

## CHAPTER 6 - FOOD SERVICE MANAGEMENT

0601. **Introduction.** The Catering Manager is responsible for the procedure for food ordering (incl. consumables) as well as standards of food production and service. Successful food production is the result of careful planning, from the initial provision of food commodities, to final consumption by the diner. Planned and organised work instructions are necessary for all activities and Kitchen/Galley Standing Orders must cover routine operations.

0602. **Staff Management.** Inexperienced staff should not be left to work without supervision, especially at weekends. Catering Standing Orders must cover the requirement for staff supervision at all times.

0603. **Batch Cooking.** It is military policy to cook food just in time for service. This eliminates waste and ensures the best quality product is served to the consumer.

0604. **Weekend Catering.** The quality of weekend catering is important and meals provided are to reflect midweek practices and standards. The number of choices offered should be proportionate to the numbers being fed.

0605. **Duty, Packed and Container Meals.** Care must be taken in the selection of food choices for Duty, Packed and Container meals. These meals should be prepared as late as possible in order to ensure the meals are fresh when eaten and care must also be taken when packaging and transporting these meals (see Vol 1 Chap 5).

0606. **Servery Organisation and Management.** The function required of servery equipment is to provide an area in which all foods can be reasonably presented, retained at the correct temperature and served in the most efficient and cost-effective manner commensurate with consumer requirements. The Catering Manager is to introduce a formal system of servery control in all messes and for all meals. Servery control is to take the form of the kitchen/galley manager (or his deputy) ensuring that:

- a. The servery compartments are at the required temperature (see JSP 456 Vol 3 Chap 3).
- b. The servery inserts and servery implements are scrupulously clean and in good condition.
- c. No food is placed in or on the servery without it first being checked by the Senior or Junior Rate/Rank IC for correctness of temperature, preparation, taste, consistency and finish, and is in the correct serving dish.
- d. Food is not placed into the servery “en bloc”; batch cooking is to be employed.
- e. No unauthorised persons are to operate behind the servery.
- f. All servery staff are clean (see JSP 456 Vol 3 Chap 3) and correctly dressed.
- g. The servery is cleaned and replenished, as required, throughout the meal.

h. Food is placed on the servery for the minimum amount of time prior to service.

0607. **Waste Management Policy.** (see JSP 456 Vol 3 Chap 3).

0608. **Method of Dealing with Waste Oil.** Waste oil is to be placed in drums or equivalent sealable containers. It is to be collected from the kitchen/galley by a company contracted to dispose of the oil. Normally, this contract is Unit wide and might also include other types of waste oil, such as engine oil. There is normally a charge for this service, which is paid for by the Unit.

0609. **Styles of Food Service.** The following styles of food service are used:

a. **Silver Service.** Full Silver Service is where the steward brings the meal to the guest who is seated at the table either controlled for simultaneous service at a formal or informal function. The food is to be arranged on silver flats or entrée and vegetable dishes, with the appropriate sauces and accompaniments in silver sauceboats. The plate is placed in front of the guest who is then shown the dish before serving it on to the guest's plate, the main course can either be plated or served to the customer. This is followed by the service of the potato and vegetable dishes, sauces and other accompaniments. Stewards then clear the plates upon completion of each course.

b. **Silver Service (Functions).** This is the simultaneous and controlled service and clearance of each food and wine course by each 'service station'. The standard expected requires the provision of no less than one server per 9 covers for food and one server per 18 covers for wine. For numbers up to 20, this may be extended to one server per 10 for food and one per 20 for wine.

c. **Butler/French Service.** For Butler/French Service the plates are placed at each cover and then the food items are presented to each customer in turn, in order that they may help themselves.

d. **Family Service.** Family Service is where the main dish may be either plated or silver served by the steward. Potato dishes, vegetables, sauces and other accompaniments are placed on the table for the diners to help themselves. The starter and sweet are served plated.

e. **Plated Service.** Plated Service is where a set menu is normally offered and there is a rapid turnover of customers, and quick service is necessary. The steward places the plated meal in front of the guest and then ensures the necessary accompaniments are on the table.

f. **Self Service.** Self-service is where the customer collects their meal from the servery.

g. **Trolley Service.** Trolley Service is a style of service whereby the steward serves a meal to a customer from a trolley or side table. This service demands skill and dexterity on the part of the steward who must be able to carry out complicated procedures such as filleting, carving, flambé work and preparing and cooking speciality dishes at the table.

h. **Snack Bar Service.** For this form of service, a very quick turnover is necessary. The menu can offer a wide range of dishes. It is normal for this type of service to be plated.

i. **Buffet.** This is self-service of all dishes; coffee and wine from one or more presentation tables. The main course(s) may be either hot or cold, a carvery or a combination of both. Starters and sweets shall normally be cold. Stewards and chefs should assist self-service at the presentation tables and stewards should clear away used plates, glasses and cutlery from tables throughout the meal.

(1) **Table Buffet.** Customers collect their food from the main Buffet Table and then take a seat at a designated table to enjoy it. These tables could be laid up with the cutlery and condiments for the menu.

(2) **Fork Buffet.** Usually a stand up affair, although some seating may be provided, this would not be at a laid up table. Customers collect their food and tableware from the buffet table.

(3) **Finger Buffer.** No cutlery is provided for this type of buffet due to the food being of bite size portions. Customers either help themselves to food from the buffet table or staff circulate with flats/dishes, or both methods may be in operation.

j. **Steward Assisted Service.** The steward takes the order and serves the starter. The diner places the main course on the plate. The steward is responsible for serving dessert and coffee and is also required to clear each course.

k. **Bar Snack/Call-Order Service.** A printed menu is offered to the diner. The steward takes the order and brings the appropriate cutlery and accompaniments to the diner. The bar snack is served plated.

l. **Afternoon Tea.** Self-service buffet in the ante-room with stewards available to replenish beverages, sandwiches, cakes, biscuits, bread, butter, preserves and provide fresh toast to order.

## FUNCTION CATERING

0610. **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 are clearly laid out in Queens Regulations. In an Officers' Mess, 12 such functions and in a SNCO's Mess 6 such 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 or Guest nights.
- b. Cocktail parties.
- c. Unit CO's Reception or other official hospitality.
- d. Other functions at the Unit CO's discretion.

0611. **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, 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. Barbecues, discotheques or similar functions.

0612. **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 mess. Foodstuffs for such functions may be purchased through Service channels (on non-CRL units) and will incur a 32% on-cost and VAT if applicable. These costs are to be met by the individual. Examples of such functions are:

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

0613. **General Planning Considerations.** The Mess Manager is to be present at the initial planning where it is important to clarify all aspects of the function in terms of the budget constraints, the level of service and the ancillary services required. Before accepting the responsibility for catering for a function, the mess manager must be quite sure that his mess is capable of carrying out the task and that there is sufficient time to cover all planning and preparation. The mess' reputation depends much upon the success of social functions, and little credit is to be gained from trying to keep costs down, if this results in a poor standard. The following should also be considered:

- a. **Type and Location.** Determine the type of function, where it is to be held and the distance in relation to the kitchen, bars and dancing area, toilets and ladies powder rooms.
- b. **Numbers Involved.** Establish the number of persons involved, as precisely as possible, as this will obviously have a marked effect on the overall cost. Check also the menu required and the type of service to be provided.
- c. **Accounting Arrangements.** The sponsor may have some idea of how much he is prepared to spend. When a sum is quoted, the mess manager must establish exactly what part of it is available for food, bar, wine, decoration, stationery and laundry. It may be easier for the mess and

sponsor to produce several costed schemes tailored to the sponsor's requirements.

d. **Payment Arrangements.** The Mess Manager must also be clear as to the payment arrangements for the function. It is usual to divide the total cost among all present, transferring the expenses incurred by any guests to a mess guests account. The mess manager must, however, clarify this point with the sponsor, before the event takes place. If grants are going to be used to subsidise the function then these need to be deducted from the total bill prior to dividing the remaining cost.

e. **Function Planning Aide Memoire.** A function planning aide memoire is at Annex A and a function costing proforma is at Annex B.

0614. **Formal Lunches.** A formal lunch is provided on a table set apart, normally in the Officers' Mess dining room, for use by the unit CO or representative to entertain visitors. As the requirement for a meal of this nature is often only decided on at short notice, the mess must be prepared to react quickly and effectively. It follows therefore, that a table should always be in readiness. The usual formal lunch is probably 8-20 covers but, as the numbers may have to be increased on some occasions, it is advisable to select and set aside enough equipment to meet such a commitment and keep it in a specially reserved sideboard.

0615. **Formal Lunch Preparations.** Preparations include the following:

- a. Furniture in first class state of repair and cleanliness.
- b. Place mats, glass mats, napkins and table centres, etc, in good repair and well laundered.
- c. Best quality cutlery highly polished.
- d. Highly polished, flawless wine and water glasses.
- e. Silver cruets polished and filled, including freshly prepared mustard.
- f. A napkin folded for each cover.
- g. Small floral decorations, freshly arranged.
- h. Trophies, if used, clean and in good repair. For a luncheon, only a small number of simple silver trophies are required.
- i. Crockery without blemishes, clean and polished.
- j. Seating plan drawn up and agreed by the sponsor, and place cards prepared.
- k. Table set in accordance with the chosen menu.

0616. **Formal Lunch Menu.** There are 3 possible ways of producing a menu for a formal lunch, and the sponsor should be asked to indicate which he would prefer:

- a. The normal daily menu could be used where all dishes advertised are ensured as being available.

- b. A special menu giving a choice of, say, 3 main dishes and a similar number of sweets could be offered.
- c. A special set menu can be prepared, which may for convenience, incorporate a dish or dishes on the menu of the day.

0617. **Dining-in and Guest Nights.** Dining-in and guest nights are based on strict Service traditions. Most Officers' Messes hold one or the other at intervals of approximately one month whilst they will be held at a lower frequency in Senior Rate/Ranks' Messes. Dining-in nights are formal dinners for dining members of the mess at which it is usual to 'dine-out' any Officer or Senior Rate/Rank leaving the unit. Guest nights are similar in every way, with the one exception, that the mess invites a guest or guests from outside their own number. The following should also be considered for dining-in and guest nights:

- a. **Table Layout.** The shape in which the tables are placed will depend on the number of diners and the space available in the dining room. The three shapes most generally used are the 'E', 'T' and 'U'. The President will usually be seated at the centre of the head table with the principle guest seated on the Presidents' right. The Vice President, sometimes known as 'Mr Vice' would usually be seated opposite the President at the other end of the room.
- b. **Preparation of the Ante Room.** If the Ante Room is used for pre-dinner drinks, all newspapers and periodicals are removed and the furniture is moved to the sides of the room. A seating plan is prepared and displayed in a prominent position in the ante-room.
- c. **Preparation of the Dining Room.** All dining room tables are to be placed into their final position. The carpet is to be vacuumed and all tables and chairs cleaned and polished. Table mats, cutlery, glassware (including water glasses) and side plates are to be placed in position; cruets, floral decorations, silver trophies, candelabra and a block and gavel are positioned adjacent to the PMC/MP. All equipment on the table is to be positioned in straight lines. Preparation is completed by placing service tables at strategic points to hold wine bottles, water glasses, jugs and any other equipment that the steward will require, including port decanters and stopper blocks.
- d. **Staff Briefing.** The senior steward, who is responsible for the conduct of the function, must brief all the dining room staff on the following points shortly before the function is due to start:
  - (1) Allocation of stations to stewards.
  - (2) Description of the menu, including any adjuncts.
  - (3) The course-by-course details of each member of staffs' duties.
  - (4) Allocation of servery space to stations (see below for details of servery organisation).
  - (5) The course by course requirements for wine, port and liqueur service.

e. **Servery Organisation.** The importance of efficient servery organisation to the success of any function cannot be over-emphasised. The servery area must be marked out to provide a section for each waiter station, numbered according to the order of service in the dining room. The correct number of covers for each station is also to be shown. The steward in charge of the servery is responsible for positioning the correct plates and equipment and dishes containing the correct number of portions per station on the correct station space. All stewards should be shown an example of the meal, as it should look after service to the diner. When the stewards have cleared a course they are to deposit the dirty equipment in the plate wash, or at a special “dirties” reception counter, and then take up their positions on the servery. Stewards must always enter the dining room in the order of service.

f. **Order of Service.** Once the Senior Steward has confirmed that the dining room is ready and the first course is prepared to be served, he will advise the President that dinner is served. When the President arrives in the dining room, he will bang the gavel and call for grace to be said. At this time, the lights may also be dimmed or switched off leaving only candlelight or table lights. The meal then proceeds course by course with the staff carrying out each action simultaneously on the signal of the Senior Steward. On completion of the final course, the table is cleared (intermediate clearance) and grace in thanks for the meal may be said. The Loyal Toast is prepared for and once ready the President will call for the Loyal Toast from the Vice President. Coffee service then commences and liqueurs may also be served. A comfort break may be allowed by the President, particularly if it is likely to be a long night or ladies are present. During coffee, the President may invite the Chef and Bandmaster to join him for a complimentary drink. Once coffee service is complete all staff bar the Senior Steward leave the room and speeches begin. Following speeches, diners leave the dining room and the tables are cleared.

**Note:** The Senior Steward in attendance at the function will normally control the function and be positioned behind or near to the President. It is important that all services start at the same time on a signal given by the Senior Steward. Service No 1 will start at the President and proceed to his right to serve the first guest and the Unit CO. Service No 2 will commence service to the left of the President, with the second guest. As soon as Service No 1 has started service, all other stewards are to start. Water is to be offered at some point before the main course is served.

g. **Intermediate Clearance.** Intermediate clearance is to take place on the completion of the last course immediately before the Loyal Toast. Normally, the only items left on the table after this clearance will be trophies, floral decorations, candelabra, block and gavel, and a port glass in front of each diner. Other glasses still in use may be left at Unit discretion.

h. **Loyal Toast.** The port and madeira decanters are to be placed at pre-determined places and in front of the President and Vice President. The President and Vice President will remove the stoppers simultaneously and pass the decanters in a clockwise direction/to the left. Wine stewards are to follow the decanters round the table with a jug of water, filling the glass of any diner who declines port or madeira. The glasses of the President and Vice President will be filled last, after which they are to re-stop the decanters. All stewards may then be required to leave the dining room before the President calls upon the Vice President to propose the Loyal Toast. It should be

remembered that whilst the Army and RAF stand for the Loyal Toast, the RN remain seated. Also, whilst passing the port, the RN would ensure the decanter does not leave the table whilst in the RAF; it is passed from hand to hand without touching the table. In the Army, it will depend on the traditions of the Regt.

i. **Toasts at Sea.** The traditional toasts after dinner for ships at sea are shown below. On certain days, an alternative toast is available but the first one is most usual.

Sunday	‘Absent friends’ or ‘Absent friends and those at sea’
Monday	‘Our ship at sea’ or ‘Our native land’
Tuesday	‘Our men’ or ‘Our mothers’
Wednesday	‘Ourselves (as no one is likely to concern themselves with our welfare)’ or ‘Ourselves – Our swords’
Thursday	‘A bloody war or a sickly season’
Friday	‘A willing foe and sea room’ ‘Fox hunting and old port’
Saturday	‘Sweethearts and wives’

j. **Bandmaster and Chef.** When a bandmaster is present, it is customary for the president to invite the bandmaster and the senior chef to join him in a glass of port after the toasts are finished. If this custom is observed, chairs and glasses must be available. Once the courtesy is complete, both bandmaster and senior chef will retire from the dining room.

k. **Smoking.** Smoking is prohibited within all enclosed MoD and Armed Forces premises (ref 2007DIN07-007).

l. **Coffee and Liqueurs.** The service of coffee and petit fours maybe served after the Loyal Toast, if included on the menu. When this is completed, all staff will leave the dining room.

0618. **Trafalgar Night.** For Trafalgar Night Mess Dinners, the routine varies slightly from a normal dinner night. When the main course is about to be served, the Baron of Beef is first paraded around the table behind a drummer. Similarly, before commencing the service of the sweet, the Ships of the Line are also paraded around the table in a similar fashion to the Beef. The toasts used at dinner on Trafalgar Night are:

- a. Her Majesty the Queen.
- b. The immortal memory of Admiral/Lord Nelson and his comrades.
- c. Our distinguished guests (if appropriate).

0619. **Naval Traditions of Service at Mess Dinners.** In the Royal Navy, the Maitre d’hôtel (Senior Mess Steward) uses 5 key phrases during the course of the dinner.

- a. “Dinner is Served Sir/Ma’am” is said to call diners into dinner.
- b. “Table is seated Sir/Ma’am, there is a Chaplain present” (or not as the case may be). This indicates to the PMC/MP that grace can be said.
- c. “Table is cleared Sir/Ma’am” indicates to the PMC that the intermediate clearance has been completed and grace can be said in thanks for the meal.
- d. Wine is ready to be passed Sir/Ma’am” indicates that the port can be passed.
- e. “Wine has been passed Sir/Ma’am” indicates to the PMC/MP that the Loyal Toast can be called for.

0620. **Mess Balls.** Apart from a Royal Visit, the major official function held in an Officers’ or Senior Rate/Ranks’ Mess is the mess ball. To organise such a large function requires detailed planning and a sound knowledge of both customer requirements and mess capacity in all departments. It is normal practice for a special sub-committee to be formed to organise the ball; the ‘ball committee’ will be responsible to the mess committee for the arrangements for the function. They should consider the following:

- a. **Theme.** The ball might well have a theme such as ‘the 1920s’, ‘Disney’ or ‘Space age’, and the catering should be organised so that some of it is in keeping with the theme. However, many mess members have conservative tastes and will expect the traditional buffets plus seafood and oriental bars. Sections are often allocated rooms for decoration. Their tasking should include clearly the need for them to remove their decoration the following day.
- b. **Catering.** Once the general theme has been agreed, the Catering Manager, the mess manager and the senior chef must plan the catering task. Unless the whole catering task for the mess, for both routine and ball feeding is carefully considered and integrated, there is a danger that staff and premises will be over tasked and insufficient attention will be paid to hygiene and safe culinary practices. The flow of kitchen/galley work must be carefully planned in terms of space, time and cleaning so that raw and cooked foods are kept separate until brought together for serving.
- c. **Additional Refrigeration.** It is essential that a detailed study is made of the refrigeration and storage capacity of the mess to ensure that all the additional food can be prepared and stored hygienically without risk of contamination. The cost of hiring additional refrigeration is to be included by the Catering Manager in the early stages of planning for the function. Under no circumstances is planning for the catering task to be finalised without financial approval for the hire of any necessary refrigeration.
- d. **Additional Staff.** It is often necessary to employ additional DEL staff for large functions. The unit medical Officer is to be notified in advance of details of all temporary staff, in order that appropriate health checks can be carried out.
- e. **Staff Gratuities.** All staff need to be paid a fair rate for the job. Though a ball can be classed as official duty for catering staff, i.e., in lieu of a

guest night, it is normal to grant time off in lieu or provide a reception/party for the staff as a thank you for the very long hours involved. Additionally, Mess Committees may authorise realistic gratuities to be paid for those staff working excessive hours.

**0621. Cocktail Parties.** A cocktail party is often arranged in the mess calendar to offer official hospitality. It is desirable to hold cocktail parties in the largest public room of the mess from which all furniture has been removed, and replaced by chairs and occasional tables placed around the walls in groups. This allows for free circulation of guests, hosts and Officers and wives. Drinks and canapés are served by staff from trays. In an Officers' Mess, guests are met at the entrance by the unit CO and PMC/MP and offered drinks from trays held by staff positioned nearby for this purpose. In a Senior Rate/Ranks' Mess, the Mess President/CMC would receive guests.

**0622. Cocktail Party Food.** Cocktail hors d'oeuvres are the snacks which are commonly served with drinks. Generally, they should be prepared in as short a time as possible before serving, in order to ensure crispness and freshness. Their size should be such that they can be consumed in one mouthful. Cocktail sticks and paper napkins should be placed on serving trays when hot or sticky food is being served.

**0623. Cocktail Party Drinks and Food Service.** Food and drink are normally served on trays by stewards. Separate dispense counters for drink and food tray service should be positioned adjacent to, but not in the party room. All trays, particularly those holding food, should be returned to the kitchen for tidying/topping up. Food safety aspects, such as the length of time the canapés have been unrefrigerated must be controlled and recorded. Food including hot dips may need to be dispensed from the kitchen. The variety of cocktails and/or mixed drinks must be decided upon taking into account the nature of the guests expected. Also, the temperature of the evening should be considered, as it may be advisable to serve hot drinks as an alternative or less ice in the drinks. Non-alcoholic drinks must always be served as an alternative. When iced or hot drinks are served, paper napkins must be available on serving trays.

## **CATERING FOR ROYAL VISITS**

**0624. Introduction.** Royal Visits are normally decided many months ahead and remain classified until very near the date of the visit. However, a considerable amount of planning goes on from an early stage and advice should be sought from Command HQ. The Officers' Mess or Senior Rate/Ranks' Mess will play a major part in any such visit and must, therefore, be involved in the planning. For the purpose of this chapter, it is assumed that the Officers' Mess is the venue.

**0625. Planning.** The responsibility for satisfactory arrangements rests with the unit CO. However, Command staff will normally have a wide experience of Royal Visits and it is quite acceptable for the unit CO to ask Command to monitor the planning, the meal preparation and service. Detailed planning will normally be undertaken months in advance. Ultimately, the catering manager at the unit would normally be expected to produce a catering administrative order which might include the following aspects:

- a. The Menu.

- b. The catering programme. This would be in tabular form and include, serial number, time, place, event and a remarks column.
- c. Allocation of staff.
- d. Instructions for supervisors, including responsibilities for different aspects.
- e. Instructions for kitchen staff which would include the procedure for preparing each part of the menu.
- f. Instructions for dining room staff, including the procedure for serving and clearing each course of the menu.
- g. A seating plan.
- h. A plan of the stewards' stations and diagram of location of which station serves who, location of silver, flowers and other table arrangements.

0626. **Menu.** The unit is required to submit to Command HQ a selection of menus (usually three); for specialist approval, before forwarding to the Royal Household for selection. When selecting wine, it can be useful to consult a specialist supplier, who will be pleased to recommend good-quality, medium priced wine suitable for the menus chosen. For a luncheon, it is usual to select light wine to be offered with the main course. The more full-bodied types should normally be reserved for the evening. Water should be made available. When the approved menu is received, printing must be arranged without delay as it will take some weeks to complete. If a band or string orchestra is to be in attendance, the programme of music is to be included in the menu. High quality printing is required. The following points must be considered:

- a. The menu should consist of three simple courses followed by coffee.
- b. Every dish and wine should be different to provide the Royal person with a wide choice.
- c. Fresh produce is to be used whenever possible, and the food and wine should tend to be light. Food must not be highly spiced or seasoned.
- d. The time allotted for service is invariably short (e.g., 60 minutes or less for the service of luncheon, including coffee); a simple menu will find favour with the Royal person, ease the catering task and reduce the serving time to a minimum. Therefore, consideration is to be given to menus which allow for a plated starter which may be pre-laid. Also, a main course, which requires the minimum number of trips from servery to table, should be planned for. Finally, a simple sweet, usually individual-portioned and plated before it leaves the servery should be considered.
- e. Care must be taken to ensure that the dishes selected are suitable for the occasion and the season of the year, and that the preparation and service of these dishes are within the capabilities of the catering staff concerned.
- f. Menus are to be written in English with French culinary terms used only where there is no English equivalent. When appropriate, menus are to be typed on the left-hand side of the sheet of paper. When garnishes are not

self-evident, a brief description of the dish is to be typed on the right-hand side of the sheet.

**0627. Table Arrangements.** Table and seating plans must be decided as soon as possible. A U-shaped table is normal, but any centre sprigs have to be separated from the top table by a gap of at least 1.5 m (5 ft), preferably with low, floral, modesty screen in front of the top table. Because of the bulky nature of Service dining room tables and chairs, it will only be possible to have six guests per table on the sprigs and three guests per table in the top table. This will have the desired effect of leaving a more adequate space of service than is customary at, for instance, a guest night. Slightly larger gaps should, if possible, be left on either side of the Royal person, but these must not be so big as to inhibit conversation.

**0628. Display Silver.** This must be selected and its position marked on the control seating plan. For a luncheon, the amount of silver is to be kept to a minimum and none is to be placed on the table immediately in front of the Royal person. Floral displays will be required in the dining room (including suitable low arrangements on the tables) in the ante-room, the mess entrance and the retiring room.

**0629. Officers' Mess Issue.** The Officers' Mess issue pattern silver, china and glass as well as other table appointments, are used for the remaining place settings on tables separate from the Royal top table. Silver cruet sets are to be provided for all tables, and those on the top table should be matched. The normal distribution of these is one per three covers on the top table and one per four covers elsewhere. Two cruets should be positioned for the three centre places on the top table. Place-mats, mats for glasses and any centre pieces must be in good condition. Quality plain linen, in good repair, should be well starched and ironed. A good quality damask napkin is to be provided for each guest. It must be only lightly-starched, folded gently and placed on the side plate. Special folds, such as 'mitre', are not to be used. A water glass is invariably to be included in the place setting for each top table guest, so that water may be offered as an alternative to wine.

**0630. Equipment - VVIP Packs.** Four VVIP packs-2 each of 50 place settings and 2 each of 25 place settings for the top table and its immediate vicinity, are available on loan from Bldg B54, DSDA, Donnington. The contents of these VVIP packs cover the full range of china, cutlery, glassware and table appointments for breakfast, lunch, tea and dinner service.

**0631. Other Equipment.** All mess furniture must be in first-class condition, particularly the tops of the dining tables. Advice should be sought at an early stage if refurbishing and/or re-polishing is likely to be required. Additional furniture required on loan for the function is to be detailed and the list submitted to Command HQ for approval. Any items supplied will be of standard pattern. A quantity of red carpet is held by Bldg B54, DSDA, Donnington, and can be loaned on application by Command HQ. However, as Royal Visits usually follow each other at close intervals, the available carpet is in almost constant use, and bids must, therefore, be kept to a minimum. Carriage umbrellas can be obtained from the RAF Supply Sqn and applications are to be submitted through the Command HQ. They can also be hired from Moss Bros Ltd.

**0632. Staff Requirements.** The Mess Manager should have full control of the dining room both before and during the function; he should be assisted by a Senior Rate/Rank or senior civilian supervisor who can give more detailed attention to specific areas or aspects of the function. Any requests for additional staff should be

submitted at the earliest opportunity by unit personnel staff to the appropriate Command HQ.

**0633. Waiting Staff.** Waiting staff are to work in teams of two, comprising a waiter and a commis. Waiter stations are to be of no more than 6 covers on the top table and 10 on the other stations. The amount of space in the servery is often a limiting factor on the number of waiter stations it is possible to have. Wine waiters are to serve up to 16 covers each. There must be a Senior Rate/Rank in charge of the servery, with an assistant. Servery organisation is to be as directed for guest nights. Each course should be prepared by a 2 man team in addition to the chef. Plate and pan wash staff will naturally be required but, to be sure that background noise is reduced to an absolute minimum, they are to be instructed to work quietly. The same is required of the kitchen and waiting staff. The servery organisation is as important as that of the kitchen and the dining room.

**0634. RAF Dress Code.** White gloves and blue shoulder cords are to be worn by all RAF stewards; these items, gold chevrons and badges of rank can be obtained from Supply Sqn. The authority to be quoted for this is AP 830 (4th Edition), Vol 3, Part C, Scale C214. In the bid it is important to differentiate between the male and female staff, as chevrons and shoulder cords differ for each in size.

**0635. Other Considerations.** The following should also be considered when co-ordinating a Royal Visit:

- a. **Financial Estimate.** At the earliest possible opportunity the unit will be required to submit to Command HQ an estimate of the expenditure likely to be incurred in connection with the visit. The Command HQ will advise on the sums which will be made available from public and non-public funds to offset some of the expenditure involved.
- b. **Luncheon Toasts and Speeches.** It is not customary for toasts to be drunk or speeches made at a luncheon meal. However, if special circumstances exist and speeches are made, a toast must be drunk to Her Majesty The Queen, normally using a wine that is served at the lunch. An extra glass is laid for this purpose before the meal commences.
- c. **Visitors' Book.** Members of the Royal Family are usually quite agreeable to signing the mess visitors' book. It is to be turned to a fresh page, and either a fountain pen or an ordinary pen is to be provided. A ball-point pen is never used, and a check must be made to see that the nib of the pen to be used is in good order and that the pen functions correctly. It is important also to check shortly before the book is to be signed, that the ink on the fountain pen nib has not dried out or that there is ink available if an ordinary pen is to be used. Clean blotting paper should be available for the visitors' book. A chair is to be provided.
- d. **Rehearsal of Meal Service.** Although all the staff should be first class tradesmen, at least one rehearsal of the meal service should be held. This will familiarise all concerned with the requirements of the occasion, including such things as portion sizes, and highlight any minor problems in the organisation of the function while they can still be remedied. The meal for the rehearsal may be of the same food content, but cheaper wines can be used. In order to reduce costs, it may be considered appropriate to serve a lesser number of diners at the rehearsal.

e. **Retiring Room.** A room in the mess will be set aside for the Royal visitor to retire to on arrival and again just before departure from the mess. Special toilet facilities will be required and any minor works services needed are to be put in hand at an early stage. Suitable additions to the furnishings in the retiring rooms and toilet might include any, or all, of the following:

- (1) Dressing table with stool of a suitable height.
- (2) Dressing table mirror and a full length mirror.
- (3) Silver dressing table set, i.e., hand mirror, hairbrush, comb and clothes brush.
- (4) Floral decorations.
- (5) Needle, thread, pins, safety pins and scissors.
- (6) Cotton wool balls.
- (7) Tissues.
- (8) Good quality soap, foot spray, hand lotion and toilet water which do not have a strong fragrance.
- (9) Good quality toilet tissue.

f. **Services.** Provision should also be made against any failure in services such as gas and electricity for the duration of the mess during the visit.

g. **Modes of Address.** The correct modes of address for Royal personage and aristocracy can be found on the web site [www.debretts.co.uk](http://www.debretts.co.uk) or in the publications produced by Debrett's.

## EVENT CATERING

0636. **Introduction.** The aim of military participation in events before the general public is to maintain the prestige of the military and keep the Services in the public eye. In addition to the national events such as the Edinburgh Tattoo a Unit can organise an open day to promote its relations with the local populace which, by general invitation, can witness some of the activities of the Service. The organisation of open days of any size is normally the responsibility of a Committee appointed by the unit CO. The Committee may comprise only Unit personnel or it may have members (Service or civilian) drawn from outside the Unit. Either way, it is inevitable that the Catering Manager will be appointed to the Committee to advise on catering matters. Each Committee member will, of course, have his own particular responsibilities. It is vital for the success of the enterprise to realise that responsibilities sometimes overlap, and that decisions taken by one member of the Committee may affect the arrangements made by another. It is essential therefore that Committee Member's keep their colleagues fully informed of what they are doing and what arrangements they are making. Not all the points mentioned will be relevant to every function, and local conditions may require arrangements to be made which are not covered here.

0637. **Catering Options.** There are 4 options for providing a catering service to the public:

- a. The catering section undertakes the catering task in addition to its normal duties.
- b. Letting stands/stalls/mobiles/sites (known as units) to specialist contractors.
- c. A combination of sub-paras a and b.
- d. Contracting the catering rights to a catering company specialising in outdoor events. Large companies are likely to be interested only in major events.

0638. **Catering for the Public.** Establishment staff scales are likely to preclude military catering from unit resources at these events, unless the requirement is minimal. Furthermore, they are un-established commitments and no help can normally be expected from Command HQ. Experience over a number of years has shown that:

- a. Cancellation and poor attendance can leave a unit with an excess food stock which is not easily disposed of without a financial loss.
- b. Environmental health considerations such as food poisoning or foreign bodies require public liability insurance cover, which is an additional cost.
- c. Hire of equipment is also an extra cost and requires insurance cover against loss or damage, or injury to a member of the public.
- d. Purchase of disposables for food and beverage is yet a further cost.

0639. **Letting to Units or by Individual Sites.** Catering Managers could let the catering task to a number of small units, which can be contacted through advertisements in the Showman's Guide or the local press. A rule of thumb for achieving a balance of units between types, i.e., ice cream, doughnut, crepery, baked potato, fish and chips, burgers and hotdogs, is one unit per thousand attendance, e.g., 20,000 requires 20 assorted units. There are three methods of obtaining revenue from the traders:

- a. **Putting Out to Tender the Total Requirement for each Type of Unit.** This is a time-consuming task necessitating advertising and postage costs to obtain sufficient response. Placing the units on the showground inevitably leads to arguments as to the best location and can give rise to considerable ill feeling.
- b. **Letting at Site Value.** This is a simple, straightforward way of getting an income but relies on guesswork to set a charge and requires a method of sales price control. Costs would be limited to advertising and postage. It is essential to ensure that each unit/company has public liability insurance and meets local authority environmental regulations.
- c. **Taking a Percentage of Sales.** Stall/unit holders frequently offer a percentage of their sales in payment for a site. Psychologically, this is an astute move relying on greed and a desire for an 'apparently' greater income.

It is unlikely that Service personnel would have the experience or knowledge to assess a trader's sales and with 15-20 units to check the task is virtually impossible without a large administrative back-up and adequate time to carry out opening and closing stock checks. This method of letting is not recommended.

0640. **Combination of Military and Civilian Catering.** Pooling military catering resources in the overall requirement enables the Service element to take on the straightforward aspects of the task. This leaves the specialised aspects to the civilian caterer with the appropriate equipment, but requiring consideration of the factors shown above in letting to units or by individual sites.

0641. **Contracting the Sole Catering Rights.** This is the most suitable method of catering manager involvement. Only administrative work is necessary, but it needs careful attention to detail and a wider understanding of the overall showground operation and the catering interface. Details of contracting the sole catering rights are explained in the next section.

0642. **Invitation to Tender (ITT).** Once the number of companies has been decided and selected the invitations to tender (ITT) are despatched. An invitation letter needs to be sent out to all potential showground caterers, which gives the date(s), an outline of the task, and financial requirements; if possible provide details of past attendance, maps of the site, the displays and other attractions. Payment of the deposit and balance will also need to be mentioned, together with when they should be paid. Together with the ITT, a detailed catering requirement and the restrictions attendant with working at a Service establishment needs to be supplied to all potential contractors. Liaison is necessary with the:

- a. Service/MoD Police to discuss unit security, access/entry to unit, use of roads, the security of traders' stock, which they should have insured and which, in the case of loss, will require an investigation and a report to substantiate a claim against their insurance policy.
- b. Ops sections (such as Air Traffic Control), who need to know the operating frequency and output of radios and radio telephones being used by traders, thus ensuring that their apparatus will not interfere with the operation of Service electronic equipment and weapons. The siting of units and marquees adjacent to operational areas must be carefully controlled.

0643. **Specimen Agreement.** Annex C is a specimen of an agreement between the unit and the contractor. It covers the points already mentioned and in addition:

- a. Provides for a penalty clause for poor performance.
- b. Relieves the unit of any responsibility for goods bought in by, and for delivery to, the contractor, or his sub-contractors.
- c. Instructs the contractor to display his prices together with the 'authorised commercial participant' permit. The serial number of the permit will enable the public to identify the unit in case of complaint.
- d. Makes the contractor responsible for complying with the regulations of the local public health authority.

- e. Instructs the contractor to comply with any security or emergency instructions given by the event officials.
- f. Details of the amount of public liability insurance cover required to indemnify the military and the event.
- g. Sets out those points that the sponsor agrees to fulfil.
- h. Gives the exceptions to the sole catering rights. These are the Service and NAAFI normal catering responsibilities and support to the emergency services.

0644. **Tender Action.** Tender action should be commenced at least 10 months before the event, because the better firms fill their diaries quickly. The documents sent to the selected companies should be:

- a. The invitation to tender which outlines the event briefly and details the financial arrangements. A supporting Annex giving information about the task and aspects which are not found at comparable civilian events.
- b. 2 copies of the agreement, a completed copy of which is to be returned with the contractor's tender (offer).
- c. A map of the show site, indicating the catering sites.
- d. A stamped addressed envelope (SAE).

0645. **Tender Board.** A Tender Board is to be arranged by the unit. The catering manager is not to be the president or member but may be co-opted to give specialist advice. DEFCON Form 297 is to be used to list the tenders received. It is usual to accept the highest tender, but experience and circumstances may determine a lower tender being accepted.

0646. **Alternative Payments System.** Sometimes a tender offers a variation on the percentage sales technique; the tenderer offers a basic fee or percentages of sales, whichever is the greater. Again, this is a psychological move to lead the tender board to accept their offer in preference to one of equal value, or to tempt acceptance of the basic fee or percentage of sales even though this is lower. Catering managers are to advise acceptance of this form of offer only if it is greater than any other bid, or comparable to that of a company of equal performance.

0647. **Acceptance of Tender.** All companies who have tendered should be advised whether their bid has been successful or unsuccessful. A letter of acceptance should be sent which includes reminders of policy iterated previously; a letter of regret to the unsuccessful tenderers should also be sent, inviting applications for the next year, if appropriate. Experience has shown that many companies working in this field are not administratively minded and require supervision, if they are to conform. Reminders need to be sent at the appropriate intervals, particularly when a financial deadline is involved. Enclosed with this letter should be acceptance of agreement.

0648. **Sub-contracting.** Once the contractor has been advised that his tender has been accepted, he will make sub-contracting arrangements, because it is unlikely he will have the full variety of units necessary for an outdoor event. The rates agreed between the main contractor and sub-contractors may differ greatly from those

agreed between the main contractor and the unit, and may give the impression that the main contractor is expecting high profits. This, in turn, may lead the catering Officer to think again about taking on the work himself. However, do not be greedy and remember that the unit has no involvement in the following:

a. **Risks.**

- (1) Weather.
- (2) Poor attendance.
- (3) Cancellation of the event.
- (4) Stock losses and accidents.

b. **Overheads.**

- (1) Permanent/Head Office operation.
- (2) Staffing: salaries and recruiting.
- (3) Transport costs.
- (4) Vehicles: repairs and depreciation.
- (5) Insurance: all types.
- (6) Hire of sleeping accommodation adjacent to show grounds for staff.

0649. **Contractors.** These may well have their own group of sub-contractors to call on and indeed, in turn, may themselves be sub-contractors to other companies, thus maximising their employment. They are unlikely to use units locally because the contractors would be unaware of the local units' standards and unable to exercise any form of discipline. Contractors will use people they know, because they have the threat of blacklisting sub-contractors in their area of the catering industry, should there be a fall down. Letters will be received from local caterers; in the interest of good unit PR and local relations they must not be ignored, but should be advised to contact the main contractor. Small companies may have a cash-flow problem. Therefore the letter of acceptance enables them to state when and where they will sign the agreement and pay their 'earnest' or deposit, thus stating their firm intention to proceed. The balance of the fee and any penalty payment must be paid sufficiently in advance of the event for the cheque to be cleared by the bank.

0650. **Safety and Supervision.** The following points should be considered:

- a. **Siting.** Traders do not like being fitted into a 'run' of stalls and prefer to be located in the public concourse, where they can be seen and be easily accessible to the public. They are able to judge swiftly the flow of persons around the show site and determine the likely and most profitable locations. Should the unit be responsible for the catering, siting will be the unit's responsibility, unless tenderers have tendered for specific sites. If the unit adopts the sole contractor option, it is the contractors' site managers' responsibility to site the units in the area allocated.

b. **Control.** It is usual for OC Security to issue permits to enable traders to gain access to the unit; he will decide if this is per individual or vehicle. In addition, the committee needs to provide for each unit an authorised commercial participant permit; this should be numbered. The permit should be printed so that it is capable of being read by a customer at a distance of 3m. It must be displayed adjacent to the price list in order that a customer can identify a specific unit in the event of a complaint.

c. **Supervision of Showground.** The traders need to be supervised throughout the event. They dislike displaying the 'authorised commercial participant' permit with their prices. Prices need to be checked at the start of the event to ensure that they are the same as those quoted in the contract. In the case of multiple contractors, the unit will have to deal directly with the traders to ensure they conform. If using a sole contractor, this requires only a policing action as, if the unit is dissatisfied with anything, it has only to tell the contractors' site manager what is required. This is where the penalty clause is beneficial, because the site manager will be aware of the additional charge likely to be imposed if the unit is dissatisfied.

d. **Rubbish Disposal.** Rubbish is a constant cause of concern; it is surprising how far disposables can travel in the wind. Ensure adequate disposal facilities exist and that traders clear the bins at their sites regularly. At the end of the event 'walk the ground' and do not let the sole contractors' manager or his staff leave until all catering areas have been cleaned to the unit's satisfaction. If using multiple contractors, responsibility for rubbish clearance is the units. Small and non-operational units may have to charge for litter skips; the ability to charge is allowed for in the appropriate documents, should this be necessary.

0651. **Catering Managers' Responsibility for Catering.** Most catering entitlements do not apply when personnel require food and accommodation in connection with an open day. All costs for food and accommodation are to be set against the open day revenue. However, the basic entitlements of the units' living-in personnel are not affected.

a. **Casual and Packed Meals.** The catering office can be requested to provide packed meals for ticket sellers at local towns before the event and to those who cannot be released from duty at the showground on the open day. No packed meal entitlement can be claimed.

b. **Food and Accommodation for Visiting Servicemen.** Close consultation with the show co-ordinator to ensure visitors arrive no earlier than operationally necessary and depart as quickly as possible. All food and accommodation costs are to be charged to the event. All costs on the show day are a charge to the open day accounts.

c. **Visiting Foreign and Commonwealth Servicemen.** The usual F&C charges apply, though on open days, costs are charged to that account. When reciprocal visits can be arranged, the total food and accommodation costs of the visitors could be accepted to the show day account of the respective units.

0652. **Food Complaints Procedure.** Unit Standing Orders should describe the following procedure for representing food complaints. In the first instance the complaint should be made to the senior Food Services' person available in the

galley/kitchen with the whole dish or plate of food returned. The senior Food Services' person should investigate the complaint and make an immediate issue to remedy any reasonable complaint. At the first opportunity the complaint is to be reported to the person in charge of the galley/kitchen who in turn is to make a report to the Catering Officer/Senior Caterer. A complaint, which cannot be dealt with satisfactorily at the time, should be brought to the notice of the Catering Officer/Senior Caterer. A complainant who is not satisfied should take his case before the Unit Duty Officer. Complaints may also be made in accordance with Single Service QRs.

0653 – 0699. Reserved.

## **CHAPTER 6 Annex A - FUNCTION AIDE MEMOIRE**

The following function aide memoire can be adapted for all types of functions from the very smallest to the largest.

### **Planning and Organisation**

- a. Type of function – Ball, dinner night, cocktail party, informal function etc.
- b. Organisers of function – mess committee or separate committee. Who is in charge.
- c. Theme of event.
- d. Numbers expected to attend.
- e. Overall cost limitations – entertainment, food, drink, staff, equipment, miscellaneous.
- f. Payment mechanism – grants/funds/cash/bills to mess members, payment before or after the event
- g. Pre and post function requirements – time for setting up/mess decorating, clearing up, disco after a dinner.

### **Staffing Considerations**

- a. Total number of staff required (ratio of staff to diners).
- b. Staff requirements before the function and in the clear-down party.
- c. Number per service point for food and drink (including glass collection).
- d. Number in preparation areas.
- e. Management and supervisory staff required.
- f. Dress for Service and civilian personnel
- g. Food for staff.
- h. Staggered working times as required.
- i. Hiring of casual staff.
- j. Ablutions, changing and rest facilities for staff.
- k. Training and briefing of staff.
- l. Rehearsals of function prior to the event.
- m. Mechanism for payment of staff

### **Drinks Service**

- a. Location of dispense points if buffet or bar service.
- b. Sufficient trays if tray service.
- c. Provision of normal drinks.
- d. Drinks included in ticket price or cash/chits.
- e. Sufficient wine and champagne.

- f. Appropriate fridge storage for drinks as required.
- g. Availability of sufficient ice.
- h. Any cocktails required.
- i. Queuing.
- j. Requirement for cigarettes and cigars.

### **Food Service**

- a. Theme of each bar and food service.
- b. Catering on arrival and departure.
- c. Main catering - one sitting, staggered opening times or meal sittings.
- d. Number and type of food points - main buffet, speciality bars, hot and cold canapés.
- e. Layout of each service.
- f. Hygiene of food production and service including hazard analysis.
- g. Queuing.
- h. Food supply considerations – PFM contractor or local purchase.
- i. Storage of food prior to consumption.
- j. Costing of menu.
- k. Food service equipment (Silver trays, glassware, crockery, disposables, serving cloths/napkins)
- l. Consumables – candles, paper napkins, doilies etc.

### **Additional Requirements**

- a. Additional lighting requirements and lighting of food and drink service points.
- b. Additional power for bands, discos, catering equipment, bar equipment etc.
- c. Additional heating requirements.
- d. Additional space requirements – hiring of marquees, tents, 12'x12's.
- e. Additional refrigeration requirements.
- f. Additional service equipment requirements – hot trolleys, refrigerated g. display units, mobile plate wash units.
- g. Consider the cloakroom – are there sufficient toilets available to both sexes.
- h. Consider furnishings – sufficient tables and chairs or do more need to be hired/borrowed, hire with the marquee.

### **Other Considerations**

- a. Clearing up after the event.

- b. Electrician on standby.
- c. Security of event.
- d. Advertising.
- e. Printing of menus, invitations, place cards.
- f. Flowers - decorations, table, corsages.
- g. Written report of the event for future occasions. Highlight any shortcomings and make recommendations for improved service. Retain this report for future reference.

Sponsor – DFS Team

(INTENTIONALLY BLANK)

**CHAPTER 6 Annex B - FUNCTION COSTING PROFORMA**

Function: ..... Date: ..... Ser No: .....

<b>COST &amp; GRANTS</b>	<b>DETAILS</b>	<b>COST (Excl VAT)</b>	<b>COST (Incl VAT)</b>
<b>Food</b>	Cost/hd = £ _____		
	Cost/hd = £ _____		
<b>Drink</b>	Bar drinks		
	Wine		
	Port, brandy, liqueurs, cigars		
	Cellar sales		
<b>Entertainment</b>			
<b>Equipment Hire</b>			
<b>Staff</b>	Gratuities		
	Staff meals/drinks		
	Band meals/drinks		
<b>Miscellaneous</b>	Laundry		
	Candles		
	Printing (menus, placecards etc)		
	Flowers		
	Maintenance Fund		
	Breakages		
	Mess Guests		
<b>Costs</b>	Total		
<b>Less Grants</b>	General Mess Fund		
	Entertainments Fund		
	Other		
<b>Sub Total</b>	Cost less grants		
<b>VAT</b>	VAT at rate of _____%		
<b>Total Cost</b>	Money to be recouped		
<b>Number to be billed</b>			
<b>Cost per head</b>			

Signed on behalf of the Mess: .....

**NAME/POSITION**

Sponsor – DFS Team

(INTENTIONALLY BLANK)

## CHAPTER 6 Annex C – EXAMPLE AGREEMENT BETWEEN THE UNIT AND CONTRACTOR

### Agreement for the Provision of Catering Services at (.....).

Agreement made on the ..... day of ..... 20 ... between .....  
Event Committee (hereinafter called the 'Sponsor') and (Name of Company).....  
(Address) ..... Hereinafter called the 'Caterer'.

The Caterer agrees to pay the Sponsor a flat fee sum of £ ..... in words ( .....pounds) not less than 7 days before the event for the sole catering rights to the general public at the ..... (event) on .....(date). A deposit of 10% of the fee shall be paid on the signing of this Agreement. The catering rights are granted subject to the exclusions and conditions set out below. The sum of £500 is to be added to the above fee which the Sponsor agrees to return after the event provided that all the conditions of the Agreement are met and, in the opinion of the Sponsor, the standards of service, organisation and cleanliness remain satisfactory in all areas throughout the day.

The Caterer agrees to provide refreshments and snacks, catering facilities and bars as described in Schedules 1, 2 and 3 (delete as applicable)

#### ***The caterer agrees:***

- a. To be responsible for the checking on receipt and the safe custody of all food, drinks and equipment brought by him or his suppliers to ..... and for its return after the event.
- b. To ensure that all catering sites and mobiles display an 'authorised commercial participant' permit which will be provided by the Sponsor. Each catering outlet is to display a full list of the prices agreed in Schedules 1, 2 and 3 and a large clean notice showing the name of the Caterer. Any person charging other than the agreed prices or failing to display an 'authorised commercial participant' permit will be banned from the event site.
- c. To sell only specified cigarettes and tobacco products.
- d. To liaise with the local area health authority and comply with any conditions which may be stipulated by that authority.
- e. To discuss the location of all catering outlets with the Event Manager and supervise their positioning. To comply with all security or emergency instructions given by the Event officials and, if required, to make all staff, equipment, suppliers and vehicles available for search.
- f. To provide to the Sponsor at the time of signing the agreement, a copy of his public liability insurance. Prior to the event, the caterer is to produce insurance showing the Caterer, his employers, associates and advisers, consultants, helpers, any other supporting companies and the Secretary of State for Defence endorsed as additional assured for a

minimum £1,000,000 with 'hold harmless' indemnity and waivers of subrogation in the Sponsor's favour. The Caterer is advised to take out appropriate insurance cover against the risk of the event being cancelled or postponed for any reason whatsoever. In no circumstances will the Caterer have any claim against the Sponsor in the event of postponement or cancellation of the Open Day.

- g. To vacate all sites as soon as possible after .....
- h. To pay the Sponsor £ ..... towards the total cost of having litter skips by.....
- i. To comply with the specific details described in Schedules 1, 2 and 3 of this Agreement.

**The Sponsor agrees:**

- a. The provision of electrical power and water.
- b. To obtain on request/provide\* skips for rubbish on site.

The Caterer shall have the sole catering concession for the public; however, the Caterer notes and accepts that the Officers' and Sergeants' Messes and NAAFI for the airmen have the right to cater for their members and invited guests. Also, duty Service personnel, including committee members, voluntary organisations and the civilian emergency services, will be fed in the permanent messes or at locations on the show site as required by the Event Committee.

Signature of Sponsor .....	Signature of Caterer .....
Name in capitals .....	Name in capitals .....
Position .....	Position .....
Signature of Witness .....	Witness .....
Name in capitals .....	Name in capitals .....
Address .....	Address .....
.....	.....

**SCHEDULE NO 1 - PUBLIC CATERING - KIOSKS AND VANS**

1. **Siting.** Static kiosks and vans can be sited within the areas allocated on the site plan at the discretion of the Caterer. All kiosks and vans are to be maintained and equipped in accordance with current food safety legislation.
2. **Refuse Disposal.** Each kiosk/van must be provided with adequate refuse bins/sacks, the clearance/replacement of which is the responsibility of the Caterer.
3. **Staffing Levels.** A minimum of one person per four kiosk/mobiles is to be provided to pick up catering debris and empty the refuse bins/sacks supplied by the Caterer into the rubbish skips provided by the Sponsor.
4. **Complaints by the Public.** To enable complaints by the public to be identified all units are to display prominently with their price list the 'authorised commercial participant' permit.
5. **Items for Sale.** These must include those given in Table 3/7-1.

<b>Ser</b>	<b>Commodity</b>	<b>Remarks</b>	<b>Fixed Price</b>
1	Hamburgers	<i>To include onions. Min meat content 28g</i>	
2	Hot dogs	<i>To include onions. Sausage to be at least 127mm long.</i>	
3	Fish and chips	<i>Weight of fish Weight of a portion of chips</i>	
3a	Chips	<i>Chips per portion</i>	
4	Chicken and chips	<i>Chips per portion</i>	
5	Doughnuts /pancakes		
6	Crisps	<i>Must be well-known manufacturer</i>	
7	Ice cream	<i>Must be well-known manufacturer</i>	
8	Confectionery	<i>Must be well-known manufacturer</i>	
9	Assorted minerals	<i>325g can e.g. Coca Cola, Lemonade, Orange.</i>	
10	Kia-Ora	<i>198g can</i>	

<b>Ser</b>	<b>Commodity</b>	<b>Remarks</b>	<b>Fixed Price</b>
11	Assorted sandwiches	<i>Per round</i>	
12	Pork pies	<i>Each</i>	
13	Sausage rolls	<i>Each</i>	
14	Filled rolls	<i>Cheese, tomato, ham, steak</i>	
15	Meat pasties	<i>Each</i>	
16	Cornish pasties	<i>Each</i>	
17	Cakes	<i>Each or slice</i>	
18	Fruit	<i>Orange, apple, banana</i>	
19	Tea	<i>Min 198g cup</i>	
20	Coffee	<i>Min 198g cup instant, filter,</i>	
21	Other speciality mobiles	Note 1, 2 and Serial No accordingly	

**Notes:**

1. The above list is not comprehensive and can be extended as required.
2. State details of the commodity, in the format shown, in full and price of each item.
3. Prices are to be quoted with tender.

**SCHEDULE NO 2 - PUBLIC CATERING - MARQUEE BUFFETS**

1. **Provision.** An area will be set aside for buffet catering. It will be the responsibility of the Caterer to provide ..... (No) marquees, tables and chairs as required. The items to be available in each of the cafeteria points are as shown in Table 3/7-2.
2. **Cafeteria Staffing.** There are to be two independent cafeterias with separate points continually manned by at least five servery staff per 12.2 m (40 ft) run of servery.
3. **Table and Litter Clearance.** A team of not less than three staff per 12.2 m (40 ft) run of servery, must be available to provide a continuous table clearance service and to keep the entire catering/seating area free from litter throughout the day.

Ser	Commodity	Remarks	Fixed Price
1	Tea	<i>198g cups</i>	
2	Coffee	<i>198g) cups instant/filter</i>	
3	Filled roll	<i>Ham, egg, cheese, ) tomato etc )</i>	
4	Sandwiches, assorted rounds	<i>Beef, etc ) Wrapped</i>	
5	Sausage rolls	<i>Each )</i>	
	Meat pasties	<i>Each )</i>	
	Cornish pasties	<i>Each )</i>	
	Pork pies	<i>Each )</i>	
6	Crisps	<i>Well-known manufacturer</i>	
7	Cakes	<i>To be agreed with Sponsor</i>	
8	Assorted minerals	<i>325g cans</i>	
9	Kia-Ora	<i>198g cans</i>	
10	Plated salads		
11	Ploughmans' lunches		
12	Ice cream	<i>Well-known manufacturer</i>	
13	Fruit		

**Notes:**

1. The above list is not comprehensive and is to be extended to show the items and their prices.
2. State details of the commodity, in the format shown, in full and price of each item.
3. Prices are to be quoted with tender.
4. The prices are to be prominently displayed together with the 'authorised commercial participant' permit.

**SCHEDULE NO 3 - PUBLIC CATERING - BARS**

1. Areas will be set aside for ..... (number of) bars. It will be the responsibility of the Caterer to provide suitable marquees, tables and chairs as required.
2. Each bar is to be manned by at least five serving staff per 12.2 m (40 ft) run of bar and there must be not less than three staff available for clearance and resupply for each bar.
3. The range of drinks, cigarettes and tobacco to be supplied, and prices are to be quoted with the tender application.
4. The prices are to be prominently displayed at each bar, together with the 'authorised commercial participant' permit.

Sponsor – DFS Team

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