

Catering Concession Tender

Royal Air Force Museum London
Grahame Park Way
London NW9 5LL

INDEX

- Section A Instructions to Tenderers
- Section B Evaluation Criteria
- Section C Briefing and Information Notes
- Section D Draft Contract including Catering Specification
- Section E Form of Tender and Tender Submissions
- Section F Appendices

SECTION A

INSTRUCTIONS TO TENDERERS

INSTRUCTION TO TENDERERS

Purpose

The purpose of this Invitation to Tender (ITT) is to:

- Provide prospective suppliers with sufficient information to understand and respond to the requirements of the RAF Museum, London (the Museum);
- Ensure that a consistent level of information is obtained from each prospective supplier;
- Provide a structured framework for the subsequent evaluation of each supplier's submitted bids and ensure proposals meet the Museum's requirements;

Objectives

The key objectives of the tender are to identify a supplier who will:

- use its skills, infrastructure, and experience in both public catering and event catering to deliver a consistently high quality service at the Museum;
- provide a proactive service demonstrating awareness of trends and demands for catering through the life of the contract.
- support the Museum in sales and marketing activity for event catering services to grow revenue and commission from this important area of the business;
- offer value for money to visitors and event clients;
- deliver a strong financial return to the Museum by way of a commission based income with a fixed minimum guarantee.

The Service

The RAF Museum has a requirement for the provision of Public Catering Services and Events Catering Services. The service is to be provided within its premises at Grahame Park Way, London NW9 5LL.

In line with the Museum's policy to invite companies to compete for contracts, you are invited to submit a response to the attached Invitation to Tender (ITT).

This document constitutes a formal ITT for the supply of the services as described in Sections C and D, initially for a 5 year period with an option to extend by a further 2 years at the discretion of the Museum. The tender should include all activities associated with the provision of these services.

Proposed Timescales

The provisional timetable is as follows:

Action	Date
Issue ITT	Friday 21 st July 2023
Pre-tender Site Visits	w/c Monday 31 st July 2023 (dates and times TBC)
Notification of Intention to Bid (by 5pm)	Friday 4 th August 2023
Deadline for Clarification Questions (by 5pm)	Friday 18 th August 2023
Return of Tenders (by 1pm)	Monday 4 th September 2023
Presentations from Short listed Suppliers	w/c Monday 16 th October 2023 (if required)
Provisional Contract Award	Monday 30 th October 2023
Formal Contract Award	Tuesday 28 th November 2023
Service Commencement	Thursday 4 th January 2024

Response Format

Tenderers should adhere to the layout indicated and the order of the information requested. After reading the entire ITT, please formulate all submissions and send the complete ITT back as one submission in hard copy and CD/memory stick formats as requested below.

If you feel it necessary to include additional information either specifically relating to this contract or general information about your organisation, we request that this is presented separately to the information requested.

Documents for Submission

Suppliers are required to submit:

- Notification of Intention to Bid

All suppliers who receive this ITT must return the *Notification of Intention to Bid* form (Appendix “A”) indicating whether they will or will not respond. Please reply to Alex Coffin by e-mail at alex@boyd-thorpe-associates.co.uk by **Friday 4th August 2023**.

- Form of Tender Certificate and Submission Documents

The Form of Tender Certificate (Section E) should be completed and attached to the Submission Documents (Section E) and returned by no later than **1pm on Monday 4th September 2023**. Responses received after this date and time may not be considered. Both electronic and hard copies must arrive before the deadline for the submission to be accepted.

Submission of Response

An electronic version of the Submission Documents should be submitted via a secure file transfer system (such as WeTransfer or Dropbox) with the link emailed to Alex Coffin at alex@boyd-thorpe-associates.co.uk and Vicki Hibbert at vicki.hibbert@rafmuseum.org.

In addition, four (4) hard copies of your response should be submitted to:

Vicki Hibbert
Head of Events and Catering
Royal Air Force Museum London
Grahame Park Way
London NW9 5LL

These should be enclosed in a sealed envelope and marked: **"Catering Concession Tender Strictly Private & Confidential"**.

The document should be presented in **A4 format**, with pages clearly numbered and bound in such a way as to enable it to be opened flat.

You are requested to answer all questions. This will assist the Museum in a controlled and fair review of all replies. Maximum page limits must be adhered to.

It is important that all assumptions and calculations made in your proposal are clearly explained so that it is possible to analyse in full how these have been arrived at. **These must be contained within the printed document not just submitted electronically.**

Clarifications

All enquiries should be directed to Alex Coffin at Boyd-Thorpe Associates (07743 897366 / alex@boyd-thorpe-associates.co.uk).

The closing date for clarification questions is **5pm on Friday 18th August 2023**.

Several suppliers are expected to respond to this ITT. All clarification given or extra information supplied during the tender period will be distributed to all other suppliers involved in the tender process.

Terms & Conditions

The terms and conditions for the supply of the services specified within this ITT are contained in the draft contract provided at Section 'D' (which includes the Service Specification at Schedule I). These documents should be read in conjunction with each other.

Suppliers should be aware that satisfactory contractual terms are an integral element of the Museum's evaluation and decision-making process. Suppliers are therefore requested to read the terms and conditions carefully and raise any concerns **prior to the tender return**. Any material requests for

amendments to the draft contract or service specification received after the receipt of the tender shall not necessarily be permitted.

Any indication from the Museum of preferred supplier status during the tender evaluation process shall be strictly subject to a finalised contract and the Museum expressly reserves the right to revoke such status if a satisfactory contract cannot be agreed.

T.U.P.E

It is recognised that T.U.P.E may apply should a change of supplier be made. All relevant details are included in Appendix “B”. You should indicate in your return tender document any changes proposed to the current establishment including positions no longer required, any additional positions or changes to hours of work.

Presentations

Following submission of the tenders, selected suppliers may be asked to make a presentation to the Museum and answer questions on their tender response. If required, presentations will take place during the week commencing **Monday 16th October 2023** (dates and times will be confirmed in due course).

Supplier Selection Criteria

The supplier will be selected based on the response that is considered to provide the most economically advantageous solution to the Museum. The Museum does not bind itself to accept the best financial offer and reserves the right to award a contract in whole or in part or not at all.

Form of Response

Suppliers must submit a response containing a detailed description of their proposed solution and cross-refer their answer to the appropriate section of the ITT. Any requirement that cannot be met fully must be clearly indicated (and again cross-referenced to the appropriate section).

Confidential Information

Please ensure that the following confidentiality requirements are adhered to:

- All documents and information provided (by whatever means) are kept strictly confidential.
- Confidential information is disclosed only to those of your employees who need to evaluate it to submit a response.
- All documents and information provided are not disclosed nor allowed to be disclosed to any third party, except as required by law.

The Museum may require the return or destruction of any materials in your possession in which its confidential information is contained. Should you not wish to submit a tender then we request that you return this ITT and enclosures promptly.

Tender Administration

The Museum will not be liable for any costs incurred by suppliers responding to this ITT. The preparation of a tender will be made without obligation by the Museum to acquire any of the items or services included in the tender or to select any supplier's tender.

If the supplier's response to the tender is accepted it will form part of the Contract, which will be completed subsequently.

SECTION B

EVALUATION CRITERIA

CRITERIA FOR THE EVALUATION OF THE TENDER RETURNS

The tenders will be assessed based on all the information requested and subsequently supplied, but particular emphasis shall be placed upon the following:

Evaluation Criteria	Weighting %
The Company's alignment to the Museum's ethos, values, quality position, value position and commercial objectives as demonstrated in the tender document (including Submission 14) and by company representatives during the tender process	10
The quality of the public catering services as evidenced through the concepts, menus, and operational proposals for visitor catering (Submissions 1-4)	15
The marketing strength of the Company as evidenced through the marketing strategy, company central sales and marketing resource, staff structure for sales, understanding of the target markets, marketing plan and marketing budget (Submissions 5-9)	20
The Company's understanding of the commercial positioning for Events Catering as evidenced through the proposed menus and tariffs for Event Catering (Submission 10) and any Capital Investment offered (Submission 11)	10
The Company's commitment to resourcing the contract as evidenced through its approach to management of the contract including the proposed organisational structure of the onsite team, staff and management rates of pay, and immediate contract support available to onsite manager (Submissions 12-13)	5
Robustness of the financial forecast as demonstrated through the sales projections and P&L accounts (Submissions 15-16)	10
The financial offer including the commission offer, Minimum Annual Guarantee offer and Capex offer (Submission 17)	30
TOTAL	100

SECTION C

BRIEFING AND INFORMATION NOTES

BRIEFING AND INFORMATION NOTES

Introduction

Our purpose is to share the story of the Royal Air Force, past, present and future – using the stories of its people and our collections in order to engage, inspire and encourage learning.

The Royal Air Force has shaped our nation and our society. It has influenced how we live our lives today through its impact on world events, society and technology.

The Royal Air Force Museum is a National Museum, a Government non-departmental public body (NDPB) and a registered charity. Our collection is central to everything we are and do and comprises around 1.3m objects which we hold in trust for the people of the UK.

We are committed to using our collections to share the story of the Royal Air Force and its people. We are an educational charity and whether visitors are engaging with our displays, taking part in discussion and debate, studying our archive, holding a corporate event in our spaces, having fun at events and in our playground, or enjoying a rest in our café, there are opportunities for learning and inspiration in every pore of our Museum.

Our vision is to inspire everyone with the RAF story - the people who shape it and its place in our lives.

RAF Museum London

The Royal Air Force Museum was established as a legacy of the RAF's fiftieth anniversary, opening our London (Hendon) site in 1972. From 1979, the Museum also managed the Cosford Aerospace Museum for the MOD, which had also been in operation since 1972. This was renamed the RAF Museum Cosford in 1998 when it formally became part of the Museum portfolio. The Museum also has two external stores, one in Stafford and another within RAF Cosford.

On its opening; Hendon's hangars housed some 36 aircraft. Over the following years, however, some 130 aircraft were acquired for the Museum and, other than on Battle of Britain Open Days at various RAF stations, these stored aircraft were seldom available for public display.

Our RAF Centenary transformation in 2018 enabled the Museum to bring an additional 500 objects from our stores to share with our visitors – most of which had never been displayed before.

Our transformed free-to-enter London Museum now comprises six main hangars and includes three new innovative galleries which explore the first 100 years of the RAF, its roles today and invite visitors to imagine its future contribution and technology:

- 'RAF Stories: The First 100 Years'
- 'RAF: First to the Future'
- 'The RAF in an 'Age of Uncertainty'.

The redesigned site has at its heart an open, grassed landscape that reflects the heritage of the site as the London Aerodrome and RAF Hendon. There is a themed outdoor play area aimed at under 11's

and a new public cafe, Hendon Kitchen, which sits in a dedicated building at the midpoint of the visitor journey. Around this, there is a packed programme of family activities and events for all ages.

Background to the Tender

The current contract for catering services at the RAF Museum, London will expire in early January 2024. The management of the Museum have taken the opportunity to review the current catering arrangements and decided to conduct a competitive tender for the new contract.

The intention in undertaking this process is:

- To identify the best company to develop the catering offer in partnership with the Museum.
- To develop a sound strategy to grow the events business by identifying appropriate audiences and proactively marketing and selling to these audiences.
- To maintain a sales presence on site.
- To increase revenue from Event Catering to pre pandemic levels.
- To ensure visitor catering adds value to the day out and is an integral part of the visitor experience.
- To increase visitor penetration and spend per head on catering.
- To secure strong support for the catering manager ensuring the Museum team have access to senior management and key decision makers of the catering company, particularly in terms of event sales and marketing.
- To provide a strong annual financial contribution to the Museum.

Outline Contract Requirements

The contract will run from January 2024 for five years on a fully commercial concession basis wherein the appointed caterer shall pay a percentage of sales turnover to the Museum by way of a concession payment supported by a fixed guaranteed annual sum.

The catering contract at the Museum comprises the following interdependent elements:

- The main visitor café in Building 52 (which operates and is referred to as the Hendon Kitchen)
- The additional visitor café near the main entrance and adjacent to the shop (referred to as the Hangar 1 Café)
- Event Catering referred to as Event Catering Services

The main specification is contained in Section D of this documentation (as schedule 1 of the Draft Contract).

Capital Investment

Securing capital investment from the catering partner is not a core aim of this tender.

The public catering facilities are relatively new and have been well invested in recent years. It is not believed that any investment is required in the public operation; proposals for such investment would be considered but would have to be supported by a detailed business case.

Some event catering spaces require redecoration, but generally these spaces have received investment and are not believed to require significant additional capital. In particular, the AV and lighting equipment in most spaces is fully up to date and meets modern requirements. It is felt the function space in the Dermot Boyle Wing would benefit from a coat of paint and that new conference chairs would improve the appeal of the facilities in general. The Caterer is also encouraged to consider investment into equipment to support the Events Catering Services to avoid costly hire charges and to enable all-inclusive menus to be offered. Should the Caterer wish to offer Capital Investment to help drive event catering, it is believed these items would be most beneficial (though alternative proposals will be considered if accompanied by a clear business case).

Public Catering - The Hendon Kitchen

The Hendon Kitchen is located within Building 52, a standalone building at the site. The building also houses the main kitchen for the public and event catering operations, and the Hendon Kitchen Function Room (also known as the 601 Room).

An assisted service operates from the counter. There is a hot counter, as well as refrigerated and ambient display, and most items are taken to the table by customers at the point of payment. A small number of items, such as panini, are produced/heated to order and delivered to the table by servers.

The café has a seating capacity of approximately 80 internally (different configurations are possible using the banquette seating) and approximately 60 on the tables and benches immediately outside. The Hendon Kitchen opens from 10:00 to 17:00 during school term time and 11:00 to 16:00 at weekends, bank holidays and during the school holidays. Main meals are available between 11:30 and 15:00 every day.

The menu reflects modern tastes but has retained a relatively traditional British feel, which is believed to be appropriate for the visitor base. The Museum is seeking propositions from tendering companies to drive the public catering operation and bring innovative to the service while keeping with tradition where appropriate.

The food offer is prepared entirely on the premises; the kitchens are relatively new and were designed to be capable of producing both the public and event catering offer at site. Central production facilities are not necessarily required, though where companies have such facilities and believe they could deliver benefits to the Museum this would be considered, around Event Catering at least. Wherever it is prepared, the offer must deliver freshness, quality and innovation.

The menu selection for the Hendon Kitchen should address common dietary requirements, which may change over time, such as wheat intolerance, nut allergies, preferences for low carbohydrate or low fat content etc. We would also like caterers to give thought to cultural dietary requirements and how they may be provided for. Specifically, we would encourage Kosher options, given our local demographics.

A high quality and nutritional children's offer must be always available and be highly visible. The seating layout and style of service must similarly be appropriate for families.

There should always be a healthy option available on the menu. The Caterer shall be encouraged to stock ethically traded and organic products wherever possible and economically viable.

The Caterer shall use crockery, glassware and steelware for the service of food and beverages in the Hendon Kitchen and will discourage customers from taking purchased goods beyond the catered areas. Where required the Caterer may use disposables for takeaway sales.

The menu offer in the Hendon Kitchen at the weekends shall be market driven to suit Museum visitors. The menu offer and the bridging of price points may be altered to reflect the change in socio economic profile and geographic mix of potential customers at different periods, if felt appropriate and agreed by the Client.

The Caterer shall implement procedures for maintaining consistently high service standards in the Hendon Kitchen and these will be monitored through a programme of formal and informal quality audits. Prior to commencement of trading these standards shall be presented to the Client for approval and will refer to menu style, design and content, clarity of pricing, portion size and provision of dietary needs as well as general food presentation.

Public Catering - Hangar I Cafe

The Hangar I Cafe is in the 'Historic Hangars' section of the main building, close to the entrance to the 'Bomber Hall' that houses the Lancaster Bomber. This is a high footfall area within the Museum and the café is well situated to take advantage of it at peak times. The café opens from 10:00 to 17:00 at the weekends and during school holidays only although it can be opened during the week in response to demand.

The kitchen of the Hendon Kitchen also supplies the Hangar I Cafe. Due to its location within the historic main building and proximity to the Museum collection, no primary cooking may take place in the Hangar I Cafe. Hot holding equipment is allowed so long as it does not involve any naked flame. Currently very little hot holding equipment is used, and the menu is based around coffee and cake, and pre-prepared sandwiches and salads.

Event Catering

There are 14 function spaces available for corporate guests, internal stakeholders, and others to hire in the Museum. These range from purpose built modern conference rooms to historic aircraft halls to outdoor spaces. Some are available during museum opening hours whilst others such as the aircraft halls can only be used in the evening when the museum is closed to the public. The spaces offered include the following:

- Halton Gallery
- Hangar 1: RAF First 100 Years
- Hangar 1: Sunderland Hall
- Hangar 1: Conference Suite
- Auditorium/ Lecture Theatre seating 220
- Dermot Boyle Wing (including the Cosford Room)
- Grahame-White Factory (also known as Hangar 2 or First World War in the Air)
- Art Gallery
- Hangar 3, 4 and 5: Historic Hangars
- Hangar 6: Age of Uncertainty
- 601 Function Room used for coach groups, children birthday parties etc.

- Boardroom
- Outdoor spaces
- Hendon Kitchen which can be used for events out of hours

The largest of the aircraft halls can accommodate up to 500 people for a dinner dance.

The Caterer will have exclusive rights to deliver internal and external Event Catering Services at the Museum. Alternative caterers are permitted in instances where the caterer is unable to meet the event requirements, such as there being specific for Halal or Kosher food for example.

When other caterers operate events at the Museum, they set up mobile field kitchens close to the event space. Alternative external events suppliers will not have access to the Caterer's equipment or the Catering Facilities, Kitchen areas and Stores.

Daytime Event Catering shall include both external venue hirers and Museum Internal Events but shall exclude Museum Public Events (see below).

Event Catering – Sales and Marketing

Event Catering Room Hire and Food and Beverage Sales reached their peak in 2018/19 when sales and marketing was managed in house by the Museum team and a list of caterers delivered event catering.

Despite the opportunities presented by the site redevelopment and the creation of new event catering spaces (Sunderland Hall in Hanger I, the conference suite in Hanger I and Room 601) and upgrades to the AV and lighting systems, Event sales have dropped significantly. This is in part due to the pandemic and in part due to a reactive sales approach being adopted as opposed to the proactive approach intended.

The appointed Caterer will be required to proactively maximise sales in the Catering Facilities. This means identifying target markets, communicating the offer through appropriate effective media to generate leads, showing prospective clients around the site, confirming bookings, managing the diary, and dealing with payments (before delivering the events themselves).

To deliver this requirement, the Caterer is expected to maintain a sales and marketing presence at site. It is expected this will comprise a Sales Manager at a minimum, plus such additional team members as the Caterer believe necessary to unlock the potential of the site.

The Caterer's central resources will also be an important part of driving event sales. The tender will look to identify a catering partner with good links to event bookers, and with a strong central team to support the contract. However, it is recognised that the site is not ideally located to attract major corporate bookings from central London. The Event Catering strategy should therefore consider how to engage with the local market, with clients with links to the RAF and the museum, and to the corporate events market outside of central London (for example along the M1 corridor). The Caterer's messaging, menus, and pricing will all need to be developed with such markets in mind. Through the tender we will look to confirm that the Caterer understands these markets outside central London and is willing and ready to engage with them throughout the contract term.

Event Catering - Operational Delivery

The Caterer is required to provide food and beverage and any ancillary services to support the delivery of Event Catering Services. The kitchen at the Hendon Kitchen is used to prepare food for events which is then transported in hot and cold holding boxes to the point of service. Temporary field kitchens are set up within the event spaces for plating and clearing.

It is believed the current menu pricing structure may be limiting the commercial potential of the site. The Caterer should therefore consider how the menu and pricing structure aligns with their sales and marketing strategy to ensure this area of the business can grow to, and possibly exceed, its previous levels. This might include an inclusive price model for the food and beverage element of the event (i.e. inclusive of furniture, catering equipment, staffing, linen etc) to provide a cost clarity to the end user.

Museum Public Events

Museum Public Events are all public ticketed events held within the Client's internal and external locations including the Catering Facilities and hosted, sold, and marketed by the Client. These are notified to the Caterer upon at least 60 days' notice. The Caterer does not have the exclusive right to deliver catering at these events but may be permitted to do so depending on the nature and scale of the requirements (at the Client's discretion).

Museum Internal Events

Museum Internal Events are the museum's own hospitality events, which vary in scale from refreshments and sandwiches for small meetings to exhibition launches for large stakeholder groups and large dinners. The Museum also hosts a few VIP events annually, which vary in scale and nature in the same way.

The Caterer has the exclusive right to deliver Museum Internal Events with the exception of up to 5 VIP events per annum where the Client may use the services of an alternative caterer.

Future Opportunities

The Museum is currently planning and raising funds for the development of a themed indoor soft play area. This will be a paid for attraction targeted at the under 10's and is expected to attract local resident families as well as museum visitors. Details of the scheme have yet to be finalised, but it is expected to comprise approx. 350 m² of soft play supported by two private rooms and a small café/vending area. The facility will be open midweek and at weekends. It will be available for private hire conjunction with the private rooms for birthday parties. The appointed Caterer will be expected to work with the Museum to develop the café/vending offer and birthday party packages for this area when it opens.

SECTION D

DRAFT CONTRACT

(including the service specification)

(See separate pdf files)

SECTION E

FORM OF TENDER AND TENDER SUBMISSIONS

FORM OF TENDER CERTIFICATE

To be signed and submitted with the submission documents.

RAF Museum London Catering Concession Tender

I/we, the undersigned hereby offer to supply the services as defined in the Specification at the prices set out in the Price Schedule. If our tender is accepted I/we will provide services in accordance with the Specification attached. I/we understand that The RAF Museum reserves the right, unless the tenderer stipulates to the contrary in this tender, to accept such portion thereof as they may decide. The RAF Museum does not bind itself to accept the highest priced, or any tender.

Non-collusive tendering certificate

I/we certify that this is a bona fide tender, and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake that we will not do at any time before the hour and date specified for the return of this tender any of the following acts:-

- a) communicate to a person other than the person calling for those tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender was necessary to obtain insurance premium quotations required for the preparation of the tender;
- b) enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;
- c) offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above.

In this certificate, the word "person" includes any persons and any body unincorporated and incorporated; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.

Dated this day of 2023

Signature	
In the capacity of	
Full Name in Capitals	
Duly authorised to sign tenders for and on behalf of	
Postal address	
Telephone no	
E-mail address:	

SUBMISSION DOCUMENTS

The following information must be submitted for evaluation:

Submission 1 A **concept/method statement** to create a 'picture' of the style and image of the service proposed for the **Hendon Kitchen**, including the core values and principles on which the cafe will operate.

This submission should include but not be limited to an outline description of the catering concept proposed; the market position for the service, ambience, décor, menu style, service style, opening times, food production policy and staff uniform style, with reference examples and 'story board' if appropriate. Any investment/redevelopment proposals should be described, the costs itemised, and the investment justified.

This submission should not exceed 6 A4 sides in total.

Submission 2 A **concept/method statement** to create a 'picture' of the style and image of the service proposed for the **Hangar 1 Cafe**, including the core values and principles on which the café will operate.

This submission should include but not be limited to an outline description of the catering concept proposed; the menu offer, service style, opening times, method of food production and staff uniform style, with reference examples and 'story board' if appropriate. Any investment/redevelopment proposals should be described, the costs itemised, and the investment justified.

This submission should not exceed 3 A4 sides in total.

Submission 3 A sample **menu** with a full list of the proposed **tariffs for each item** on the **Hendon Kitchen** menu (this should be specific and not 'prices from'....).

Submission 4 A **menu** and full list of the proposed **tariffs for each item** on the **Hangar 1 Cafe** menu (this should be specific and not 'prices from'....)

Submission 5 A **marketing strategy** for Events Catering at the Museum to include the specific markets that will be targeted and the rationale for this approach. This submission should not exceed 8 A4 sides in total.

Submission 6 The **central sales resources** that will be made available to support Events Catering at the Museum. This submission should not exceed 4 A4 sides in total.

Submission 7 The **central marketing resources** that will be made available to support Events Catering at the Museum. This submission should not exceed 4 A4 sides in total.

Submission 8 Details of the **sales and marketing personnel** planned, their position, outline roles and responsibilities, hours of work and rates of pay. Submissions should state clearly

how any on-site personnel will work with the central resources and where lines of responsibility will lie. This submission should not exceed 4 A4 pages.

Submission 9 **2-year marketing plan and budget** for Events Catering at the museum. This should be specific to RAF Hendon and not a generic marketing plan. The plan should clearly demonstrate the actions the company will take to grow the business. This submission should not exceed 6 A4 sides in total.

Submission 10 **Event catering menus with tariffs.** Please provide sample menus and prices for the following. It is expected that these prices will be offered for the first year of trading. The tariffs should be inclusive of food (and beverages where stated), staff, linen, base layout table settings, furniture and catering equipment, but excluding room hire and VAT.

- Tea/Coffee and biscuits (price per head)
- A day delegate package with tea and coffee on arrival, mid-morning tea and coffee with biscuits, a finger buffet lunch, afternoon tea with cake, unlimited still and sparkling mineral water
- An evening reception for 250 guests in the aircraft halls to include 5 canape pieces, soft drinks and half a bottle of prosecco per head.
- A working lunch for a day meeting for up to 20 guests to include soft drinks
- A dinner for 120 people in the aircraft halls to include three courses, coffee/tea and petit fours, half bottle of wine and half bottle of water per head

Submission 11 **Investment proposals for Events Catering** should be described, the costs itemised, and the investment justified. This submission should not exceed 4 A4 sides in total.

Submission 12 The **management and supervisory structure** showing clearly the total hours worked per week by each individual and in which area. In compiling the structure, one should be cognisant of the current structure, but should be recommending an “ideal” structure for the future. The pro forma in Appendix “I” should be used to complete this submission.

Submission 13 The proposed **staff and management rates of pay** for each position proposed. The pro forma in Appendix “I” should be used to complete this submission.

Submission 14 A copy of your **sustainability policy** including commentary on how your targets and goals will be achieved at the Museum. The commentary accompanying this submission should not exceed 2 A4 sides in total.

Submission 15 **A five year sales forecast** for each trading area, these being:

- The Hendon Kitchen
- The Hangar I Cafe
- Other public catering sales
- Room Hire Sales

- Event Food and Beverage Sales
- Event Ancillary Sales

These should be totalled for each year and for each sector of the business for the five years of the contract. Supporting evidence should be provided to back up the sales forecasts. The pro forma in Appendix “I” should be used to complete this submission.

Submission 16 A five year fully itemised **Profit and Loss Account** covering all services. Separate lines should be included on the profit and loss account to show each area of income and expenditure in detail. The final column should show the total for each area of income and expenditure for the five year period. The pro forma in Appendix “I” should be used to complete this submission.

Submission 17 The **financial offer** to the Client for the five year contract. This should be expressed in the following ways:

- A percentage based commission for all Public Catering Sales.
- A percentage based commission for Room Hire Sales
- A percentage based commission for Event Food and Beverage Sales
- A percentage based commission for Event Ancillary Sales
- Any capital investment proposed
- Minimum Annual Guarantee (public and event services combined)

Caterers may propose concession rates in tranches, whereby different rates are payable at different levels of turnover, if so desired.

If capital investment is offered, full detail of where this would be spent must be provided alongside an outline business case for the expenditure.

The pro forma in Appendix “I” should be used to complete this submission.

Submission 18 A statement outlining any **material changes** to the draft terms of contract and service specification which the tenderer considers necessary and if not negotiable would affect the tender offer.

Submission 19 A **mobilisation plan** including a timetable for mobilisation of the services from award of Contract to the commencement of Services and a profile of the individual with direct responsibility for the mobilisation (identifying previous relevant experience).

The information should be presented in the order shown and marked Submission 1 - 19, the numbers corresponding to the above list. Any additional information should be submitted at the end and/or as an Appendix.

APPENDIX “A”

NOTIFICATION OF INTENTION TO BID

Notification of Intention to Bid

Tender Reference: Catering Concession Contract, Royal Air Force Museum London, Grahame Park Way, London, NW9 5LL

Please complete the following upon receipt of the ITT and email to: alex@boyd-thorpe-associates.co.uk.

“The following individual will be the **main point of contact** during this tender.”

Company	
Contact Name	
Position	
Telephone Number	
E-mail address	

“We acknowledge receipt of all documents listed in the ITT and **wish/do not wish** to submit a tender as requested.”

Signed	
Name	
Position	
Company	

APPENDIX “B”

STAFF INFORMATION FOR TUPE PURPOSES

Personnel No.	Continuous start date	Job title	Type of contract	Days worked per week	Contracted Hours Per Week	Hourly rate of pay	Annual Salary	Sickness entitlement	Company Sick Pay Year	Holiday entitlement	Holiday Year	Notice Period by Employer	Notice Period by Employee	Payment Frequency	Payment Method i.e. BACS	Overtime Rates / Time off in lieu arrangements	Bonus Scheme Details
10110399	15 March 2011	General Manager	Permanent	5	40		£50,400.00	Under 5 years = 13 weeks full pay, 13 weeks half pay; Over 5 years = 26 weeks full pay, 26 weeks half pay	Rolling	Starting at 23 days and rising to 26 days after 3 years service	April - March	One week's notice until probation has been successfully completed , Twelve weeks' notice once probation period is at an end.	12 weeks	Salary	BACS	Time off in lieu	UK&I Bonus Plan - 10% salary
10171888	12 March 2020	Events Manager	Permanent	5	40		£30,975.00	Under 3 months – Nil; More than 3 months up to 1 year - 4 weeks full pay; More than 1 year up to 3 years - 8 weeks full pay; More than 3 years up to 5 years - 10 weeks full pay; More than 5 years - 12 weeks full pay		20 working days up to 3 years continuous employment; 23 working days after 3 years continuous employment; 25 working days after 5 years continuous employment			4 weeks' notice				Not Eligible
10217497	05 May 2022	Sous Chef	Permanent	5	40		£30,660.00										
10233259	03 April 2023	Head Chef	Permanent	5	40		£37,000.00										
10233997	10 May 2023	Café Manager	Permanent	5	40		£35,000.00										
10219222	23 June 2022	Café Supervisor	Permanent	5	40	£12.50	2 waiting days and: Up to 6 months service – Nil; 6 months to 1 year - 1 week; 1 year to 3 years - 2 weeks; 3 years to 4 years - 3 weeks; 4 years to 5 years - 4 weeks; 5 years to 6 years - 5 weeks; 6 years to 7 years - 6 weeks; 7 years to 8 years - 7 weeks; 8 years to 9 years - 8 weeks; 9 years to 10 years - 9 weeks; Over 10 years - 10 weeks.	One day's notice of termination up to the first one month of continuous service; one week's notice of termination after one month of continuous service; two week's notice of termination after 2 years of continuous service; and one additional week's notice of termination for each subsequent year of employment up to a maximum of 12 weeks' notice after 12 years' continuous service.		1 week		Weekly	Overtime paid at basic hourly rate of pay				
10226256		Café Supervisor	Permanent	5	40	£13.00											
10233812	13 April 2023	Event Coordinator	Permanent	5	40	£13.00											
10235290	11 May 2023	Chef de Partie	Permanent	5	40	£14.00											

APPENDIX “C”

HISTORIC VISITOR NUMBERS

Historic Visitor Numbers

RAF Hendon Visitor Figures by Financial Year

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Total Visitors	343,009	544,628	470,786	109,339	302,558	428,050

RAF Hendon Visitor Figures by Month and Calendar Year (to end April 2023)

	2017	2018	2019	2020	2021	2022	2023
Jan	23,609	20,622	37,015	34,228	-	24,302	33,758
Feb	32,772	30,064	45,727	51,995	-	36,072	44,445
Mar	30,590	34,143	45,384	16,901	-	27,454	37,036
Apr	34,999	53,161	49,138	-	-	37,654	53,979
May	28,022	27,919	38,567	-	8,932	27,792	-
Jun	23,363	24,473	34,741	-	22,176	34,227	-
Jul	34,024	53,762	43,288	17,952	26,510	32,263	-
Aug	40,112	81,280	61,023	38,626	52,092	49,182	-
Sep	24,372	48,067	33,956	18,743	22,087	24,832	-
Oct	32,767	54,447	45,098	27,091	35,344	48,313	-
Nov	22,174	39,181	32,678	2,687	25,649	30,549	-
Dec	18,347	34,212	29,999	4,240	21,940	27,999	-
TOTAL	345,151	501,331	496,614	212,463	214,730	400,639	169,218

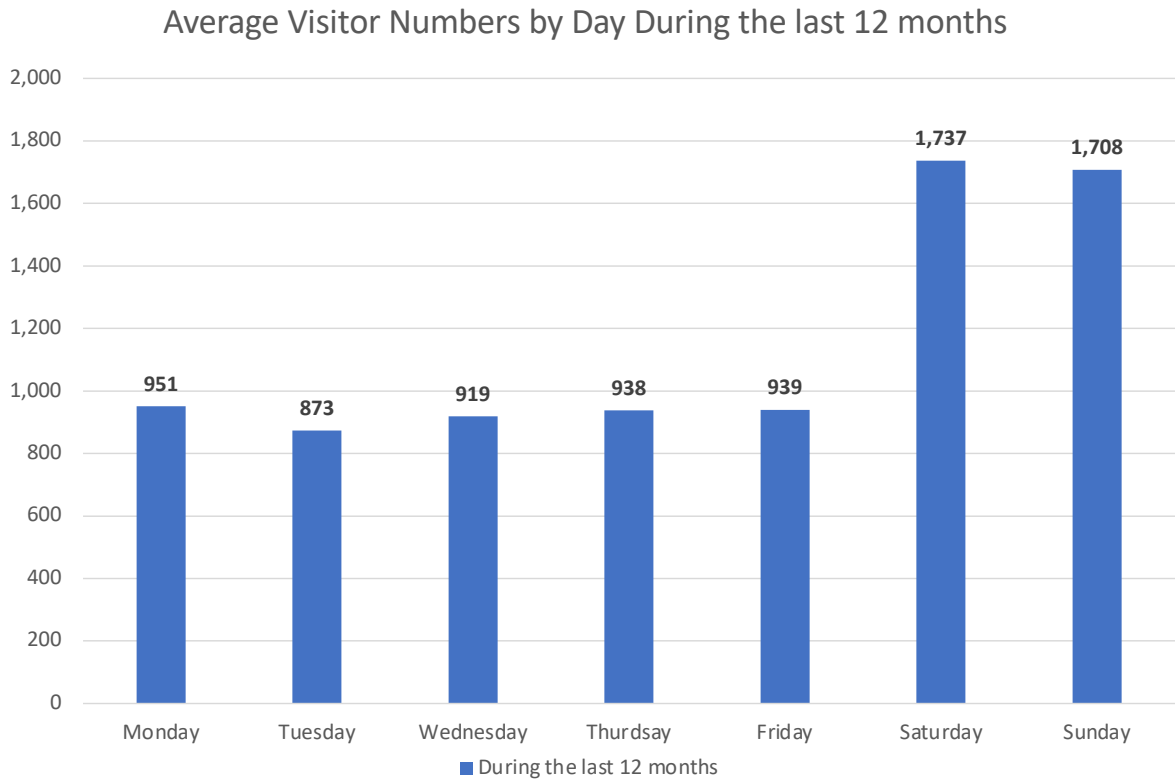
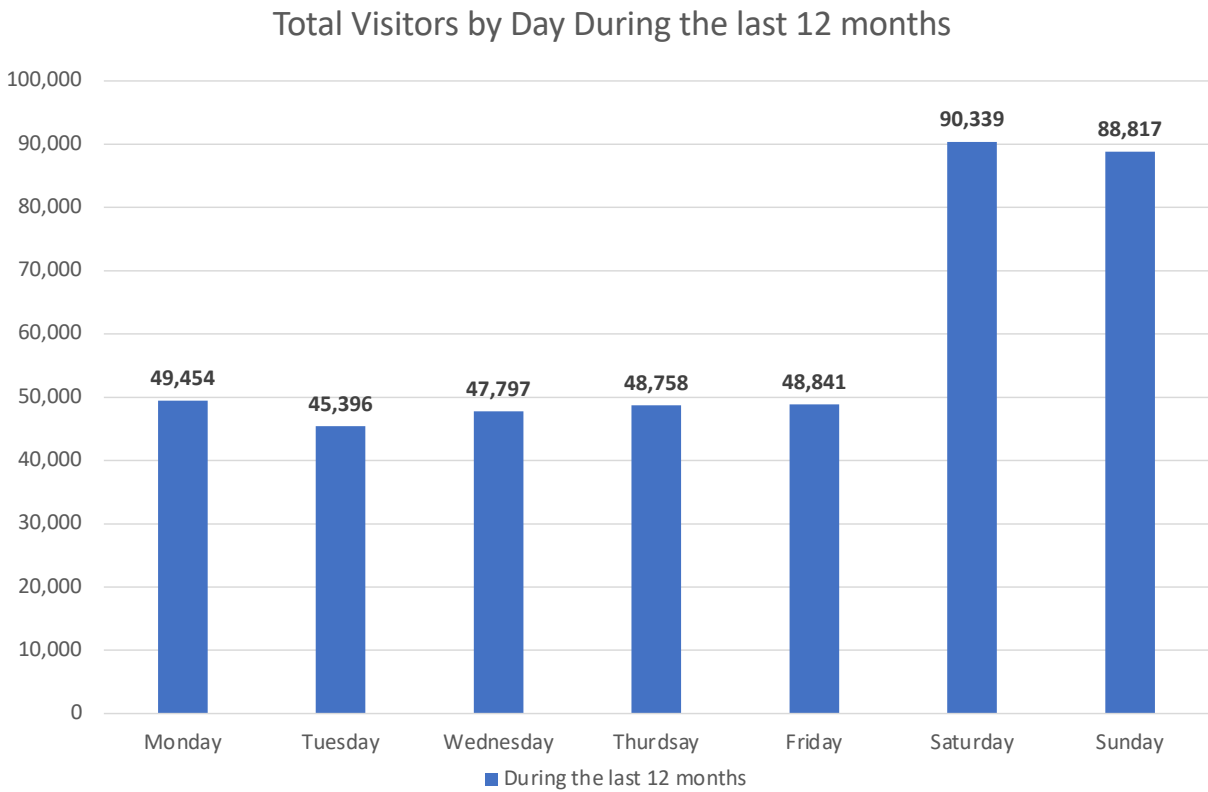
RAF Hendon Maximum Visitor Figures

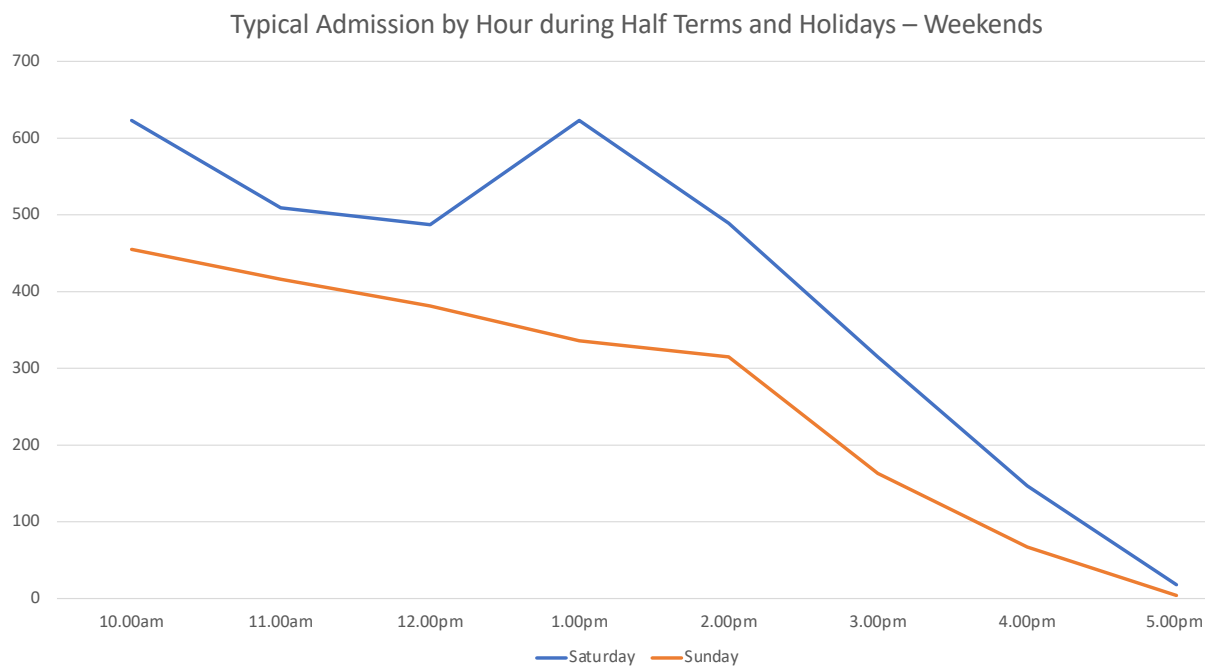
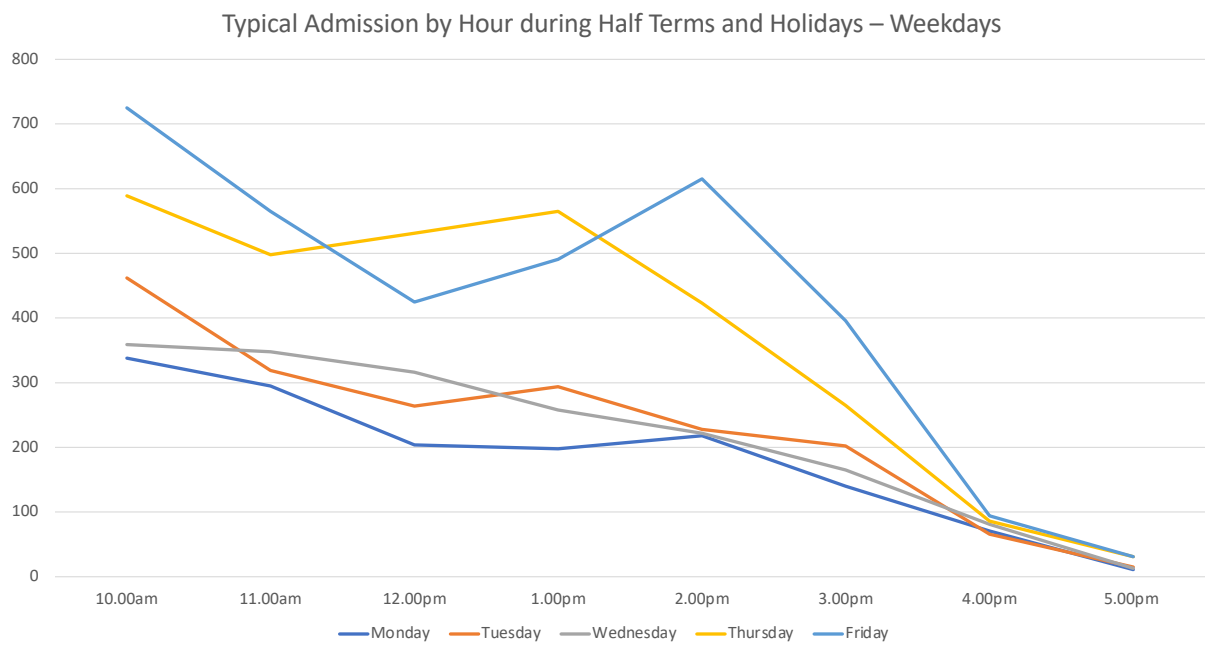
The capacity of RAF Hendon is 3,000 visitors and bidders should treat this as the peak day when developing their sales forecasts and business model.

There have been as many as 4,300 visitors on site, but this was in exceptional circumstances and should not be used for planning purposes.

APPENDIX “D”

HISTORIC VISITOR ADMISSION PATTERNS





APPENDIX “E”

PROJECTED VISITOR NUMBERS

Projected Visitor Numbers

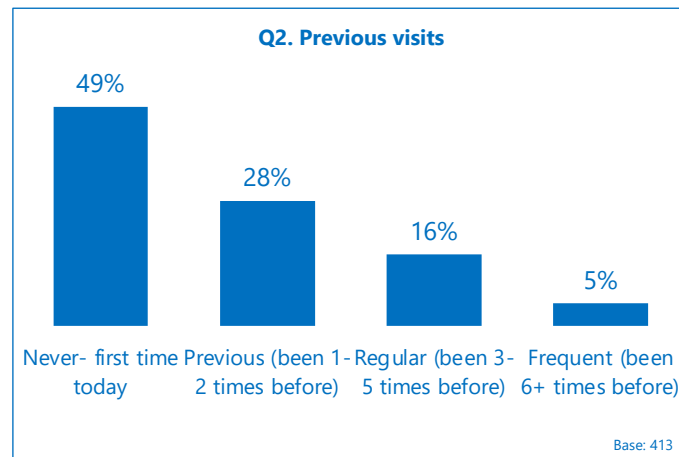
	2024-25	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
General	395,000	395,000	415,000	425,000	440,000	460,000	495,000
Learning	36,000	36,000	36,000	36,000	36,000	36,000	36,000
Corporate Events	42,000	42,000	42,000	42,000	42,000	42,000	42,000
Public Events	25,000	25,000	25,000	30,000	30,000	32,500	33,000
Total Visitors	498,000	498,000	518,000	533,000	548,000	570,500	606,000

APPENDIX “F”

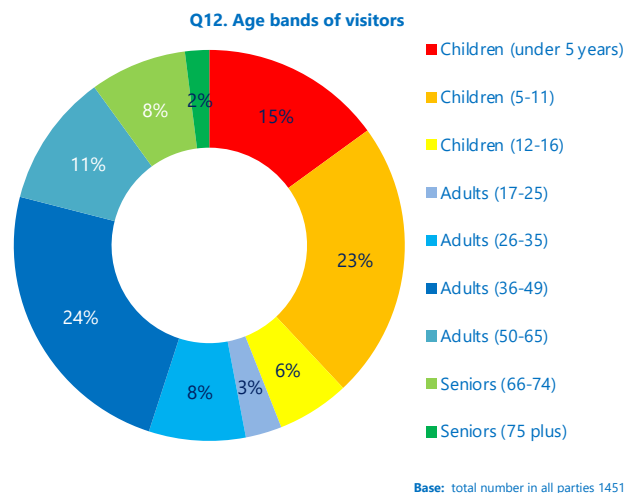
VISITOR PROFILE AND MUSEUM USAGE

The following information is extracted from the visitor flow report completed in February 2022 (full report is available on request).

- 78% providing feedback visited on a weekday and 22% at a weekend.
- The museum attracts a large proportion of first-time visitors.



- The museum attracts visitors of all ages.

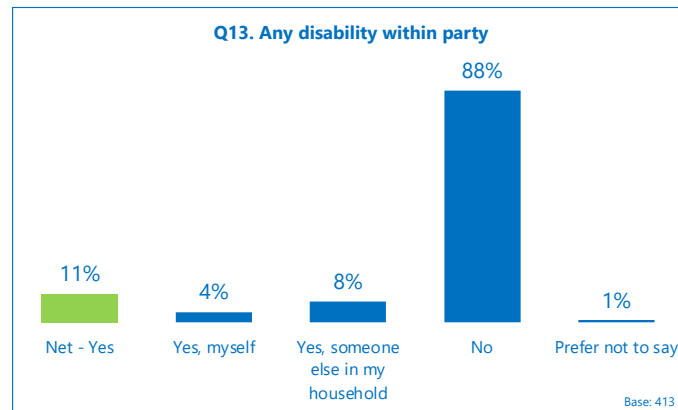


- 8% of visitors came alone.
- Overall, 75% came with at least one child in their party.
- The total number of people per group ranged from 1 to 32, with a mean average party size of 3.51.
- Most visitors are from a younger-family life-stage.

Life-stage	
Pre-family (party all under 49 and no kids in group)	6%
Pre-school (all kids under 5)	18%
Younger family (all kids aged 5-11 in group)	38%
Older family (kids aged 12-16)	8%
Mixed family (kids aged both under 11 and 12-16 in group)	7%

Post family (no kids all adults aged 50-65)	6%
Seniors (no kids all adults 65+)	7%
Mixed adults (no kids but adults both under 49 & over 50 inc 65+ in group)	4%
Grandparents (seniors 65+ no adults under 65 with kids in party)	4%
Older adults (adults both 50-65 and 65+)	2%
Base	413

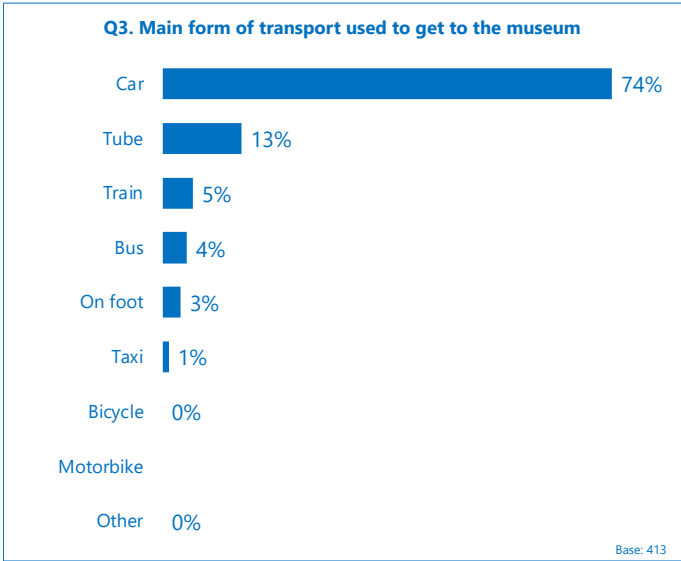
- 11% of groups included at least one person with a condition which makes walking difficult.



- Visitors come predominately from London, the South East, or the East of England.

Where from (UK region or overseas)	All visitors	First time visitors	Repeat visitors
East Midlands	1%	1%	1%
East of England	14%	12%	16%
London (including Greater London)	52%	48%	56%
North East	0%	1%	-
North West	2%	1%	2%
Northern Ireland	0%	0%	-
Scotland	1%	1%	1%
South East	21%	24%	19%
South West	1%	2%	0%
Wales	-	-	-
West Midlands	1%	1%	0%
Yorkshire and the Humber	0%	1%	-
Overseas	5%	5%	4%
Base	409	203	204

- Most visitors arrive at the museum by car.



- Amongst those who travelled to the museum by car, 97% parked in the museum car park.
- Amongst those travelling predominately by tube, all had alighted at Colindale.

APPENDIX “G”

HISTORIC SALES FIGURES

Notes:

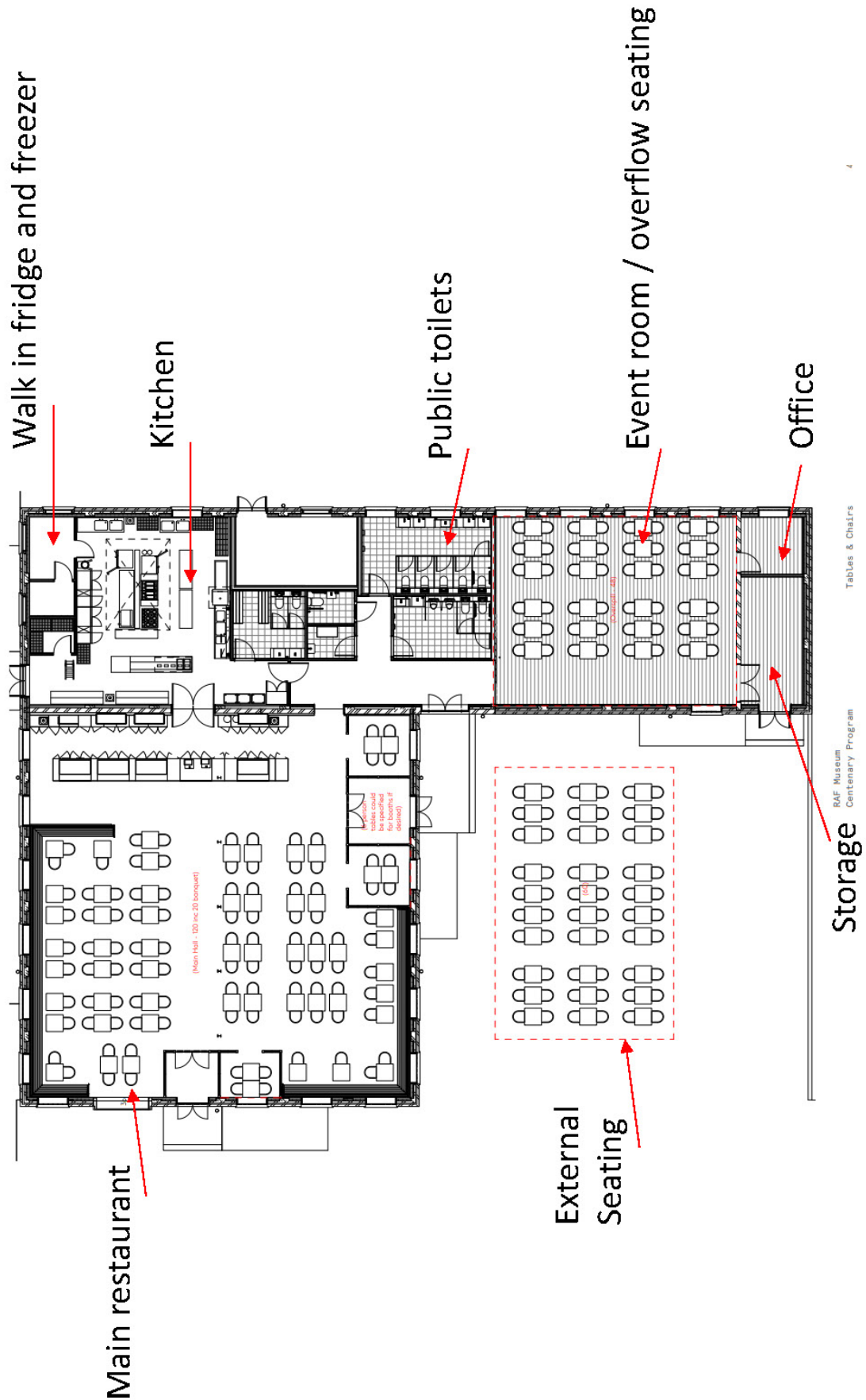
- All figures are shown Net of VAT
- The incumbent has managed event sales and delivered catering at the site since 2020/21. Previously catering was delivered by the caterer, while event sales were directly managed by the Museum.
- Non-concessionable turnover includes both discounted staff sales at the cafes and Internal Museum Events.
- Non-concessionable turnover is not available for 2020/21 – 2022/23.

Historic Catering Turnover	2018/19	2019/20	2020/21	2021/22	2022/23
Room Hire/Facility Fees	£308,463	£194,445	£1,000	£43,450	£80,790
Food and Beverage	£265,567	£207,993	£0	£54,154	£67,351
Miscellaneous				£14,726	£35,283
Event Catering Turnover	£574,030	£402,438	£1,000	£112,330	£183,424
Restaurant (Claude's / Hendon Kitchen)	£428,595	£441,741	£159,690	£625,160	£847,113
Other Café(s)	£441,489	£361,348			
Public Catering Turnover	£870,084	£803,089	£159,690	£625,160	£847,113
Non-concessionable / misc. turnover	£94,036	£57,860	n/k	n/k	n/k
TOTAL CATERING TURNOVER	£1,538,150	£1,263,387	£160,690	£737,490	£1,030,537

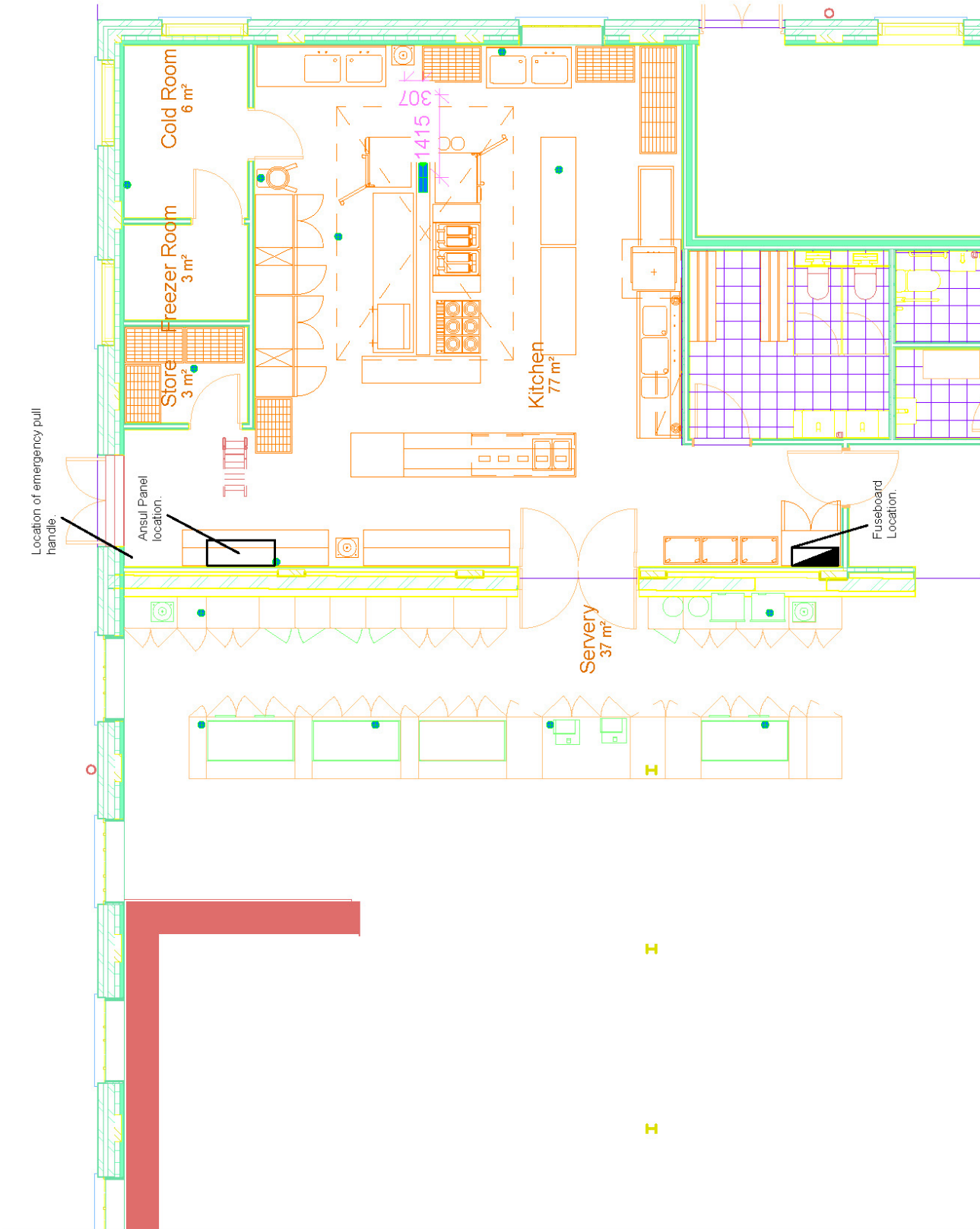
APPENDIX “H”

HENDON KITCHEN AND CAFÉ LAYOUTS

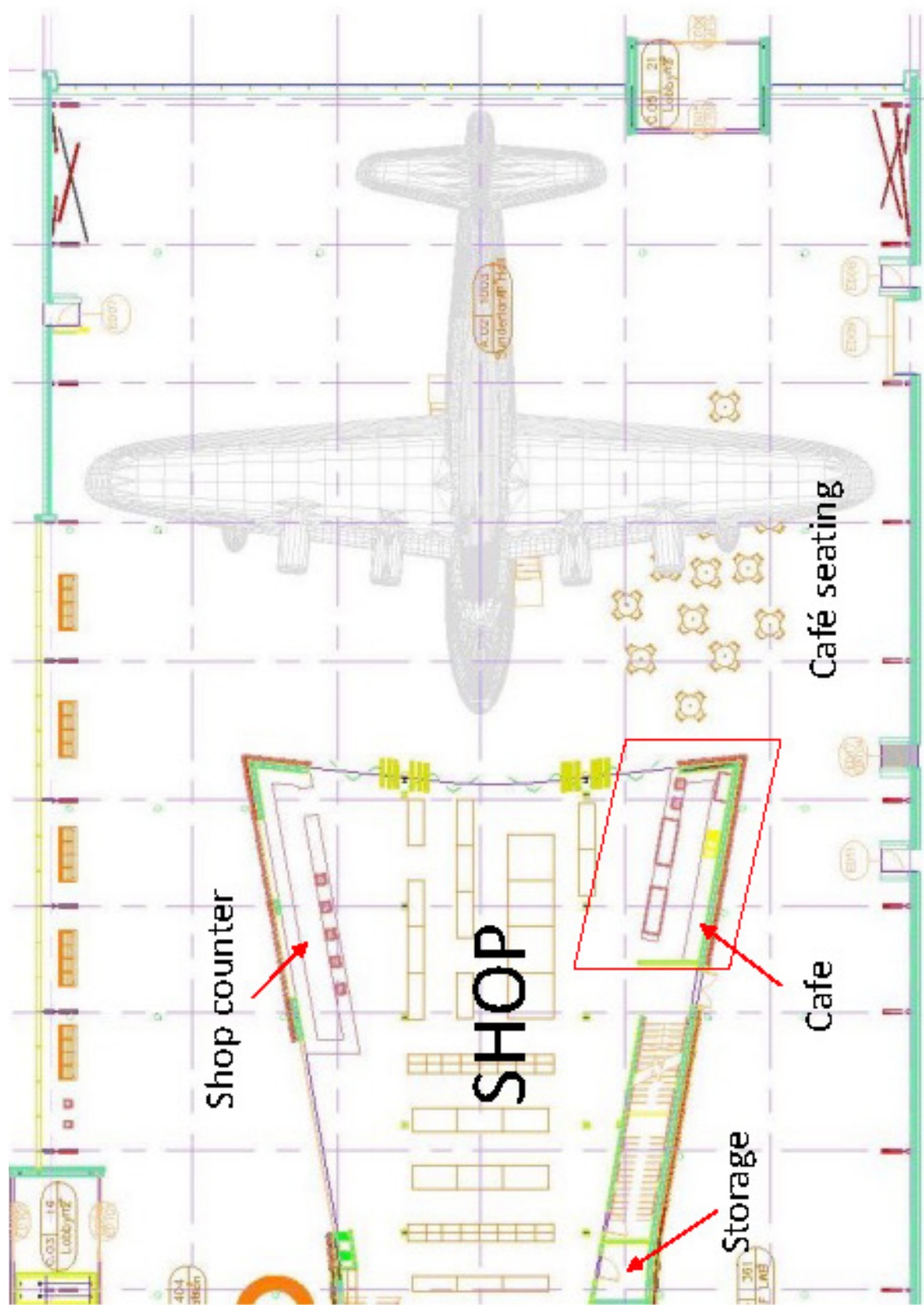
Hendon Kitchen – Building 52 overview



Hendon Kitchen – Kitchen Areas detail



Hangar I Café



APPENDIX “I”

PRO FORMA FOR SUBMISSIONS 12, 13, 15,16,17

Pro Forma for Submission 12

Department	Job Title	Hours Worked	Total Hours/Day excluding Breaks	Total Hours/week
E.g. Management	General Manager	As required	8.0	40.0
E.g. Management	Supervisor	09:00–17:00	7.5	37.5
E.g. Kitchen	Head Chef	07:00–15:30	8.0	40.0
E.g. Sales	Sales Manager	09:00–17:30	8.0	40.0
TOTAL				

Pro Forma for Submission I3

Position	Hourly Rate (£)	Annual Rate (£)	Contracted Hours	Benefits

Notes:

1. These must be the rates paid when the contract commences. It is expected that these rates shall be uplifted by at least the annual rate of inflation in each subsequent year of the agreement.
2. Details of benefits such as bonuses, pensions, travel subsidies etc. should also be provided.

Pro Forma for Submission I5

£	2023/24 3 months	2024/25	2025/26	2026/27	2027/28	2028/29 9 months	Total
Hendon Kitchen							
Hangar I Café							
Other ^{*1}							
Public Catering Subtotal							
Room Hire Sales							
Event Food and Beverage Sales							
Event Ancillary Sales							
Event Catering Subtotal							
Total Catering Revenue							

Notes:

^{*1} Record any other forecast public catering revenue (e.g. pop ups/mobiles/kiosk revenue) here. Leave blank if no other revenue is forecast.

^{*2} Please **do not** include a forecast for the proposed play areas as this is not guaranteed at present.

^{*3} Please state the spend per head and number of customers on which the visitor catering sales have been based in each location.

^{*4} Please provide supporting evidence of how the Room Hire, Events Food and Beverage and Events Ancillary Sales have been calculated.

Pro Forma for Submission 16

A fully itemised Projected Profit and Loss Account should be submitted as follows:

£ or % of sales	2023/24 (3 months)	2024/25	2025/26	2026/27	2027/28	2028/29 (9 months)	Total
Total All Sales (A)							
Raw Material Cost (B)							
Raw Material Cost %							
Gross Profit (A-B) (C)							
Gross Profit %							
Fixed Labour (D)							
Variable Labour (E)							
Total Labour (D+E) (F)							
Total Labour %							
Overheads (G)							
Overheads %							
Depreciation (H)							
Depreciation %							
Start Up Costs (I)							
Start Up Costs %							
Net Profit (C-F-G-H-I) (J)							
Net Profit %							
Concession Paid (L)							
Concession Paid %							
Contractor's Earnings (J-L) (M)							
Contractor's Earnings %							

The following table should be completed itemising the overheads line (G) of the profit and loss account.

£	2023/24 (3 months)	2024/25	2025/26	2026/27	2027/28	2028/29 (9 months)	Total
Disposables							
Cleaning Materials							
Uniforms							
Laundry							
Travel							
Light Equipment Replacement							
Equipment Maintenance							
Equipment Hire/ Lease							
Credit Card Costs							
IT costs							
Security Cash Collection							
Deep Cleaning							
Pest Control							
Marketing							
Postage							
Telephone							
Printing & Stationery							
Recruitment/Training							
Utilities							
Insurance							
Accountancy							
Legal and Professional							
Bank charges							
Misc. Please specify							
Total							

The following table should be completed itemising the start-up cost line (I) of the profit and loss account. This may include items of expenditure such as:

- Seasonal Pop Ups / Kiosks
- Coffee machines
- Light equipment
- EPOS and computer systems
- Staff costs associated with mobilisation
- Initial staff training
- Concept development and brand exposure
- Signage and initial marketing

BREAKDOWN OF START-UP COSTS	
Item	Cost
	£
	£
	£
	£
	£
	£
	£
	£
	£
	£
	£
	£
	£
TOTAL	£

Pro Forma for Submission 17

Financial Offer

The financial offer should be stated below:

Commission on Public Catering Sales (%)	
Commission on Room Hire Sales (%)	
Commission on Event Food and Beverage Sales (%)	
Commission on Event Ancillary Sales (%)	

Bidders may propose concession rates in tranches, whereby different rates are payable at different levels of turnover, if so desired.

Capital Investment

If capital investment is offered, the total amount should be stated below.

Capital Investment (£)	
------------------------	--

Full detail of where this would be spent together with justification for the expenditure must be shown in Submission 1, 2 and 9.

Minimum Annual Guarantee

The annual payment the bidder is willing to guarantee should be stated below:

	2023/24 (3 months)	2024/25	2025/26	2026/27	2027/28	2028/29 (9 months)	Total
Minimum Annual Guarantee							

The guarantee should be on combined public and event services revenue.