

**ON-SITE CATERING CONCESSION CONTRACT**

**COMPETITIVE PROCEDURE WITH NEGOTIATION**

CLOSING DATE FOR STAGE 1 TENDER RESPONSES – 5PM, 10 MARCH 2017

CLOSING DATE FOR STAGE 2 TENDER RESPONSES – 5PM, 17 APRIL 2017



TNA Catalogue Ref: COPY 1/230 (96)

## 1 PURPOSE

- 1.1 The purpose of this Procurement Process is to select a Concessionaire to deliver a Catering Concession Contract at the premises of The National Archives (TNA), in Kew, South West London, TW9 4DU.
- 1.2 TNA will award the Concession Contract for an initial period of five years, with options to extend for two further periods of up to twelve months each (5+1+1). The Concession Contract period will commence on 1 July 2017.
- 1.3 The definition of a Concession Contract can be found in paragraph 6 of the document found [here](#).
- 1.4 Please note that we will hold an Open Day for Potential Concessionaires to visit us on **Tuesday 14 February 2017**. This will give you the opportunity to familiarise yourself with the site and to find out more about TNA, our aspirations for this contract and our plans for the future. Please email [procurement@nationalarchives.gsi.gov.uk](mailto:procurement@nationalarchives.gsi.gov.uk) should you wish to attend, with a list of proposed attendees.

## 2 ABOUT US

- 2.1 TNA is the official archive and publisher for the UK government, and for England and Wales, holding official records containing 1,000 years of history. Our role is to collect and secure the future of the government record, both digital and physical, to preserve it for generations to come, and to make it as accessible and available as possible. We are a non-ministerial department and our parent department is the Department for Culture, Media and Sport. More information on TNA can be found at [www.nationalarchives.gov.uk](http://www.nationalarchives.gov.uk). Also, [Archives Inspire](#) sets out our plans for the next few years.
- 2.2 TNA holds over 11 million historical and government records, houses approximately 550 staff and currently welcomes approximately 80,000 visitors per year.
- 2.3 Our site is comprised of 2 main buildings, known as 'Q1' and 'Q2'.
- 2.3.1 'Q1' was the first building constructed on the site, opening in 1977. It is a large, square building with 5 floors plus basement, containing both public areas and staff-only administrative and repository areas. The catering facilities in Q1 are the kitchen, main restaurant, coffee bar and staff canteen, all on the ground floor.
- 2.3.2 'Q2', built in 1995, is a large L-shaped building comprising 4 floors plus basement. It provides document repository areas, conservation laboratories, conference rooms and administrative and educational facilities, and is generally not accessible to the public.
- 2.3.3 'Q1' is linked to 'Q2' by a glazed atrium ('the Link'), providing front and rear entrances for both staff and members of the public. It has a first floor café with access to front and rear external balconies.
- 2.3.4 The site also includes an outdoor area, including a large water feature with a fountain, a smaller pond area which attracts small wildlife and birds, and a grassy area of about 5,500m<sup>2</sup> with some seating known as the 'Pocket Park', which has in the past been used for barbecues and other events.
- 2.4 Public opening times and closure dates can be found at <http://www.nationalarchives.gov.uk/about/visit-us/opening-times/>. TNA is closed to the public on Sundays and Mondays. TNA is available for staff to work from 7am to 7pm, 7 days a week.
- 2.5 We are embarking on ambitious plans to redevelop and re-imagine our public space to inspire our visitors with new ways of using and experiencing our collection. The programme seeks to re-imagine our site as a vibrant, welcoming, learning environment. To help us realise our ambition, we are reviewing the use of all our public space, transforming its use so that it enables and supports our vision.
- 2.5.1 Visitors come from many different backgrounds and have a wide range of interests. We want to give even more people the chance to enjoy our collection

and increase the demographic range of visitors, engaging more with school students and teachers, community groups, young people, families and local audiences. We hope, over the next 6 years, to grow visitor numbers from the current 80,000 to 180,000 visitors per year.

2.5.2 To make this happen we will reshape the services we offer and devise fresh and exciting ways to reach out to and engage with new and existing visitors. We see the Catering offering as an integral part of these plans.

2.5.3 We are actively seeking significant external funding to support our plans for developing the physical site.

### **3 THE PROCUREMENT PROCESS**

- 3.1 The Procurement Process for the Catering Concession Contract will be split into two Stages, described in this document as '**Stage 1**' and '**Stage 2**'.
- 3.2 Stage 1 of the Procurement Process is about understanding and evaluating Potential Concessionaires' initial Proposals for delivering the Catering Concession Contract. At Stage 1, we will be evaluating Proposals on the basis of quality criteria only.
- 3.3 At the end of Stage 1, each Potential Concessionaire's Stage 1 Proposal will be evaluated by TNA. A maximum of four Potential Concessionaires will be shortlisted for invitation to participate in Stage 2 of the Procurement Process.
- 3.4 Stage 2 of the Procurement Process is about understanding and evaluating short-listed Potential Concessionaires' Proposals for delivering the Catering Concession Contract, at a more detailed level.
- 3.5 During Stage 2, shortlisted Potential Concessionaires will have an opportunity to have a one-to-one meeting with TNA to test ideas, to negotiate, and to refine their Proposals. At the end of Stage 2, short-listed Potential Concessionaires will be invited to re-submit their final Proposals. TNA will evaluate those Proposals – and make a Contract Award decision - on the basis of quality, references and royalty payments.

## **4 CURRENT ARRANGEMENTS**

- 4.1 The current service arrangements described below are provided for information only. Potential Concessionaires may choose whether or not to consider them as a basis for their own Proposals. Please note that TNA is happy to consider Proposals which differ from the current arrangements, and is particularly interested in receiving innovative Proposals which add value, both for the Appointed Concessionaire and for TNA, and which include the potential for financial returns to TNA.
- 4.2 The current catering arrangement at TNA has been delivered by The Genuine Dining Co. since December 2007 and will expire on 30 June 2017. The service is currently offered across a number of serving points with set opening and closing times as detailed below.

### **4.2.1 The Main Kitchen**

The Kitchen contains a combined food preparation, production and pot wash area, separate dry goods storage, walk-in freezer and fridge, dedicated commercial dishwasher area, dirty utility space and office. The food preparation and cooking area includes a counter service, opening into the Staff Lounge. Cooking equipment includes combination ovens, electric grills, gas hobs and deep fat fryers. The existing preparation, cooking and refrigeration equipment is supplied, owned and maintained by TNA and a list of assets is provided as **Appendix A**. Ownership of these assets will be transferred at the start of the contract to the Appointed Concessionaire, who may wish to consider refurbishment of the kitchen and/or equipment. The Appointed Concessionaire will assume responsibility for maintenance of the kitchen and, from point of connection, all equipment (save fire safety equipment) throughout the term of the contract.

Current kitchen operations normally run Monday to Saturday between 7am and 3pm, unless preparing for evening functions or hospitality requests.

### **4.2.2 The Public Restaurant**

The Public Restaurant is located in Q1, just off the main entrance and reception area and adjoining the Coffee Bar. It is the largest trading foodservice space, open to the public and staff, serving breakfast and lunch from the main kitchen. The seating area provides 145 seats in a variety of styles: soft seating, dining tables, high stools and bench seating. The seating area may be used by any visitor or staff member, purchasing food or bringing their own. Service is from a linear serving counter at one end of the seating area, to dine in or to take away.

The Public Restaurant is currently open for breakfast Monday to Saturday, 8.30am to 11am, and for lunch Monday to Saturday, 12 noon to 2.30pm (2.45pm on Tuesday and Thursday). We are closed to the public on Mondays, therefore Monday service is for staff only.

#### **4.2.3 The Coffee Bar**

The Coffee Bar adjoins the Public Restaurant area. The Coffee Bar trades the longest hours of catering operations, covering periods when other service points are closed. Public and staff using the Coffee Bar share the seating provided in the Public Restaurant.

The Coffee Bar is currently open Monday to Saturday, 8am to 4.45pm (6.30pm on Tuesdays and Thursdays). We are closed to the public on Mondays, therefore Monday service is for staff only.

#### **4.2.4 The Balcony Café**

The Balcony Café is the newest addition to the foodservice offer and is currently under trial. It is located on the first floor of The Link building and is available for public and staff use, serving a reduced selection of the Coffee Bar offer. It occupies a repurposed space, formerly accessible by staff only. This area is considered an exciting opportunity for redevelopment into a permanent foodservice feature, particularly as it affords access onto external front and rear first floor balcony areas. There are currently 46 casual/soft seats internally, 20 chairs on the front external balcony and 26 chairs on the rear external balcony. It currently trades within the same hours as the Coffee Bar.

The Balcony Café is currently open Monday to Saturday, 8am to 4.45pm (6.30pm on Tuesdays and Thursdays). We are closed to the public on Mondays, therefore Monday service is for staff only.

#### **4.2.5 The Staff Lounge**

The Staff Lounge was refurbished in 2013 and provides breakfast and lunch services to staff only. It is laid out in canteen style with its own dedicated serving counter, open to the main kitchen. The seating capacity of 52 is a mix of bench-style dining tables/chairs and soft seating. Fridges and microwaves are provided for staff bringing their own food.

The Staff Lounge is currently open for breakfast Tuesday to Friday, 7.30am to 11am, and for lunch Tuesday to Friday, 12 noon to 2pm (2.15pm on Tuesday and Thursday).

#### **4.2.6 Meeting Room Hospitality**

Hospitality for meetings and daytime events/functions is prepared and delivered by the site-based catering team, with orders based on a set menu selection and delivered to meeting/conference rooms. Bespoke menu requests can be arranged with the site-based catering General Manager. Meeting Room Hospitality is available to staff organising events and functions, as well as to external organisations hosting events at TNA.

Meeting Room Hospitality is currently available on 24 hours' notice, Monday to Saturday, 7am to 7pm, to staff organising events and functions, as well as to external organisations hosting events at TNA.

NOTE: Demand for Meeting Room Hospitality is expected to grow under our redevelopment plans. In the coming Financial Year (April 2017 to March 2018), we anticipate hospitality will be required approximately 60 times, to a total of approximately 2,200 people.

#### 4.2.7 Event Catering

Events/functions outside normal operating hours are arranged by negotiation with the on-site catering General Manager (who also acts as the alcohol licensor on TNA's behalf if required) where bespoke or themed menus may be developed. Last year TNA held its first major out-of-hours event (['Archives at Night'](#)). Food and a licensed bar were offered for approximately 300 event attendees.

NOTE: The number of events is expected to grow under our redevelopment plans, with two 'Archives at Night' events planned for 2017 (estimated 500 guests each) and a two-day festival (estimated 500 guests per day). Beyond 2017 we hope to phase in film screenings (indoor and outdoor), family days, adult learning weekends and Summer schools, as well as further 'Archives at Night' type events. By 2021 we aim to be providing approximately 30 events through the year, to approximately 5,000 attendees in total.

TNA also holds annual Summer and Christmas parties for staff, for approximately 150 attendees each.

- 4.3 The current Concessionaire has declared that its total nett contract turnover for the Financial Year 1 April 2015 to 31 March 2016 was circa £559,000.

## 5 SITE INFORMATION

- 5.1 Current plans of the site, buildings and the Catering areas, with illustrative photographs, are included in **Appendices B1 to B4**.
- 5.2 The Appointed Concessionaire will be responsible for all cleaning within the Operational Demises as laid out in the plans in **Appendices B2 and B3** (save for the kitchen grease extract ventilation system as detailed in Section 7.3.7 of this document).
- 5.3 TNA will provide the Appointed Concessionaire with water, power (gas and electricity), heating, lighting, telephone and internet, subject to fair and reasonable use. These utilities will be metered, or otherwise determined in agreement with the Appointed Concessionaire, for the purposes of monitoring fair and reasonable use.
- 5.4 The Appointed Concessionaire will be responsible for the handling and separation of waste streams generated from Catering Operations. As a minimum, waste generated from the Catering Operation must be separated by General Waste, Dry Recyclable Waste, Food Waste and Waste Cooking Oils, to align with TNA's waste management plan. It will be the responsibility of the appointed Concessionaire to collect, contain and transport waste from bins within the catering areas and catering operational demises to outdoor bulk waste receptacles which TNA will provide and empty. Removal of waste cooking oil from site will be the responsibility of the Appointed Concessionaire; however volumes of waste cooking oil are to be reported to TNA on a regular basis.
- 5.5 Footfall trends and peak on-site visitor periods:
- 80,000 visitors per annum.
  - Peak hours - between 11am and 4pm.
  - Weekly peak demand – Tuesday and Thursday.
  - Seasonal peak demand in academic holidays (half term, Easter, Summer).
- 5.6 All staff of the Appointed Concessionaire will be subject to a [Baseline Personnel Security Standard](#) check, before they will be allowed to start work on site.

## 6 HOW TO RESPOND

- 6.1 Please submit your Stage 1 Proposal by **5pm (UK time) on Friday 10 March 2017** to [procurement@nationalarchives.gsi.gov.uk](mailto:procurement@nationalarchives.gsi.gov.uk), providing the information specified in Section 7 of this Invitation to Tender document. Your Stage 1 Proposal **must** be accompanied by a completed form as found in **Appendix C**.
- 6.2 If you have any clarification questions related to your Stage 1 Proposal, please submit these to [procurement@nationalarchives.gsi.gov.uk](mailto:procurement@nationalarchives.gsi.gov.uk) by **5pm (UK time) on Friday, 17 February 2017**.
- 6.3 Potential Concessionaires should note that there are [grounds for mandatory exclusion](#) from being awarded government contracts. By submitting a Proposal you are self-certifying that none of these grounds apply to you or your organisation (or any other person who has powers of representation, decision or control in the organisation), or to any agents, affiliates or sub-contractors.

## **7 YOUR STAGE 1 PROPOSAL**

- 7.1 It is for Potential Concessionaires to determine what format their Stage 1 Proposals should take. However, please ensure that within your Proposal you address as a minimum the components listed in the Categories below.
- 7.2 We are committed to [Customer Service Excellence](#). Your Proposal should bear in mind that the Catering offering forms an important part of the first impressions formed by visitors, and the impact this has on visitors' perceptions of TNA as a brand.
- 7.3 The Categories and components to be addressed in your Stage 1 Proposal are as follows:

### **7.3.1 Category 1 - Offering**

- Tell us about your proposed foodservice offering.
- Tell us about your proposed operating hours.
- Tell us from which outlets you would propose to trade.
- Tell us about any healthy eating options you would propose to provide.
- Tell us how you would cater for special dietary and religious/cultural needs.
- Tell us about your proposals for menu variety/seasonality.
- Tell us about any proposals you have for regular special offers or value meal deals.

### **7.3.2 Category 2 – Hospitality and Events**

- Tell us about your experience and expertise in delivering hospitality for meetings and conferences, and how you would apply these to this Contract.
- Tell us about your experience and expertise in catering for bespoke events and functions, and how you would apply these to this Contract.

### **7.3.3 Category 3 – Pricing and Financials**

- Tell us about your current thinking in terms of how pricing would be set, reviewed and varied over the term of the Contract.
- Tell us about any proposals you have for royalties, stepped payments and/or commissions which may be payable to TNA, and whether they may be fixed and/or variable.
- Tell us about any incentives for regular customers you would propose to offer (e.g. staff discount, loyalty schemes).

### **7.3.4 Category 4 – Implementation and Transition**

- Tell us about your current thinking in terms of implementation, including the transition from the current service to your own, and highlighting any risks and related mitigating actions you have identified plus any assumptions you have made. Tell us as much as you can at this stage about what your initial service offering would look like on 1 July 2017 and when your full service would be operational.

### 7.3.5 Category 5 - Investment

- Tell us about your current thinking as to where you would prioritise financial investment throughout the term of the Contract.

### 7.3.6 Category 6 - Continuous Improvement

- Tell us how you would develop and improve your proposed offering over the term of the Contract.
- Tell us how you would deal with feedback and complaints.

### 7.3.7 Category 7 - Services and Operations

- Tell us how you would advertise your food offering (e.g. menu displays, screens, integration with Intranet).
- Tell us how you propose to manage queueing and order-to-service times.
- Tell us how which payment methods you propose to accept.
- Tell us about your proposed cleaning regime, including reactive cleaning and regular/deep cleaning.
  - NOTE: TNA will retain responsibility for the deep cleaning of the kitchen grease extract ventilation system, to industry standards (BESA/B&ES) TR19 to ensure this system is maintained to minimise the risk of fire associated with grease accumulation. Current frequency of this cleaning of the kitchen grease extract ventilation system is six (6) monthly. For the avoidance of doubt, routine cleaning of hoods and grilles will be responsibility of the Concessionaire while TNA will retain responsibility for cleaning of grease extract ventilation system.
- Tell us about your plans for waste management and recycling.
- Tell us about your approach to Business Continuity and Disaster Recovery.

### 7.3.8 Category 8 - Corporate Responsibility

- Tell us how you intend to comply with or exceed Food Hygiene regulations, including how you propose to deal with the storage, preparation, production, presentation and delivery of food.
- Tell us how you intend to comply with or exceed Health & Safety regulations, both for your staff and for TNA staff and visitors.
- Tell us about your proposals for [food labelling and packaging](#).
- Tell us how you will endeavour to meet the [Government Buying Standard for Food and Catering Services](#).

### 7.3.9 Category 9 - References

- Please provide three contract references, from either (or both) the public or private sector, that you have performed during the past three years and that are relevant to this contract, by completing the table found in **Appendix C**. TNA reserves the right to contact these references to obtain feedback on the Potential Concessionaire's performance under those contracts; TNA anticipates taking up this right for those Potential Concessionaires shortlisted for Stage 2 of the Procurement Process.

## 8 EVALUATION CRITERIA

Stage 1 Proposals will be evaluated using the following criteria:

CATEGORY	MAXIMUM AVAILABLE SCORE
OFFERING	10
HOSPITALITY & EVENTS	10
PRICING & FINANCIALS	10
IMPLEMENTATION & TRANSITION	10
INVESTMENT	10
CONTINUOUS IMPROVEMENT	10
SERVICES & OPERATIONS	10
CORPORATE RESPONSIBILITY	10

For each Category, a points score between 1 and 10 is available. These points will be allocated applying the criteria as listed in the table below. If any Category within your Proposal mainly has the criteria of one score, but also has one or more criteria of a lower score, then that Category will be awarded the lower score.

<b>10 Points</b>	<p><b>Very Good:</b></p> <ul style="list-style-type: none"> <li>• Potential Concessionaire's Proposal exceeds TNA's expectations at Stage 1.</li> <li>• Potential Concessionaire has provided high-quality, compelling and convincing evidence to support all elements of their Proposal.</li> <li>• Potential Concessionaire has submitted a Proposal which is highly relevant to the Opportunity.</li> <li>• Potential Concessionaire's Proposal is clear and easy to understand.</li> <li>• Where relevant, Potential Concessionaire has demonstrated a high level of capability to deliver new and innovative service approaches.</li> </ul>
<b>7 Points</b>	<p><b>Good:</b></p> <ul style="list-style-type: none"> <li>• Potential Concessionaire's Proposal meets TNA's expectations at Stage 1.</li> <li>• Potential Concessionaire has provided evidence to support most elements of their Proposal. The evidence supplied is good and relevant to the Opportunity.</li> <li>• Potential Concessionaire has submitted a Proposal which is highly relevant to the Opportunity.</li> <li>• Potential Concessionaire's Proposal is clear and easy to understand.</li> <li>• Where relevant, Potential Concessionaire has demonstrated some level of capability to deliver new and innovative service approaches.</li> </ul>
<b>4 Points</b>	<p><b>Average:</b></p> <ul style="list-style-type: none"> <li>• Potential Concessionaire's Proposal only partly meets TNA's expectations at Stage 1.</li> <li>• Potential Concessionaire has provided evidence to support only some elements of their Proposal. The evidence supplied has only some relevance to the Opportunity.</li> <li>• Potential Concessionaire's Proposal is not always clear and easy to understand.</li> <li>• Where relevant, Potential Concessionaire has demonstrated limited capability to deliver new and innovative service approaches.</li> </ul>
<b>1 Point</b>	<p><b>Poor:</b></p> <ul style="list-style-type: none"> <li>• Potential Concessionaire's Proposal fails to meet TNA's expectations at Stage 1.</li> </ul>

	<ul style="list-style-type: none"><li>• Potential Concessionaire has provided little or no evidence to support most elements of their Proposal.</li><li>• The evidence supplied is weak and has limited relevance to the Opportunity.</li><li>• Potential Concessionaire's Proposal is not always clear and easy to understand.</li><li>• Where relevant, Potential Concessionaire has demonstrated little or no capability to deliver new and innovative service approaches.</li></ul>
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A maximum of four Potential Concessionaires will be shortlisted for invitation to participate in Stage 2 of the Procurement Process. If you have been successful, we will provide you with feedback on your Stage 1 Proposal to help you to prepare for Stage 2 of the Procurement Process. If you have not been successful, we will provide you with feedback on the reasons why.

## 9 PROCUREMENT TIMETABLE

The Procurement Timetable is as follows:

STAGE 1		
Ref.	Description	Date
1	Invitation to Tender is published in OJEU and on the Contracts Finder website	Tuesday 31 January 2017
2	Open Day to visit TNA site	Tuesday 14 February 2017
3	Deadline for Potential Concessionaires to submit clarification questions to <a href="mailto:procurement@nationalarchives.gov.uk">procurement@nationalarchives.gov.uk</a>	5pm, Friday 17 February 2017
4	Deadline for TNA to respond to clarification questions*	Friday 24 February 2017
5	Deadline for Potential Concessionaires to submit their Stage 1 Proposals to <a href="mailto:procurement@nationalarchives.gov.uk">procurement@nationalarchives.gov.uk</a>	5pm, Friday 10 March 2017
6	Deadline for TNA to evaluate Stage 1 Proposals and to shortlist Potential Concessionaires for Stage 2 of the Procurement Process	Friday 17 March 2017
7	Deadline for TNA to provide feedback to shortlisted Potential Concessionaires	Wednesday 22 March 2017
8	Deadline for TNA to provide feedback to unsuccessful Potential Concessionaires	Friday 31 March 2017

*\*Any clarification question that TNA deems to be relevant to more than one Potential Supplier will be shared with all Potential Suppliers participating in Stage 1 of the Procurement Process*

STAGE 2		
Ref.	Description	Date
9	TNA to submit Stage 2 Documentation to shortlisted Potential Concessionaires	Wednesday 22 March 2017
10	Time-Box for shortlisted Potential Concessionaires to meet with TNA to test ideas, to negotiate, and to refine their Proposals	Monday 27 March to Friday 31 March
11	Deadline for shortlisted Potential Concessionaires to submit clarification questions to <a href="mailto:procurement@nationalarchives.gov.uk">procurement@nationalarchives.gov.uk</a>	Wednesday 5 April 2017
12	Deadline for TNA to respond to clarification questions**	Friday 7 April 2017
13	Deadline for short-listed Potential Concessionaires to submit their Stage 2 Proposals to <a href="mailto:procurement@nationalarchives.gsi.gov.uk">procurement@nationalarchives.gsi.gov.uk</a>	5pm, Monday 17 April 2017
14	Deadline for TNA to evaluate Stage 2 Proposals and identify	Monday 24 April

	preferred Potential Concessionaire	2017
15	End of standstill period	Thursday 4 May 2017
16	Contract award	Thursday 4 May 2017
17	Timebox for transition activities	Friday 5 May to Friday 30 June 2017
18	Contract and initial Service commencement date	Saturday 1 July 2017

*\*\*Any clarification question that TNA deems to be relevant to more than one Potential Supplier will be shared with all Potential Suppliers participating in Stage 2 of the Procurement Process.*

## **10 CONTRACT TERMS AND CONDITIONS**

- 10.1 A boilerplate version of the Catering Concession Contract general terms will be made available to short-listed Potential Concessionaries at the beginning of Stage 2 of the Procurement Process.

## **11 TERMS OF PARTICIPATION**

11.1 The Terms of Participation attached as **Appendix D** to this document constitute the conditions which will apply to Potential Concessionaires' participation in the Procurement Process. Submission of a Stage 1 and/or Stage 2 Proposal will be deemed to constitute your acceptance of these Terms of Participation.

## 12 TUPE

- 12.1 The current catering provider's site-based resource comprises 9 (nine) full-time directly employed staff and four casual/agency staff with flexible hours. TNA believes that some or all of these staff may be covered by the provisions of the Transfer of Undertakings (Protection of Employment) Regulations (TUPE) following the award of this Concession Contract. The current site-based catering team structure and contracted hours are as follows:

<b>Job Title</b>	<b>Full-Time/Casual</b>	<b>Weekly Contracted Hours</b>
General Manager	Full-Time	40
Head Chef	Full-Time	40
Senior Chef de Partie	Full-Time	45
Kitchen Porter	Full-Time	37.5
Kitchen Porter	Full-Time	24
FoH Supervisor	Full-Time	40
FoH General Assistant	Full-Time	40
FoH General Assistant	Full-Time	40
FoH General Assistant	Full-Time	40
FoH General Assistant	Casual	37
FoH General Assistant	Casual	37
FoH General Assistant	Casual	24
FoH General Assistant	Casual	8