

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.

Awareness:	(CRL-A)	All Ranks (and MoD civilian equivalents)
Practitioner:	(CRL-P)	Cpl's and above (and MoD civilian equivalents)
Supervisor:	(CRL-S)	All SNCO's and above, plus any JNCO running a Mess, Mess Kitchen/Galley (and MoD civilian equivalents)
Unit Exec:	(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 Technology¹. 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

¹ These courses are mandatory for all RAF Trade Group 19 personnel
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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 Partner¹. They are not exclusive and should be enacted within the spirit of the SPEG² 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,

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

² 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.