

Invitation to tender for the catering opportunity at the Horniman Museum and Gardens

November 2023

Horniman Museum Enterprises (HME) is inviting Catering Operators to tender for contracts to deliver exceptional catering services in the following locations at the Horniman Museum and Gardens site in Forest Hill, London:

- The main Horniman Museum Café
- The Kiosk on the main café terrace
- The Dutch Barn Kiosk on the Bandstand Terrace
- The new Children's Café – planned for opening in spring 2025.

Plus various events spaces:

- The Conservatory
- The Bandstand
- The Pavilion
- Museum meeting room
- Main museum building

The tender is divided into three opportunities:

1. Visitor catering: Main Museum Café, Kiosks and new Children's Café
2. Event catering*: Weddings and private events/other venue hire
3. Combined visitor and event catering.

*We are open to considering exclusive events catering by one contractor or instead appointing a limited selection of caterers to an approved supplier list. Please specify your preference in your proposal.

The Visitor and Events Catering strategy at the Horniman seeks to deliver a contemporary, healthy and attractive mix of offers responsive to our diverse audience demands. We welcome an approach focused on sustainability and an excellent visitor experience that demonstrates a warm welcome to visitors from a range of backgrounds. Importantly, the

strategy looks to take advantage of evidenced customer demand and grow income across the F&B and hospitality estate.

Basis of contract

- The contract will begin in **March 2024**. The proposed length of the contract shall be no less than five years.
- HME welcomes proposals for the lease/concession agreement as part of this tender.
- The F&B operator(s) shall have sole catering rights to the locations set out in the opportunities above. However, from time-to-time HME may require the use of certain spaces for internal events, with advanced warning, for a limited number of events per year.
- The successful F&B operator(s) will be responsible for any premises business rates payable for the specified catering areas.
- The utilities will be charged via metered supplies.
- Maintenance of the catering and refrigeration equipment will be the catering contractor's responsibility. They will also be responsible for the upkeep of their staffing facilities plus the fabric of the following areas listed below:
 - All F&B outlets under the contract
 - Kitchen and wash up areas
 - Food prep areas
 - Office and staff changing
 - Walk-in Fridge/Freezer
- The appointed caterer will be responsible for purchasing the stock and light equipment for the operation (crockery, cutlery, glassware, kitchen utensils, service utensils, coffee machines, tills, EPOS systems, computers, signage etc.).
- An equipment list can be found within the Information pack.

Preparation of tender

Tender information should be supplied in the order and format requested below. It is the responsibility of prospective tenderers to obtain at their own expense all information necessary for the preparation of their tenders.

All information supplied by HME in connection with this invitation to tender shall be treated as confidential by prospective tenderers.

Information supplied to tenderers by HME is given for general guidance in the preparation of the tender.

Any questions which arise should be directed in writing to Tonic London, consultants operating on behalf of HME: rosana@tonic-ldn.com

Tender submission

An electronic copy of the tender and all accompanying documents should be sent to rosana@tonic-ldn.com by 12 noon **8 December 2023**. Hard copies of documents will not be accepted. Late tenders will not be considered. HME may in its absolute discretion extend the closing date but will notify all interested parties accordingly.

F&B operators submitting a tender shall permit representatives of HME, upon giving reasonable notice of their intention to do so, to inspect any premises proposed by the tenderer to be used in connection with the provision of services.

Tender evaluation

HME is not bound to accept any tender. Tenders will be evaluated on the following criteria:

- Enhancing the customer experience and supporting audience development objectives through the offer of healthy, good quality and value for money menus (30%)
- Offering the most commercially advantageous proposal (30%)
- Demonstrating a strong track record of success in visitor and/or event catering in similar environments and meeting relevant objectives (20%)
- Evidencing a commitment to environmental sustainability (20%)

Tender responses will be scored by an evaluation panel appointed by HME for all criteria using the following scoring model:

Score	Scoring Principles: Table 1
1	Non-Compliant – The proposal meets elements of the requirements but gives concern in several significant areas. There are reservations because of one, or all the following: <ul style="list-style-type: none">· There is at least one significant issue meriting considerable attention.· There is insufficient evidence to demonstrate competence or understanding.· The response is light and unconvincing.
2	Satisfactory – The proposal meets most of the requirements but there are several significant issues of concern. These would require some further clarification or attention later in the procurement process and may arise through lack of

Score	Scoring Principles: Table 1
	<p>demonstrated capability and/or appropriate evidence. The response therefore shows:</p> <ul style="list-style-type: none"> · Understanding of the requirements. · Sufficient competence demonstrated/evidenced. Some areas of concern that require attention.
3	<p>Good – The proposal meets almost all the requirements but there is at least one significant issue of concern, or several smaller issues. These would require some further clarification or attention later in the procurement process and may arise through lack of demonstrated capability and/ or appropriate evidence. The response therefore shows:</p> <ul style="list-style-type: none"> · Good understanding of the requirements. · Sufficient competence demonstrated/ evidenced. · Some areas of concern that require attention.
4	<p>Very Good – The standard of proposal meets expectations in all material respects. There are no significant areas of concern, although there may be limited minor issues that need further exploration or attention later in the procurement process. The response therefore shows:</p> <ul style="list-style-type: none"> · Good understanding of the requirements. · Sufficient competence demonstrated through relevant evidence. · Some insight demonstrated into the relevant issues.
5	<p>Excellent – The standard of proposal fully meets expectations and leaves no doubt as to the capability and commitment to deliver what is required. The response therefore shows:</p> <ul style="list-style-type: none"> · Very good understanding of the requirements. · Considerable competence demonstrated through relevant evidence. · Considerable insight into the relevant issues. · The response is also likely to present additional value in several respects above that expected.

Scoring

The evaluation panel appointed for this procurement will meet to agree and moderate scores for each award criteria. Final scores in terms of a percentage of the overall tender score will be obtained by applying the relevant weighting factors set out as part of the award

criteria table above. The percentage scores for each award criteria will be amalgamated to give a percentage score out of 100.

The strongest responses when applying the above evaluation methodology will be invited to a meeting w/c **08 January 2024** to present their proposals and clarify any issues arising out of their tenders.

Tender responses

This section sets out HME's general requirements and guidelines for the format, scope, and detail of the tender response.

The objective of this exercise is for tenderers to provide HME with a clear, structured business plan to support their bid for the catering contract.

Tenderers are requested to keep submissions as concise as possible to facilitate the evaluation process.

All documents requiring a signature shall be signed:

- Where the tenderer is a partnership by two duly authorised partners.
- Where the tenderer is a company by a director of the company, such persons being duly authorised for that purpose.

Tender response required

Operational Plans

Operation of each element of the business

Provide details on how you propose to manage the F&B operation and to grow the business. Details should include the following:

1. Whether you are interested in the visitor and/or event catering opportunity. (For event catering, please confirm any expectations around exclusivity or willingness to join a preferred supplier list).
2. Style of service proposed.

3. Methods of food preparation presentation and service.
4. Description or organisation chart showing the structure and location of all key personnel who will be involved in the management of the contract from mobilisation.
5. Profiles of any Managers/Chefs who will have direct responsibility for the delivery of the services/for sourcing, preparation and delivery of food and beverages under this contract.
6. Any external resources and services that will be available for on-going support and the role they will play.
7. Details of staff training proposed, including Health & Safety and Food Safety. Please provide any related policies and/or certificates.
8. Details of how workplace equality and diversity is managed, e.g., recruitment policies, support for employer schemes that support diversity e.g. London Living Wage, Disability Confident etc.
9. Details of any commitment to environmental sustainability, recycling, and responsible waste management.
10. Details of how you would foster a positive and productive working relationship with HME.

Menus and pricing

Please submit a detailed menu(s) with food and drink prices, details of any brands proposed to be sold and images of proposed presentation. You should address how you plan to adjust the menu to cover all periods of the day and/or different venues.

Your response should address how products would be produced, in terms of bought-in or prepared off-site/on-site, details on the provenance of the products being used (e.g. fair-trade, sustainability, local sourcing, animal husbandry) and the extent to which provenance is to be communicated to the customer.

Operational or environmental changes proposed

Outline any proposals you may have for physical or operational changes to the visitor catering facilities, kitchen, and servery etc. that are different to the current arrangement and give reasons for the proposals.

Marketing

Outline your annual budget to market and promote the business and summarise how you would increase customers' expenditure, maximise sales and use of the facilities. Explain your customer on-line reach. Proposals for any joint initiatives or promotions may also be included for consideration.

Mobilisation Plan

Please submit details of the timetable for mobilisation prior to the commencement of the new services; this should detail the activity, the timescale and the resource/responsibility for the activity.

This section should also cover any anticipated mobilisation costs (which could include but are not limited to light equipment, crockery, glassware etc, pre-opening training, EPOS and IT) and any other proposed capital investment.

Financial projections

Tenderers are required to submit a projected profit and loss account detailing financial performance over a three-year period.

This should include:

1. Total food and beverage sales
2. Other income
3. Cost of sales
4. Labour/payroll costs
5. Overhead costs
6. Mobilisation costs
7. Payment to HME
8. Depreciation of any capital expenditure
9. Caterer's profit.

Tenderers are required to qualify the above with supporting information setting out the rationale for calculating each element of their financial proposals with any assumptions made clearly stated.

Proposed concession/lease arrangement/partnership arrangement

Please set out your proposal for the financial agreement between your business and the HME including:

1. Concession rates or lease arrangements
2. Mobilisation costs and any capital investment
3. Length of contract proposed
4. Payment schedule detailing when concession / rental payments would be made
5. Detail of any staff/other discount to be offered.

Please set out details of your proposed EPOS and any booking system.

Anti-fraud and bribery statement

Please complete and submit the separate anti-fraud and bribery statement along with your tender documents.

Qualification Questionnaire

Please complete and submit the separate qualification questionnaire.

Form of Tender

Please complete and return the below declaration.

Form of tender

To be completed by the tenderer

Provision of: Catering services for the Horniman Museum and Gardens.

I/we have examined the invitation to tender and specification of catering services and do hereby offer and agree to provide the services as described in the specification.

I/we understand that this offer shall remain open for acceptance for a period of 90 days from the closing date specified in this tender and upon your acceptance a binding contract shall exist between us. We undertake to enter into a formal written contract with HME. If this offer is accepted I/we will execute documents in the form of an Agreement within 30 days of being called upon to do so.

I confirm that I have all the requisite corporate authority to sign this tender and that I have complied with all the requirements set out in the invitation to tender.

Signed for and on behalf of the named tenderer:

Signature:

Signature:

Position:

Position:

Date:

Date: