

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

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

The priority of employment for CCM/CMM is:

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

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

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

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

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

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

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

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

### **CCM/CMM AVAILABILITY**

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

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

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

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

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

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

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

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

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

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

## DAY TO DAY ACTIVITIES

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

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

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

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

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

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

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

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

#### **ADDITIONAL EMPLOYMENT/MISCELLANEOUS**

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

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

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

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

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

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

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

0924 – 0999. Reserved.

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

**Legend**

Black = RAF   Red = Army & RM   Blue = Navy

1. Annual leave entitlement. Rest days.

As above   As Above

2. PODL (Post Operational Deployment Leave).

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

As Above

3. Re-engagement leave.

As above   As Above

Re-location leave

4. Maternity Leave, male and female.

As above   As Above

5. Terminal Leave.

As above   As Above

6. Resettlement courses, leave.

As above   As Above

7. Bank Holidays, Public Holidays etc.

As Above   As Above

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

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

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

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

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

9. CCS (Common Core Skills).

Military Annual Training Tests.

Annual Military Test's

10. Annual Fitness Test.

As per Ser 9

Basic Fitness Test, Combat Fitness Test

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

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

Op Tours with unit

Op Tours & Detachments from Unit

As Above

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

**Key:**

**Input cells:**

- No. of days
- No. of hours
- No. of CCM - Minimum Availability
- No. of CCM - Average Availability
- £s


Blue Text = Data entry  
Back 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	<b>Managers</b>													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Monthly Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
No. of CCM	<b>Supervisors inc Mess Managers</b>													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
No. of CCM	<b>Chefs</b>													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
No. of CCM	<b>Stewards</b>													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
No. of CCM	<b>Catering Accountants</b>													
	Declared Monthly Hours	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	For workings only	0	0	0	0	0	0	0	0	0	0	0	0	-
	Declared Value of CCM	£0.00	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Average Availability "Full Service Day"													
	Average Availability "Restricted Service Day"													
No. of CCM	<b>TOTAL</b>													
	Declared Monthly Hours	#DIV/0!				#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
	Declared Value of CCM	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

**Look-up:**

(Figures to be taken from Availability Matrix)

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

**Annual Availability by Category:**

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

**COLOUR KEY**

formula / calculation

Data entry

**Weighting for DBAS**

Restricted	1
Full	3

**CCM Backfill Rates - Stated by Partner**

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

**ANNEX B - RBM DIARY - DAILY MANAGEMENT OF CCM**

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

**Managers**

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

**Supervisors**

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

**Chefs**

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

**Stewards**

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

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

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

# ANNEX C – RESOURCE BALANCING MECHANISM PROCESS

