

CHAPTER 12 -CATERING RETAIL AND LEISURE MANAGEMENT

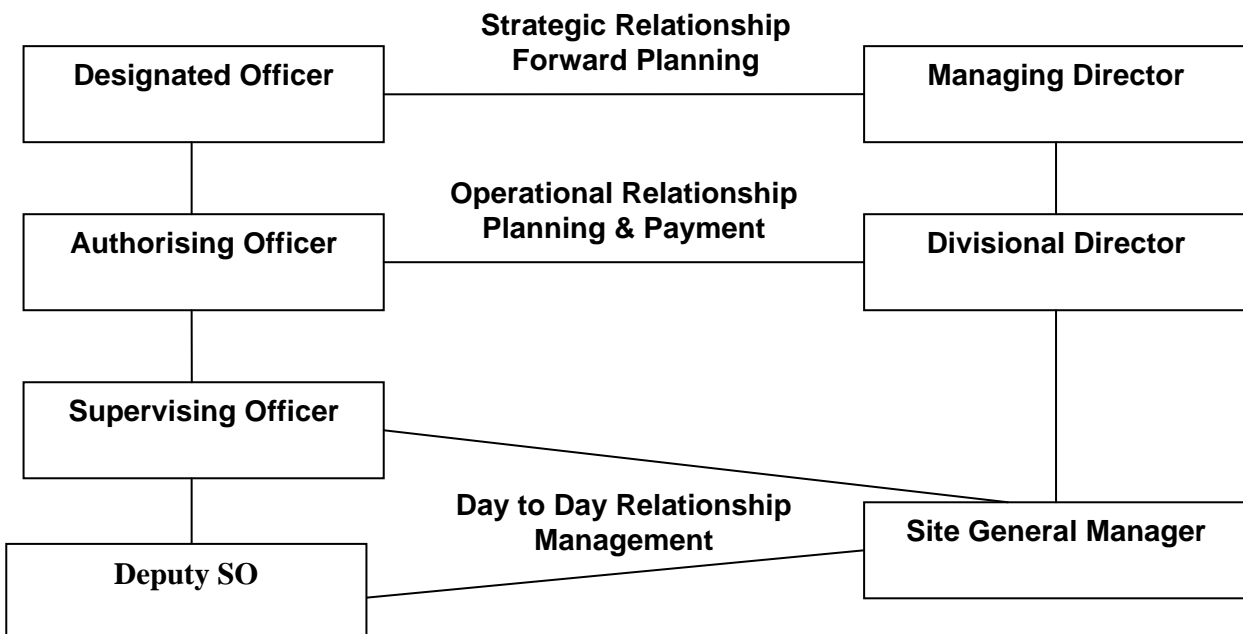
1201. **Introduction.** Catering Retail and Leisure are elements of soft facilities management services which may be delivered under a Super Multi-Activity Contract (SMAC) and also Public Private Partnerships (PPPs) and Private Finance Initiatives (PFIs). This guidance should be read in conjunction with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

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

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

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

Figure 1. CRL Management Relationship



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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

the Service Level Threshold¹. KPIs are designed to measure deliverables against an agreed Service Level Target²

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

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

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

1216. CRL KPIs cover availability and performance:

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

1217. **Measurement of KPIs.**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

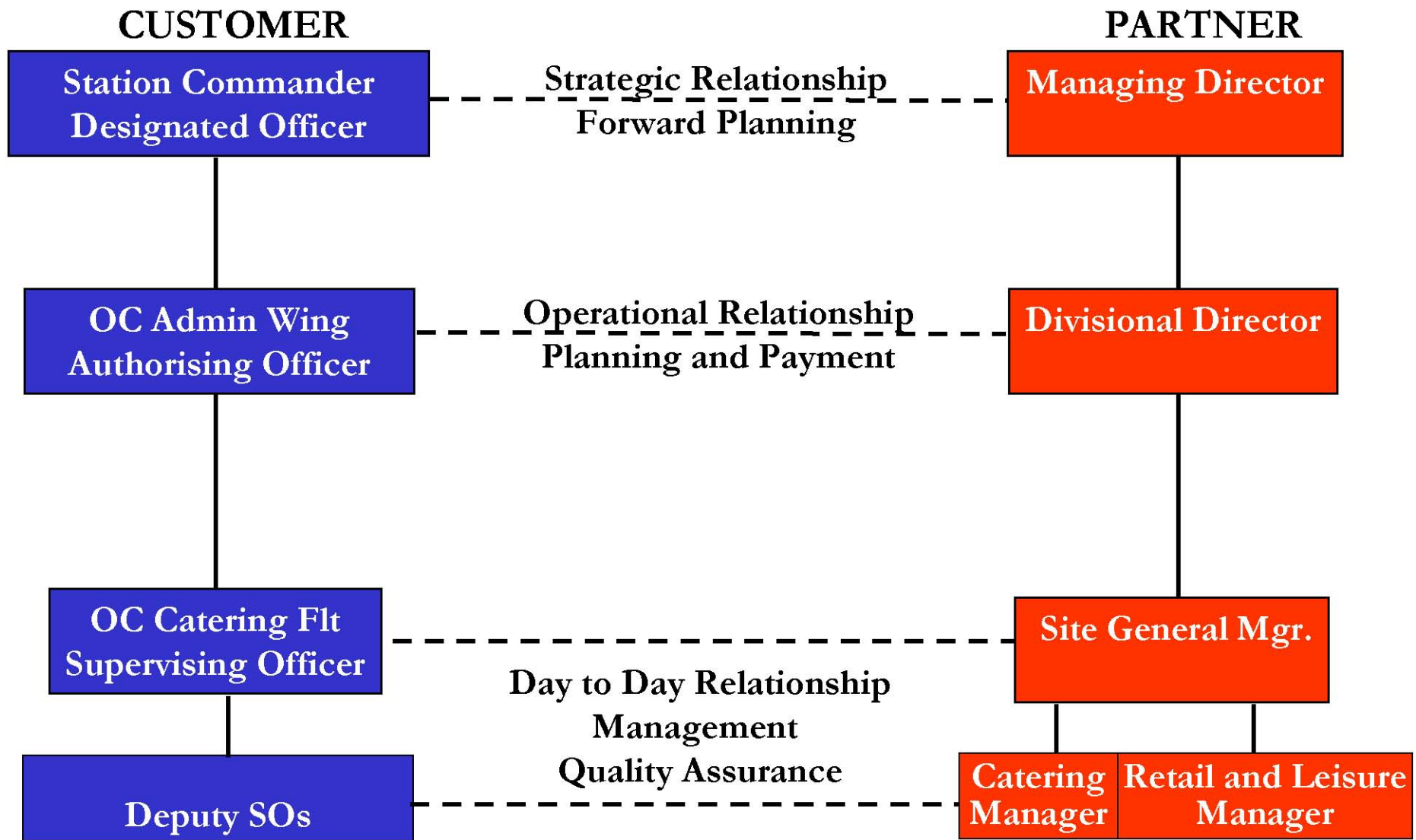
1236. In discharging their TORs it is imperative that individuals within the RMT/CMT have a proactive approach with well-developed and analytical skills. RMT/CMT staffs should have both comprehensive team working qualities and communication skills. It is necessary to have a sound specialist knowledge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

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

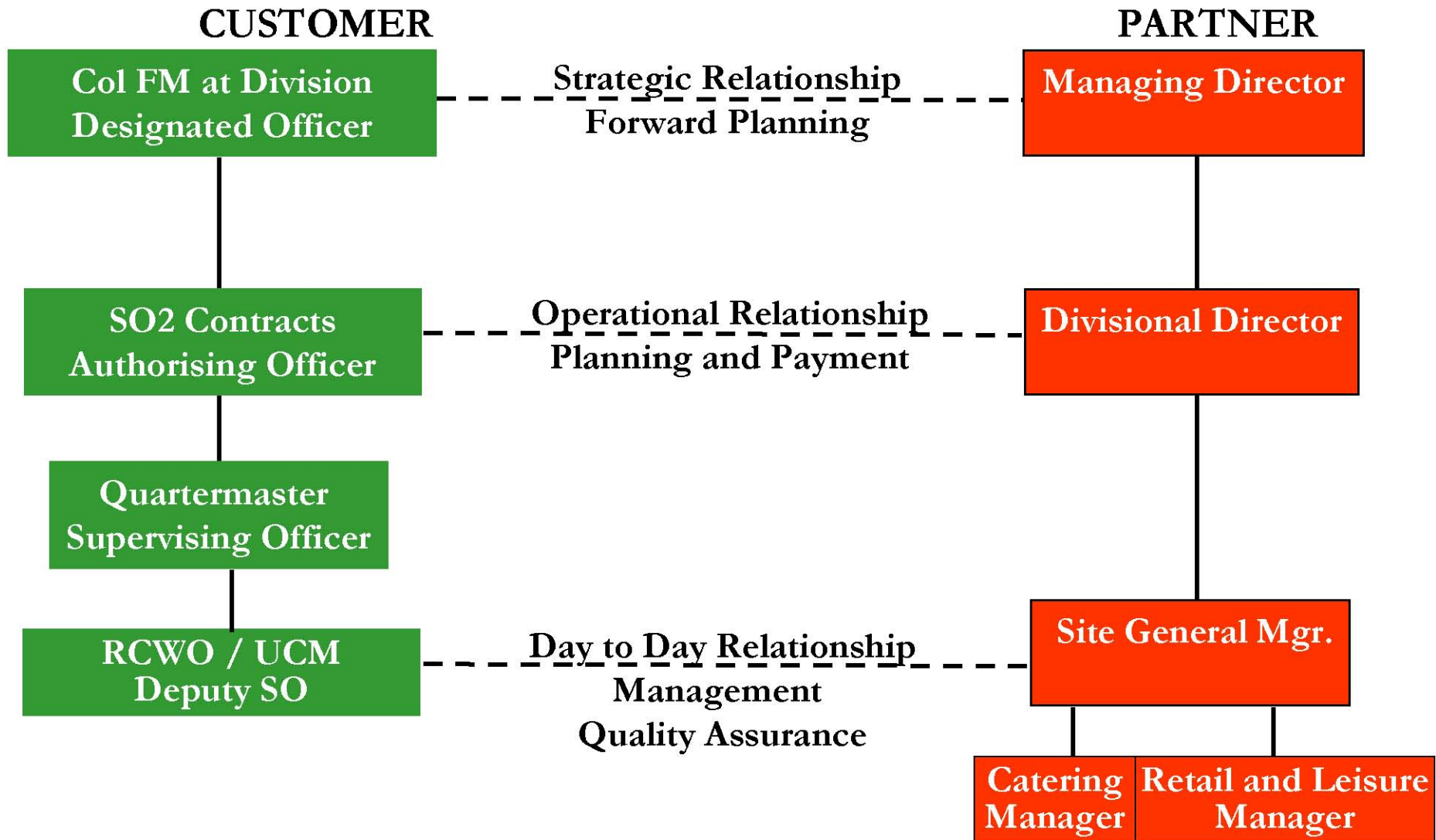
1238. **Comments/Suggestions.** Messes are encouraged to provide a comments / suggestions system for use by consumers. This system will assist the Authority and Contractor in delivering consumer expectations.

1239 – 1299. Reserved.

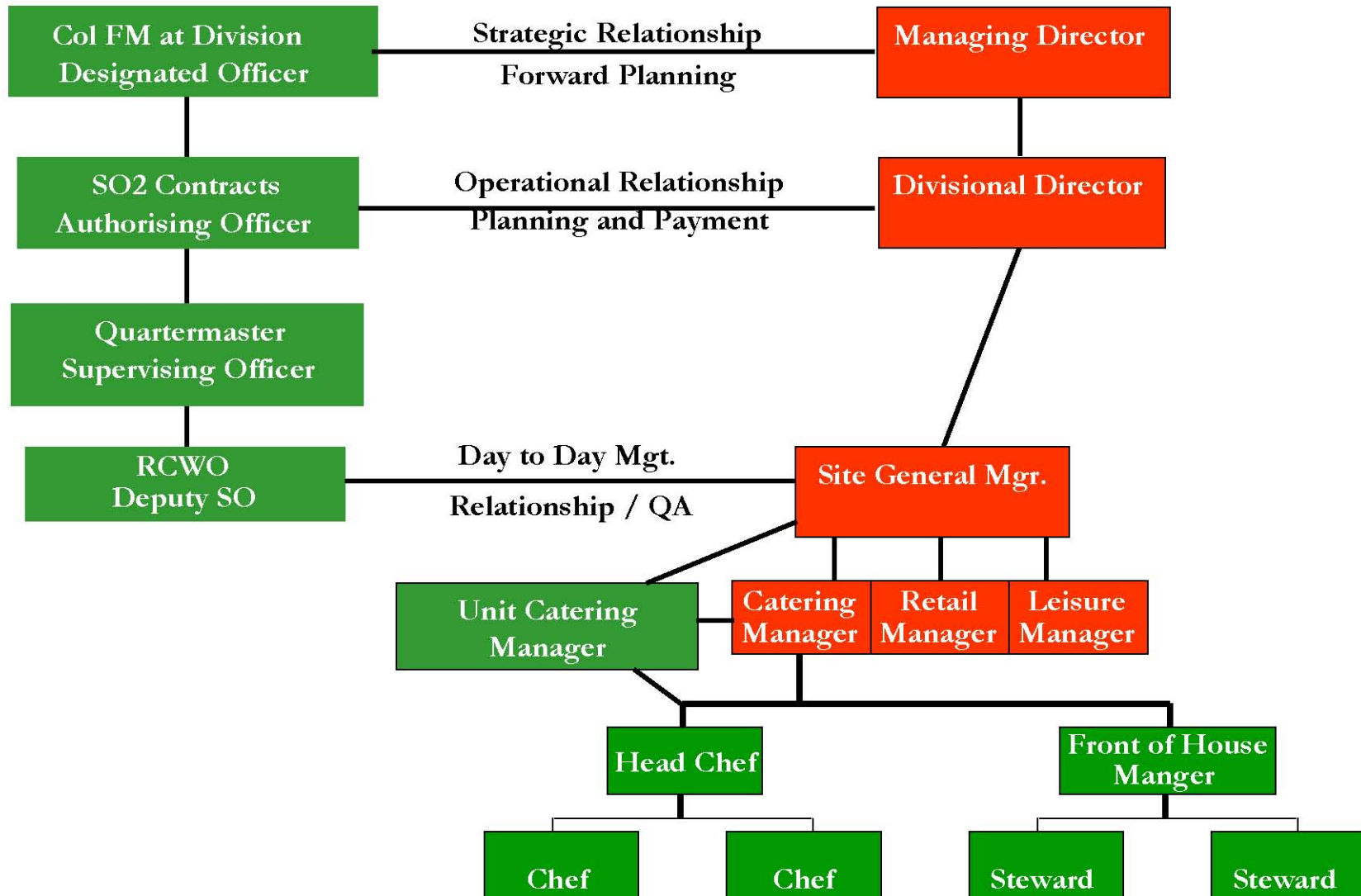
ANNEX A -CRL PARTNERING RELATIONSHIPS -RAF



ANNEX B -CRL PARTNERING RELATIONSHIPS -ARMY



ANNEX C - CRL PARTNERING RELATIONSHIPS - ARMY (CCM)



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ANNEX D – MANAGEMENT IN MONTH PARTNERING ACTIVITIES

DAILY AND MONTHLY ACTIVITIES

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

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ANNEX E – PERFORMANCE REVIEW CRITERIA

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

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