

CHAPTER 9 - THE EMPLOYMENT OF CORE CATERING MANPOWER

0901. **Introduction.** Core Catering Manpower (CCM) is defined as the uniformed catering personnel in the 3 Services established to meet the operational requirement¹. When not required for operations, military duties or absence, i.e. leave and courses, CCM are available to work with the Industry Partner (IP). CCM 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. CCM will be engaged with the IP in a partnering² arrangement to deliver catering and leisure outputs. The employment of CCM should allow sufficient flexibility to enable site-specific arrangements, whilst protecting the operational capability and ensuring parity of employment for CCM, whichever IP is providing the CRL service. This Chapter should be read in conjunction with the specific contract.

The priority of employment for CCM is:

- a. Operations.
- b. Training and Exercises.
- c. Provision of the “Core” requirements within the home base.
- d. Leave and Harmony time.
- e. Assisting the IP in the delivery of the retail offer.

0902. **Cohesion and Identity.** The moral component is an important factor in the development of operational capability. CCM must maintain their Service identity and should not be required to dilute this to suit the IP’s corporate image. It is also essential that CCM identify with their unit and remain fully integrated in its activities, work, sport and social. Where CCM of more than one unit work together in centralised Messes³ they should be able to identify and work in a team with other CCM on the same establishment.

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

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 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 CoC to plan and monitor military employment and training.

¹ The 4 categories of CCM are detailed at 0909.

² 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*”

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

0905. Daily task management will be the responsibility of the IP and CCM will be expected to take reasonable instructions from IP's staff. In the same way, CCM may be expected to give instructions to the IP's staff. It is accepted that the IP 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 CoC for the catering staff within the unit. There is to be no conflict between the established command and supervisory chains.

CCM AVAILABILITY

0906. **Introduction.** The management of CCM availability is key to the success of the CRL requirement. The responsibility for the accurate forecasting⁴ and efficient management of availability rests with the Authority. It should be noted that CCM 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 Transition Workshop during the transition period on site prior to the implementation date. The aim of the workshop is for the Authority, IP and unit personnel to discuss and agree CCM availability by category, rosters, confirm first 3 months CCM availability and the roles and responsibilities of the CCM 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. IP – Operations Manager.
- d. IP – Site Manager.
- e. Divisional Staff (as required).
- f. DIO Commercial Officer.
- g. DIO Infrastructure Manager (IM).
- h. Senior CCM.

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

0909. **Availability.** The availability of CCM shall be provided by the Authority to the IP on a unit-by-unit basis. The IP will be provided with a minimum forecast of CCM availability by category, calculated using respective TLB/FLC's CCM 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 IP. The Matrix comprises of 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 IP shall build his contract price and any associated business case. CCM availability will be declared in the 4 categories as follows:

- a. Manager.
- b. Supervisor.

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

- c. Chef.
- d. Steward (RAF Caterer)

0910. During the CCM workshop, agreement will be reached on a minimum and average number of CCM, by category, using the DBAS. The CCM availability will be firm for the first 3 months of service delivery and provisional thereafter. CCM 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 IP 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. On Super CRL (SCRL) sites this process must be undertaken centrally and annually in collaboration with the Trade Sponsor and Forecast Manning Distribution List (FMDL).

0911. CCM availability is declared on the basis of:

- a. The daily minimum number of CCM, by category, that will be made available to the IP 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 hours that will be made available to the IP during each trading period, by CCM category.
- c. Given that the Working Time Directive⁵ applies to personnel employed 'within barracks/station', in any 7 day period, CCM should normally work 5 days followed by 2 consecutive rest days for the IP. CCM are to work no more than 8 hours for the IP during any working day and should not work more than 16 weekends per annum for the IP. Any variation to the normal working pattern such as split shifts or a change in work: rest ratio must be approved by the Authority.

FACTORS TO CONSIDER WHEN COMPILING THE AVAILABILITY MATRIX

0912. When compiling the CCM Availability Matrix the following factors are to be considered but not limited to:

- a. Annual leave entitlement including public holidays and rest days.
- b. Pre Operational Training.
- c. Operational Tours.
- d. Post Operational Deployment Leave (PODL).
- e. Official Training Courses.
- f. Adventure Training (AT).
- g. Hospital/Dental appointments.
- h. Other Duties detailed in unit orders or authorised by the HoE.
- i. Resettlement courses/leave.

⁵ JS16/99 Guidance on Working Time Regulations.

DAY TO DAY ACTIVITIES

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

- 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 IP. The RBM diary must be signed by both the Authority and the IP 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 IP as appropriate. The availability and management of CCM shall be an agenda item on the monthly Service Management Meeting or SCRL Service Delivery Review (SDR) meeting as appropriate.

0914. The Authority shall be responsible for ensuring that the actual availability reflects the forecast in the DBAS. The Authority shall work with the IP to apply the RBM on a daily basis when the actual CCM 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 IC. The RBM diary is to be maintained with input from both the IP and the DIO SDA, to ensure that at the end of each month it can reconcile the actual number of hours that CCM have worked.

0915. The impact of a CCM 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, available on a daily basis, changes the Authority and IP shall work together to apply the RBM. When there is a shortfall in the number of CCM 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 availability, the Authority and IP will work together to adjust the contract as required.

0916. In the event that the IP is not able to provide the agreed daily level of staff, the DIO SDA may (without prejudice to contractual rights and remedies) work together with the IP (if requested) to provide additional CCM if available, above the declared availability for that day. The DIO SDA and the IP 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 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 IP and the Authority shall agree any adjustment to the business case to reflect the reduction or addition to the value of CCM and, as appropriate, the SPP. Once such a Change Control Note has been agreed, the 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 may accept employment with the IP in their own time and 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

IP. Under no circumstances is time off in lieu (TOIL) to be granted as a form of payment. Personnel working privately for the IP (Weddings/Christenings etc) are to be paid at a rate decided between the individual and the IP.

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 to the standard required to deliver operational capability. No fundamental changes are envisaged to the training currently delivered to CCM. 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 IP must take these training requirements into account when developing menu plans and recipes in order that the levels of training currently available to CCM are maintained or improved. CCM are required to conduct menu planning, procurement and quality assurance in the operational environment. They are therefore to be included in the IP'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 and IP staff may receive the same training package to deliver training standardisation.

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

0923. The IP is to provide suitable induction and continuation training in any aspect of work that they wish CCM to undertake, which is not covered in the Authority delivered training or in para 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.

0924 – 0999. Reserved.

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

Blue Text = Data entry
Black Text = Automatic calculation

Full Service Day

Weekdays

Restricted Service Day

Weekends, Bank Holidays, Block Leave

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	-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"													
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	-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"													
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	-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"													
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	-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"													
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	-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"													
	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
Chefs				
Man	WO			
Man	Ssgt			
Sup	Sgt			
Sup	Cpl			
Chef	LCpl			
Chef	Pte			
Stewards				
Man	SSgt			
Sup	Sgt			
Sup	Cpl			
Chef	LCpl			
Chef	Pte			
Cat Accts				
Sup	Cpl			
Cat Accts	Cpl			
Total:		0	0	

Annual Availability by Category:

Man	0.0
Sup	0.0
Chef	0.0
Steward	0.0
Cat Ac	0.0
0.0	

COLOUR KEY

formula / calculation

Data entry

Weighting for DBAS

Restricted	1
Full	3

CCM Backfill Rates - Stated by Partner

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

ANNEX C – RESOURCE BALANCING MECHANISM PROCESS

