

Questions from Potential Operators (and our responses) – Last updated 14 December 2023

Event catering

What types of formal events occur at the Horniman?

Weddings, wakes/memorials, dinners/galas, christenings, corporate away days, anniversaries.

How much are the event spaces currently hired out at?

Per hour:

Pav - £120 +VAT

Cons - £375 +VAT

Bandstand - £200 +VAT

Are customers who book the event spaces from the local area?

The customers for less formal events such as children's parties tend to be from the local area, whereas wedding parties will be a mix though predominately close proximity to London.

Are events hosted within the museum?

Private events within the main Museum have happened infrequently historically. There are some restrictions on food and drink within certain galleries to safeguard the collections but we are open to discussing opportunities further. Regular events do occur in Gallery Square after hours where drinks and food are allowed – to date this has tended to be private events such as exhibition launches and fundraising events, alongside public performances and late openings.

Do the current visitor catering financial figures provided include event catering? (Small casual event catering)

No, due to incomplete data we have not provided turnover for the smaller events that are catered by our current operator.

What furniture is available for use in the event spaces?

Conservatory – this is a dry hire, though we have some basic trestle tables and metal chairs available on site.

Pavilion – white tables, green chairs.

Bandstand – plastic trestle tables, silver chairs.

Can you provide a breakdown of the number of events held at the museum by type (e.g., conference, wedding, children's party etc) for the past year?

This information is included in the tender documents.

Who is responsible for generating sales for the Horniman, venue hire team or the appointed caterer?

Currently both. We promote our spaces for events and filming via the usual Horniman channels but in the main promotion is managed by our event caterer. We would expect any future appointed caterer to assign resources to generating sales.

Please clarify the question in the ITT regarding external resources – is this referring to third party agents such as event booking agents, entertainment partnerships?

Correct, any partners you have contracts with such as event agents, planners, florists, entertainment partnerships etc.

Do you have figures on current levels of event income?

We currently receive a venue hire fee and commission on catering only for large formal events (i.e. weddings) and commission from additional suppliers (i.e. photography, flowers, music). The figures are as below:

Year	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Large Event Venue Hire Fees	£69,297	£70,052	£65,319	£41,676	£0*	£56,474	£44,160**
Commission received	£14,393	£9,634	£8,811	£7,134	£0*	£5,535	£7,397**

*No sales due to COVID-19

**Note that our primary venue, the conservatory, was closed for refurbishment from November 2022 to April 2023

Our smaller events (i.e. children's parties) are catered for by our visitor catering supplier and commission on this catering is rolled into our general commission as a whole. However, the hire fees from these events are as follows:

Year	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Small event venue hire fees	£13,805	£24,930	£17,464	£29,506	£0*	£26,040	£20,302

*No sales due to COVID-19

We have not been in a position to maximise venue hire and expect there to be much more business to gain by serving a wider range of customers.

The Museum and Gardens

What is the average visitor dwell time in the museum?

Year	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Average dwell time	113 mins	113 mins	128 mins	106 mins	121 mins	117 mins

Please note that the above data is taken from a Museum exit survey. A large proportion of visitors exit the

Museum to then spend time in the Gardens. Access to the café is from the Gardens, not from the Museum. It is therefore fair to assume that overall dwell time on the site, including visitation to the Gardens and café, is greater than the above.

What are the museum's target visitor groups?

Cultural Enthusiasts

Who: Confident cultural visitors who like discovering a range of new and high-quality experiences.

What: Highlight the breadth and quality of the collections, and offer something new.

Self Improvers

Who: Adults focused on their own health and wellbeing, especially through engagement with nature.

What: Focus on engaging content around nature, animals, food and fun.

Devoted Domestics

Who: Families that prioritise activities beneficial for their children both at home and when visiting.

What: Experiences and activities with a clear benefit to their children.

Active Achievers

Who: Families that regularly go out for a wide range of activities and with particular goals.

What: Outdoor events and activities that give a specific reason for visiting.

Does the Horniman have a published CSR or policies in place? (e.g., sustainability, accessibility)?

You can read a range of our policies including our climate and ecology manifesto and Equality, Diversity and Inclusion policy here: <https://www.horniman.ac.uk/about-the-horniman/plans-policies-reporting/>

How many visitors do you expect to visit the museum annually in the coming years?

Since the pandemic we continue to perform strongly in terms of rebuilding our audiences. We are currently on track to welcome in excess of 900,000 visits to site and 1 million online in 2023/24.

We expect a small dip in visitors while the Nature + Love renovation works take place but expect in the year after opening (2026/27) 950,000 visitors to site, rising to more than 1 million in subsequent years.

General

What is the current arrangement of visitor vs event catering?

Our visitor catering is contracted to an independent operator, they also provide event catering for small, informal events such as children's parties.

Large or formal events i.e. weddings are currently exclusively contracted to one event catering supplier who provides all wedding planning services.

Details about the museum's history

You can read more about our history here: <https://www.horniman.ac.uk/our-history/>

Does the Sunday market affect café sales? How many food traders are at the Sunday market each week?

There are between 4 to 6 food traders at the market each week. We have found historically that the market drives sales for the café operator primarily due to the café's bandstand kiosk being within the market, as well as the opportunity for the operator to set up a bar on the bandstand (often in the summer).

When will interviews take place?

Currently we have the 11 January 2024 earmarked for interviews, additional dates may be added dependent on volume of shortlisted operators.

When will a decision be made?

We plan to have a decision made by the 24 January 2024

What is the estimated contract start date?

12 March 2024 for visitor catering. 1 April 2024 for events catering.

Staffing

Is the Horniman a London living wage employer?

Yes, all staff at the Horniman are paid at least London Living Wage, and since we became a LLW employer we committed to encouraging current suppliers to pay LLW and ensuring that new suppliers pay LLW.

Information regarding current café staff for TUPE

	Title	Contractual Weekly Hours	Contract Type	Annual Leave Entitlement
1	General Manager	32	Permanent	20
2	Assistant Manager	40	Permanent	20
3	Assistant Manager	40	Permanent	20
4	Assistant Manager	40	Permanent	20
5	Front of House Staff	40	Permanent	20
6	Front of House Staff	40	Permanent	20
7	Front of House Staff	40	Permanent	20
8	Front of House Staff	40	Permanent	20
9	Head Chef	40	Permanent	20
10	Chef	40	Permanent	20
11	Kitchen Staff	40	Permanent	20
12	Kitchen Staff	40	Permanent	20
13	Kitchen Staff	40	Permanent	20

Note that current café operator hires additional temporary staff for summer and other busy periods.

All staff bar the general manager average around 5 hours of overtime a week.

Salary information is available on request.