

# Introduction

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## SECTION 1 INTRODUCTION

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# 1 Introduction

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## 1.1 INTRODUCTION

This guide deals with the design of kitchens and serveries for all ranks and dining rooms for Junior Ranks only. Spatial details of dining rooms for Officers and SNCOs are given in JSP 315 Services Accommodation Code, Scales 29 and 34 respectively.

Nothing in this guide absolves the Project Manager, Property Managers and other agencies concerned from complying with all relevant legislation, regulations, British Standards, European Normalisation and Codes of Practice including DE publications, such as Design Guides, Technical Bulletins and Policy Instructions.

The guide is intended to be a practical help in the design of kitchens, serveries and dining rooms and assumes that "normal conditions" apply (i.e. a ground floor location with level access for deliveries and that there are no particular restrictions). It deals specifically with the layout of equipment and departments and provides guidance on the functional relationships. Additionally, it contains the requirements for finishes, services and building requirements. Compliance with the guide will ensure that facilities will meet MOD requirements and satisfy current food safety and hygiene legislation. Where it is proposed to deviate, agreement of the relevant Kitchen Design and Equipment Authority (KDEA) should be sought (see Section 1.6).

Catering for large numbers in Service messes requires specialist knowledge to ensure that facilities are designed and equipped to meet the present and foreseeable demand at the minimum military requirement and to the MoD defined standards.

The introduction of The Food Safety Act 1990 (FSA), The Food Safety (General Food Hygiene) Regulations 1995 (The Act), and The Food Hygiene (England) (No.2) Regulations 2006. (Regulation (EC) No.852/2004 on the hygiene of foodstuffs)<sup>1</sup> have had a profound effect on the standard to which current and future catering facilities must conform. Early consultation with all disciplines and interested parties is recommended to ensure that every aspect of the design is covered. ***Failure to seek specialist advice can result in non-compliance with legislation, nugatory expenditure on inadequate or unnecessary equipment and increased operating costs due to over-large facilities or poor equipment layout.***

Facilities shall be provided in accordance with current Building Regulations. The procedures for ensuring compliance are set out in DE policy instructions and Technical Bulletins. Consideration should also be given to the Disability Discrimination Act. (DDA) From 01 Oct 10 the majority of the Equality Act 2010 will be implemented and replace major parts of the provision of the DDA. Both Acts are published on the website of the Office of Public Sector Information.

Compliance with the Building Regulations and other primary legislation relating to fire safety is mandatory. In addition, compliance with the Crown Fire Standards is mandatory and shall be applied to all service catering facilities.

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<sup>1</sup>(and equivalent regulations in Scotland, Wales and Northern Ireland)

## 1.2 KITCHEN DESIGN AND FOOD SAFETY

Kitchen planning principles are based on the requirements of the Food Safety (General Food Hygiene Regulations) Act 1995 (The Act) and The Food Hygiene (England) (No.2) Regulations 2006. (Regulation (EC) No.852/2004 on the hygiene of foodstuffs)

The Act clearly sets out in some detail, the general requirement for food premises. These may be termed as the performance specification for the planning of food premises. To set these in architectural and building terms, the design and construction of all food premises should: -

- Allow for the building to be kept clean and maintained in good condition and repair.
- Enable adequate cleaning and/ or disinfecting.
- Provide prevention against the accumulation of dirt, contact with toxic materials or the shedding of particles into food.
- Inhibit the formation of condensation or mould.
- Facilitate good hygiene practices.
- Provide appropriate temperature conditions for the processing and storage of products.
- Provide protection of cross contamination between and during operations – by foodstuffs, equipment, materials, water, air supply, personnel or by external sources, including pests.

These general requirements are followed by more focused requirements, some specific to selected aspects of a building including washbasins, lavatories, sanitary conveniences, changing facilities, ventilation, air flow, lighting and drainage.

The Act then lists the requirements for the interior of a building with regard to floor and wall surfaces, wall construction, ceilings and overhead fixtures, windows, doors, surfaces in contact with food, facilities for cleaning and disinfecting tools and equipment, provision for the washing of food.

These requirements, which apply to permanent buildings, also apply to mobile or temporary facilities.

### CROSS CONTAMINATION

The above tabulation of the requirements of The Act shows that the core planning criteria centres on designing of facilities to avoid cross contamination of foodstuffs. The separation of raw and cooked foods is essential in meeting these criteria and can be achieved by:

- The physical separation of raw and cooked meat products.
- The use of separate workbenches.
- The use of separate refrigerators.
- The use of separate staff.

### HAZARD CONTROL

In practical terms, the planning and operation of kitchen and dining facilities is based to a large extent upon Hazard Analysis Critical Control Points (HACK) processes.

Modern catering and distribution techniques have increased the number of stages in the food production chain, and therefore the number of opportunities for bacteria and contamination to enter the food chain. There is therefore an increased necessity for hazard identification, control and the increased awareness of working conditions.

HACCP identifies four main hazards that may arise within catering premises, all of them relate to contamination:

- By bacteria or other micro-organisms that cause food poisoning.
- By chemicals such as cleaning materials or pest baits.
- By foreign materials such as glass, metal or plastic.
- By water.

Architecturally, efficient planning and design and the selection of types of construction and materials can control hazards.

## **PLANNING AND DESIGN**

The planning of a catering facility and its detailed design is the fundamental basis of the control of the hazards within which good management and working practice take place. In addition to providing for the function of the building and the activities within it, the layout and design of the buildings should allow access for effective cleaning. All hazards are important but the most pressing is contamination. This should be controlled within the layout and planning of the building including external, internal and circulation routes.

### **Cross contamination is controlled by:**

- Planning separate entries and exits to and from the building so as to reduce cross contamination by separation. This includes cross contamination at the point of delivery of stores and fresh foods, exit of rubbish and swill and the movement of people in and out of the building.
- Planning for a minimum of entries and exits to and from the building so that the management of movement in and out of the building can control cross contamination.
- The design and layout of individual spaces, including internal circulation and movement within spaces and rooms, such that there are sterile and non-sterile areas.
- The design of the kitchen and dining facilities being based on a sterile area in which the central kitchen, all food preparation areas and all areas occupied by personnel in "chefs' protective clothing" is clearly separated from dirty areas and from people in "street" clothes.
- Minimising the movement through and between rooms (e.g. dirty vegetables do not enter the Veg Prep area through the kitchen; they enter the Veg Prep through a door at the delivery end of the room and only the clean, prepared vegetables enter the kitchen through a separate door). The Veg Prep generates a lot of waste, which is taken directly outside (or macerated) and does not contaminate the clean vegetables, the raw vegetables or the kitchen. Separation of functions between spaces. Clean functions should be kept separate from dirty functions - (e.g. a corridor separates the refuse area and swill area from the kitchen area). Visitors in "street" clothes have the opportunity to change into clean protective clothing upon entry to the building or to meet with staff in the "dirty" office.

- Provision for separation of activities within spaces including preparation areas, hot and cold (Larder), cooking areas, cold holding (refrigerated storage) and hot holding - (Servery).
- Management and monitoring of these separate spaces can be facilitated by the provision of dwarf walls between the activities.
- Provision for sufficient spaces within rooms. The layout of spaces should be such that high-risk foods can be prepared on separate work surfaces and equipment.
- Storage of edible foodstuffs being kept separate from toxic cleaning materials and swill; fish is kept separate from meat; dairy products are kept separate from vegetables etc. There should be marked shelves, locked cupboards and organised shelving.
- Menu choice has an effect on the use of the kitchen especially of storage and preparation – fresh or frozen produce or both. This requires that sufficient chilling and frozen storage equipment be provided for flexibility.
- Keeping foods separate within workspaces – (e.g. dry goods, seasonings, daily ingredients, liquids in chilled drawers etc) Provision should be made for the holding and handling of foods at appropriate controlled temperatures.
- The design of functional relationships between rooms. Ease of direct and indirect access between rooms to provide efficient flows of operation.
- The layout, planning and design of the building should avoid the possible accumulation of dirt. Provision for easy access to all areas and surfaces for cleaning is essential. This is particularly important in kitchen and preparation areas where there should be no awkward corners or areas inaccessible to cleaners or cleaning machines.

## CONSTRUCTION AND MATERIALS

The *Industry Guide to Good Hygiene Practice; Catering Guide*, which is an interpretative guide to The Food Safety Act, states the two overriding concerns, which have to be addressed by the architecture.

- *“The internal surfaces of the structure and equipment fixed to the structure, including light fittings, ventilation and any other equipment must be visually clean and in a good state of repair.”*
- *“Food premises must be maintained to a standard that will allow effective cleaning”.*

The appropriate use of construction and materials must allow both of these concerns to be met and to allow for the type of cleaning appropriate to each area. The spread of bacteria and the containment of contamination can be controlled by materials and construction.

- Construction materials should not include any substance that may add toxic materials to food either by direct contact or by vapour. Nor should finishes be such that they lead to shedding of particles.
- There should be positive airflow between critical areas including the provision of air at the correct temperatures (– e.g. cool air in the larder and the avoidance of any build up of condensation).
- Appropriate insulating materials should be used in order to control temperatures within refrigerated cold rooms. Internal walls should be of solid construction to prevent the harbourage of pests. There will be cases where

- Other considerations such as work patterns, movement of equipment or control of activities will override this consideration (– e.g. the use of dwarf or screen walls between the Kitchen and the Larder and the Pastry Preparation). In these spaces the ambient temperature at the work surfaces can be controlled by the flow of the cooled air.
- Floors should be laid to allow for the desired flow of water during cleaning and be finished with the appropriate non-slip, easy to clean and maintain covering material such as ceramic floor tiles, vinyl safety flooring or cast in situ resin flooring. The selection of the type of flooring would depend upon the load imposed upon it from items on castors designed to be mobile or fixed legs and static. From the point of view of hygiene and maintenance, ceramic tiles or cast in situ resin flooring are recommended – the latter particularly when above normal wear or loading is expected. Ceramic non-slip tiles with resin grout are the preferred option.
- Wall materials should be easy to maintain and to keep clean; traditionally wall tiles are used. Care needs to be taken with the installation of skirting and coving that they do not have a ledge that collects dust. New materials that are PVC based and which can be welded jointed into continuous sheets have provided an alternative. Wall sheets can also be welded to PVC based floor coverings to form a continuous, impervious and easily maintained and cleaned surface covering. However plastic coated boards have vertical and horizontal joints, which can be problematic. Ceramic tiles with resin grout are the preferred choice.
- Integrated ceilings should be provided which contain integral lighting and ventilation systems in a sealed unit with a hygienic surface that is easily cleaned and maintained. The hanging of light fixtures, ducts and pipework from the ceiling is not acceptable.
- The provision of adequate and appropriate working conditions with regard to temperature, air purity and lighting must be considered.
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### 1.3 OPERATIONAL REQUIREMENTS

MOD catering is of a very high standard and offers the diner a wide menu choice. The catering facilities are used 365 days per year and sometimes 24 hours per day. To meet this workload it is essential that all equipment is of **heavy-duty** quality, (*not less than the strongest version of the equipment available or stronger/strengthened as necessary*) and the internal finishes of the building fabric are very durable and where necessary, protected from damage (see Section 7).

There are differing messing patterns for each type of mess; these may differ from mess to mess. The designer should ensure that all the relevant information regarding the types of service and clearance required for all meals is obtained at an early stage.

The time that junior ranks spend in the dining room is short, during each meal period; service density and speed of throughput is, therefore, essential and needs to be borne in mind when designing the servery and front of house. Consideration will also need to be given to CRL/PAYD when facilities are open throughout the day. This may not apply to Officers' and SNCOs' messes.

## 1.4 INFORMATION REQUIRED FOR DESIGN PURPOSES

Successful design depends on the quality of information available to the designer. The following is the minimum information required for design of MOD catering facilities.

The type of establishment and facility – training/operational. The operational requirements including Amenity (Catering, Retail & Leisure) Facilities. (Scale 52)	
The Unit Establishment and Numbers To Be Fed.	- see note 1
The core meal period and PAYD service density periods.	- see note 2
Total number of catering staff with male/female split.	- see note 3
The method of table clearance and service.	- see note 4
The food delivery system.	- see note 5
Beverage service arrangements.	
Details of any special requirements for disabled diners.	- see note 6
-	
Details of any special unit requirement.	- see note 7
-	
Details of any temporary facilities that may be required.	
Details of any existing equipment that is to be re-used.	
Food waste disposal systems to be adopted in line with the Unit environmental policy and Local Authority By-laws.	-see note 8
Confirm the type of refuse system employed/bin sizes used.	- see note 9
Confirm that separate pulsed metering is possible for water, gas and electricity.	- see note 10
Information contained in this Guide, DE Specification 42 and JSP 315, Scales 01, 09, 25, 29, 34, 39, 40, 45, 47 and 52.	
COSHH Store requirements.	

### Notes

1. The Number to be Fed (NTBF) is calculated in accordance with JSP315, Scale 39, and Part 1. Where CRL/PAYD facilities are being considered the calculations for the kitchen and ancillary areas and the front of house are based on the Unit Establishment in accordance with JSP 315, Scale 52.
2. This only applies to Junior Ranks' messes. See JSP 315, Scale 39, Part 1.
3. The total number of male and female staff is needed to calculate the size of the staff facilities – see JSP 315, Scale 39, Part 5 and Scale 01.

4. This particularly applies to Junior Ranks' messes, where clearance can be either by catering staff or the diner. The choice of method will affect the design and location of the crockwash area. Officers may have full steward service at each meal. SNCOs' usually collect their food from the servery at each meal but the catering staff clear the tables. All messes operate differently and the designer should ensure that sufficient information is obtained regarding the service of **all** meals to ensure that an acceptable system is installed.
5. The Food Supply contract generally operates a system of Direct Delivery to Individual Messes. Where exceptionally, delivery is to a Central Point within the unit, the KDEA should be consulted for advice on the spatial and equipment requirements.
6. Disabled facilities are not provided for catering staff. However, visitors to the dining room will require those facilities.
7. Special requirements can include out of hours feeding, preparation of in-flight meals, packed/container meals for consumption on ranges or training areas etc.
8. The disposal of soft wet waste needs to be considered in conjunction with the capabilities of the main drainage system and the by-laws enforced by the local authority with regard to the discharge of waste into the drainage system. The preferred method of disposal is by maceration, using waste disposal units, but this may have to be supplemented by complementary systems taking into account The Environmental Protection Act 1990 and the subsequent Directives contained within including the Landfill Directive 2007.
9. The type of collection determines the design of the refuse area system employed by the unit. The number of collections made weekly will determine the number of bins required and subsequently the area required for their storage. The type of bin used will determine the type of refuse compactor to be installed.
10. Catering areas are required to be able to report energy consumption remote to the rest of the building in which they are located. A pulsed meter facility should be available for all utilities capable of being interrogated by a Building Energy Management System (BEMS).
11. A Catering Questionnaire Data Sheet is produced by DFS IPT and should be completed to assist designers with the particular unit requirements in consultation with the KDEA.

## 1.5 JSP SCALES & DE SPECIFICATION No. 42 – CATERING EQUIPMENT SPECIFICATION

### PUBLICATIONS

In addition to this guide, the designer will need a copy of the latest issue of JSP 315 - Service Accommodation Code Scales 01, 09, 25, 29, 34, 39, 40, 45, 47, 52; JSP 456 – Defence Catering Manual and DE Specification 42 – Catering Equipment Specification.

## JSP 315 - SERVICE ACCOMMODATION CODE

JSP 315 is the general standard set by the MOD, with the agreement of HM Treasury, for the provision of accommodation for the regular British Armed Forces.

**Scale 01.** Gives guidance on the application of all scales and information on matters that are common to them.

**Scale 39.** This scale is the basic document used for the design of Service catering facilities and applies equally to new build and refurbishment or conversion of permanent premises. The applications generally apply to the provision of facilities to Officers' and SNCOs' messes; provisions for Junior Ranks' messes are included in Scale 52.

The scale gives information and guidance to those concerned with the provision of accommodation. When applied in accordance with MOD policies and procedures, the Scale provides a sound basis for financial control in achieving value for money in both initial capital costs and subsequent maintenance.

The scale is not to be read as a rigid entitlement and is not specific to any particular project, but it is flexible enough to meet the requirements of most Service catering facilities. Where a unit has a particular requirement, the Scale may be varied, however, any variation will need to be justified in accordance with the policies and procedures prescribed in JSP 414 – Management Strategy, JSP 434 – Property Management and JSP 435 – Works Projects. Where variations are proposed the advice of the KDEA should be sought.

The information contained is based on the NTBF, which should be calculated in accordance with Part 1 of the Scale. It is impossible to design any Service catering facility unless the Establishment figure is confirmed and agreed and from which the NTBF is obtained.

The inherent flexibility in any catering facility allows the NTBF to be grouped into Scale bands i.e. NTBF 264 – Use of Scale band 201 to 300. Scale bands apply to Parts 2 to 4B inclusive and Parts 6 to 8 of the Scale.

Part 4 provides details of the Spatial Standards for the Kitchen and Ancillaries areas and the Front of House, based on the Unit's Establishment for trained units; and the Unit's Establishment and AAOT trainees and students (for Phase 1 and 2 Training Establishments)

Staff facilities should be provided in accordance with Part 5 of the Scale. It is impossible to design staff facilities unless the number of male and female staff is known. (*See also Scale 40*).

Part 6 of the Scale refers to details of the catering control facility. Where food is provided to one central point in a unit the KDEA should be consulted to identify the accommodation and equipment to be provided for those units. This system is rarely provided in today's modern facilities. The most common system throughout the MOD is where food is delivered direct to individual messes. Normally, Catering Control facilities are not required; however, the Mess will require additional storage areas and equipment as detailed in Part 2, Serial 32 of the Scale. In many instances, particularly in large messes and in Army Junior Ranks' messes, there will be a

requirement for an Accounts Office and the Regimental Catering Warrant Officer (RCWO) (see also Section 6 of this guide).

**Scale 40.** This Scale covers the provision of changing room and locker facilities for those personnel who need to change into protective or alternative clothing at their place of work. (see also Scale 39, Part 5).

**Scale 45.** This Scale applies to all MOD office accommodation, both military and civilian.

**Scale 47.** This Scale applies to rest room and standby room accommodation.

**Scale 52.** This scale applies to the provision of Amenity (Catering, Retail and Leisure) Facilities for Junior Ranks following the introduction of 4:1 facilities and Pay As You Dine (PAYD) and should be read in conjunction with Scale 39.

## JSP 456 – DEFENCE CATERING MANUAL

JSP 456, Defence Catering Manual (DCM) provides a combination of regulations, instructions, advice and is a point of reference for Service caterers to assist them in the delivery of the catering function across the entire range and diversity of Armed Forces catering.

## DE SPECIFICATION 42 – CATERING EQUIPMENT SPECIFICATION

This specification defines the minimum standards for catering equipment normally found in service catering facilities and shall be applied to all equipment detailed in JSP 315, Scales 39 and 52. Particular attention should be made to the **General Specification Notes** at the front of the document; any equipment not covered by a Specification shall comply with the standards set out under that section.

Unless otherwise stated, accommodation and equipment shall be provided only in accordance with the Scales and DE Specification 42 – Catering Equipment Specification. (see *Defence Estates and DE & S Web-sites.*) -

<http://www.mod.uk/DefenceInternet/Microsite/DE/> and  
<http://www.mod.uk/DefenceInternet/Microsite/DES/OurPublications/CateringPublications/>

## 1.6 THE ROLE OF THE KITCHEN DESIGN AND EQUIPMENT AUTHORITY (KDEA)

Specialist advice from the KDEA is available to Project Sponsors, Property Managers and their Consultants or Contractors engaged in MOD work. The Joint Services Catering Design Committee recommends that advice and guidance is obtained from the KDEA at the earliest possible stage.

***Defence Estates – Technical Bulletin 01/01 refers.***

The formation of the Defence Food Services Team (DFS) has brought together for the first time the single Service kitchen design and catering equipment advisers. Additionally, these specialist posts have been joined by the Army's operational field catering adviser, to create a fully integrated, tri-Service Equipment and Infrastructure Team. The keystone of the team's work is to develop more cost effective, improved catering facilities that fully meet complex statutory legislation and user requirements.

The team is the focal point for MOD kitchen design and catering equipment, primarily for major projects, to refurbish existing kitchens and to build new messes in addition

to smaller property management tasks where specialist catering design advice will secure a value for money solution.

Much of the work is to advise Requirements Managers, Property Managers and Catering Consultants employed by Project Contractors of the MoD's kitchen design requirements and catering equipment specifications; as a consequence, the KDEA will spend much of their time on site visits inspecting projects.

A principal aspect of the KDEA role is to provide an in-depth inspection prior to completion of a project. This will include aspects of the provision and functionality of the catering equipment and the provision, standard of finish and compliance of the infrastructure including structural finishes and services. A report is produced prior to the formation of the Handover Board to determine the facility's "fitness for purpose". The report is based on the documents previously referred to at 1.5 above, including this Guide, all of which are used as the benchmark for the required standard of installation and finish.

Designers and Contractors will be required to make the facility ready for the inspection on the agreed date, the requirements of which are shown under.

### **FINAL PRE-HANDOVER INSPECTION**

The Contractor is required to action the following:

1. Commissioning. All items of equipment shall be commissioned and tested to the Contractor's satisfaction. All equipment shall be fully assembled and be laid out ready for use by the occupier as per the latest revision of the Contractor's drawings.
2. Testing – Cooking Equipment. All prime equipment shall be made ready for testing and demonstration as follows:
  - Range tops, ovens and grills to be lit at least ten minutes prior to inspection commencement.
  - Deep fat fryers to be filled with the minimum level of oil and to be lit at least ten minutes prior to inspection commencement.
  - Combination ovens and steamers to be made ready to demonstrate the programming, cooking, steaming and drain down modes.
  - Tilting kettles, bratt pans and bains-marie to be filled to the maximum load line and turned on at least ten minutes prior to inspection commencement.
  - Water boilers to be switched on ready for demonstration.
3. Testing – Refrigeration. All refrigerators, freezers, chillers and thawing cabinets shall be made ready for testing and demonstration as follows:
  - All to be turned on at least 24 hours prior to the inspection.
  - Air cooling units in Larders to be turned on at least 24hours prior to inspection with benefit of a record of achieved temperatures.
  - Refrigerated drinks dispensers and beverage units to be made ready for draw off.

4. Testing – Sinks. All sinks shall be made ready for testing and demonstration as follows:

- Sink bowls to be half filled with water (food preparation, crock wash, utensil wash).
- Sanitation sink to be half filled with water and the heater element turned on at least 45 minutes prior to inspection.
- The dishwasher and glass-washer to be made ready to demonstrate the wash, dry and drain down modes.

5. Testing – Service Equipment. Service counters shall be made ready for testing and demonstration as follows:

- Hot counters and soup station to be switched on with the hot cupboard, bain-marie and gantry lights operational at least 30 minutes prior to the inspection.
- Cold counters to be switched on with refrigerated cabinet, dole well and lighting operational at least 2 hours prior to inspection.
- Ambient lighting to be switched on at time of inspection.
- Heated plate lowerators to be switched on and operating at their working temperature.
- Gastronorm containers to be sited adjacent to the equipment to which they relate.

6. Testing – Ventilation. The ventilation system shall be made ready for testing and demonstration as follows:

- All doors and windows to rooms are to be closed.
- The ventilation system to be turned on in all rooms.
- Individual canopy extraction units to be turned on prior to inspection.
- Steam and smoke tests are to be carried out at the time of inspection.

7. Hygienic Clean. All internal walls, floors, windows, gullies/channels and equipment (both internal and external) shall be hygienically cleaned prior to the hand-over. This clean is to be of a standard to allow immediate occupation and delivery of foods to be stored, prepared and cooked. i.e. fit for purpose. Sweeping out builders' rubbish is not sufficient for a kitchen to be assessed as 'fit for purpose'. To ensure there is no proliferation of pathogens, or residual chemicals, responsible for food borne disease or health risks, all surfaces and equipment must be hygienically cleaned. Not only is this cleaning work essential in terms of Food Safety Regulations, but it must be undertaken in a timely manner i.e. there is no point cleaning a kitchen, then sending in tradesmen to undertake further building work). See: "*Specification for the Hygienic Cleaning of Food Rooms and Catering Equipment on Completion of a Building Project.*" (a derivative of DE Specification 38).

## KITCHEN DESIGN AND EQUIPMENT AUTHORITY (KDEA)

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## 1.7 ADVICE PROCEDURE

The KDEA is available to assist with the preparation of the Statement of Requirement (SOR) in the production of order of cost estimates and option studies evaluation and development of the Brief, attend siting boards, and to advise on options to be considered.

### WORKS SERVICES

Works services can be defined as the construction, enlargement or modification of a building or fixed facility. Works services are divided into two categories:

- a. Major Capital Projects (Core Works).
- b. Minor New Works (Core Services).

There are no hard financial limits which distinguish when a project is considered to be Core Works, or Core Service. A risk based judgement by the delivery organisation (Defence Estates) will be made based on complexity of the project, capability, capacity and competence of DE and its supply chain.

### PROJECT FLOW

The chart at Figure 1 shows the flow of a project from identification through to financial completion. Unit/establishment catering staff will have input to these projects through the relevant staff, particularly during the early period of the Project Identification stages. The Equipment and Infrastructure staff of DFS IPT, as the KDEA, should be informed at the earliest opportunity so that sound specialist direction can be given from the outset of the project. Whilst it is noted that there is constant contact between interested parties involved in a project, unit, establishment and area catering staff should not deal directly with project staff after the consultation with DFS IPT has begun. All requests for amendments and changes to catering facilities should be directed to the relevant DFS IPT project manager who will advise both catering and project staff as to the viability of the request.

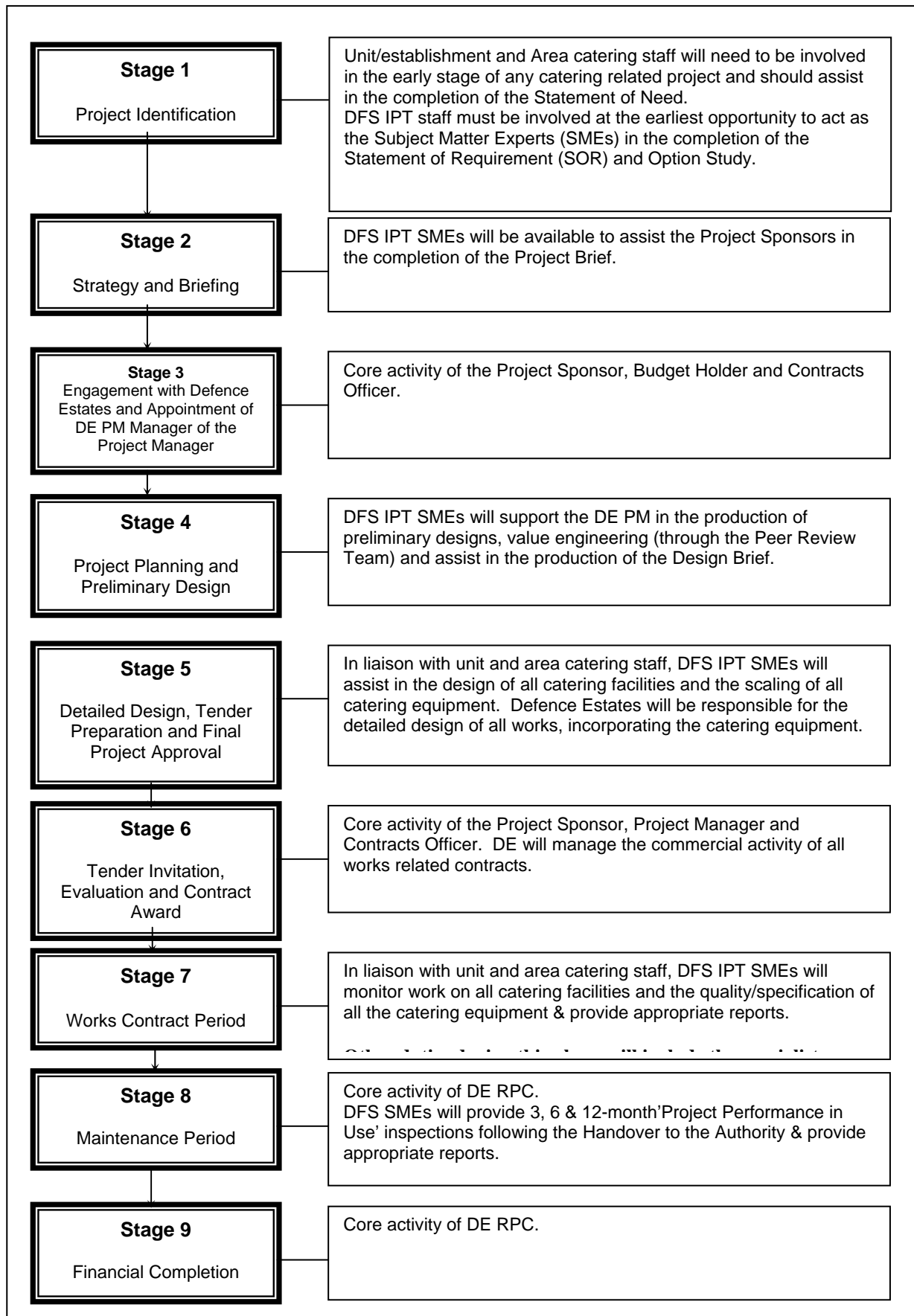
### KEY PERSONNEL

The following is a list of personnel who may be involved in a works project and an outline of their role: -

- **User.** The user of a facility whose operation is the driving force behind a contract. The user may be a budget holder from unit/establishment through to Top Level Budget (TLB) holder.
- **Project Staff Officer.** A member of the budget holder's staff who handles daily project business until a Project Manager is appointed.
- **Budget Manager.** A member of the budget manager's staff responsible for co-ordination of expenditure profiles and fiscal advice to the budget holder.
- **Site Establishment Representative (SER).** A MOD official appointed by the Commanding Officer/Head of Establishment responsible for normal daily property management issues.
- **Project Manager.** A professional construction industry project manager, appointed by the delivery organisation, responsible to Defence Estates for overseeing the design and construction process and to manage the daily business of the project.
- **Defence Estates Project Manager (DE PM).** A member of Defence Estates (DE) responsible for co-ordination of all DE provided services to the project.

- **Contracts Officer.** A member of the Defence Contracts Organisation responsible for all non construction, contractual aspects of the project.
- **Regional Prime Contractor (RPC).** The commercial company, contracted to Defence Estates, and responsible for the construction work and through life maintenance.

Figure 1 - Project Flow



Although each Service has a slightly different form for initiating this procedure the process for obtaining approval, shown at Figure 2, follows the same basic format. Advice should be sought from the property management team as to the procedures to be adopted. At all stages of the process scrutiny by Subject Matter Experts (SMEs) should be sought. The staff at DFS IPT, if involved at the earliest stages, will be available to give clear advice to all members of the approval system and may be able to save a great deal of time and effort.

**Figure 2 - Minor New Works (Core Service) Approval**

