spread and preserve and a hot beverage (tea or coffee) or 125ml milk and accompaniments including sweeteners.
- c. Cold water and squash shall be available in addition to a hot beverage as part of the core meal cost.

0609. **Lunch Menu.** The number and type of choices to be offered are shown in Table 1. No main choice shall be repeated within 24 hours unless expressly agreed with the on-site Authority staffs. They are to be comprised as follows:

- a. The main choice shall consist of a freshly cooked hot protein commodity (meat, fish or egg dishes) according to Table 1.
- b. In addition, a salad bar is to be available, allowing the consumer to select simple and compound salads by filling a 750cc container, the protein may be pre-portioned. As a minimum a choice of 4 simple (i.e. lettuce, tomatoes, cucumber) and 3 compound (i.e. coleslaw, potato) salads shall be provided. Dressings are to be made available separately.
- c. In addition a 2 course 'light-lunch' option consisting of either a 10" baguette or 2 rounds of sandwiches (4 slices of medium white or wholemeal bread) or a jacket potato with a choice of fillings, is to be available. A piece of fresh fruit or yoghurt is to accompany the 'light-lunch'.
- d. Two choices of potato shall be available throughout the Core Meal period. Pasta or rice may be offered as an alternative. At least one of the potato choices shall not be fried.
- e. A choice of vegetables shall be available throughout the meal period according to Table 1.
- f. A self-service side salad of 500cc container shall be provided using a separate container. This can be in lieu of the vegetable option, with separate dressings provided.
- g. Two slices of medium white or wholemeal bread, together with low fat spread (high in polyunsaturates) and butter. A hot beverage of tea or coffee is to be made available.
- h. Cold water and squash shall be available in addition to a hot beverage as part of the core meal cost.

0610. **Dinner Menu** The main meal consists of 3 courses: a starter, a hot main course and hot or cold sweets. Table 2 shows the number of menu choices according to the average numbers fed. No dish shall be repeated within 24 hours unless expressly agreed with the on-site Authority staffs. Similarly, any variations to the set requirements e.g. theme nights, are to be approved by Authority staffs. Menus are to be compiled using the following criteria:

- a. First course; The starter shall consist of soup (1 choice per meal) with a bread roll or sliced French bread, or a simple dish or fruit juice.
- b. Second Course;
  - (1) The main choice shall consist of a freshly cooked hot protein commodity (meat or fish dishes) in accordance with Table 2.
  - (2) In addition, a self-service salad bar is to be available (or salads made to order), allowing the consumer to select simple and compound salads filling a 750 cc container, the protein may be pre-portioned. As a minimum a choice of 4 simple (i.e. lettuce, tomatoes, cucumber) and 3 compound (i.e. coleslaw, potato) salads shall be provided. Dressings are to be available separately.
  - (3) Two choices of potato shall be available throughout the meal period. Pasta or rice may be offered as an alternative. At least one of the potato choices shall

not be fried.

(4) A choice of vegetables shall be available throughout the meal period according to Table 2. At least one shall be fresh, but ideally both.

(5) A self-service side salad of 500cc container shall be provided using a separate container. This can be taken in lieu of the vegetable option, with separate dressings provided.

c. Third Course;

(1) Hot and cold sweets with appropriate sauces according to Table 2 shall be available. Fresh fruit or yoghurts shall be offered as a cold sweet choice.

(2) A beverage from tea or coffee. Cold water and squash shall be available in addition to a hot beverage as part of the core meal cost.

0611. **Night Duty Meals.** Night Duty Meals are to be provided in accordance with the lunch menu policy. In order to ensure that these are prepared in a timely fashion, it is acceptable that a pre-order system be introduced.

0612. **Duty Packed Meals.** A Duty Packed Meal shall consist of a minimum of:

- a. Two rounds of sandwiches (4 slices of medium white or wholemeal bread) or 2 rolls or combination of both containing a variety of fillings.
- b. A savoury pie or pasty can be offered in lieu of 1 round of sandwiches.
- c. Two individually wrapped commercial type bakery/snack/confectionery items. No more than 1 of each item is to be used.
- d. One piece of fruit.
- e. One soft non-carbonated juice/squash drink or water (benchmark is tetra 330 ml).

Packed meals suitable for vegetarians and personal religious beliefs shall be available on request in accordance with para 0605b. Each establishment will have flexibility over dish composition in order to reflect local preferences, examples might include a baguette, salad or additional drinks up to the value of the packed meal allowance. Duty Packed Meals will be paid for by the MoD at the prevailing charge.

0613. **Container and Hotlock Meals.** Duty Meals provided in Containers and Hot locks shall as far as possible reflect the Menu Policy. These meals are to be claimed at the prevailing price for that meal.

0614. **Special Diets.** For those individuals who require authorised special diets, this must be provided within the Core Meal charge. Should the Contractor be unable to provide the necessary meals within the Core Meal price then the Contractor should seek additional recompense from the Medical Vote for food costs incurred. Refer to JSP 456 Volume 1 Chapter 5.

0615. **Retail Options.** Contractors must be encouraged to develop site-specific consumer preferences and introduce appropriate offers on each site. Prices need to be set at a level that represents perceived value for money (VFM) and that personnel are willing to pay. Once this has been established, the local management team will have the ability to further develop the business, changing offers to meet demand whilst avoiding 'menu fatigue'. To generate additional income retail offers can be priced attractively by using meal 'bundles' or packages i.e. the caterer will be able to produce a retail sandwich, packet of crisps and a tetra drink or a baked potato with filling



within the lunch core meal charge and still gain additional revenue. The use of high street brands may have a niche within the CRL market but over-reliance may result in a decrease in sales as branded products normally sell at increased prices. Core offers could also be extended to include extras e.g. naan bread and raita served as an optional extra with a Core Meal curry. Additionally, the use of call order, back bar catering equipment could increase the range without increasing food production and wastage as this equipment is already in place and does not call for additional investment.

0616. **Food Supply.** The Contractor is to purchase, through their own arrangements, all food, beverages and other supplies to support the outputs of the contract. The cost of such supplies is to be made available to the Authority through Open Book Accounting.

0617. The Contractor shall ensure that the food supplied in order to deliver the Core and retail menus shall adhere to the MOD Food Input Standards (Version 5) as well as any subsequent updates. The Contractor shall ensure that any ingredients supplied for the composition of recipes and menus for all CRL outlets, adhere to all Government regulations as published by the Food Standards Agency. In addition, contractors are to support MOD healthy eating and nutrition initiatives.

0618. Where the Authority demands a commodity that is not normally sourced by the Contractor, it remains the Contractor's responsibility to source the commodity. The Contractor shall advise the Authority of the minimum Denomination of Quantity (DoQ) that the Authority must demand to avoid residual stock.

0619. **Shopping Basket.** For all Shopping Basket and Bench Marking procedures please refer to Chapter 12 Para 1218

0620. **Menu Evaluation.** To enable a contract to commence from its optimum position it is imperative that Core Meals are planned correctly;(an illustrative menu can be found at Annex A). the same principles apply equally to retail menus. Poor menu composition and pricing will have an immediate impact on consumers using CRL facilities and may take a considerable time to reverse the trend. Sufficient time should be afforded to evaluating the new menus that are to comply with the Menu Policy as stipulated within this Chapter and should be checked together with their recipes against the food shopping basket provided by the Contractor to ensure portion sizes and ingredients are all within the meal costing. The sales ratio of core against retail offers also needs to be considered, as this will impact trading figures and they are to compliment each other rather than duplicate i.e. pizza on the Core Meal Range one day at core price and as a retail offer the next day at an increased price. The costs of any consumables such as condiments and packaging should be incorporated into the recipe costing where appropriate.

0621. One month prior to CRL Implementation date, final menus for each site are to be obtained from the CRL Contractor. Issues including traditional/regional menu requirements and feeding patterns are to have been considered. In order to meet the Government's White Paper on healthy living (Choosing Health), the retail menu, whilst offering popular choices, is to have healthy alternatives available. As a public sector department, the MOD has made a commitment to improving the health of its personnel and has endorsed the recommendations contained in the White Paper. Complementary to the extensive nutrition education programme already in place, (designed to encourage personnel to make informed decisions about their diet) are facilities that enable them to do so. Contractors should ensure that they offer sufficient healthy retail options, as part of and in addition to the Core Meal offering, to encourage personnel to follow a healthier lifestyle.

0622. It is incumbent upon the Supervising Officer or Deputy Supervising Officer to ensure that the following are undertaken:

- a. Menu evaluation and change to reflect consumer demand.
- b. Realistic costings.
- c. Ensure that the menu offers provide value for money.

0623. Menus should provide an acceptable balance of dishes made from raw ingredients and some convenience foods. Where CCM are employed the continuous operational/military/technical training requirement must be considered.

0624. **The Enhanced Core Offer (ECO).** CRL mandates a Core Meal, individual Officers' and SNCOs Mess Committees, in consultation with the Contractor, may consider an additional charge, similar to Extra Messing Charge(EMC)/Extra Messing Income(EMI), to be added to the cost of the Core Meal in order to deliver an enhanced offer. Recipes should be checked to confirm that the additional income has been correctly incorporated into the food offer to represent value for money and otherwise complies with the requirements of this chapter.

**RAF Only:** The ECO will only be considered if the proposed Business Case can demonstrate that it will generate benefits across the Unit. All requests to move across to a ECO system must be approved prior to implementation by HQ Air Cmd (A4 Cat Ops SO1)

0625-0699. Reserved.

[illegible]

Lunch Week 1							Lunch Week 2						
Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Chicken Supreme & Rice	Beef & Onion Pie	Chicken Kebabs with Pitta Bread	Stir Fried Chicken with Noodles	Lancashire Hot Pot	Pork Burger in a Bap	Savoury Mince and Yorkshire Pudding	Lamb Koftas with Pitta Bread	Mince Beef Cannelloni with Garlic Bread	Chicken Madras with Boiled Rice	Mince Beef and Dumplings	Spaghetti Bolognese	Sweet & Sour Pork with Braised Rice	Chicken & Mushroom Pie
Fish in Breadcrumbs & Tartar Sauce	Honey Chilled Chicken	Chilli Con Carne & Boiled Rice	Sausage Rolls	Cod in Batter	Keema Curry with Pilau Rice	Chicken Chow Mein	Fishermans Pie	Chicken Goujons with Chilli Mayo	Cheese Burger	Southern Fried Chicken	Battered Haddock	Cottage Pie	Vienna Steak with Fried Egg
Cheese and Onion Pasty	Vegetable Cobbler	Tempura Vegetable with Sweet Chilli Sauce	Vegetable Croquettes with Mushroom Sauce	Vegetable Pie	Broccoli & Cheese Flan	Vegetable Pancakes & Tomato Sauce	Vegetable Bolognese	Vegetable Fricassee and Rice	Vegetable Provencale with Pasta	Vegetable Jalfrazi with Boiled Rice	Vegetable Croquette with Parsley Sauce	Vegetable Lasagne with Garlic Bread	Roast Vegetable Plait
Sauté Potatoes &/or Parsley Potatoes	Chipped Potatoes &/or Baked Jacket Potatoes	Boiled Potatoes &/or Lyonnaise Potatoes	Parisienne Potatoes &/or Baked Jacket Potatoes	Chipped Potatoes &/or New Boiled Potatoes	Saute Potatoes &/or Baked Jacket Potatoes	Boulangere Potatoes &/or Parmentier Potatoes	Chipped Potatoes &/or Baked Jacket Potatoes	Bubble & Squeek &/or New/Boiled Potatoes	Chipped Potatoes &/or Baked Jacket Potatoes	Croquette Potatoes &/or Creamed Potatoes	Chipped Potatoes &/or Baked Jacket Potatoes	Potato Cakes &/or Parsley Potatoes	Chipped Potatoes &/or Baked Jacket Potatoes
Garden Peas & Vichy Carrots or Side Salad	Baked Beans & Buttered Sweetcorn or Side Salad	Mixed Vegetables & Courgettes Provencale or Side Salad	Spaghetti in Tomato Sauce & Green Beans or Side Salad	Sweetcorn Mexican & or Mushy Peas or Side Salad	Peas Flamonde &/or Baked Beans or Side Salad	French Beans &/or Sweetcorn or Side Salad	Processed Peas &/or Grilled Tomatoes or Side Salad	Baked Beans &/or Boiled Cabbage or Side Salad	Spaghetti in Tomato sauce &/or Mixed Vegetables or Side Salad	Stir Fried Cabbage &/or Baked Beans or Side Salad	Minted Mushy Peas &/or Baton Carrots or Side Salad	Courgettes Provencale &/or Sweetcorn or Side Salad	Green Beans &/or Baked Beans or Side Salad
Pasta	Pilau Rice	Pasta	Braised Rice	Pasta	Boiled rice	Savoury Rice	Pasta	Boiled Rice	Fried Rice	Pasta	Savoury Rice	Pasta	Fried Rice
Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy
Quiche Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Salmon Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Ham Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Cheese Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Tuna Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Chicken Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Corned Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Gala Pie Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Chicken Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Ham & Egg Roll Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Turkey Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads
Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt	Light Lunch Option Baguettes, Sandwiches or Jacket Potatoes with a choice of fillings ie Cheese, Coleslaw or Tuna A Piece of Fresh Fruit or Yoghurt
2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread	2 Slices of Medium or Wholemeal Bread
Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter	Low Fat Spread or Butter
Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings	Preserves or Dressings
Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided	Tea or Coffee, Semi-Skimmed Milk and Sugar. Sweeteners to be provided
Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials

Dinner Week 1							Dinner Week 2						
Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun
Minestrone Soup	Chicken Soup	Tomato Soup	Vegetable Soup	Mushroom Soup	French Onion Soup	Cream of Carrot Soup	Chicken Noodle Soup	Leek and Potato Soup	Cream of Onion Soup	Minestrone Soup	Green Pea Soup	Tomato Soup	Chicken Soup
Beef Goulash	Irish Stew	Saute Chicken Chasseur	Lasagne with Garlic Bread	Pork Schnitzel with Hunter Sauce	Lamb Curry with Rice	Roast Beef & Yorkshire Puddings	Chicken Kiev	Pork with Bean Sprouts	Chicken and Sweetcorn Pie	Roast Pork and Apple Sauce	Tandoori Chicken	Steak and Kidney Pudding	Roast Lamb and Mint sauce
Southern Fried Chicken	Beef & Mushroom Pie	Baked Gammon & Pineapples	Chicken en Croute	Grilled Garlic Chicken	Turkey Schnitzel with Mushroom Sauce	Pork Chop and Apple sauce	Beef Stew and Dumplings	Lamb Navarin with Herb Cobbler	Grilled Gammon Steak & Pineapple	Chicken Curry and Rice	Minced Beef and Potato Pie	Roast Turkey with Stuffing	Coq au Vin
Cod Mornay	Plaice Anglaise	Cod with Ginger & Spring Onion	Prawn Rogan Josh	Cod Francaise	Seafood Pasta	Breaded Haddock	Cod Portugaise	Tuna Pasta Bake	Poached Cod with a Prawn Sauce	Fish & Potato Pie	Goujons of Plaice and Tartare sauce	Prawn Provencale	Poached Cod in a Mushroom sauce
Vegetable Crumble	Vegetable chilli	Vegetable Curry & Rice	Vegetable Carbonara	Vegetable Fricasse	Cheese and Vegetable Pasty	Mushroom & Pepper Bake	Leek & Cheese Strudel	Vegetable Kiev's	Vegetable Kebabs & Pilau Rice	Vegetable Stew and Dumplings	Chinese Style Stir Fried Vegetables & Rice	Vegetable and Nut Loaf	Vegetarian Moussaka
Boloungere Potatoes &/or Duchess Potatoes	Creamed Potatoes &/or Parmentier Potatoes	Marquise Potatoes &/or Fondant Potatoes	Savoury Potatoes &/or Savoury Potatoes	Baked Potatoes &/or Pont Neuf Potatoes	Berrichonne Potatoes &/or Alsacienne Potatoes	Roast Potatoes &/or Boiled Potatoes	Anna Potatoes &/or New/Boiled Potatoes	Potato Cakes &/or Risssolee Potatoes	Biaritz Potatoes &/or Sauté Potatoes	Roast Potatoes &/or Boiled Potatoes	Lyonnaisse Potatoes &/or Parsley Potatoes	Macaire Potatoes &/or Fondant Potatoes	Duchess Potatoes &/or Roast Potatoes
Baton Root Vegetables &/or Broccoli or Side Salad	Cauliflower au Gratin &/or Mange Tout or Side Salad	Swede Puree and/or Green Beans or Side Salad	Baton Carrots &/or Roast Parsnips or Side Salad	Stir Fried Cabbage &/or Fresh Mixed Vegetables or Side Salad	French Beans &/or Ratatouille or Side Salad	Broccoli &/or Carrot and Swede Puree or Side Salad	Mixed Vegetables &/or Roast Parsnips or Side Salad	Cauliflower Polonaise &/or Saute Courgettes Provencale or Side Salad	Vichy Carrots &/or Green Beans or Side Salad	Red Cabbage & Apples &/or Diced Swede or Side Salad	Peas Flamande &/or Cauliflower or Side Salad	Roast Root Vegetables &/or Green Beans or Side Salad	Puree Carrots &/or Broccoli au Gratin or Side Salad
Pasta	Savoury Rice	Pasta	Boiled Rice	Pasta	Savoury Rice	Pasta	Fried Rice	Braised Rice	Pasta	Pasta	Cous-Cous	Pasta	Savoury Rice
Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy	Gravy
Cheese Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Gala Pie Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Chicken Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Ham Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Salmon Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Corned Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Turkey Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Corned Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Cheese Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Beef Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Tuna Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Pork Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Ham Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads	Quiche Salad Minimum Choice of 4 Simple Salads & 3 Compound Salads
Apple Cobbler or	Syrup Sponge Pudding or	Apple Charlottes or	Bread & Butter Pudding or	Bakewell Tart or	Syrup Pancakes or	Apple Merangue Flan or	Semolina or	Steamed Chocolate Sponge or	Baked Jam Roll or	Pineapple Fritters or	Jam Turnover or	Baked Rice Pudding or	Dutch Apple Tart or
Treacle Tart	Cherry Crumble	Banana Fritters	Chocolate Sponge	Apple Strudel	Jam Puffs	Vanilla Sponge Pudding	Rhubarb Crumble	Apple & Blackberry Pie	Gooseberry Tart	Treacle Tart	Apple Crumble	Sticky Toffee Pudding	Lemon Pancakes
Custard Sauce	Custard Sauce	Custard Sauce	Chocolate/Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Custard Sauce	Caramel Sauce	Custard Sauce
Chocolate Tart & Cream	Lemon Meringue or	Trifle or	Chelsea Bun or	Custard Slice or	Profiteroles & Chocolate Sauce	Black Forest Gateau or	Banana Flan or	Chocolate Eclairs	Doughnuts	Crème Caramel or	Lemon Meringue or	Fruit Scone or	Strawberry Gateau or
Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or	Fresh Fruit or
Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts	Yoghurts
Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided	Tea or Coffee, Semi - Skimmed Milk and Sugar. Sweetners to be provided
Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials	Unlimited Water and a Selection of Cordials

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## CHAPTER 7 - FUNCTION DEFINITION

### 0701. **Introduction**

Where functions are held within messes they are to be provided through the sitting contractor.

0702. **Formal (Official) Function.** A Formal (Official) function is one at which all mess members may be required to attend and Service personnel are on official duty. Entitlement to such functions is clearly laid out in Queens Regulations. The actual number of such functions will be detailed in the Contract Quantity Tables. In an Officers' mess, 12 such functions and a SNCO mess 6 functions are normally authorised per year. For all such functions labour costs (up to midnight or as otherwise authorised by the TLB) are funded at public expense. All other costs are funded by individuals attending or by the mess. Examples of such functions are:

- a. Dining in, Mess Dinners, guest or ladies nights.
- b. Cocktail parties.
- c. Unit CO's Reception or other official hospitality.
- d. Other functions at the Unit CO's discretion.

0703. **Informal (Unofficial) Function.** Informal functions are to be encouraged because they contribute to military ethos and therefore promote the morale component of fighting power. An informal function is one that is organised by the mess committee. All costs are to be agreed, by the mess committee, with the contractor and are to be recovered from mess members or mess funds., Examples of such functions are:

- a. Christmas Draw unless as part of a formal ball.
- b. New Year's Eve dance.
- c. Dinner dances.
- d. Steak nights.
- e. Barbecues, discotheques or similar functions.

0704. **Private Functions.** Private functions are to be encouraged because they contribute to military ethos and therefore promote the morale component of fighting power. All service personnel and entitled mess members may seek the appropriate permission to use mess facilities for a private function. All costs are to be agreed between the individual and the contractor. These costs are to be met by the individual. In addition the authority may levy charges for use of the mess/facility. Examples of such functions are:

- a. Wedding receptions.
- b. Christening parties.
- c. Individual members' parties and dinners
- d. Bar Mitzvahs.

0705. **Official Entertainment.** Refer to JSP 462 – Chapter 44 Financial Managemnt Policy Manual Sound Governance

0706. **Use Of Core Catering Manpower.** For informal and private functions CCM may be employed in accordance with Chapter 9 para 0918.

0707. **Foodstuffs.** Foodstuffs for all functions will be sourced from the CRL contractor or from a reputable source agreed with the CRL contractor acting reasonably.

0708. **Beverages.** Beverages for formal and informal functions shall normally be sourced through the mess. Beverages for private functions shall be agreed with the function sponsor and the CRL contractor.

0709. **Cost Pricing Expectations.** The Authority expects that the contractor shall offer prices for informal and private functions which have regard to there contribution in military ethos and moral component. The Authority's expectations are that standards of service and function prices will offer value for money to the sponsor.

0710. **Alternative CRL.** Refer to Chapter 15

0711-0799. Reserved.



## CHAPTER 8 - INSPECTIONS AND AUDITS

0801. **Introduction.** This chapter outlines the process of reviews, inspections and audits that are to be undertaken as regards the governance of CRL service.

0802. **Financial Management and Corporate Governance.** There is a standing requirement that the Crown, and therefore the MOD, always ensure VFM in both public and commercial dealings. All Government Departments are subject to Government Accounting guidance issued by HM Treasury. Within the MOD there are a number of relevant documents: JSP 462 (Financial Management Policy Manual) and JSP 525 (Corporate Governance and Risk Management). CRL is included in contracts with commercial partners and these involve expenditure by the MOD and, to a lesser extent, by individual Service personnel. There is a standing requirement that the principles of regularity, propriety and VFM are observed. In terms of expenditure of public monies this is a formal requirement and corporate responsibility; in the case of expenditure by individual Service personnel, the MOD has a vicarious responsibility. Reviews, inspections and audits of CRL contracted units/establishments must ensure that these requirements are being met and the principles observed in order to ensure that both the MOD and individual Service personnel are receiving VFM.

0803. **Food Safety.** All units are to comply fully with the legal requirements of Food Law and Food Safety as articulated in JSP 456 Vol 3. It should be noted that DFS Regulations are based upon current and emerging legislation from HM Government's Food Standards Agency and the Department of Health. Authority staff should be aware of the location of these regulations as, by necessity, the JSP 456 and other publications will evolve upon these regulations. Where commercial partners utilise their own Food Safety policies and procedures, the Authority is to ensure these equate to or are higher than those directed by JSP 456 Vol 3.

0804. **Joint Business Agreement (JBA).** In accordance with extant JBA between DFS and TLBs a regime is in place for the conduct and scope of routine formal inspections of Units to ensure public funds are spent in accordance with the regulations and provide accounting information detail as requested by DFS Team.

0805. **Role of TLBs.** The scope, grading and report format of a unit's inspection are the preserve of the Chain of Command (CoC). However the overarching objectives of an inspection are to validate to the chain of CoC the Unit's catering support arrangements and the Contractor's compliance. The principal objectives of the inspection are therefore to:

- a. Ensure compliance with legislation, regulations and the contract.
- b. Management of Crown Accounts.
- c. Identify changes necessary to reflect developments in role, establishment or working practice.
- d. Provide the foundation for effective risk analysis-based inspection programmes.

0806-0899. Reserved

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## CHAPTER 9 - THE EMPLOYMENT OF CORE CATERING/MILITARY MANPOWER

0901. **Introduction.** Core Catering Manpower(CCM)/Core Military Manpower(CMM) is defined as the uniformed catering personnel in the 3 Services established to meet the operational requirement<sup>1</sup>. When not required for operations, military duties or absence, ie, leave and courses, CCM/CMM are available to work with the CRL Contractor. CCM/CMM are to be employed in positions commensurate with their rank, expertise and experience. At all times the military ethos, command structure and disciplinary procedures are to be respected on behalf of the CCM/CMM. CCM/CMM will be engaged with the Contractor in a partnering<sup>2</sup> arrangement to deliver the CRL catering and leisure outputs. The employment of CCM/CMM should allow sufficient flexibility to enable site-specific arrangements, whilst protecting the operational capability and ensuring parity of employment for CCM/CMM, whichever contractor is providing the CRL service. This Chapter should be read in conjunction with the specific contract.

The priority of employment for CCM/CMM is:

- a. Operations.
- b. Training and Exercises.
- c. Provision of the “Core” requirements within the home base.
- d. Leave and Time Off.
- e. Assisting the Contractor in the delivery of the Retail, Catering offer.

0902. **Cohesion and Identity.** The moral component is an important factor in the development of operational capability. CCM/CMM must maintain their Service identity and should not be required to dilute this to suit the Contractor’s corporate image. It is also essential that CCM/CMM identify with their Unit and remain fully integrated in its activities, work, sport and social. Where CCM/CMM of more than one unit work together in centralised Messes<sup>3</sup> they should be able to identify and work in a team with other CCM/CMM on the same establishment.

0903. **Command and Leadership.** CCM/CMM employed within a CRL regime shall remain within the Military Chain of Command. The Authority shall retain responsibility for the administration and discipline of all CCM/CMM under the Authority’s extant regulations. Any offences in breach of Authority disciplinary instructions by CCM/CMM personnel allocated to the Contractor are to be reported to the Authority who will be responsible for taking any action considered necessary. Personal Reports for CCM/CMM will remain the responsibility of the Authority. If required, the Contractor line managers may be asked to provide comments on CCM/CMM staff working for them. Terms of Reference and objectives are to be compiled by Unit staff in consultation with the Contractor. Generic advice for CCM/CMM is available from the Chain of Command. It is important that the Contractor incorporates CCM/CMM into key processes such as reporting, quality assurance and KPI measurement and provides all necessary training. Similarly, CCM/CMM must understand the drivers that underpin a CRL Contract and support the Contractor to achieve the level of service agreed with the Authority.

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<sup>1</sup> CCM/CMM includes chefs, ration accountants/stores persons and mess managers/stewards (RAFcaterer manager and caterer).

<sup>2</sup> The Office of Government Commerce says that Partnering is “*where two or more organisations develop a close and generally long term working relationship which has top level commitment and is based on mutually agreed objectives under which all partners have an interest in each others success*”

<sup>3</sup> Includes Wardroom/Officers’ Mess, WO & SNCOs/Senior Rates Mess and Junior Ranks/Rates Mess.

0904. The established rank structure is to match the operational requirement of the unit, as well as specialisation structural needs. Single Service career structures remain extant and will not change under CRL. CCM/CMM are to be employed in positions of responsibility commensurate with their military rank in order to develop and maintain command, leadership and management skills vital to the delivery of operational capability. This is to include responsibility within the chain of command to plan and monitor military employment and training.

0905. Daily task management will be the responsibility of the Contractor and CCM/CMM will be expected to take reasonable instructions from Contractor's staff. In the same way, CCM/CMM may be expected to give instructions to the Contractor's staff. It is accepted that the Contractor may require a management structure for his own staff, which should be integrated as far as possible with the military structure to provide a seamless chain of command for the catering staff within the unit. There is to be no conflict between the established command and supervisory chains.

### **CCM/CMM AVAILABILITY**

0906. **Introduction.** The management of CCM/CMM availability is key to the success of the CRL requirement. The responsibility for the accurate forecasting<sup>4</sup> and efficient management of availability rests with the Authority. It should be noted that CCM/CMM have a real financial value and all availability changes will have a direct commercial and financial impact, which must be managed and contracts amended accordingly.

0907. **Transition Workshop.** The Authority (Top Level Budget) will conduct a CCM/CMM Transition Workshop during the Transition period on site prior to the implementation date. The aim of the workshop is for the Authority, Contractor and Unit personnel to discuss and agree CCM/CMM availability by category, rosters, confirm first 3 months CCM/CMM availability and the roles and responsibilities of the CCM/CMM within the business. Attendance at the Workshop should be made up of the following personalities:

- a. Supervising Officer (SO).
- b. Deputy Supervising Officer (DSO)/Intelligent Customer.
- c. Contractor – Operations Manager.
- d. Contractor – Site Manager.
- e. Divisional Staff (as required).
- f. Commercial Officer.
- g. Contract Authorising Officer (CAO).
- h. Senior CCM/CMM.

0908. During the CCM/CMM Workshop, the Contractor should provide the Authority with their forecast 12 trading periods. This is taken from the Contractor's business case proposal as at the implementation date to enable the Authority to declare the minimum and average number of CCM/CMM, by category, using the Declared Baseline Availability Schedule (DBAS); Annex A refers.

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<sup>4</sup> Normally assessed on actual strength and known commitments; Army Policy to use 'manning targets'.

0909. **Availability.** The availability of CCM/CMM shall be provided by the Authority to the Contractor on a unit-by-unit basis. The Contractor will be provided with a minimum forecast of CCM/CMM availability by category, calculated using respective TLB/FLC s CCM/CMM Availability Matrix. The matrix uses historical information based on the last 12-months rosters by Mess. The 12-month forecast of availability considers each individual who will be available to the Contractor. The Matrix comprises mandated days e.g. Annual Leave, Bank Holidays, Military Skills Training, Rest Days, Continuation Training, Guard Duties and Personal Administration. It is upon these declared levels of baseline availability that the Contractor shall build his contract price and any associated business case. CCM/CMM availability will be declared in 5 categories as follows:

- a. Manager.
- b. Supervisor.
- c. Chef.
- d. Steward/Caterer (RAF)
- e. Ration Clerk/Accountant/Storeperson.

0911. During the CCM/CMM Workshop, agreement will be reached on a minimum and average number of CCM/CMM, by category, using DBAS. The CCM/CMM availability will be firm for the first 3 months of service delivery and provisional thereafter. CCM/CMM availability may vary during the life of the Contract and all parties will therefore need to be prepared to revisit the baseline on a regular (3 monthly) basis. At the start of each quarter, the Contractor and the Authority shall agree the firm availability for the subsequent quarter (e.g. agreement at the beginning of Jan for availability in Apr to Jun) and identify whether there is a requirement to amend the DBAS in accordance with the Change Control Procedure.

0912. CCM/CMM availability is declared on the basis of:

- a. The daily minimum number of CCM/CMM, by category, that will be made available to the Contractor on both a 'full service day' (e.g. Mon-Fri) and a 'restricted service day' (e.g.. weekends, block leave).
- b. The monthly declared number of CCM/CMM hours that will be made available to the Contractor during each trading period, by CCM/CMM category.
- c. Given that the Working Time Directive<sup>5</sup> applies to personnel employed 'within barracks/ Station', in any 7 day period, CCM/CMM should normally work 5 days followed by 2 consecutive rest days for the Contractor. CCM/CMM are to work no more than 8 hours for the Contractor during any working day and should not work more than 16 weekends per annum for the Contractor. Any variation to the normal working pattern such as split shifts or a change in work: rest ratio must be approved by the Authority.

## DAY TO DAY ACTIVITIES

0913. **Audit Trail.** In order to ensure that a full audit trail of all agreements made regarding CCM/CMM availability, the Authority and the Contractor shall record on a daily basis the following information:

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<sup>5</sup> JS16/99 Guidance on Working Time Regulations.

- a. The number of personnel provided by the Authority in relation to the declared minimum availability in each category (manager, supervisors and producers).
- b. The total number of man hours provided by the Authority in each category.

This record shall be in the format of a Resource Balancing Mechanism (RBM) diary, an example of which is at Annex B. The RBM diary will also record any short term adjustments that have been agreed between the Authority and the Contractor. The RBM diary must be signed by both the Authority and the Contractor on a daily basis to avoid instances of dispute at a later date. The RBM diary should cover the current trading period and must be reconciled at the end of each trading period using the declared quantities detailed in the DBAS. Any positive or negative variation to the availability may generate a payment either to the Authority or the Contractor as appropriate. The availability and management of CCM/CMM shall be an agenda item on the Service Management monthly meeting.

0914. The Authority shall be responsible for ensuring that the actual availability reflects the forecast in the DBAS. The Authority shall work with the Contractor to apply the RBM on a daily basis when the actual CCM/CMM availability falls below the minimum for each category for the appropriate type of trading day. The RBM Diary shall record all agreed adjustments and will be maintained by the CCM/CMM IC. The Diary is to be maintained with input from both the Contractor and the Relationship Management Team (RMT), to ensure that at the end of each month it can reconcile the actual number of hours that CCM/CMM have worked.

0915. The impact of a CCM/CMM availability change is to be dealt with in 2 stages; any change from the declared daily availability and any change from the declared monthly available hours. In the event that the actual number of CCM/CMM available on a daily basis changes, the Authority and Contractor shall work together to apply the RBM. When there is a shortfall in the number of CCM/CMM declared monthly available hours provided in the trading period, the rates applicable for any additional Agency staff provided to meet the shortfall shall apply. Where there is an increase in CCM/CMM availability, the authority and contractor will work together to adjust the contract as required.

0916. In the event that the Contractor is not able to provide the agreed daily level of staff, the RMT may (without prejudice to contractual rights and remedies) work together with the Contractor (if requested) to provide additional CCM/CMM if available, above the declared availability for that day. The RMT and the Contractor will agree and record in the RBM diary the basis of the additional hours (e.g. re-profiling the hours of availability in the remainder of the trading period, or payment to the Authority for additional hours).

0917. At each quarterly review point, if the forecast availability of CCM/CMM is different to the DBAS, then amendments need to be made to the Availability Matrix using the Change Control Procedure. These changes are to be incorporated into a new DBAS. The Contractor and the Authority shall agree any adjustment to the Business Case to reflect the reduction or addition to the value of CCM/CMM and, as appropriate, the SPP. Once such a Change Control Note has been agreed, this amended DBAS will become the new trigger point for all future application of the RBM. The monthly actual availability will be calculated retrospectively at the end of each trading period for presentation at the monthly Service Management Meeting. A consolidated account of the RBM process is provided at Annex C.

## **ADDITIONAL EMPLOYMENT/MISCELLANEOUS**

0918. **Private Employment.** CCM/CMM may accept employment with the CRL Contractor in their own time in accordance with Single Service Regulations. This is a private arrangement and should be viewed as being no different to Service personnel undertaking other private employment away from their routine workplace. This will not form part of their core hours. It should be noted

that the liability for income tax, national insurance, personal protective equipment (PPE) and insurance lies with the Contractor. Under no circumstances is time off in lieu (TOIL) to be granted as a form of payment. Personnel working privately for the Contractor (weddings/Christenings etc) are to be paid at a rate decided between the individual and the Contractor.

**0919. Minor Awards/Staff Incentive Schemes.** All Minor Awards/Staff Incentive Schemes for Service personnel are governed by the DIN regarding MOD Guidance on the Acceptance of Donations, Gifts, Hospitalities and other Benefits linked to the Public Desire to recognise the Armed Forces. Service personnel when working as part of a combined Civilian/Military team are eligible to receive a minor award. Non-cash rewards are in recognition of personal achievement in competition with others. Whilst there is no prescriptive list of the type of gift/reward, it is recommended that it should constitute either a small gift, meals out or gift voucher, but it is recommended that the value should not exceed £50. The recommendations within the aforementioned DIN are to be adhered to at all times including the entering of the gift within the Hospitality Book..

**0920. Staff Feeding.** Meals for all CRL staff must be paid for.

**0921. Training Responsibilities.** The Authority will train CCM/CMM to the standard required to deliver operational capability. No fundamental changes are envisaged to the training currently delivered to CCM/CMM. The upgrading and associated Continuous Professional Development (CPD)/National Vocational Qualifications (NVQ) processes require certain skills to be developed at the workplace. The Authority and the Contractor must take these training requirements into account when developing menu plans and recipes in order that the levels of training currently available to CCM/CMM are maintained or improved. CCM/CMM are required to conduct menu planning, procurement and quality assurance in the operational environment. They are therefore to be included in the Contractor's management procedures for these aspects in order to maintain these skills. Where there is scope for joint training such as Food Safety refresher training, both CCM/CMM and contractor staff may receive the same training package to deliver training standardisation.

**0922.** The Contractor is to provide appropriate training to CCM/CMM in management and supervisory ranks, and others as deemed necessary, in the ration accounting system specific to the Contractor. The Authority shall ensure that CCM/CMM will be trained in the military ration provisioning and accounting system. CCM/CMM should be empowered to use Contractors' management systems in order to maintain the principles of core management skills.

**0923.** The Contractor is to provide suitable induction and continuation training in any aspect of work that they wish CCM/CMM to undertake, which is not covered in the Authority delivered training or in paragraph 0922 above. This is to cover, for example, aspects such as marketing, branding and the use of any specific items of equipment that are not standard items used by CCM/CMM.

**0924 – 0999.** Reserved.

**Factors to consider when compiling the Availability Matrix**

**Legend**

Black = RAF   Red = Army & RM   Blue = Navy

1. Annual leave entitlement. Rest days.

As above   As Above

2. PODL (Post Operational Deployment Leave).

As above (referred to as Post Op Tour Leave POTL)

As Above

3. Re-engagement leave.

As above   As Above

Re-location leave

4. Maternity Leave, male and female.

As above   As Above

5. Terminal Leave.

As above   As Above

6. Resettlement courses, leave.

As above   As Above

7. Bank Holidays, Public Holidays etc.

As Above   As Above

8. Any pre notified courses such as JMLC (Junior Management Leadership Course), IMLC (Intermediate Management Leadership Course), AMLC Advanced Management Leadership Course, AS (Advanced Skills Course), TMT1 (Trade Management Training 1), TMT2 (Trade Management Training2), DS (Deployed Skills Course), ADS (Advanced Deployed Skills Course), DST (Deployed Skills Trainer), Commanders Course.

Military career courses e.g. Military Proficiency Certificate (MPC)/MPC (Advanced), Command Leadership Management (CLM/CLM(2/Advanced) plus any preparatory time

Trade related courses e.g. Unit Catering Manager, Kitchen Manager, Production Supervisor, Chef Class 1, Ration Storesperson Course, Stewards Course

Additional training/courses e.g. Driving courses, Fire Safety courses, Para/All Arms Comando Course, Physical Training Instructor Course, any additional courses

Junior Command Course, Senior Command Course, , Advanced Command Course, Technical Qualifications Course, Regimental Sergeant Major's and WO1 Course, All Navy Leadership Courses, Pre-embarkation Courses. All Career or training courses. Any Education Courses.

9. CCS (Common Core Skills).

Military Annual Training Tests.

Annual Military Test's

10. Annual Fitness Test.

As per Ser 9

Basic Fitness Test, Combat Fitness Test



11. Acclimatisation Training.
12. Cat A, Cat B and Cat C Trg, Pre Operational Training.  
As above As Above
13. Annual Dental Inspection.  
Part of unit admin  
As Above
14. Three 1hr Sport/Exercise sessions each week or as detailed by the CO.  
As above As Above
15. Guard Duties including Guard Commanders  
As above As Above
16. Combined Services/RAF/ Representative Sports/ Station Commanders Cups/ Annual 5-a-side Football Tournament/Civilian Sports.  
Unit/Corps/Army Sports As Above
17. Adventure Training.  
Adventure training  
As Above
18. Sector Level Training (SLT)
19. Annual Operational Field Cook Set (OFCS) Refresher Training.  
Special to trade training e.g. manual accounting, OFCS,  
Continuation Training
20. Annual Food Hygiene Training.  
As above As Above
21. Known deployments such as Deployed Operational Training (DOT).  
Exercises As Above
22. Catering Competitions, Combined Services, Hotel Olympia, Combined Services Culinary Arts Competition etc.  
As above As Above
2. / Education: Open University, College, Military Educational Courses, Examinations etc.  
As above As Above
24. Allocated time to use JPA and other administrative functions including supply i.e. clothing stores etc.  
Regimental admin
25. Long term sickness, repeat appointments and known medical conditions i.e. downgrading, restricted duties.  
Sick leave. Scheduled hospital appointments, operations, etc  
As Above
26. Nuclear Accident Response Organisation (NARO), or other Station anomalies.

**27.** Operational Tours, Falkland Island Shadow Post (FISP) and long term detachments such as Unit assistance.

Op Tours with unit

Op Tours & Detachments from Unit

As Above

ANNEX A - CCM Declared Baseline Availability Schedule at (enter site location)

Key:

Input cells:

No. of days

No. of hours

No. of CCM - Minimum Availability

No. of CCM - Average Availability

£s

Full Service Day

Restricted Service Day

Blue Text = Data entry

Back Text = Automatic calculation

Trading Period		Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Annual Total
Number of Full Service Days														
Number of Restricted Service Days														
Total days in the trading period														
No. of CCM	Managers													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Monthly Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
	Minimum Availability "Full Service Day"													
No. of CCM	Supervisors inc Mess Managers													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
	Minimum Availability "Full Service Day"													
No. of CCM	Chefs													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
	Minimum Availability "Full Service Day"													
No. of CCM	Stewards													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
	Minimum Availability "Full Service Day"													
No. of CCM	Catering Accountants													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
	Minimum Availability "Full Service Day"													
No. of CCM	TOTAL													
	Declared Monthly Hours	#DIV/0!				#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Declared Value of CCM	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**Look-up:**

(Figures to be taken from Availability Matrix)

Cat	Rank	No	Hours avail	Month Av
<b>Chefs</b>				
Man	WO			
Man	Ssgt			
Sup	Sgt			
Sup	Cpl			
Chef	LCpl			
Chef	Pte			
<b>Stewards</b>				
Man	SSgt			
Sup	Sgt			
Sup	Cpl			
Chef	LCpl			
Chef	Pte			
<b>Cat Accts</b>				
Sup	Cpl			
Cat Accts	Cpl			
<b>Total:</b>		<b>0</b>	<b>0</b>	

**Annual Availability by Category:**

Man	0.0
Sup	0.0
Chef	0.0
Steward	0.0
Cat Ac	0.0
<b>0.0</b>	

**COLOUR KEY**

formula / calculation

Data entry

**Weighting for DBAS**

Restricted	1
Full	3

**CCM Backfill Rates - Stated by Partner**

<b>Look-up</b>		
Hours in working day:	8	
Backfill Rates £		Manager
Hourly / Daily		Supervisor
		Chef
		Steward
		Cat Acct

ANNEX B - RBM DIARY - DAILY MANAGEMENT OF CCM

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35			
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	R	F	Total
Full or Restricted Service Day?	F	F	F	F	F	R	R	F	F	F	F	F	R	R	F	F	F	F	F	R	R	F	F	F	F	F	R	R	F	F	F	F	F	R	R	10	25	35

Managers																																					
Minimum Availability	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0		
Actual Availability-(manual input)	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0		
Daily Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
Hours Provided (manual input)	8	7	8	8	8	0	0	7	8	7	8	8	0	0	8	8	8	8	8	0	0	8	8	8	8	8	0	0	7	8	8	8	8	0	0	196	

Supervisors																																				
Minimum Availability	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	2	2	
Actual Availability-(manual input)	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	2	2	5	5	5	5	5	5	2	2
Daily Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hours Provided (manual input)																																			0	

Chefs																																				
Minimum Availability	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	3	3	
Actual Availability-(manual input)	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	3	3	9	9	9	9	9	9	3	3
Daily Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hours Provided (manual input)																																			0	

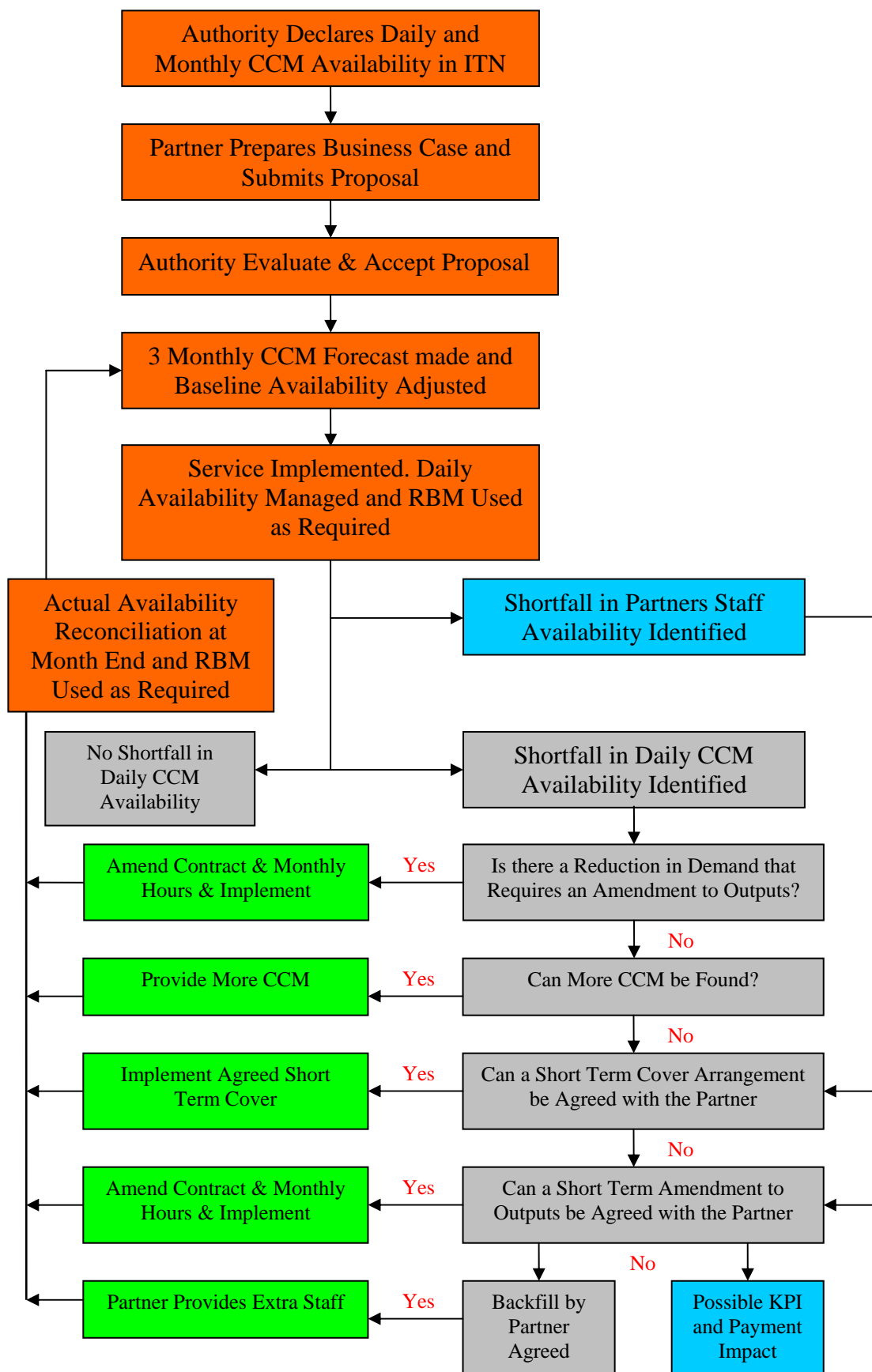
Stewards																																			
Minimum Availability	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0
Actual Availability-(manual input)	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	1
Daily Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	
Hours Provided (manual input)																																			0

Cat Accts																																				
Minimum Availability	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	
Actual Availability-(manual input)	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	0	0	1	1	1	1	1	1	0	0
Daily Difference	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Hours Provided (manual input)																																			0	

Accepted by Authority (Initial)																																				
Accepted by Contractor (Initial)																																				

Look-up		
Hours in working day:	8	
Backfill Rates £	£0.00	Manager
	£0.00	Supervisor
	£0.00	Chef
	£0.00	Steward
	£0.00	Cat Acct

## ANNEX C – RESOURCE BALANCING MECHANISM PROCESS



## CHAPTER 10 - PAYMENT SYSTEMS

1001. **Introduction.** FLCs/TLBs are required to negotiate with the Contractor for the most appropriate type of payment system for each individual unit. Officers, Warrant Officers & SNCOs' Mess Committees may elect to use a mess bill payment system administered through the Contractor. Needs of the consumers, cost and technology are also important considerations and advice should also be sought from single Service Personnel Branches on the best system for each Service that meets the needs of funding meals for those unable to pay.

1002. **Service Personnel Unable To Pay.** Service Personnel who claim financial hardship are to be investigated through the Chain of Command. A Service person will be provided with the Core Meal subject to approval by the Unit's Authority staff. The procedures for providing Service personnel with meals and the subsequent recovery of monies will be directed by respective FLCs in accordance with the subsequent paragraphs.

1003. **Service Personnel Unable To Pay – Payment Recovery.** For Core Meals provided the individual's name, rank and Service number are to be entered onto the Core Meal Repayment Voucher (Annex A). Once completed the voucher is forwarded to the Unit's Catering Manager and Unit Pay Office for accounting action. The Pay Authority will credit the Defence Food Vote RLB 013 Local Project Code ZZP1GZ2102 UIN D4817E for the total amount of each CRL Core Meal Repayment Voucher and take appropriate action to debit the Service person's pay account. The Unit's Pay Authority is to certify that monies have been recovered to the Food Vote. Under no circumstances is the Contractor to be paid in cash.

1004. **Service Personnel Reverting To Daily Food Charge.** Service personnel with exceptional authority through the chain of command, be charged for food on a daily basis by the authority until such time that they are next due funds or can be reasonably expected to correct their financial situation. Soldiers who request such action will be required to pay the DFC for the duration. There is to be no refund for meals not taken. The CoC will instruct the Unit Pay Office/HR Admin staff to commence food charges for an authorised period and the Contractor is to provide the individual with the Core Meal, only during the specified period. The facility to revert to a daily food charge arrangement exists to provide a mechanism for Service personnel who are genuinely without funds. It is not to be misused or to become the accepted custom and the CoC is to ensure that this facility is not abused.

1005. **Recovery of Payment to the Contractor.** Core Meals provided by the Contractor are to be entered daily onto DFS Crown-Account Forms (Chap 2 Annex A) by the Contractor. At the end of the trading period the information is to be transferred onto BX164 (Chap 2 Annex C) and then presented to the Authorising Officer (AO) for certification.

1006. **Chain of Command Responsibilities.** The HR Admin staff/OOD (RN/RM) will pass a list of individuals requiring financial assistance to pay for food to the unit CoC for investigation into the reasons for Service personnel having insufficient funds to pay for meals. This investigation should result in an action plan to prevent the provision of meals on repayment becoming the norm and to ensure that the number of Service personnel with insufficient funds to pay for meals is kept to the minimum. The effectiveness of the CoC in educating Service personnel to budget for food will be subject to comment on the SPS/AFI.

1007 – 1099. Reserved.

(INTENTIONALLY BLANK)



## ANNEX A –CRL CORE MEAL REPAYMENT VOUCHER

UNIT:

This proforma once approved is to be signed by the individual as having received the core-meal for a **period of 24 hours**.

Name:

Rank/Rate:

Service No:

I have insufficient funds to purchase a Core Meal and agree to recovery action from my pay account.

Signature:

Parent Unit:

To be completed by the Officer of the Day/Duty Officer:

Date Issued	Authorising Officer	Rate/Rank	Signature

Once completed this proforma is to be forwarded to the Catering Contract Manager where a copy is to be retained to support the DFS Crown Crown claim, JSP DCM Vol 4 Ch 2 Annex A refers. The original is then forwarded to the Unit's pay authority to debit the individual's pay account and credit to the Defence Food Vote. **(RLB 013)**

### To be completed by Unit's Pay Authority:

I certify that this individual's pay account has been debited the value of 1 days Daily Food Charge (DFC).

Unit Stamp

Name

Signature

24 hours Food Costs (1 x DFC)

£

Name:

Rank/Rate:

Service No.

This is to certify that the named individual is entitled to the Core menu.

Breakfast

Lunch

Evening Meal

Authorising OOD  
Signature and Unit  
Stamp

## **Guidance notes for Officer of the Day/Duty Officer**

### **Personnel Unable to Pay for Food**

If a person finds themselves in a position that they are unable to pay for meals once CRL stands up, the following procedure will be implemented:

- a. In the first instance the person reports to the Officer of the Day (OOD)
- b. OOD issues the person with a meal voucher, stamped and authorised for 24 hours.
- c. The voucher will have 3 boxes on it that equate to 1 x core breakfast, lunch and evening meal.
- d. The voucher can **not** be used as payment for food and drinks from any retail outlet apart from the core meal.
- e. OOD's follow up action is to report the situation to the ratings Divisional Officer and log the incident in the Daily Occurrence Book/Unable to Pay Log.
- f. The voucher can be presented at the point of payment and each portion of the voucher appertaining to the meal taken is annotated by the contractor.
- g. The contractor is paid for the full 1 days of core meals regardless of which meals are actually consumed. Their authority to claim for meals taken by personnel unable to pay, is taken from the information recorded by the Officer of the Days in the appropriate log and is reported on the monthly contractors report.
- h. The individual will be debited from his pay 1 whole day of core meals, again regardless of whether or not all meals are consumed.
- i. This discourages any means of fraud from both parties.
- j. Contractors are paid for meals against the food vote alongside other free feeder categories.
- k. Individual's pay accounts are debited using a one time debit transaction for a fixed sum of money, similar to the cash clothing system.
- l. Chain Of Command will need to interview personnel unable to pay for meals to establish any fiscal long term solutions.

## CHAPTER 11 - EQUIPMENT AND INFRASTRUCTURE

1101. **Introduction.** This Chapter outlines the infrastructure policy and the types of assets required for the delivery of the CRL/PAYD service on transfer or change of Contractor. In addition, it provides policy for utilities, leases and works services. It should be noted that the Authority retains its obligations under statutory legislation (these include the Food Safety Act, Health and Safety Act and Environmental legislation). A copy of the Assets terms and conditions is attached at Annex A.

1102. Under the terms of the Contract the Authority will retain responsibility for the majority of large catering assets unless individual TLBs determine on a VFM basis that they should be transferred to the Contractor. However, Defence Accommodation Stores (DAS) and non-publicly owned assets in both Messes and NAAFI buildings may be transferred or sold to the Contractor.

1103. **Standards.** Equipment purchased and installed by the Contractor is to comply with current Crown Fire Standards

1104. Any catering infrastructure designs/plans should be viewed and authorised by the DFS Kitchen Design and Equipment Authority (DFS KDEA) to ensure fitness for purpose. Any building work, refurbishment or change of use is to comply with Defence Estates (DE) Design and Maintenance Guide 18 (DMG 18), equipped to comply with DE Specification 42, Catering Equipment Specification, and scaled to JSP 315, Scale 52.

1105. Items of equipment purchased by the Contractor to service the contract for specific requirements within MOD Units must meet the requirements as stated in the General Specification Notes in DE Specification 42, Catering Equipment Specification and be installed according to the requirements of DE DMG 18. Due consideration shall be taken of the energy consumption of equipment and due regard taken of DMG 18, Section 7, Part D – Energy Management.

1106. **Assets - Buildings.** The Contractor is to be provided with buildings that are structurally sound, with the necessary utilities provision to deliver CRL services and which meet statutory legislation. This requirement can only be waived in exceptional circumstances and where such legislation permits or, for example, when a building is scheduled for closure and monies are being spent on a new facility, and with the explicit agreement of the Contractor.

1107. Contractors are required to liaise with Regional Prime Contractors (RPCs) to ensure that buildings utilised remain structurally sound. It is open to the Authority to require the Contractor to undertake internal maintenance, repair and decoration particularly in cases where exclusive occupation is granted for a minimum lease term of over 5 years. Appropriate Schedules of Condition should be prepared in conjunction with the lease. In such circumstances, some of the divisions of responsibility set out in Annex B will vary. The Authority will otherwise remain responsible for maintaining the infrastructure it is responsible for to the level at which the Contractor was provided with the building(s) selected for the provision of CRL/PAYD on commencement of the contract. This does not prevent the Contractor from making further agreed improvements to the building(s) in consultation with the Unit specialist staffs and DFS KDEA but such improvements to the building(s) should not be commenced without having first ascertained what other permissions, approvals and clearances may be required. Contractors must liaise with DE Land Management Services staff and/or the RPC DE Facilities Manager to ensure the proposed improvement complies with planning and building regulations requirements, and where relevant, is compatible with existing utility capacities. The proposal will also be checked to ensure it does not cut across any RPC services and will not be detrimental to the value and utility of the building(s).

1108. The Contractor will be responsible for reporting building maintenance and Government Funded Equipment (GFE) maintenance requirements and for the security of the building in

accordance with single Service procedures. The Authority will continue to build and equip some new catering facilities. DFS KDEA provides specialist advice on all kitchen design and equipment matters and will take into account the requirements of the CRL Contractor for the provision of catering services under CRL. 'Wants of Repair' that are the responsibility of the Authority are to be reported to the RPC DE Site Estate Representative or Facility Manager.

**1109. Replacement of Assets.** Where the Contractor wishes to have an item of GFE replaced due to un-serviceability, advice is to be sought from the Authority (unit specialist and DFS KDEA) in conjunction with the RPC on the desirability of like-for-like replacement in line with the asset register or repair. Where the Contractor wishes to replace an item of GFE considered as unsuitable to provide the service required by the Authority, the Authority shall not be committed to spending outside the values of the relevant scaling. However, the scales allow for flexibility and advice is to be sought from the DFS KDEA in conjunction with the unit representative. Where equipment requires re-location or re-distribution there shall be negotiation between the Authority (unit specialist staffs and DFS KDEA) and the Contractor to achieve the appropriate capability for CRL/PAYD. DEFCON 611 stipulates the conditions applying to the use of this issued property (GFE) and is included within the terms of the contract. GFE not required by the Contractor or replaced is to be offered up for disposal through the DFS KDEA to the Disposal Services Agency.

**1110. Contractors Assets.** There may be, from time to time, some assets that have to be transferred between contractors, these may be in the shops or other purely retail activities. The MOD position is that this is an issue between the 2 contractors. However, Commercial Branch and Unit staff should be aware that certain assets currently held by NAAFI are MOD property e.g. freezers in the shops, and must be removed from the premises and installed elsewhere for public use or sold to the Contractor. Certain Junior Ranks/Rates Clubs (JRCs) have been provided with equipment such as stage lighting and sound equipment through the auspices of non-public funds. Such items must be properly accounted for and sold to the Contractor for his use or disposed of in accordance with the single Service non-public regulations.

**1111. Transfer of Assets.** Items of equipment purchased by the Contractor to service the contract are to transfer to the Authority at the end of the contract on the presumption that they will have fully depreciated over the term of the contract. However, if the Contractor has refurbished the facility part way through the contract at his cost and there is an agreed residual value on the item(s), *by exception* and with the agreement of both the Authority and the outgoing Contractor, they may be removed by that Contractor (who also needs to make good afterwards). If the incoming Contractor is prepared to purchase the item(s) he may do so directly from the outgoing Contractor otherwise the equipment is to be removed by the latter.

**1112. Catering, Retail and Leisure Assets.** For the purpose of the provision of CRL, assets are divided into 3 categories:

- a. **Category A.** Those Items of high value and normally found on the Resource Accounting and Budgeting (RAB) asset register such as prime catering equipment, utensil/dishwasher, refrigerators, freezers and other kitchen equipment.
- b. **Category B.** Items of lower value, usually obtained through Barrack Stores/Army Stores Unit/Naval Stores. These include tables, chairs, cutlery, cooking equipment (pots, pans etc.) and are provided from public funds.
- c. **Category C.** Non-publicly funded items.

**1113. Category A Assets.** The ownership and responsibility of Category A items (GFE) remains with the Authority. The maintenance and replacement of these items are covered in paras 1108 and 1109.

1114. **Category B Assets in Junior Rank/Rates Messes.** An agreed inventory of Category B assets in the JR Mess will transfer to the Contractor as part of the initial nominal sum of £1, who will be responsible for maintenance and replacement of these items to ensure the delivery of the CRL and Associated Services to meet the KPIs as detailed in the contract. At the end of the contract an agreed inventory of Category B items used for the delivery of the CRL and associated services will be transferred to the Authority as part of the initial nominal sum of £1.

1115. **Category B Assets in Officers' and SNCOs' Messes.** An agreed inventory of Category B assets in the Officers' and SNCOs' Mess kitchens/dining rooms such as cooking or serving equipment will transfer to the Contractor as part of the initial nominal sum of £1. However, furniture etc for the public rooms may continue to be provided by the Authority from the General Stores IPT (formerly known as the Non Project Procurement Organisation) contracts (and remain the property of the Authority). Similarly, should the Authority continue to require the use of Electro Plated Nickle Silver (EPNS) cutlery and other dining room provision (tables, chairs), these will be provided from public sources, loaned under signature to the Contractor and be subject to routine muster. If the Contractor can provide replacements for such items that are acceptable to the Authority, then those originally held may be transferred to the Contractor. The Contractor will be responsible for maintenance and replacement of these items to ensure the delivery of CRL/PAYD services to meet the KPIs as detailed in the contract. At the end of the contract all Category B assets will be transferred to the Authority for the same nominal sum.

1116. **Category C.** Category C items continue to be owned by the non-public fund that purchased them. Mess owned property such as silverware will remain the property of the Mess and will be managed in accordance with single Service regulations. However, some items may be transferred or sold to the Contractor with the approval of the relevant Service Non-public funds authority. Buildings or equipment provided by the Nuffield Trust for the Forces of the Crown may be utilised by the Contractor provided they are used for the same or similar purpose for that which they were provided. Should non-public items be handed over for the Contractor's use then it must be recognised that the Contractor is thus free to dispose of the items at the end of their useful life.

## **MAINTENANCE AND CLEANING**

1117. **Building Responsibilities.** The Authority (through RPC) will be responsible for maintaining the infrastructure it is responsible for to the same standard at which the Contractor was provided with the building(s) selected for the provision of CRL at the outset of the contract. This is to include walls, floors, ceilings, roofs, power and other utilities to/from the building and including all those elements which do not fall within the delineated areas such as corridors and entrance ways. Supply of water to the building and waste water services from the building are the responsibility of Aquatrine Service Providers. The Authority is responsible for water/waste water services inside the building. Any agreed and authorised structural changes to a building become the responsibility of the Authority. Cosmetic finishes such as floor coverings and wallpaper etc are the responsibility of the Contractor to maintain and replace as required. Systems that form part of the wider Authority maintained infrastructure such as central heating remain the responsibility of the Authority. An interface matrix showing the relationships is at Annex B. This should be completed for each site by the Commercial Branch concerned and used to assist in the production of the contract.

1118. The Contractor will be responsible for immediately reporting in output terms any building and GFE maintenance requirements and for the security of the building in accordance with single Service procedures. It must be understood by the Contractor that he cannot make alterations or repairs to the Authority part of the infrastructure without the express permission of the Authority. The Authority must ensure that any agreed works service requests are actioned expeditiously. Any failure on the Authority's part that may affect the delivery of the service to the consumer will not affect the KPIs to the detriment of the Contractor. In the event of Authority owned fridge/freezer failure resulting in a perceived loss to the Contractor, TLBs are to refund the Contractor the cost of the produce unfit for consumption, on the premise that the Contractor has made all reasonable precautions to safeguard or redistribute stocks; Authority staffs are to refer to the terms and

conditions of the contract for further guidance. Any maintenance requirements are to be actioned in accordance with local arrangements with the appropriate RPC. It should be noted that RPC maintenance response times are based on functionality and not necessarily assets; this should be agreed at local level.

1119. The Contractor is to nominate a senior individual to be the building custodian who will undertake the responsibilities laid down in the site/establishment standing orders. The Contractor must liaise with the Authority to ensure that the correct unit procedures are followed for emergency access during the silent hours.

1120. **Cleaning.** The Contractor is to assume all cleaning responsibilities for any GFE in the buildings and the assets transferred to him to deliver the CRL/PAYD and Associated Services to meet the KPIs as detailed in Schedule 4 of the contract and to meet all statutory requirements. The Contractor is to ensure that the infrastructure and all items of catering equipment are regularly cleaned in accordance with statutory requirements. Ventilation canopies, (including filters), ventilated ceilings and all visible surfaces of any ventilation or extraction system shall also be regularly cleaned and additionally be periodically deep cleaned according to the particular requirements of the unit in accordance with statutory requirements (DE Technical Bulletin 96/17 – Hygienic cleaning of food rooms and catering equipment (deep cleaning) Specification 0380). For some sites another contractor may have the responsibility for the provision of this service; contracts need to be checked to ensure that the Authority is not paying twice for this service. Schedules of cleaning (and hence equipment being temporarily off line) are to be agreed in advance between the Authority and the Contractor. In addition, there may be some equipment not handed over to the contractor that requires regular cleaning (e.g. mess silver). In this instance, the cleaning of this equipment must be included in the cleaning schedules of the contract. In addition, the Contractor is responsible for the provision of all cleaning materials (including disposables/consumables).

1121. **Utilities.** Utilities should be provided to the Contractor for the provision of the basic service in accordance with the welfare guidelines<sup>1</sup>. Utilities for those buildings that the Contractor uses for a purely retail service are to be paid for by the Contractor. Ideally, metering for electricity, gas and water supply should be installed via digitally pulsed meters complete with an interface unit and a 30-minute recording facility linked to the Building Energy Management System (BEMS). A pre-contract measurement of usage established as a baseline against which future billing for the core service, if necessary, must be established.

1122. One of the following 3 methods can be used:

a. **Authority Payment.** Where no separate metering is in place or, due to the co-location of the facility with accommodation (e.g. Officers' and SNCOs' Messes) it may not be feasible to meter due to the expense and thus the Authority will have to accept the charge. In such cases the Authority must calculate the pre-CRL baseline and monitor overall utility consumption. If consumption rises, this must be discussed with the Contractor with a view to recovering additional costs. The Unit should encourage the Contractor to save energy where possible.

b. **Joint Metering.** This is a facility whereby the meter permits some time, commonly from 1 hour before core breakfast commences until 1 hour after core dinner ceases, to be paid for by the Authority whilst the remaining hours are paid by the Contractor. This method does not always encourage the Contractor to save fuel and therefore does not meet government energy efficiency targets. It might also encourage the Contractor to make his service provision such that the majority of cooking is done in the time paid for by the Authority.

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<sup>1</sup> Welfare provision detailed in SPEG 19/03.  
JSP 456 DCM Volume 4

c. **Contractor Payment.** Provided metering is in place, the Unit work out the fuel payment for the past years and, include this in the payment to the Contractor for the service. The Contractor is then responsible for the bills and is encouraged to save fuel accordingly.

1123. **Ex-NAAFI Accommodation.** The Contractor shall pay to the Authority, on a monthly basis, all contributions (including deductions from salary) made by the Contractor's employees occupying residential accommodation as part of their terms of employment for occupation of the residential premises. In return for this contribution, the Authority shall accept liability for payment of utilities & Council Tax for the residential accommodation occupied by the Contractor's employees making that contribution. The Contractor shall not take any management fee, handling fee or withhold any amount of the employee's contribution, which shall be passed in full to the Authority. Where accommodation is occupied by ex-NAAFI employees, a separate residential lease will be required.

1124 **Public Funded Initiatives (PFIs)/Public Private Partnership (PPPs).** There are issues in the PFIs/PPPs regarding the management of assets in these types of contractual arrangements. Advice can be obtained from the Private Finance Unit or the appropriate Director Commercial.

1125. **Defence Estate Leases.** Buildings used by a contractor to deliver CRL/PAYD services are to be leased to the Contractor for the period of the contract in order to avoid rights of occupation and the avoidance of the creation of business tenancies. This lease forms an integral part of the contract between the Authority and the Contractor. The lease for each site complete with supporting drawings will be provided and administered by Defence Estates. Defence Estates are responsible for securing Leases. The Procurement Team should liaise with Defence Estates at the earliest possible opportunity to discuss the procurement strategy. The key activities that must occur in the management lease process prior to entering in to a contract are at Annex C.

1126. **Assets/Buildings Overseas.** Overseas property occupied by the MoD belongs to the Host Nation and/or private landlords. Consequently, buildings/assets are not transferred to the Contractor in the same manner as the arrangements applicable for GB. The CRL/PAYD provider is given property for such operations as a store as part of a synopsis occupation. Under no circumstances are facilities to be handed over to a CRL/PAYD provider without the synopsis entitlement. The MoD will not support non-synopsis accommodation being handed over to the CRL/PAYD provider without any form of occupational agreement to protect its own position. Therefore, it is essential that DE in respective overseas locations is engaged to consider the operational risks of transferring accommodation to a CRL provider. DE is also to be consulted where housing is/has been offered to the CRL/PAYD provider to verify correct contractual procedures are effective for that location.

1127 – 1199. Reserved.

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## **ANNEX A – BUILDINGS, FACILITIES & ASSETS CONDITIONS**

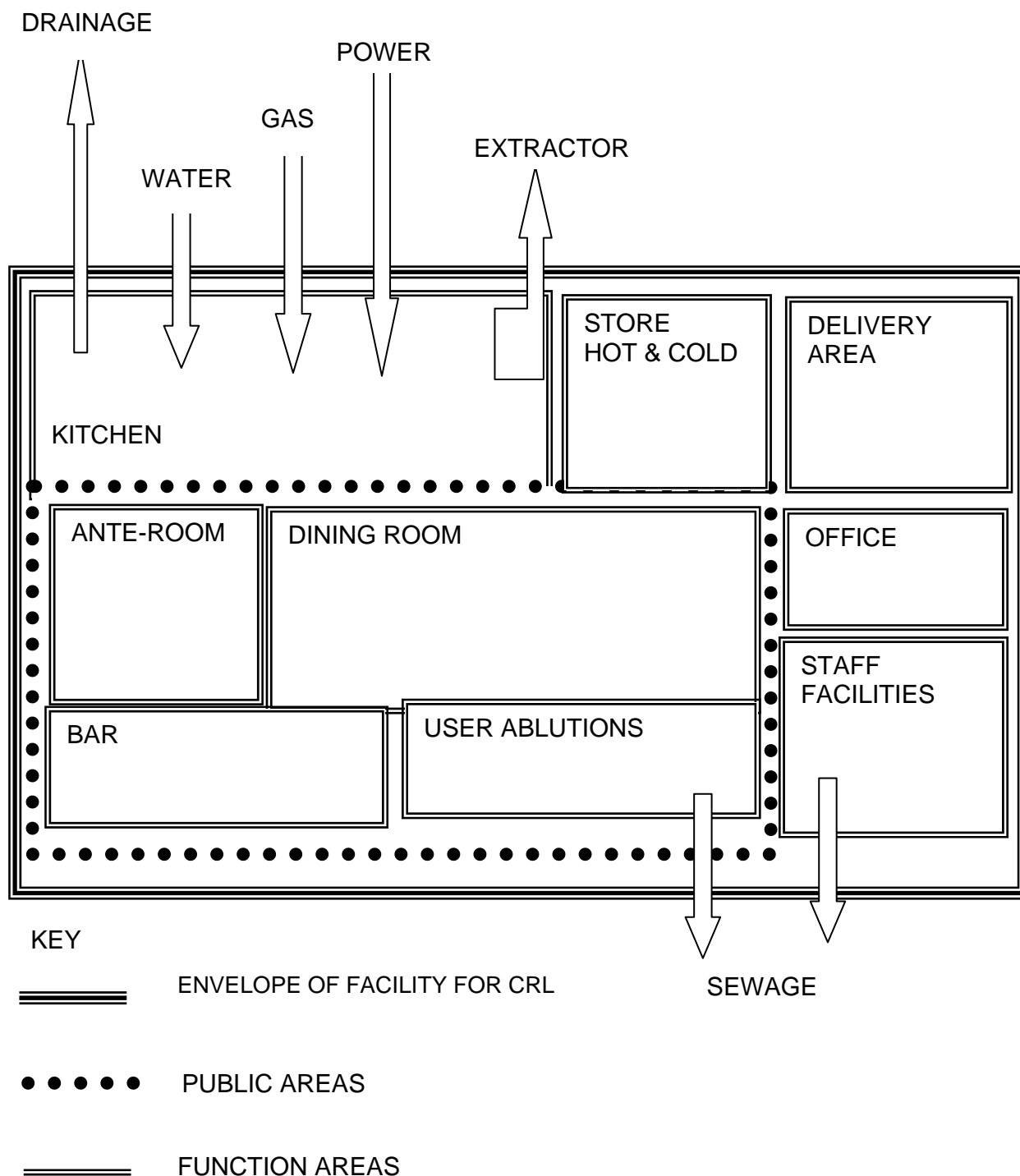
### **ASSETS**

1. Schedule 2 Conditions of Contract Section 11 details the provisions for the transfer, management and retransfer of assets used in the delivery of the CRL services.
2. Equipment remaining the responsibility of the Authority (GFE) shall be provided free of charge, solely for the purpose of the Contract but the Contractor is liable for any damage to GFE arising from mis-use. The Authority shall endeavour to ensure continuity of the allotted facilities and assets, however, any failure to do so shall not be deemed to be a breach of the Contract. Under such circumstances the Contractor shall continue to perform the Contract subject to any changes agreed with the Authority. The Authority shall not be liable for any loss of earnings attributable to unavailability of GFE through an act of God.
3. Any costs resulting from agreed infrastructure changes required by the installation of new Assets by the Contractor will be met by the Contractor as part of its capital expenditure programme.
4. Responsibility for the maintenance of shared Assets will be agreed at the time of the Asset transfer. Shared Assets might include fire alarms and building management systems that may be connected to buildings occupied, and equipment used by the Contractor.
5. The Contractor shall be responsible for any negotiations it has with NAAFI for the transfer of any stock or equipment from NAAFI to the Contractor. The Contractor is to ensure a smooth transfer of the service provision on the site.
6. The Contractor will be responsible for maintaining Assets in their ownership, in a reasonable, serviceable and safe condition in line with the manufactures' recommendations. The Contractor will maintain GFE in accordance with site procedures. The Contractor will be required to keep and maintain maintenance records or log-books for all Assets it leases. The Contractor shall provide complete and accurate Log books and maintenance records for the Assets to the Authority on termination or expiry of the Contract and shall otherwise make the log books and maintenance records available for inspection by the Authority upon request.
7. Compliance with any applicable legislation relating to Health and Safety or Environmental requirements and directly relating to the Assets (including any changes that come into force) shall be the responsibility of the Asset owner.

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## ANNEX B - RESPONSIBILITIES

**1. Introduction.** This document sets out to derive protocols for determining the boundary limits of responsibilities between the Regional Prime Contractor and CRL service provider. In order to determine what is in and what is out of each other's scope of supply the facility in question is defined broadly and then broken down into discrete areas or services that can be assigned responsibilities.



Description	RPC	CRL Contractor	Comment
1. <u>Infrastructure</u>			
Walls	<ul style="list-style-type: none"> <li>All excluding internal painting of non-public areas</li> </ul>	<ul style="list-style-type: none"> <li>Painting of walls non-public areas</li> </ul>	
Roof	<ul style="list-style-type: none"> <li>All excluding ceilings in non-public areas</li> </ul>	<ul style="list-style-type: none"> <li>Ceiling of non-public areas</li> </ul>	
Extractor fan duct	<ul style="list-style-type: none"> <li>Enabling works only</li> </ul>	<ul style="list-style-type: none"> <li>Uses RPC to carry out enabling works to install</li> </ul>	
2. <u>Fixed Access and Egress Equipment</u>			
	<ul style="list-style-type: none"> <li>All fittings</li> <li>Cleaning – external to building</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning - internal</li> </ul>	Doors and associated equipment
3. <u>Windows</u>			
	<ul style="list-style-type: none"> <li>All fittings</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning – Internal</li> <li>Cleaning External</li> </ul>	
4. <u>Power/Gas</u>			
	RPC responsible up to the socket/isolation point/stop		<ul style="list-style-type: none"> <li>Where junction box/fuse box exist sub-meter – distribution systems may be such that sub-metering cannot be possible, for say lighting</li> </ul>
<u>Lighting</u>			
	All external lighting	All internal lighting	<ul style="list-style-type: none"> <li>Electrical lighting such as bulbs, fluorescent tubes and fittings etc</li> </ul>

Description	RPC	CRL Contractor	Comment
<u>Other Consumables</u>			
			<ul style="list-style-type: none"> <li>Consumables e.g. fuse heating element</li> </ul>
<u>Portable electrical appliances</u>			
	Authority may audit through RPC	Testing and maintaining. contractor tests (duty of care)	
<u>Drainage</u>			
	Integrity of fixed drain pipe work is RPC priority	<ul style="list-style-type: none"> <li>Contractor responsible for keeping drains clear up to the first manhole (or as per Aquatrine arrangement)</li> <li>Repair accident damage</li> </ul>	
<u>Flooring</u>			
		Renewal and Maintenance	Cleaning
<u>Interior walls and decoration</u>			
		Painting CRL contractor responsible for envelope occupied with exception of areas of public use viz. dining room, bar, user ablutions	Including painting ceilings and maintenance
<u>Furniture</u>			
		Entire envelope CRL	<ul style="list-style-type: none"> <li>Tables, chairs, stools, desks, lockers etc</li> </ul>

Description	RPC	CRL Contractor	Comment
			<ul style="list-style-type: none"> <li>• Maybe with exception of regiment furniture such as trophy cabinet</li> </ul>
<u>Heating and Ventilation</u>			
		Responsibility of CRL (because CRL responsible for ambience)	Fixed equipment e.g. <ul style="list-style-type: none"> <li>• air conditioning</li> <li>• overhead fans</li> <li>• heaters etc</li> </ul>
<u>Telecom</u>			
		Responsibility of CRL Contractor unless otherwise provided by the Authority as stipulated in T&Cs of the contract	<ul style="list-style-type: none"> <li>• Up to socket telecommunications provider responsibility</li> </ul>

The general rules above can be applied to more specific requirements

1. Defining The Facility (to be taken over).

- Kitchen
- Dining Room
- Parking - Allocation
- Washer
- Storage/including cold
- Staff facilities
- Delivery/Access etc
- Security
- Bar

Note: When assigning responsibilities for Facilities within the scope of each others supply, the RPC and CRL service provider are to be involved in agreeing items to reduce the instance of gaps in service/areas of duplication.

<u>Description</u>	<u>Responsibility</u>		<u>Comments</u>
	<u>RPC</u>	<u>CRL</u>	
<u>Kitchen</u>			
▪ Cookers and other fixed equipment eg sinks, cupboards etc			
▪ Walls and decorations			
▪ Floors			
▪ Drains			
▪ Heating			
▪ Ventilation and cooker extractor			
▪ Power			
▪ Lighting			
▪ Gas			
▪ Water Supply			
▪ Windows			
▪ Pots and pans			
▪ Ladles, spoons etc			
▪ Portable electrical appliances			
• Fridges freezers			
▪ Servery counters and loose equipment, trays, dishes etc			
▪ Apparatus			



<u>Description</u>	<u>Responsibility</u>		<u>Comments</u>
	<u>RPC</u>	<u>CRL</u>	
▪ Parking Allocation - No. and allocation of spaces			
<u>Washer</u>			
▪ General			
▪ Food washer			
▪ Oil			
▪ Cleaning agents			
▪ Receptions - bins, skips			
▪ Macerated waste			
▪ Collection and disposal			
▪ Licensed disposal			
<u>Delivery and Access</u>			
▪ Dock levellers and equipment			
▪ Roller shutters etc			
▪ Areas for lorries/vans			
▪ Portorage			
<u>Security and Fire</u>			
▪ Buildings			
▪ Personnel			
▪ Intruder Alarms/O 'IDS'			

<u>Description</u>	<u>Responsibility</u>		<u>Comments</u>
	<u>RPC</u>	<u>CRL</u>	
▪ Telecom/PA			
▪ Extinguishers and associated kit			
<u>Dining Room/Bar</u>			
▪ Tables and chairs			
▪ Cutlery and cruet			
▪ Heating and ventilation			
▪ Lighting			
▪ Power			
▪ Water supply			
▪ Vending Machines			
▪ Cushions			
▪ Carpets			
▪ Flooring			
▪ Trays and Trolleys			
▪ Access and Egress			
▪ Table Linen, provision and cleaning			
▪ Windows			
▪ Decoration			
▪ Miscellaneous - table mats, coasters etc			

<u>Description</u>	<u>Responsibility</u>		<u>Comments</u>
	<u>RPC</u>	<u>CRL</u>	
▪ Regalia			
▪ Apparel			
▪ Crockery			
▪ Toilets			
▪ Glassware			
▪ Trophy cabinets			
<u>Storage</u>			
▪ Larder (dry)			
▪ Cold rooms			
▪ Fresh food			
▪ Prepared food			
▪ Cook/chill facilities			
▪ Pallet/containers etc			
▪ Cellars and empties gas			
▪ Cupboard			
▪ Detergent storage hazmat			
▪ Flooring			
▪ Walls and decorations			
<u>Staff Facilities</u>			

<u>Description</u>	<u>Responsibility</u>		<u>Comments</u>
	<u>RPC</u>	<u>CRL</u>	
▪ Rest room			
▪ Showers			
▪ Changing rooms			
▪ Lockers			
▪ Toilets			
▪ Uniform/Laundry			
▪ Office			
▪ Furniture			
▪ Heating			
▪ Ventilation			
▪ Lighting			
▪ Decoration			
▪ Flooring			
▪ Telephone/internet			

## **ANNEX C –LEASES PROCESS**

1. Draft ITN – include Generic lease ('contracted-out' of security tenure provisions of Landlord & Tenant Act 1954).
2. Engage local Defence Estates representative.
3. Issue ITN.
4. Conduct evaluation.
5. Select preferred bidder.
6. Contractor to instruct his legal representative and submit comments to Defence Estates – Defence Estates to engage Lawyers as appropriate.
7. Red line drawings agreed between MOD & Contractor.
8. Defence Estates to provide drawings and advice.
9. Final Form of lease to be agreed.
- 10 Health Warning Notice issued by Lawyers.
11. 14 Day Notice period/Statutory Declaration observed.
12. Lease signed by contractor.
13. Lease signed under seal by DE Sutton Coldfield.
14. Offer of contract made including Final Form of lease.

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## CHAPTER 12 -CATERING RETAIL AND LEISURE MANAGEMENT

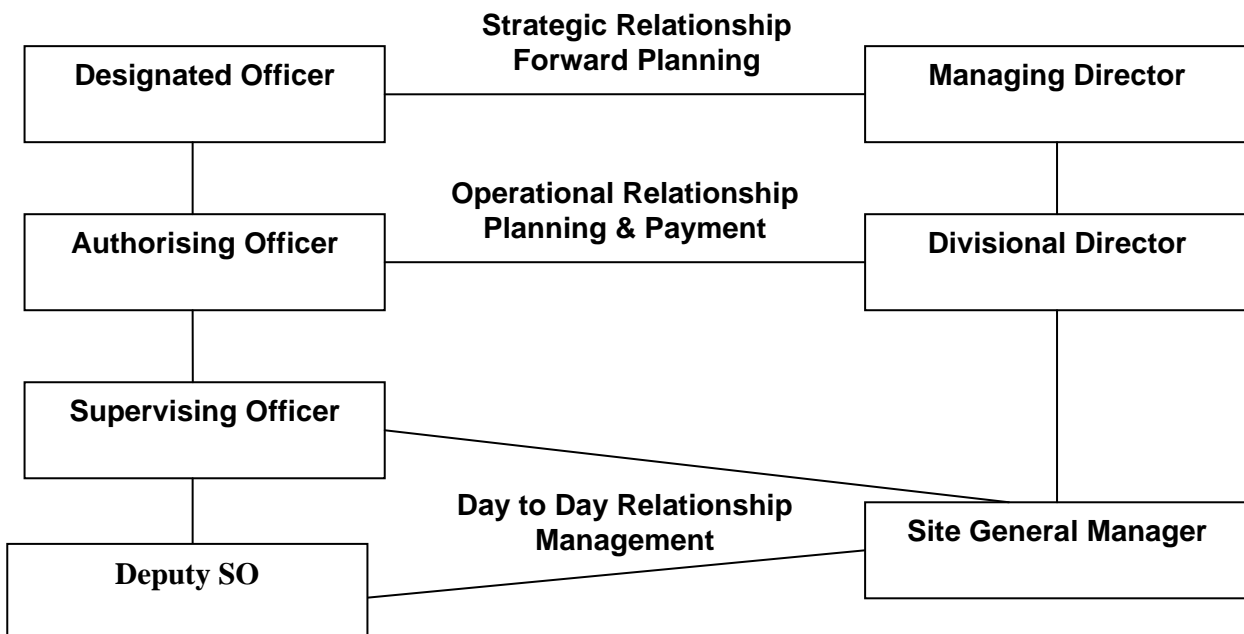
1201. **Introduction.** Catering Retail and Leisure are elements of soft facilities management services which may be delivered under a Super Multi-Activity Contract (SMAC) and also Public Private Partnerships (PPPs) and Private Finance Initiatives (PFIs). This guidance should be read in conjunction with the Land Command Acquisition Guide, and in particular the guides entitled Managing the Catering, Retail and Leisure Service and Managing the Supplier Relationship (or other service equivalent if promulgated). CRL should be seen as an integral element of a SMAC, PPP or PFI contract.

For the RAF CRL is, in the main, operated under the standalone Super CRL Phase1 and 2 contracts with only 4 units (Halton/High Wycombe and Wyton/Henlow) where CRL is an integral part of a MAC.'

1202. It is essential that a robust and established management structure is in place at the commencement of the CRL process, both from the Authority and the Contractor. The Authority in designing this management structure should be aware of the impact of key personnel being deployed on operations. Individual single Services will dictate the level of management required to support the CRL service.

1203. **Generic Management Structure.** Each organisation is to appoint Relationship Managers to effectively manage critical interfaces between the parties. It is recognised that single Services have various resources at their disposal. A generic model is at fig. 1; suggested models specific for the Army and RAF are at Annexes A, B and C.

Figure 1. CRL Management Relationship



No matter how robust the contract is and how defined the roles and responsibilities are, the service provision will depend up on the management structure and the associated relationships between those involved. The relationship needs to be constantly developed throughout the business and must be 2-way and wholly reliant on the establishment of confidence and mutual trust. All parties must establish and commit to a common mission which is fundamental to delivering a successful relationship.

1204. **Designated Officer (DO).** The Designated Officer leads the Authority's Relationship Management Team (RMT)/Contract Management Team (CMT), has overall responsibility for the management of contracts and, in most cases, management responsibility for a number of Authorising Officers (AO). As such, the DO is accountable for the delivery of contracted services, and all aspects of managing the Authority/Contractor relationship. The key role is to ensure that management arrangements and Performance Review systems are in place, and are being carried out in accordance with the contract. The DO is influential in developing the service and contracting strategy in conjunction with Commercial Branch and the Budget Manager. An important element of the DO role is also to ensure that the AO and Supervising Officers (SO) have the skills and knowledge to perform effectively and to act in a professional manner with Contractors, whether or not they are in the DOs command chain. DOs are to ensure staffs receive the appropriate training.

1205. **Authorising Officer (AO).** The AO is the Authority representative who confirms the service delivery and authorises payment on behalf of the Authority. The AO role lies at the heart of Managing the Supplier Relationship (MSR) between the Authority and the Contractor. The AO will gather information on service quality to provide a higher-level picture of contract performance across Units. Some of this information will come from combining separate SO reports, and some directly from the Contractor. The 2 most important duties of the AO are to receive and confirm information from SOs that the service has been successfully delivered and to authorise payment to the Contractor. In addition they:

- a. Plan and communicate requirements to the Contractor.
- b. Task work, in the case of contracts with enabling arrangements that require some services to be ordered when needed.
- c. Support SO in their work.
- d. Convene and chair formal meetings with the Contractor.
- e. With the aid of Commercial Branch, process or initiate requests for Contract Amendments.
- f. Measure Contractor performance using the KPI process.
- g. Communicate with consumers and review consumer comments.
- h. Authorise payment of SPP +/- RBM payment and Free Feeder account Form BX164.

1206. **Supervising Officer (SO).** The SO is the Authority representative who monitors the Contractor's service delivery via the Performance Review. The SO is responsible for quality assuring the delivery of contracted services to the Unit. Working closely with the Contractor's Site Manager, the SO is to ensure the service is delivered and to assure its quality. The SO role involves planning and communicating local requirements, resolving any problems, and initiating requests for contract amendments where there is a requirement to ensure the service keeps pace with changing Unit needs. The SO will ensure that he and his AO have an up-to-date view on service delivery against the contract.

1207. In undertaking their delegated role for Health and Safety and all other statutory obligations, the SO has a duty to ensure external staff working on Authority premises are employed in accordance with current Health and Safety legislation. This includes being proactive and undertaking Health and Safety inspections within the Contractor's domain, which should be carried out alongside the Contractor and the Unit Safety Officer. The SO shall represent the Authority during any transition between Contractors, acting as the liaison between the parties.



1208. **Guidance for Completing Statement of Requirement Quantity Tables.** The aim of this section is to aid the designated staff in accurately completing the unit Quantity Tables (QT). The QT is used to gather unit specific data on all the services that the incumbent contractor is to deliver. Such data includes:

- a. The number of livers in by Mess, average numbers of living out mess members that take meals in their relevant Mess, the standard of service required by mess i.e. silver service or family service.
- b. The requirement, the standard and the frequency of areas that are to be cleaned.
- c. In addition to the CRL element, the QT shall define as part of the S/MAC contract detail all other services that the unit requires the contractor to deliver, the standard and frequency required i.e. tailoring, window cleaning and waste disposal.

1209. It is essential that they are completed prior to issuing any tendering or Invitation documentation, as the contractors will use the information contained within the QT to build up their picture of the requirement and subsequent business plan.

- a. **Site Specific Mapping.** It is prudent that a site-specific map accompany the QT, detailing the geographic spread and numbers of the site population including accommodation areas (including Service Family Accommodation), recreational areas and main employment areas. This will provide the contractor with a better understanding of the dynamics of the site.
- b. **Core Catering Manpower.** The QT will include the availability matrix for the CCM. Details on how to complete this are included in Chap 9.
- c. **Historical /Deployment Data.** It is essential that the Contractor is supplied with accurate historical data so that they can fully understand the deployment trend of the units housed within the site. It is also essential that the Contractor is informed of any planned deployments and other activities (block leave, adventure training, regimental stand downs) and the frequency thereof. The Contractor's business will be affected by the consumer base being absent from the site.
- d. **Specialist Events.** There is a need to inform the Contractor of any specialist events that the site may host such as air days, families day or graduation/pass out parades. This will ensure that the contractor can accurately plan to support the event.
- e. **Core Meal Timings.** The Contractor is to be informed of the core meal timings by Mess for weekdays and weekends. This is an opportunity to review timings for the new contract.
- f. **Type of Food Service.** The Contractor is to be informed of the style of food service (e.g. silver service, family service, self service) required by each Mess. The Contractor will also need to be informed of the style of service required at functions (i.e. dinner nights/balls or cocktail parties, JSP 456 Vol 1 Chap 6 refers).
- g. **Function Requirements.** Official and Unofficial functions are organised by the Mess Committee on behalf of the Mess. The Contractor is to be informed of the number of Official & Unofficial functions by mess, the average number of attendees to be catered for, and the timing of such functions in order that they can cost the staffing levels in to their bid. The Contractor should also be informed of any Service/Regimental traditions (Refer JSP 456 Vol 1 Chap 6).

h. **Messing and Hotel Services.** The Contractor is to be informed of the required standard and scope of messing and hotel services. It should be noted that these vary from Service to Service therefore it is imperative that the Contractor is aware of the site-specific requirement.

i. **Other Services.** The Contractor is to be informed of the requirement of all other services that they are required to provide and their frequency and standards (e.g. window cleaning and gardening services).

j. **Surge Requirement.** The authority is to inform the Contractor of any possible surge requirement, this will enable the Contractor to build their intended contingency plan into their bid.

1210. **Components of Managing The Contract.** As with any contract, the CRL element needs to be correctly managed. Therefore it is strongly recommended that the Management structure consists of the following key components:

- a. RMT or a CMT that can discharge the role of the Intelligent Customer (IC) and manage the contractual relationship on behalf of the MoD.
- b. A robust process to manage the relationship with the supplier.
- c. Contracting/commercial expertise and authority that supports and forms part of the RMT/CMT.
- d. Systems to quality assure/process review the CRL services.

1211. To discharge their duties effectively the RMT or CMT need to have a comprehensive understanding of the following:

- a. The Commanding Officer's objectives for the establishment.
- b. The current operation and future plans of the establishment.
- c. The technical aspects of the services being provided.
- d. Menu planning, costing and pricing.
- e. Demand forecasting.
- f. Food production and control.
- g. The payment process and gain sharing mechanism.
- h. Process review systems and consumer satisfaction.
- i. Key performance indicators and their application.
- j. Partnering relationships and inter-personal skills.

1212. **Key Performance Indicators (KPI).** The CRL Contract documentation includes an incentive mechanism known as KPIs which are used to measure the Contractors' performance in delivering the service. A KPI is a measure of service delivery against an agreed standard for which a Service Credit mechanism for failure in performance is defined should the Contractor fall below

the Service Level Threshold<sup>1</sup>. KPIs are designed to measure deliverables against an agreed Service Level Target<sup>2</sup>

1213. The incentive measures are linked to deliverables that have an impact on the Consumers (Servicemen and wider defence community) and the Customer (Authority). The incentive mechanism is applied in the spirit of the Partnering principles that underpin the Contract.

1214. **A Service Credit.** A Service Credit is a measure which may generate a financial consequence to the Contractor resulting from a failure to deliver a satisfactory level of service. The associated monetary value will either be at risk, dependent on service delivery in subsequent months, or will go straight to invoice for services not delivered to Performance or Availability Service Level Targets in the preceding 3 consecutive months.

1215. CRL is an output-based contract paid for in part by the Service Provision Payment (SPP). It is therefore essential that the SO, on behalf of the Authority confirms that the services are delivered to the agreed standards. The KPI mechanism encourages pro-active management from the partner, by providing an opportunity to rectify the service before there are any service credits collected or amendments to the Authority invoice.

1216. CRL KPIs cover availability and performance:

- a. Availability KPIs are calculated from factual information. They consist of:
  - (1) Core Meal Availability (Core meal availability, number of choices and nutritional content).
  - (2) Facilities Availability (broken down by individual facility).
  - (3) Meal Availability (including packed lunches and Duty Meals).
- b. Performance KPIs are calculated from subjective information. They consist of:
  - (1) Consumer Satisfaction.
  - (2) Customer Satisfaction.
- c. The Contractor is responsible for calculating their own KPI scores each month and presenting them to the Authority for discussion. The SO is responsible for auditing the Contractor's scores and reasoning to ensure they align to their QA diary.

1217. **Measurement of KPIs.**

- a. Core Meal Availability. The Core Meal offering must be available at the times agreed, at the correct price, with sufficient choices and providing a balanced and varied diet in accordance with Ch 6.
- b. Instances of non-availability deemed to be outside the control of the Contractor shall, for the purposes of agreeing Core Meal availability, not be taken into account when calculating the overall percentage availability.
- c. In addition, all choices must be available throughout Core Meal times.

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<sup>1</sup> Service Level Threshold is the level of service, below which, the Contractor will incur Service Credits.

<sup>2</sup> A Service Level Target is the level of service delivery the Contractor is required to meet.

d. **Facilities Availability.** Measurement is by physical observation, or use of mutually agreed measuring methodology to ensure that all the facilities are available to the Consumer throughout published opening times, unless previously agreed with the Authority. Information is collated daily, aggregated and reported monthly.

e. **Meal Availability.** Measurement is by way of the percentage of meal orders of the total ordered e.g. Packed lunch or meeting refreshment, not available at the agreed location and/or at the agreed time. Information is collated daily, aggregated and reported monthly.

1218. **Food Benchmarking.** In addition to the performance measures referred to above, the cost of food procured by the CRL supplier in delivering the service is to be benchmarked in accordance with the process below. Costs of the food commodities will be benchmarked against the Catering Price Index (CPI) using suppliers' shopping basket submissions. Contractual requirements to meet any benchmarking target, and any contractual provisions around the CRL supplier's performance against the benchmark, will be addressed by and must be referred to local commercial staff. For new contracts, poor performance against the benchmark may result in a price challenge being issued by the Authority with a view to recovering excess charges. For advice regarding food benchmarking procedures contact CD (C&C)

a. **CPI process:** Catering Price Index Ltd will compare the costs of 500 food commodity lines (approx 80% of total spend) supplied to CRL/PAYD units by each contractor, against the market prices in the CPI. Actual monthly volume figures will be added for each product line. A full report detailing the results of the benchmarking exercise, observations and interpretations will be attached to the report; this information will be communicated to the DFS Team & Hd of Commercial C&C. Initially the CPI Ltd will produce a shopping comparison of up to 3000 items per contractor in order to establish a tolerance/target.

b. **Initial Shopping Basket Submissions:** A contractor winning CRL/PAYD contracts must provide a spreadsheet detailing all food/drink/disposable commodity items purchased in relation to the provision of services to **all** CRL/PAYD sites catered for by the contractor for the first months trading, or on pricing submitted at contract evaluation stage.

c. **Quarterly Shopping Basket Submissions:** A full spreadsheet is required, detailing all food/drink and commodity items purchased in relation to the provision of services to **all** CRL/PAYD sites catered for by the contractor, for the months of Dec, Mar, Jun and Sep. The submissions are to be forward by the 8<sup>th</sup> of Jan, Apr, Jul and Oct. Detailed below is the format for the data required:

(1) The data should be ordered in terms of spend, highest at the top. CPI Ltd will concentrate on the highest 400 spend items that can be matched, whilst randomly picking a further 100 items from the remainder of the list included in the reports submission.

(2) The completed report will be submitted to DFS Team and Hd of Commercial C&C for analysis on or around the 1<sup>st</sup> of the following month.

(3) Invoices should be obtained from a number of sites for each contractor, in order to verify prices contained in the quarterly submissions, against actual prices being delivered to site. The prices should be consistent across all sites. The cross verification process is to be co-originated by DFS Team and completed by catering manpower on site.

d. The parties will attempt in good faith to resolve any dispute or claim arising out of or relating to Food Benchmarking through negotiations in accordance with the dispute resolution provisions set out in the contracts. In the event that the dispute or claim is not resolved by the parties referred to in the dispute resolution provisions, within 30 working days, the parties shall consider the use of an alternative dispute resolution procedure, such as referral to Hd of Commercial Commands and Centre and the contractor's Managing Director. Failing any agreement to use such a procedure or the failure to resolve the dispute in accordance with such procedure, the dispute shall, unless it is a question to be referred to the Review Board for Government Contracts pursuant to DEFCON 650, DEFCON 650A, DEFCON 651 or DEFCON 651A be referred to arbitration in accordance with the appropriate dispute resolution clauses in the contracts.

1219. **Customer Satisfaction.** Customer satisfaction shall be measured in accordance with the process agreed between the Contractor and the Authority and as a minimum the Customer shall expect the Contractor to achieve the following:

- a. That the service delivered meets the requirements of the contract.
- b. That the Contractor's management team demonstrates an understanding of the Authority's requirements and the needs of the site Defence community.
- c. That the Contractor's management team works closely with the Authority's management team to determine ongoing priorities.
- d. That the Contractor's management team is proactive in managing and delivering the services.

1220. The Contractor is required to report his measurement findings to the Authority at the Monthly Service Management Meeting. Instances of non-availability deemed to be outside the control of the Contractor shall, for the purposes of agreeing Customer Satisfaction, not be taken into account when calculating the overall performance.

1221. **Consumer Satisfaction.** Consumer satisfaction shall be measured in accordance with the process agreed between the Contractor and the Authority. The Contractor is required to measure consumer satisfaction from a representative number of the site Defence Community on a monthly basis and report their measurement findings to the Authority at the Monthly Service Management Meeting. Instances of non-availability deemed to be outside the control of the Contractor shall, for the purposes of agreeing Consumer Satisfaction, not be taken into account when calculating the overall performance.

1222. The Service Credit regime is designed to promote delivery of the required service. It is not a tool for the Authority to reduce the Service Provision Payment to the Contractor. Under CRL the aim is to maintain and improve long-term performance. Mistakes can happen; therefore the Contractor is given the opportunity to rectify service delivery.

1223. To discourage the Contractor from moving resources around on a monthly basis to rectify problem areas and thus avoid Service Credits, both Availability and Performance KPIs have a 'Rule' to review the 3 month-average.

1224. Under the KPI regime the Authority, through the consumer, can now influence the Contractor's retail and leisure activities even though the Authority is not funding their provision. When the Authority shows due attention, the KPIs are an effective way of measuring consumer and customer satisfaction.

1225. **Performance Review.** The fundamental principles to quality assure the CRL service is to work with Contractor and CCM to optimise the performance of the CRL operation. Performance Reviews are necessary to evaluate the performance of CRL contracts in order to identify where there are opportunities to enhance the performance to the benefit of all stakeholders. A Performance Review is to be carried out on a regular basis as determined by TLBs. It will be undertaken by a combined team drawn from the Contractor, the on-site Authority staffs and TLB staff. The objective of the review is to learn from experience and to develop an action plan as part of the routine management process.

1226. **Content of the Performance Review.** The Performance Review should consider the following disciplines but it may be necessary to afford greater resources to areas of the business that require additional consideration:

- a. Purchasing and food supply.
- b. Recipe development and costing.
- c. Calculating selling prices.
- d. Menu planning.
- e. Production planning and control.
- f. Food service.
- g. Sales analysis and post costing.
- h. Preference forecasting.
- i. Marketing and merchandising.
- j. Consumer satisfaction.
- k. Managing CCM availability and application.
- l. Financial management and interpretation of the trading account (including Crown Account Free Feeding).
- m. Managing the partnering relationship.

1227. **Evaluation Criteria.** To assist with the evaluation of the CRL services the criteria at Annex E should be considered during the evaluation.

1228. **In-Month Management Activities.** It is imperative that the following key activities are carried out on a monthly basis in conjunction with the Contractor; however, a detailed break down of all activities is at Annex D:

- a. Consumer satisfaction surveys are to be initiated early in the month to allow collation of the data in good time for the monthly meeting.
- b. The Customer Satisfaction KPI matrices for the previous month are to be completed at least 7 working days before the monthly meeting (to allow the contractor time to compile the Management report)

c. The Contractor must present the monthly management report to the RMT/CMT at least 5 working days prior to the monthly meeting. This report must consist of:

- (1) Trading Data.
- (2) Risk Register.
- (3) Management Report.
- (4) Unable to Pay Report.
- (5) Crown Free Feeding Account.
- (6) Consumer Satisfaction Surveys.

1229. **Meeting Routines.** It is imperative that RMT/CMT devote time to the management of CRL. Normal meeting routines are listed below:

a. **Weekly Meeting.** The SO is to chair a weekly meeting with the Contractor. The meeting will discuss recent performance and future requirements. The principal function of the Weekly Meeting is to consider all matters relating to the day-to-day operation of the CRL and Associated Services and facilities and must cover as a minimum the following areas:

- (1) Recent performance.
- (2) Progress against Recovery Plans as required.
- (3) Future Plans and events affecting demand.
- (4) Resources (including, if appropriate, CCM availability).
- (5) Service delivery risks and issues.
- (6) QA risks and issues.
- (7) Activity levels.

b. **Monthly Management Meetings.** The AO is to chair a Monthly Management meeting with the Contractor to discuss the management and performance of the CRL and associated services and facilities. The SO and any DSO should also be in attendance. The principal function of the meeting will be to consider all matters relating to the operation and to cover as a minimum the following areas:

- (1) Review performance against KPI targets.
- (2) Review Exception Reports and Recovery Plans to improve performance as required.
- (3) Review CCM availability.
- (4) Maintain and develop quality standards.
- (5) Consider development opportunities.
- (6) Review customer feedback.

- (7) Review consumer feedback.
- (8) Analyse monthly trading account/Crown Feeding data.
- (9) Analyse levels of activity.
- (10) Monitor/identify all appropriate and significant risks to the business and assign ownership for resolution of these risks.
- (11) Review any additional reports.

c. **Six Monthly Meeting.** The DO is to chair a meeting with the Contractor. Meetings will take place at 6 monthly intervals to discuss the management and performance of the CRL and Associated Services and facilities. The SO and DSO should also be in attendance. The principal function of the meeting is to consider strategic aspects and over-arching service delivery trends and issues relating to the Contract's operation and must cover as a minimum the following areas:

- (1) Review performance against KPI targets.
- (2) Develop quality standards.
- (3) Consider development opportunities.
- (4) Review service delivery.
- (5) Review consolidated consumer feedback.
- (6) Analyse trading trends.
- (7) Analyse levels of activity.
- (8) Monitor/identify significant risks to the business and assign ownership for resolution of these risks.

d. **Annual Review.** The purpose of the Annual Review is to ensure that all outstanding actions from the previous 6 monthly meeting have been fully addressed and to ensure that the last 6 months of business have been interrogated using the same appraisal criteria as the former meeting. However, the annual review has 2 further important functions. Firstly, the Contractor and the Authority must review the Business Development Plan from which the following year's budget proposal is calculated to ensure it is both realistic and accurate. Secondly the Contractor and Authority staffs are to finalise the previous year's trading position to ensure any gainshare to the Authority is correctly apportioned.

1230. **QA Responsibilities of the Contractor.** The following activities must be undertaken by the Contractor in order to assure their own services:

- a. Provide management reports at least 5 working days in advance of the Monthly meeting.
- b. Provide a measurable QA system that has sufficient coverage to satisfy Authority needs.



- c. Carry out periodic sampling of the data to validate information and ensure accuracy of information provided.
- d. Carry out periodic independent quality checks and external audits.
- e. Track sample consumer/customer comments back to the consumer/customer who made them, to ensure the feedback is being maintained.
- f. Review the service being delivered, communicate with consumers/customers and gather an independent view of the service to assess the accuracy of QA systems.

**1231. Authority Process Reviews.** There is a requirement for the Authority to undertake process reviews in accordance with Single Service requirements in addition to the standard inspection regime. The aim of the review will be to assess the current practices and identify areas for improvement. This should be conducted in conjunction with the Contractor and all consequential actions should be jointly agreed. Further information on this subject can be found at Ch 5.

**1232. Finance Planning and Control.** For any financial interpretation of these accounts to take place, it is imperative that TLB/CAO/SO staff attend MSR 5 (Interpreting the Trading Account Training). Prior to the Monthly Management Meeting the respective Authority personnel should receive, at least 5 working days in advance, a CRL Trading Account Document detailing the financial performance of the unit in question for the previous trading month. Upon receipt of the Trading Account the Authority should analyse the figures presented, using the various forms either against each other or as single forms to gain a view as to the performance. All discrepancies, or those which the Authority deem to be discrepancies, are to be compiled in a monthly commentary form and submitted to the Contractor for them to reply. The monthly meeting can then take place with both unit and Contractor able to partake fully in the account debrief.

**1233. Authority Staff – Terms of Reference (TOR).** Single Services will have their specific requirements on how their personnel will be employed in a CRL environment. Nevertheless, in developing TORs account must be taken of site specifics in ensuring that catering, retail, leisure and food supply services are of the highest possible standard within agreed facilities. The following advice is generic across the 3 Services.

**1234. General Responsibilities.** The post responsible for routine management of the partnering relationship (usually SO/DSO) occupies the key position between the Authority and the Contractor's management team since it is responsible for the day to day liaison with the Contractor.

The following general responsibilities are to be included in the TORs:

- a. Working with the Contractor's Site General Manager.
- b. Ensuring that the Authority's responsibilities are discharged.
- c. Command and control of CCM where employed.
- d. High level Performance Review to ensure that the services are delivered to the agreed standards.
- e. Planning and communicating local requirements.
- f. Initiating requests for contract amendments, where required, to ensure the Service keeps pace with changing needs.

1235. **Specific Duties.** Specific duties for the OC RMT/CMT are to include:

- a. Working with the Contractor to plan future requirements.
- b. Participate in the continuous development of services.
- c. Maintaining an oversight of food costs and selling prices.
- d. Participating in the consumer feedback process.
- e. Identify, quantify, mitigate, and manage risk.
- f. Budgeting and financial planning.
- g. Approval of the Contractor's invoices.
- h. Maintaining and interpreting management information.

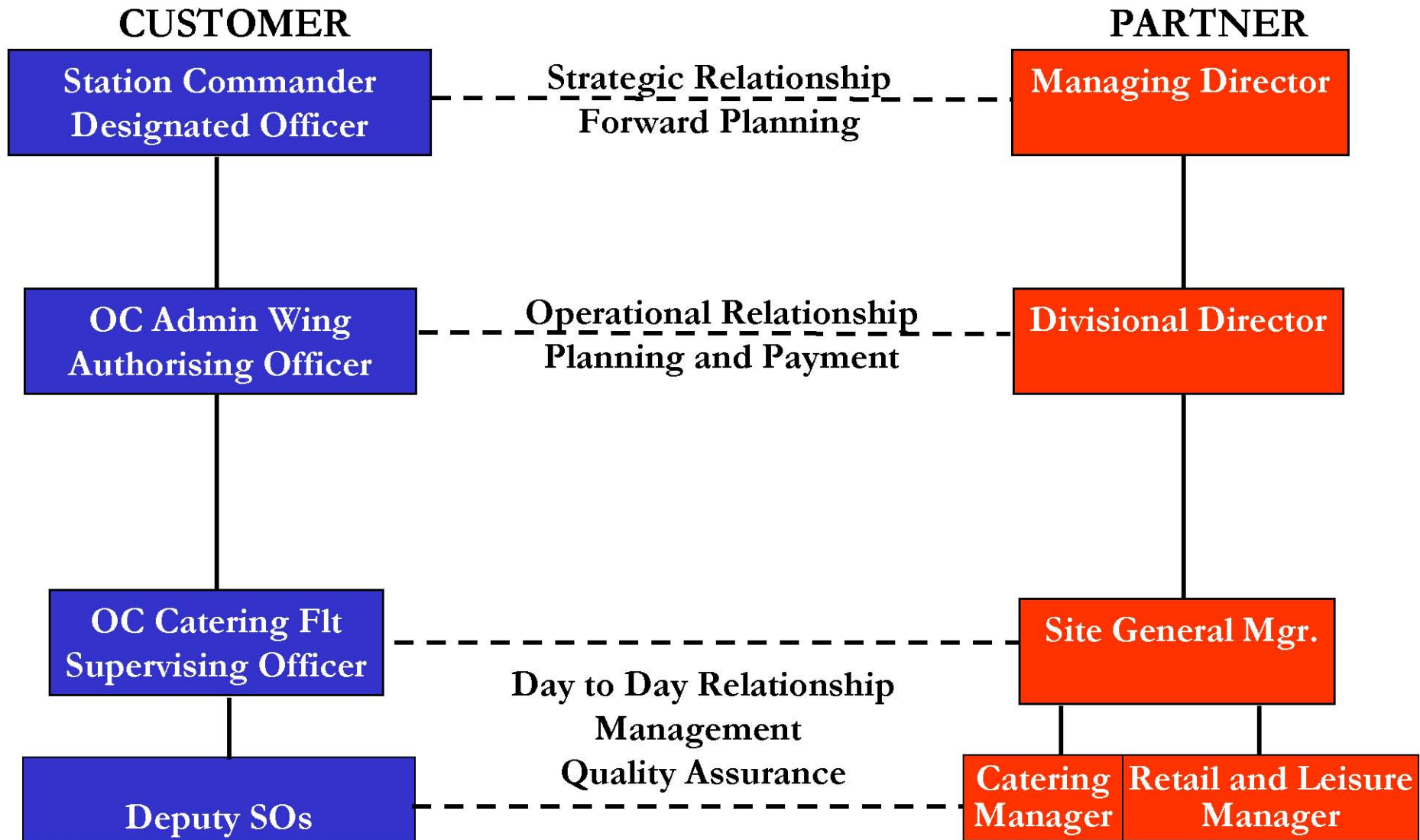
1236. In discharging their TORs it is imperative that individuals within the RMT/CMT have a pro-active approach with well-developed and analytical skills. RMT/CMT staffs should have both comprehensive team working qualities and communication skills. It is necessary to have a sound specialist knowledge of the services with a degree of commercial and financial awareness. Importantly, there is a requirement to have a practical attitude to change and an ability to exercise sound judgement based on mutual interests of the business. Finally, RMT/CMT staffs must have effective negotiating and influencing skills and well developed inter-personal skills.

1237. **Food Complaint Procedure.** In the first instance the food complaint/comment should be made to the on-duty supervisor in the kitchen with the whole dish or plate of food returned. The supervisor must investigate the complaint and remedy any reasonable complaint. If the problem cannot be resolved at the counter, the complaint is to be reported to the Head Chef who in turn is to submit a report to the Contract Manager and SO/DSO. Service personnel who are not satisfied with the response from the commercial partner should take their case before the Unit Duty Officer. Complaints may also be made in accordance with single Service QRs.

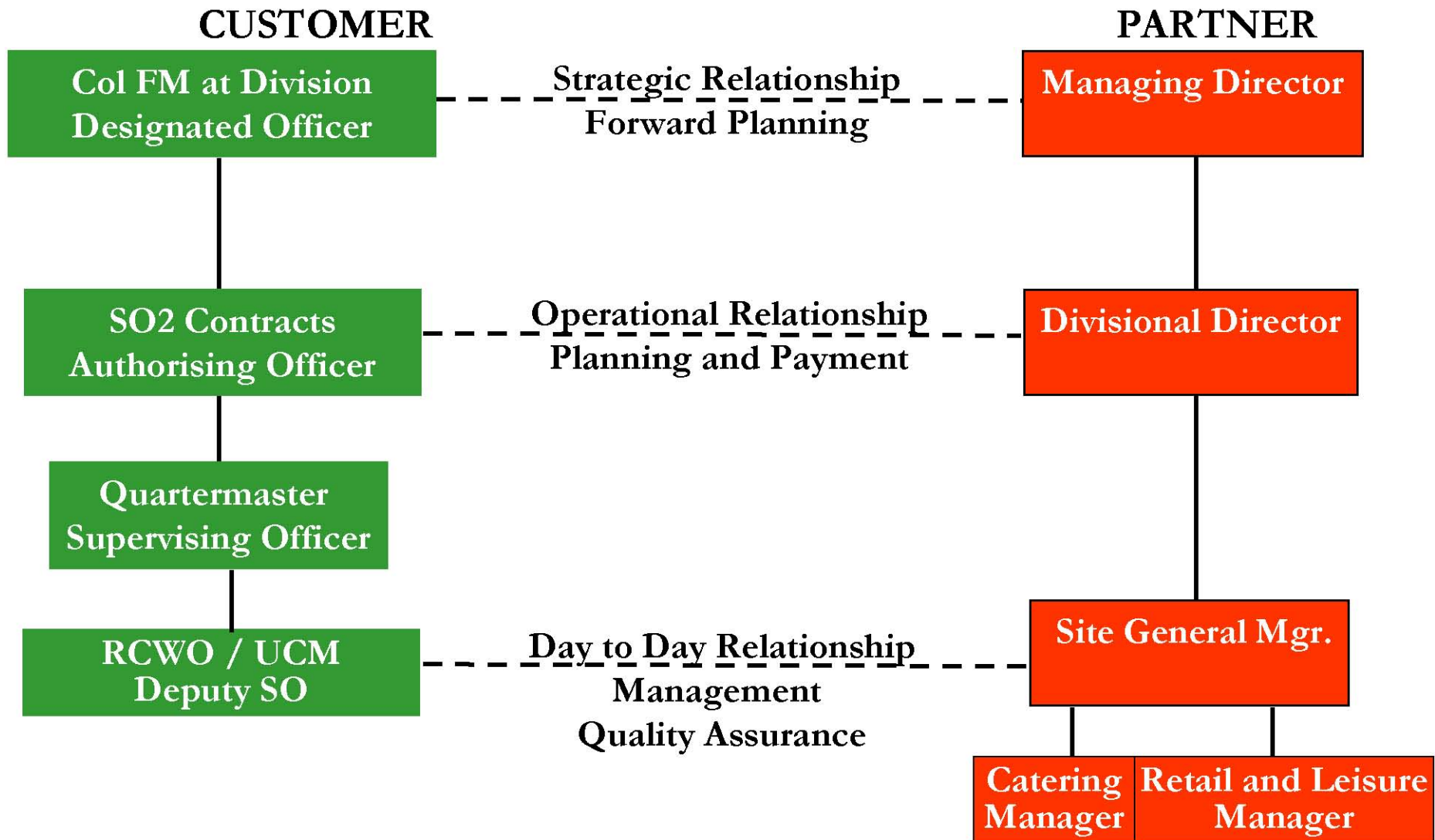
1238. **Comments/Suggestions.** Messes are encouraged to provide a comments / suggestions system for use by consumers. This system will assist the Authority and Contractor in delivering consumer expectations.

1239 – 1299. Reserved.

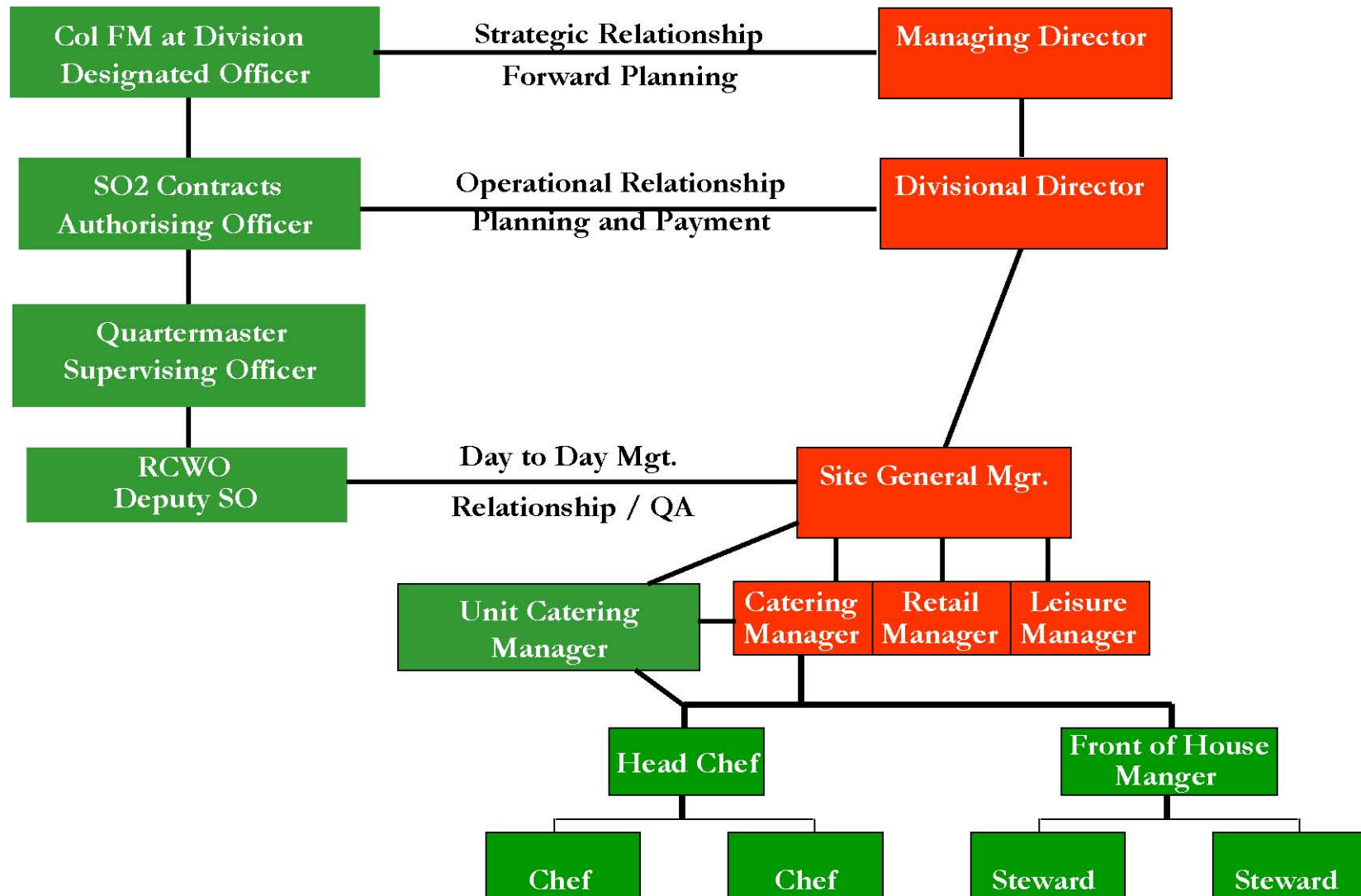
# ANNEX A -CRL PARTNERING RELATIONSHIPS -RAF



## ANNEX B -CRL PARTNERING RELATIONSHIPS -ARMY



# ANNEX C - CRL PARTNERING RELATIONSHIPS - ARMY (CCM)



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## ANNEX D – MANAGEMENT IN MONTH PARTNERING ACTIVITIES

## DAILY AND MONTHLY ACTIVITIES

DAILY	APPLIES TO
Occurrence Diary	Supervising Officer/Intelligent Customer
Complete CCM Diary	Supervising Officer/Intelligent Customer
Issues Log	Supervising Officer/Intelligent Customer
WEEK 1	
Set in motion Consumer Surveys	Partner
Risk Register	Partner
Check Consumer Surveys have been issued.	Intelligent Customer
Weekly Management Meeting	Supervising Officer/Intelligent Customer, Partner
WEEK 2	
Build KPI Report (360 Customer Satisfaction) for previous Month.	Partner, Supervising Officer/Intelligent Customer
Risk Register	Partner
Weekly Management Meeting	Supervising Officer/Intelligent Customer, Partner
WEEK 3	
Present Menus to Authority for Approval	Partner, Intelligent Customer
Risk Register	Partner
Weekly Management Meeting	Supervising Officer/Intelligent Customer, Partner
WEEK 4	
<b>Present the Following:</b> Trading Data Risk Register Management Report Unable to Pay Report Consumer Satisfaction Surveys Crown Feeding Account  Once the above approved, Stats sent to DFS Sp3  Weekly Management Meeting  Monthly Meeting.	Partner  Intelligent Customer  Supervising Officer/Intelligent Customer, Partner  Supervising Officer, Intelligent Customer, Partner, TLB

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## ANNEX E – PERFORMANCE REVIEW CRITERIA

	<b>DISCIPLINE</b>
<b>SER No</b>	<b>Purchasing and Food Supply</b>
1	Compare in-unit invoices to latest Contractor supplied Shopping basket
2	Review price links from invoices to inventory
3	Review price links from invoices to recipe costing
4	Review process for updating in-unit costs
5	Confirm treatment of any discounts
6	Review range of commodities available and confirm satisfaction
7	Review delivery schedules and confirm satisfaction
8	Review delivered quality of raw materials
	<b>Recipe Development and Costing</b>
1	Review in-use recipes against recipe database
2	Establish planned portion size and review adequacy
3	Review nature of portion size – cooked/raw weight
4	Review raw material specification and net yield
5	Review raw material costs and consistency with in-unit invoices
6	Review adequacy of ingredients – mix/volume for portion specified
7	Review balance of convenience versus fresh ingredients
8	Review production method and presentation considering batch cooking/call order/theatre cooking
9	Review cooking utensil compatibility with portion size
10	Review process for updating recipes for price changes
	<b>Calculating Selling Prices</b>
1	Total volume of raw material in the recipe
2	Cost of the gross raw materials
3	Number of portions being produced
4	Cost per specified portion
5	Allowance for wastage and condiments
6	Selling price for Core Meal items, including VAT
7	Planned gross profit margin and selling price, including VAT, on retail items and consider overall menu gross profit and price mix.
	<b>Menu Planning</b>
1	Review understanding of the CRL menu policy and its framework
2	Review use of costed recipes and value of Core meal items
3	Consider opportunities to trade differently
4	Establish overall gross profit percentage on retail offers against that stipulated in the contract
5	Review planned overall gross profit percentage to the budget for each outlet
6	Review promotion of healthy eating and availability
7	Ensure menus reflect the training requirements of the CCM
	<b>Production Planning and Preparation</b>
1	Use of standard recipes
2	Raw material control
3	Identify planned number of consumers
4	Identify preference forecast for each menu item
5	Establish menu production mix, based on established portion sizes, including the number of portions of each menu item to be cooked
6	Evidence of production records against numbers cooked
7	Review alternative plans in the event of core dish running out
	<b>Food service</b>
1	Signposting, to include healthy options and menu presentation
2	Dynamics of service area to facilitate choice
3	Merchandising of call order items
4	Use of the agreed service utensils to facilitate portion control

	DISCIPLINE
SER No	<b>Sales Analysis and Post Production Costing</b>
	Review records of the total number of portions and report on the following:
1	Prepared
2	Sold to customers
3	Used in staff meals
4	Consumed
5	Remaining
6	Recoverable
7	Waste
8	Each of the above should be costed to produce a menu cost and sales report. Make a comparison with the original plan and point of sale derived income
	<b>Preference Forecasting</b>
1	Establish the actual numbers of consumers served
2	Identify the actual number of portions of each menu item that was served
3	Calculate the preference for each menu item by establishing the numbers of portions served and divided by the number of consumers served as a percentage
4	Compare with previous preferences
5	Develop a weighted preference forecast that should be the basis for planning the production next time the menu is used
	<b>Marketing and Merchandising</b>
1	Signposting of outlets within the establishment
2	Marketing of the outlets within the establishment
3	Use of photographs and sample meals, including back of house
4	Menu presentation and ease of selection for different categories of consumers
5	Review special offers and promotions
6	Review plans to market to current non-users
	<b>CCM Availability and Management</b>
1	Review the CCM availability Matrix
2	Identify the monthly value of CCM and daily minimum numbers using the DBAS
3	Review staff rosters and application of CCM
4	Review the application of the RBM and the CCM diary
5	Review the command and control arrangements
6	Review the training records of the CCM and Contractor staff
7	Review forward planned CCM availability
	<b>Financial Management and Interpreting the Trading Account</b>
1	Establish that there is a monthly budget for each outlet
2	Confirm that monthly trading accounts are being prepared and presented in the agreed TLB format
3	Where appropriate, verify that SPP has been correctly attributed to each outlet
4	Review and compare budget and actual performance for each outlet for the last 3 months
5	Establish sales trends
6	Review food cost percentage and trading profit
7	Review labour costs to include CCM
8	Review overall trading and gainshare attribution
9	Establish what actions have been agreed to enhance performance
10	Verify Crown feeding account
11	Identify robust Audit trail
	<b>Managing the Supplier Relationship</b>
1	Confirm formal meeting pattern
2	Review agenda and minutes for last meetings, weekly, monthly and 6 monthly
3	Review risk register for content and management
4	Review the issues log for progress
5	Review trading account derived actions from the last meeting
6	Review other methods of communication
7	Comment on relationships in general
8	Review of training

## CHAPTER 13 - CATERING, RETAIL AND LEISURE TRAINING

1301. **Introduction.** The CRL/PAYD service provision is to be delivered under partnering principles. It will involve consumer choice and commercial activity in all areas and most importantly, it includes an element of business risk for the Partner. In order to be commercially successful and to meet customer, partner and consumer expectations, wider and different management involvement is required.

1302. **Scope.** CRL/PAYD Contract Managers and Core Catering Manpower (CCM) need to understand the Partner's business aims and targets and to appreciate what the Partner is trying to achieve and feel part of it. The scope of training required to acquire, deliver and manage CRL/PAYD successfully includes the following areas:

- a. Identification of Contract Requirements.
- b. Contract Award.
- c. Catering.
- d. Retail.
- e. Leisure.
- f. Business planning and development/shaping the market place.
- g. The role of the:
  - (1) Customer (MoD).
  - (2) Supplier (Partner).
  - (3) Consumer (Service/civilian personnel).
- h. Core Catering Manpower including:
  - (1) Availability management.
  - (2) Appropriate employment.
  - (3) Skill development and exploitation.
- i. Service delivery management including:
  - (1) Performance management.
  - (2) Management information analysis.
  - (3) Audiences.

Other advisory courses/Trg packages aimed at enhancing the individuals understanding of the wider issues of operating in a CRL/PAYD environment are included at the end of this Chapter.

1303. **Phases.** A CRL/PAYD on-line training package has been developed and is now available through the Defence College of Management and Technology website. Please note that the

package is internet based and is accessible through an EGS account, in DELC's and from home computers. The modules have been designed to be undertaken as follows.

<b>Awareness:</b>	(CRL-A)	All Ranks (and MoD civilian equivalents)
<b>Practitioner:</b>	(CRL-P)	Cpl's and above (and MoD civilian equivalents)
<b>Supervisor:</b>	(CRL-S)	All SNCO's and above, plus any JNCO running a Mess, Mess Kitchen/Galley (and MoD civilian equivalents)
<b>Unit Exec:</b>	(CRL-UE)	All Station and Catering Execs (and MoD equivalents)

Modules should take between 1.5 and 2 hrs to complete and are relatively straightforward. This on-line Trg package has been designed as a pre-learning tool and will be followed up by, on unit, workshops carried out by the Defence College of Management and Technology<sup>1</sup>. This on-line Trg should be completed alongside the modules (appropriate with Rank, Grade and position)

1304. **Steady State Phase.** Once initial training of individuals and organisations has been undertaken, responsibility for future training will become the responsibility of the Individual Training Organisations, individual TLBs and FLCs.

1305. **Commanding Officer.** Whilst CO's need no CRL specific technical training they do need to understand the following:

- a. The CRL concept.
- b. Responsibilities of the Designated Officer.
- c. The responsibilities of those under their command who interface with the CRL Contractor.
- d. The impact of command decisions on the business case.

Detailed guidance is provided at Annex A

1306. **Suggested Training, By Rank, Grade and Position.**

**a. Contract Authorising Officer (CAO)**

- (1) Managing the Supplier Relationship – Supervisor 3 day workshop
- (2) Risk Management (Principles) – 2.5 day workshop
- (3) Quality Assurance Awareness – 1 day workshop
- (4) Principles of Project Management – 2 day workshop
- (5) Audit and Evaluation Skills – 2 day workshop
- (6) Wider Markets a Practitioners View – 1 day workshop

**b. Contract Authorising Officers Team (CAO T)**

- (1) Managing the Supplier Relationship – Supervisor 3 day workshop
- (2) Quality Assurance Awareness – 1 day workshop
- (3) Principles of Project Management – 2 day workshop
- (4) Audit and Evaluation Skills – 2 day workshop

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<sup>1</sup> These courses are mandatory for all RAF Trade Group 19 personnel  
JSP 456 DCM Volume 4

**c. Designated Officer (DO) & SO1 SMAC Delivery**

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Principles of Project Management – 2 day workshop
- (3) Wider Markets a Practitioners View – 2 day workshop
- (4) Prince 2 Practitioner – 5 day workshop
- (5) Risk Management (Principles) – 2.5 day workshop
- (6) Quality Assurance Awareness – 1 day workshop
- (7) Audit and Evaluation Skills – 2 day workshop

**d. SO2 Financial Analysis** (Formal accountancy qualification required)

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Certificate in Resource Management Level 1 – 12.5hrs E-Learning
- (3) Quality Assurance Awareness – 1 day workshop
- (4) Performance Indicator workshop – 1 day workshop
- (5) Audit and Evaluation Skills – 2 day workshop
- (6) Principles of Project Management – 2 day workshop
- (7) Prince 2 Practitioner – 5 day workshop

**e. SO2 Policy and Technical**

- (1) Quality Assurance Awareness – 1 day workshop
- (2) Performance Indicator Workshop – 1 day workshop
- (3) Audit and Evaluation Skills – 2 day workshop
- (4) Principles of Project Management – 2 day workshop
- (5) Prince 2 Practitioner – 5 day workshop
- (6) Managing the Supplier Relationship Supervisor – 3 day workshop

**f. SO3 SMAC Administration and Training**

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Performance Indicator Workshop – 1 day workshop
- (3) Quality Assurance Awareness – 1 day workshop
- (4) Principles of Project Management – 2 day workshop
- (5) Prince 2 Practitioner – 5 day workshop
- (6) Project Management Tools and Techniques – 3 day workshop

**g. E1 SMAC Administration and Training**

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Business Intelligence – 13hrs E-Learning
- (3) Commercial Awareness and Practitioner Programme – 17hrs E-Learning
- (4) Risk Management Introduction – 5hrs E-Learning

**h. Commanding Officer (CO)**

- (1) Managing the Supplier Relationship Master Class – 3 day workshop
- (2) Business Intelligence – 13hrs E-Learning (refer to paragraph 1305)

**i. Supervising Officer (SO)**

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Risk Management (Principles) – 2.5 day workshop
- (3) Quality Assurance Awareness – 1 day workshop
- (4) Audit and Evaluation Skills – 2 day workshop

- (5) Wider Markets a Practitioners View – 2 day workshop
- (6) Business Intelligence – 13hrs E-Learning

**j. Deputy Supervising Officer (DSO)**

- (1) Managing the Supplier Relationship Supervisor – 3 day workshop
- (2) Risk Management (Principles) – 2.5 day workshop
- (3) Quality Assurance Awareness – 1 day workshop
- (4) Audit and Evaluation Skills – 2 day workshop
- (5) Wider Markets A Practitioners View – 2 day workshop
- (6) Business Intelligence – 13hrs E-Learning

The above courses can be found at Defence College of Management and Technology or DbLearning web sites. All users are to be aware that registration with Acquisition e-Learning must be completed prior to accessing any of the above e-learning courses.

1307 – 1399. Reserved.

## ANNEX A - OPERATING GUIDELINES FOR COMMANDING OFFICERS

1. These notes are aimed at enhancing the relationship between a Station Commander/CO, and the CRL Partner<sup>1</sup>. They are not exclusive and should be enacted within the spirit of the SPEG<sup>2</sup> papers.

2. The CRL commercial environment is significantly different from MAC contract arrangements. Hitherto the main MoD focus has been on price and minimum service levels and Contractors looked to boost profits by innovation and efficiencies. The process could be confrontational and aims were often mutually exclusive. All CRL contracts are let on a partnering basis and success will rely upon Commanders and Partners working together in a close partnering arrangement. This means both sides agreeing mutual objectives where each has a stake in the success of the other party. Thus Partners will have a vested interest in growing and developing the business and providing the services that people want for the best possible value for money by working with units to improve morale by arranging events and, occasionally, sponsoring activities. Commanders should recognise that their CRL Partners are major stakeholders in delivering unit outputs and that the benefits of working together can be far-reaching. This means being prepared to sit down with the Partner on a regular basis and assisting him to plan and deliver business success in order to deliver a mutually beneficial situation. This partnering relationship will be a long-term commitment over 7-10 years and will require continuity of vision if it is to deliver major benefits from it. Incoming Commanders seeking to alter arrangements entered into by their predecessors need to be aware that unreasonable requests or restrictions may result in a charge to the Authority for loss of profit. A consistent approach will help to build confidence for both parties.

3. There are 2 main issues, in addition to operational deployments, that impact upon the commercial viability of CRL which are outside of the control of industry. These are:

- a. Opening up access to new CRL facilities to the widest possible Defence related audience.
- b. Competing outlets on-site that can have an adverse impact upon profitability.

4. This means being prepared to open up the modernised CRL facilities to other members of the Defence community and to bear down on existing encroachments. Commanders will be able to determine the continued existence of certain unit encroachments where the closure of these might impact directly on morale. However, any significant restrictions on access to CRL facilities imposed by Commanders will affect the business case and provide a less than optimum solution to improve the site facilities. They should not attempt to preserve the status quo, but allow the Partner to deliver the maximum range of services across the site, subject to agreement being reached on the level of provision, value for money and onward transfer of any non-publicly funded assets. This will ensure that the best possible use is made of available public resources.

5. Whilst the 3 mess system is integral to Service life it should also be possible to open up the majority of JR facilities (JR restaurant, coffee shop, etc) to the wider population at certain times without unduly threatening Service culture, ethos or, indeed, discipline. However, it is recognised that JRs need their own space, particularly a separate bar/games area that can be used when off duty and this can be easily incorporated into the plan. At a number of PAYD trials, initial reluctance to open up facilities has given way to an understanding that flexibility over access, with certain necessary safeguards in place, can deliver major welfare benefits and enhance economic viability. Units also need to explore effective ways in which the new facilities can be turned into a focal point and a social hub for everyone on the unit, somewhere that individuals can hold informal group meetings or bring their families to at certain times of the day. This will not only generate profits, but will also help build unit cohesion and a sense of belonging. Commanders should, therefore, where-ever possible seek to open up CRL JR facilities to the maximum extent possible,

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<sup>1</sup> The CRL(PAYD) Service Provider (i.e. Contractor) shall be referred to as the Partner throughout.

<sup>2</sup> Welfare provision detailed in SPEG 19/03.

to include non-entitled personnel, dependants, civilian staff and Defence contractors, but recognising that JRs need to have sole access to their own leisure space at certain times of the day. A recommended compromise might be to open the facilities to all until 1700 hrs and then make them available only to junior ranks.

6. The Commander is still the licensing officer under the Licensing Act. However, he must ensure that opening hours are reasonable and that all requests for extensions/closures are actioned under the Contract Control mechanisms. Unreasonable demands or restrictions may result in a charge to the Authority for loss of profit.

7. Commanders need to actively engage with the Partner and should attend the 6- monthly meetings to discuss progress and the financial results which pertain to the site. He/she must be closely involved in the KPI procedures and should be aware of the mechanisms for improving performance. Any proposals to increase/decrease provision must be staffed through the Change Control mechanisms. New initiatives should be welcomed but must be discussed and developed by both sides and should not be arbitrarily implemented.

8. Interaction with the Partner in the first instance will be conducted via a nominated Supervising Officer supported by an assistant. Whilst the Commander will be responsible for determining how the contracted service is to be delivered to his unit, it will be the SO who will be involved with the day-to-day management of the contract.

9. As a general principle, it is vital that Commanders work closely with CRL Partners to develop a strong partnering relationship at the local level with the aim of creating a viable market in which the Partner can flourish to the benefit of all. The aim should be to offer the Partner the opportunity to deliver all catering, retail and leisure services at unit/station level. Only where the CRL Partner is unwilling, or unable to provide the required service should alternative options, including encroachments, be considered. This will ensure that Partners are offered a commercially viable business opportunity that will generate profits and gainshare. Commanders should not be overly concerned that this contract will lead to a loss of control or diminution of their authority. Rather, it should be viewed as an opportunity to provide enhanced facilities and services for all personnel by working together with the Partner.



## CHAPTER 14 - GAINSHARE

### THE PROVISION OF WELFARE FUNDS AND SERVICES UNDER CRL

1401. **Introduction.** In a CRL/PAYD environment, the Authority and Contractor will work closely together to ensure the provision of an integrated catering retail and leisure business that benefits the entire Defence Community. This may result in a number of larger non-public clubs and bars being transferred to the Contractor or being closed<sup>1</sup>, which may alter the flow of non-public revenues to units to use for welfare purposes. Sites will only achieve gainshare if their trading environments are in profit. SOs are therefore to be alert to those elements that drive expenditure and needs to satisfy themselves that this expenditure is appropriate.

1402. **Current and Future Sources of Welfare Funding.** Units currently draw upon a number of sources for welfare funds. Typically these include:

- a. A small allocation of Public funds in the form of CO's Funds, General Welfare Grants and Sports Equipment Grants. Monies to these public accounts are allocated on a per capita basis either annually or quarterly and annularity is applied.
- b. NAAFI Dividend (where this is still received, e.g, units in Germany) is an occasional input of money which is paid into the non-public funds of each unit.
- c. Gaming machine revenue which is non-public money.
- d. Funds generated by local revenue producing activities.
- e. Grants provided by certain organisations such as the Nuffield Trust, RAF Central Fund and RN Sailors Fund for a specific welfare purpose, such as building a bowling alley or refurbishing a Mess or subsidising sporting and adventurous training activities.

1403. Non-public funds are classed as charity funds under the Charities Acts and must be employed 'to promote military efficiency'. Although as a general principle, sites with large Service populations are in a better position to generate welfare funds than smaller units, the CoC does endeavour to ensure equitable treatment by centrally allocating certain monies such as the NAAFI Dividend when payable. Whilst it is not possible to provide an exhaustive list of how monies are spent, they are utilised for the benefit of Service personnel; the greatest proportion of funds being traditionally allocated to the junior ranks.

1404. There are other effective means of delivering welfare provision by making best use of the resources available under CRL. This may include:

- a. Inward investment by Contractors.
- b. Gaming machine and entertainment machine revenue that will remain non-public revenue<sup>2</sup>.
- c. Funding of activities through self-help.
- d. Utilisation of gainshare in Great Britain (GB) that will flow from a successful contract. (In overseas locations where NAAFI is the Contractor, a dividend will continue

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<sup>1</sup> Small 'family' welfare facilities such as a HIVE should not be effected, but CRL Contractors may be able to assist such groups by providing support

<sup>2</sup> PAYD/3/4/6 dated Jul 05

to be paid in to non-public funds).

**1405. Inward Investment.** Although the link between inward investment by Contractors to modernise and improve facilities and welfare funding may not initially be obvious, it is, nevertheless, a very important means of promoting the efficiency of Servicemen and women, particularly junior ranks. Inward investment by Contractors can significantly enhance the environment for all Service personnel and provide services either not previously available to the site through traditional funding methods such as retail and leisure facilities or undertaking the internal refurbishment of existing facilities to a much higher standard than previously possible. Where CRL/PAYD partners assume the management of encroachments, this will not result in a reduction in the overall support and/or services given to individuals. Indeed, the unit should benefit from increased investment in such facilities. Prior to CRL/PAYD it is possible to find many examples where unit non-public welfare funds have been used to refurbish/paint/sustain small clubs that serve a specific welfare need for a small group. If the Contractor can refurbish facilities on a rolling basis the overall improvement in the quality of facilities negates the need for such work to be financed by non-public funds. However, it should be remembered that any investment will be recovered through the trading accounts. Therefore a sensible balance needs to be struck regarding the feasibility of the Contractor investing in outlets where he may not either recover his investment or achieve only a breakeven position. Where there is a perceived welfare need for these outlets the Authority should negotiate with the Contractor and consider funding the requirement through the SPP.

**1406. Gaming Machine Revenue.** Where applicable, the profit from gaming machines and amusement machines in Junior Rank welfare spaces will be divided between the unit and the Contractor, and both should be encouraged to ensure that the right machines are in the right location and that they are operable.

**1407. Self-Help.** Units should be proactive in resolving their own requirement issues. The Charities Act permits fund raising amongst members, and it is permissible for personnel to have a sports subscription raised to support the purchase of small items of sports equipment. It is possible that individuals on a Unit could make voluntary subscriptions, this is already occurring in some Army Units. The majority of RN personnel currently subscribe to the Voluntary Sports Subscription.

**1408. Gainshare.** Gainshare from the GB contracts will be returned to units through a profit sharing mechanism. Fin Pol have decreed that some gainshare will be treated as public money on the basis that profits have been accrued utilising MOD facilities and a MOD subsidy in the form of buildings, utilities and, when CCM is employed, manpower. The remainder will be treated as non-public funds. It has been proposed that gainshare is split between public funds, to form the Accumulated Welfare Fund (AWF) and non-public funds (CAF/PRI/SIF).

**1409. Proposed Allocation of Gainshare.** The following principles are to be applied to the distribution of public gainshare:

a. **Incentivisation.** All those involved in the partnership should be encouraged to make full and best use of the facilities provided in order to maximise profits. Units should be incentivised to maximise growth. In this manner they may reap some direct financial reward based on their profitability levels. It should also be recognised that some sites may not be able to achieve a profitable position due to their size, location or nature. These sites should also be encouraged to grow the business wherever possible but should not be disadvantaged in terms of welfare funding should they fail to achieve a positive return.

b. **Equity.** The different sizes, functions and locations of units mean that profits will vary dramatically. Units generating low profits or making a loss (assuming that facilities

are totally adequate) should not be disadvantaged and should receive an appropriate injection of welfare funds irrespective of their individual contribution to overall profits. As it is unlikely these units will generate non-public funds of their own, any funding they receive will be from the public funds held by their TLB. Therefore, it is important that the requirements of these units are given a higher priority than those of units that have the ability to generate non-public funds.

c. **Parity of Standards.** In recognition of the trickle posting system, the MoD is keen to ensure, as far as possible, common standards of welfare provision. This applies equally to the distribution of welfare funds received by way of profits from catering, retail and leisure activities, and particularly so to non-public funds that have fewer restrictions on allowable expenditure than public funds. Activities funded from non-public sources contribute greatly to morale, and need to be made available at a suitable level at all locations.

1410. As a public receipt, the public monies portion of the gainshare will normally be accrued by the TLBs/HLBs setting the contracts. The AWF monies will be allocated to the unit COs Fund account and used in accordance with the regulations pertaining to that fund. Non-public gainshare will be allocated to TLBs/HLBs and the individual Services will issue instructions on its usage.

1411. **Calculating Gainshare.** The calculation of gainshare, and any associated contractual provisions, should be referred to the local commercial staff.

1412 – 1499. Reserved.

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## CHAPTER 15 ALTERNATIVE CRL PROVISION

**1501. Introduction.** Contractors are to be invited to deliver all catering, retail, leisure and bar facilities at a Unit. Only when a Contractor declines to provide the required service or agreement cannot be reached on service provision or value for money should alternative options be considered. Such alternative service provision by private traders operating under a lease issued by DE, by voluntary organisations or from Service-run facilities on encroachment terms largely occur when establishments have identified a welfare need that NAAFI have previously either been unable or unwilling to meet. These facilities have not only been useful in making up the deficit in welfare provision but also served as an additional means of promoting unit cohesion.

**1502. Private Traders.** The arrangements for the commercial use of MOD property by the public are provided in JSP 362 Chapter 15. Letting of premises to private traders must be properly regularised by DE. The incoming Contractor can make an offer to a private trader to purchase their business but where an offer is declined, the private trader should be allowed to continue trading. The position should be reviewed again at the end of the contractual term of the traders lease or licence in conjunction with the Authority but on the presumption that this should not be renewed or extended unless there is a compelling requirement to do so. Local unit Commanders need also to ensure that mobile facilities operating on MOD property are also taken into account when considering the CRL provision. The regional DE office must be consulted.

**1503. Women's Royal Voluntary Service (WRVS).** Under CRL, the welfare role of the WRVS will not change. There will continue to be a role for a mature and independent body outside the standard chain of command to offer guidance and advice to young people and it would not be in the interests of the Services for the WRVS to discontinue their work just because the unit has a contracted partner to provide the catering function. Whilst the WRVS provision of a cup of tea/coffee at a nominal price meets the welfare need, it should not be viewed as a catering activity as the cost covers merely the provision of the beverage and is provided as an adjunct to the welfare service. It should not impact on the Contractor's business as he is also required to enhance the leisure facilities and his provision will be to a different market.

**1504. Council for Voluntary Welfare Work (CVWW).** The Services realise the valuable work done by members of bodies of the CVWW. However, the activities of the CVWW on units cannot be wholly sustained by donations and a certain amount of trading is necessary for them to support their work. Similarly, under CRL, the welfare role of the CVWW will not change. Given the nature of the trading activity they undertake, it is highly likely that the advent of CRL with its enhanced catering provision and extended opening hours will have an impact on the CVWW outlets. Deputy Adjutant General has directed that Garrison Commanders should acknowledge the existence of the present CVWW welfare provision when scoping their CRL plans. Otherwise, there is a danger that reduced retail activity in CVWW Centres will leave a funding gap for the CVWW member organisations which they will not be able to support.

**1505. Service Encroachments.** The regulations concerning Service encroachments are contained in JSP 362 Chapter 14. The term 'encroachment' means the authorised temporary use of MoD land and buildings by off-duty Service personnel, MoD civilians and/or their dependants for recognised recreational, sporting or welfare purposes beyond agreed Service scales. Examples of activities that may be approved on welfare grounds include unit-run bars, shops and catering outlets, families clubs, nurseries/playgroups and wives clubs. Generally, they are small facilities that meet the specific needs of a small proportion of the community staffed by volunteers. Normally they are non-profit making with utilities and manpower costs provided by the Authority.

**1506. Impact of Alternative CRL Activity.** Industry has recognised the potential threat posed by other CRL activity to the commercial viability of the business and will wish to engage units in early discussions about on-site competition. Industry need to know at the outset of the contract re-

let process whether a unit is prepared to be flexible about the continuing operation of separate activities that will be in competition with the contractor so they can tailor their proposals accordingly. Invariably the amount of investment capital on offer will be influenced by the number/type of activities and the unit's position on their retention. It is important for COs to view the totality of the benefits package rather than overly focus upon immediate cash generation. For example, the most significant benefit will undoubtedly be the substantial inward investment made by contractors to modernise and improve facilities. There is also the possibility of building up a good partnering relationship with the Contractor that could result in local agreements to sponsor Unit events or to directly fund particular purchases. The answer lies not in taking up entrenched positions in order to preserve the status quo, but in allowing contractors to deliver the maximum range of services across the unit, subject to an acceptable agreement being reached on the transfer of any non-publicly funded assets whilst also recognising the value of Unit morale and cohesion provided by other CRL activities. This will ensure that the best possible use is made of available resources.

**1507. Impact of Legislation on Alternative CRL Provision.** In addition to the likely negative impact that alternative activities may have on the commercial viability of CRL, due account needs to be taken of changes in legislation and the impact this could have on non-public business. The Charities Act set out the conditions under which institutions may apply to the Charities Commission for recognition of their charitable status. Service Non-Public Funds (SNPFs) are required to comply with the Charities Act, but provided they meet certain simple criteria, they are generally “exempt” from the requirements for registration and submission of annual accounts. However, provisions in the Charities Act 2006 has to some extent changed this position and with effect from 01 Oct 08 those SNPFs with an annual income exceeding £100,000 will now be required to register with the Commission which will require the formal appointment of Trustees and each fund to submit their accounts after independent civilian audit to the Commission annually. It is not known how many activities may be exempt because of their low business turnover but this requirement could create an increased workload for Station and Unit personnel.

**1508.** Service personnel often take on additional duties in support of Unit non-public funded welfare objectives. Where these are reflected in the individual's job description/Terms of Reference and while they are engaged in such activities, 2007DIN02-193 now confirms such individuals are considered to be acting in the course of their official duty with MoD and that corresponding liability for their actions lies with the Department. It is therefore essential COs ensure that appropriate insurance cover for such activities is in place. Specifically, where publicly funded MoD property is authorised to be used in pursuance of non-publicly funded activities then the use must be covered, as appropriate, by a lease, licence, or encroachment agreement and be fully insured by the non-public operator. In addition, appropriate insurance cover should be in place that will protect the Department against any claims for unfair dismissal of those personnel employed directly by the non-public operator.

**1509. Additional CRL Services.** Where MOD provides accommodation of any sort for use by the Contractor, private traders, voluntary organisations or for Service-run activities on encroachment terms it is important to avoid the creation of a protected business tenancy under the Landlord & Tenant Acts which would entitle the occupier to claim security of tenure and remain in possession of the accommodation after the use is ended. When considering additional CRL services as a part of or alongside CRL business the following is provided as a broad guide to the requirements for putting in place additional services:

**1510. Additional CRL Services In with the Core CRL Business Stream.**

- a. Business Case (BC) to be prepared jointly by the local Unit and Partnering Team.
- b. BC to be approved by Command Budget Holder.
- c. Arrange variation to the MAC to include additional CRL service provision.
- d. Arrange corresponding variation of the Lease through DE to include any additional estate facilities to be provided.

- e. Income to the Unit to be via the gainshare arrangements built into the Contract

**1511. Additional CRL Services (Private Traders, Voluntary Organisations) Out with the Core CRL Business Stream.**

- a. BC to be prepared jointly by the local Unit and Partnering Team.
- b. BC to be approved by Command Budget Holder.
- c. Instruct DE to arrange the tender action, the grant of the lease (contracted out of the Landlord & Tenant 1954) or licence (as appropriate) and the collection of the rent.

Note: Term of lease/licence granted to be timed to expire concurrent with the expiry date of current MAC to avoid continuance of trading on site post award of a new contract.

- d. Rent collected to be attributed to Unit budget area.

**1512. Additional CRL Services (Service-run encroachments) Out with the Core CRL Business Stream**

- a. Activity to be considered jointly and approved by the CO of local Unit and Partnering Team.
- b. Details of activity approved to be entered in the Unit Encroachment Register and covered by a formal agreement between the Budget Holder and Encroachment Holder stating each party's responsibilities; the maintenance and other support the Unit will provide; any charges to be made; and termination arrangements.
- c. DE is to be consulted in drawing up the agreement.

1513 -1599. Reserved.

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## CHAPTER 16 - GAMING MACHINES

[Please note that, in Feb 10, the MOD gave NAAFI the required notice (12 months) of its withdrawal from the GB Gaming SLA mentioned below. From Feb 11 onwards, the single Services and PJHQ will be able to consider gaming through NAAFI in the future, but supplier decisions will be able to be made on an individual value for money basis. The guidance below therefore applies until that date].

1601. **Introduction.** NAAFI is to be the provider of gaming and entertainment machines (hereinafter referred to as 'Machines') at MOD establishments in GB except where exemptions have been granted prior to the SLA or where additional exemptions have been granted by CD (C&C). A Service Level Agreement (SLA) has been entered into in good faith by both Parties (NAAFI and MoD). This SLA (Ref 2006DIN02-072) will initially remain in force for a period of 2 years. It may be terminated by either party giving 12 months notice of its intention to withdraw from it. This SLA only applies to GB. Other locations are to make arrangements in accordance with local legislation.

1602. **Management and Maintenance.** Where requested to do so, NAAFI will provide, manage and maintain Machines on Military Units in GB. They may also include SNCOs' and Officers' Messes at the discretion of the CO. The numbers and types of Machines to be provided at each Location will be agreed between NAAFI and the local MAC Contractor, and approved by the CO.

1603. NAAFI will ensure that machines at every site are replaced with new ones on a rolling basis in order to maximise receipts, to keep abreast of technological developments and to minimise the possibility of recurring breakdown. NAAFI Account Managers will make a minimum of 6 visits to each site per annum. A formal report and action plan will be forwarded to the local MAC contractor and the CO or his authorised representative following each visit.

1604. NAAFI will ensure availability of an engineering/repair service between 0900 hrs and 2200 hrs 364 days per annum (Christmas day exempt). The average period between receipt of a request for assistance and check-in at the site by an engineer will not normally exceed 2 hours. The Parties will work together and NAAFI will work with the local MAC Contractor to ensure that the Services are maintained in accordance both with this SLA and the requirement that the provision of the services overall must be both cost effective and efficient.

1605. **Customer/Supplier Relationship.** NAAFI will work with the Armed Forces to establish a customer/supplier relationship with the local CO (or his authorised representative) to monitor service delivery. If the local CO or NAAFI considers that there has been a breach of the SLA, then either party may refer to the clause entitled 'Dispute Resolution' contained in the SLA. Nothing in this SLA will prevent the local MAC Contractor from providing internet cafes, but MoD will undertake that MAC contractors do not provide machines at any location at which NAAFI has been invited to provide them.

1606. **Cost and Management Fee.** NAAFI Cost and Management Fee (which excludes rental charge) will be levied on each machine. The Cost and Management Fee will cover sundries, licence fees and any other charges incurred by NAAFI in providing the Machines. It will be retained by NAAFI from monies collected from the machines. Income remaining after deduction of the NAAFI Cost and Management Fee and the appropriate machine rental charge will be distributed as follows:

- a. 25% will be paid to the MAC contractor at the Unit.
- b. 75% will be paid to MoD as non-public funds. For each Location this payment will be made by NAAFI to the fund nominated by that site.

1607. Exceptions to this distribution are detailed in 2006 DIN02-072. Payments will be made at intervals in accordance with NAAFI's accounting periods and no later than one month after the end of each accounting period.

1608. **Cash Floats.** NAAFI will be responsible for the provision of the initial cash float as and when a new machine is installed. NAAFI will recoup this float from subsequent collections, and will thus have first claim to the income of the machine before any further distribution of share between the MAC contractor and MoD.

1609. **Monthly Management Information.** NAAFI will provide to the Service Representatives<sup>1</sup>, without prejudice, monthly management information on a machine-by-machine basis, grouped by site, as an audit trail to support the make-up of the income distribution and to enable continued cost-effectiveness to be monitored.

1610. **Responsibility for Cash.** Responsibility for cash inside any machine rests with the MoD and the relevant contractor (as appropriate) until such time as NAAFI signs for cash on collection. If any cash is stolen the loss will be borne in the proportion that the cash would have been split between the unit and the contractor. NAAFI shall retain the right to charge a management fee for any machine incurring such a loss.

1611. **Queries.** Queries relating to the operation of this SLA and gaming machine policy should be addressed in the first instance to CD (C&C) and/or the Service Representatives.

1612 -1699. Reserved.

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<sup>1</sup> Each Service has a senior Representative based at NAAFI HQ (Amesbury)  
JSP 456 DCM Volume 4

## CHAPTER 17 – VALUE ADDED TAX

1701. **Introduction.** Value Added Tax (VAT) is a tax chargeable on the supply of goods and services in the UK and on import of goods into the UK. In general terms all goods and services are taxable at the standard rate unless the law (or other statutory concession) gives exemption or relief. Because consumers do not pay VAT directly to the Government it is known as an indirect tax. The collection of such taxes within the UK is the responsibility of Her Majesty's Revenue & Customs (HMRC). For overseas units VAT directives are specific to respective countries and the application of VAT should be sought on an individual basis from that Country's Government Regulator by command staffs to determine the authorised VAT protocol.

1702. **The Law.** The main legislation governing the imposition and collection of VAT is the VAT Act 1994 which consolidated previous Acts. SO's do not require a detailed knowledge of the Act to perform their duties.

1703. **Daily Food Charge.** Within the MoD, the introduction of the DFC to living-in Service personnel directed that a daily charge be levied on Service personnel, whilst accommodated in Unit messes or barracks, irrespective of the number of meals taken. The food charge is outside the scope of the VAT Act i.e. is not subject to VAT and the criteria for doing this is as follows.

- a. The charge paid by Service personnel is set by the Armed Forces Pay Review Body (AFPRB).
- b. The Daily Food Charge is for the official ration of food for Service personnel who reside in the Mess.

1704. **Registration.** For VAT purposes the CRL Contractor will be treated as the Business and will be VAT registered with HMRC.

1705. **CRL.** The implementation of CRL will result in the cessation of the DFC and therefore the criteria, which directed that the food charge to living-in Service personnel was outside the scope of VAT, will no longer be met. Therefore, VAT at the standard rate is to be levied on core and retail sales in all catering, retail and leisure outlets at the point of sale.

1706. **Application of VAT and Local Taxes at Overseas Units.** The CRL Contractor is responsible for the collection and payment of any and all VAT or local taxes that are required in the country of operation. It is recognised that the level of taxation in each country will impact on the cost of commodities.

1707. **Units Overseas Exempt UK VAT.** DFS will not reimburse overseas CRL Contractor for any Local Tax element of the core meal price for duty meals where claims for Crown Feeders are submitted.

1708. **Service Personnel Unable to Purchase Meals.** Service personnel who through lack of funds are unable to purchase meals may, at the Commanding Officers discretion, be automatically debited the DFC ensuring that 3 core meals are provided each day. In this instance, the Authority will credit the CRL Contractor for the DFC recovered from the individual. It is the CRL Contractors responsibility to ensure VAT is paid from all monies received in line with the sale of core meals to entitled personnel.

1709. **Packed Meals and Container Meals at Crown Expense.**<sup>1</sup> Packed meals, container meals and meals prepared in catering outlets that are consumed away from the mess or unit are

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<sup>1</sup> Refer to Value Added Tax – Procedural Change letter dated 16 Nov 09

classed as VAT applicable, which is to be levied at the standard rate. Irrespective of the meal content standard rate VAT is applicable on the net (VAT Exclusive) cost of the total food produced or provided. When submitting the BX164 to the DGFM SSC for payment, utilise the C1 VAT code for this contracted out service.

**1710. Supplementary Meals and Drinks.** All supplementary meals and drinks provided as a service to duty and non-duty personnel are subject to standard rate VAT with the exception of raw ingredients which will be subject to VAT at zero rate.

**1711. Phase 1 Training Units VAT Dispensation** All Phase 1 recruits will continue to pay the DFC. In addition, dispensation has also been given to some Phase 2 trainees at certain units where Phase 1 and 2 basic training is combined and Special Forces training where there is no break in training. As such they meet the criteria as agreed with HMRC and are outside the scope of VAT for the provision of core meals. A separate messing account is to be maintained for the recruits and trainees and is subject to end of year financial accounting action.

- a. Invoicing Action to be taken by the CRL contractor. When submitting invoices to the authority, the CRL contractor should invoice for the DFC plus VAT.
- b. Actions by the Authority. For those units the CAO when submitting the BX164 to the DFM FMSSC I & R for payment is to utilise the C1 VAT code for this contracted out service
- c. All supplementary claims made in support of recruits messing account are to follow the same accounting process stated in para 1711a & b. This applies to the entitlement to claim the appropriate level of NERTS and claims made for additional funding in support of all supplementary claims made for the provision of packed meals and night duty meals etc.

**1712. Sales in Retail and Leisure Outlets.** The Contractor is responsible for applying current levels of VAT or local taxes in both the Leisure and Retail outlets.

**1713. Bulk Issues.** There will be a requirement for the CRL Contractor to provide bulk issues of raw ingredients or unprepared items to the Authority. Such issues may include bulk messing items, which are required to support exercises and operations. Complete commercial items and raw ingredients where no preparation has been made will be subject to zero rate VAT. Items of confectionary or ice cream that are treated, as luxury goods will be subject to standard rate VAT. The cost of such luxury goods will automatically include VAT and there will not be a requirement for VAT to be shown separately.

**1714. Messes Not Previously Registered for VAT.** Previous to the implementation of CRL several small Officers'/SNCOs' Messes were not registered for VAT. However, after CRL has been implemented the CRL Contractor will manage the full range of Catering, Retail and Leisure business activities across the Unit and therefore no one single area/mess will be exempt from VAT.

**1715. Deduction of Grants for Mess Functions.** Grants, which have been approved by the Mess Committee and recorded in the appropriate minute book, towards the cost of functions from public or mess funds, the amount of grant is to be deducted on the function costing sheet before the addition of VAT is made.

1716 – 1799. Reserved.

## CHAPTER 18 - SERVICE PROVISION PAYMENT

1801. **Introduction.** A proportion of the Service Provision Payment (SPP) is paid by the MOD to a contractor for the delivery of catering and messing services. Other non-CRL related services may be required by the MOD on particular sites and these will require additional SPP as necessary.

1802. The type and range of catering and messing services to be delivered, along with other site specific services, are specified in the contracted Statement of Requirement. Primarily, those catering and messing services will include:

- a. The provision of meals for on-site Service personnel.
- b. The provision of messing facilities (including cleaning, laundry, window cleaning).
- c. The provision of additional services such as official functions, duty meals as specified in JSP 456 Vol 1 and chapter 6 and 7 of this volume..

1803. **Determining SPP.** As public funds are used for the SPP, it is important that VFM is obtained. Determining the appropriate levels of SPP is not an exact science and, therefore, rigorous financial scrutiny should be carried out prior to contract agreement to ensure that public funds are not misused.

1804. SPP should not be used to subsidise the Contractor's non-mess retail or leisure activities or investments unless there is a substantiated welfare need identified by the CoC.

1805. Determining the appropriate level and use of SPP is to be carried out by TLB Commercial and Financial staff. Contractual negotiations can only be carried out by Commercial staff.

1806 -1899. Reserved.

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