

# Freedom of Information requests

2013

Reference number: 13-009

is keen to find out what criteria are used by public sector organisations when awarding contracts to companies outside Wales.

This is an important issue because the Welsh Government has recently set out its policy on public sector procurement policy and the Welsh Government itself will have to account for its own track record on awarding contracts for products and services.

I look forward to hearing from you.

Kind regards

Reference no.: 13-009

14 June 2013

Dear,

**REQUEST FOR INFORMATION** – *Information regarding the criteria used by public sector organisations when awarding contracts to companies outside of Wales.*

Thank you for your request for information. As Head of Knowledge & Information Management for Amgueddfa Cymru - National Museum Wales, I am responsible for responding to your request for information.

I refer to your email of 16 May 2013, in which you asked for the following information:

*What criteria are used by public sector organisations when awarding contracts to companies outside Wales?*

## Response

Amgueddfa Cymru complies with the UK Government accepted Public Procurement Best Practice guide which enables organisations to assess tenders based on 'best value'. Best value is a combination of price plus other factors which are generally pertinent to the purchase. When preparing tender documentation, we will consider our requirements and from this, a list of suitable criteria is established. Each tender follows this practice and the list of criteria is determined on a case by case basis.

The attachment is an example of an Invitation to Tender (ITT) document which defines the criteria we have identified in order to deliver the service we require.

Your request was considered according to the principles set out in the National Assembly's Code of Practice on Public Access to Information (third

edition). The Code is published on the Internet at [www.information.wales.gov.uk](http://www.information.wales.gov.uk).

If you are unhappy with the service you have received in relation to your request and wish to make a complaint or request a review of our decision, you should write to the Director of Collections and Research at the following address:

Mr John Williams-Davies  
Director of Collections and Research  
Amgueddfa Cymru – National Museum Wales  
Cathays Park  
Cardiff  
CF10 3NP

When dealing with any concerns, we will follow the principles of the National Museum of Wales's Code of Practice on Complaints, which is available on our website at [www.museumwales.ac.uk/en/45/](http://www.museumwales.ac.uk/en/45/).

Internal review requests should be submitted within two months of the date of receipt of the response to your original letter.

You also have the right to complain to the Information Commissioner's Office (ICO) if you are not content with the outcome of your complaint or review. Generally, the ICO will not make a decision unless you have exhausted the complaints procedure provided by the Museum.

The Information Commissioner can be contacted at:

Information Commissioner's Office  
Wycliffe House  
Water Lane  
Wilmslow  
Cheshire  
SK9 5AF

If you have any queries regarding the information I have provided, please contact me via my email address and I will endeavour to assist you.

Yours sincerely,

Head of Knowledge & Information Management

**Amgueddfa Cymru – National Museum Wales**  
Parc Cathays, Caerdydd CF10 3NP/Cathays Park, Cardiff CF10 3NP  
Ffôn/Tel (029) 2039 7951 Ffacs/Fax (029) 2057 3321  
E-bost: [post@amgueddfacymru.ac.uk](mailto:post@amgueddfacymru.ac.uk)/E-mail: [post@museumwales.ac.uk](mailto:post@museumwales.ac.uk)

3

Llywydd/President Elisabeth Elias MA DL  
Trysorydd/Treasurer J. Peter W. Morgan M.Sc FCS Cyfarwyddwr Cyffredinol/Director General David Anderson  
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national  
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# Freedom of Information requests

2013

Reference number: 13-010

**Amgueddfa Cymru — National  
Museum Wales**

**INVITATION TO TENDER (ITT)**

***National History Museum St Fagans  
National Waterfront Museum, Swansea  
National Museum Cardiff  
Catering Contracts***

## **INTRODUCTION**

Amgueddfa Cymru-National National Museum Wales (AC-NMW) currently operates eight sites across Wales.

The Museum sites are currently:

- 1 National Museum Cardiff
  - 2 St Fagans National History Museum
  - 3 National Slate Museum, Llanberis
  - 4 National Roman Legion Museum, Caerleon
  - 5 National Wool Museum, Drefach Felindre
  - 6 The Collections Centre, Nantgarw
  - 7 Bit Pit National Coal Museum, Blaenafon
  - 8 National Waterfront Museum Swansea
- Further information about AC-NMW is available from our web site in Welsh at

[www.amgueddfacymru.ac.uk](http://www.amgueddfacymru.ac.uk) and in English at [www.museumwales.ac.uk](http://www.museumwales.ac.uk)

**You are requested to tender for the following catering operations, which are offered as one contract:**

**National History Museum St Fagans  
Public and venue hire catering**

**National Waterfront Museum Swansea  
Public and venue hire catering**

**National Museum Cardiff  
Public and venue hire catering**

The contracts are currently held by Elior UK Ltd and T.U.P.E legislation is applicable to their catering staff.

### **Introduction**

This is an exciting opportunity to tender for the catering operations at Amgueddfa Cymru-National Museum Wales three largest sites. Our historic and unique Welsh museums attract over 1.5million visitors annually and are popular corporate and wedding venues. The catering contract is managed by NMGW Enterprises Ltd the Museum's wholly owned commercial trading company; a partnership approach is taken towards contract management with an emphasis on using the expertise of the caterer to develop and grow the business.

During the past 5 years there has been significant investment in catering and corporate entertaining facilities funded by both the Museum and the caterer. There has also been a focus on developing the quality and brand identity of the public food offer with an emphasis on empathising with our collections, historic buildings and Welsh culture and heritage. Whilst good progress has been made there is still significant scope to exceed our visitors' expectations in this area. Details about our different sites, their visitor numbers, catering outlets and turnover are shown in appendix 1.



## NMGW Enterprises Catering Tender 2012

We continue to enjoy an excellent reputation amongst corporate clients for our special venues and excellent catering. With a good working relationship between the catering team and the Enterprises venue hire staff we have seen bookings increase year on year. A particular area of growth has been from wedding receptions driven by wedding fairs organised by the caterer, this is a key area for us going forward. More detailed information about our venue hire business is given in appendices 1 – 4.

The contract period will include the potential multi million pound redevelopment of the iconic National History Museum at St Fagans, the go ahead of the project will be confirmed in the summer of 2012, with works commencing in earnest in 2013. The redevelopment project will see the expansion and improvement of catering facilities at the site to support the anticipated increase in visitor numbers. More details about this project are given in appendix 5.

### **Each tender proposal will be assessed in the following way:**

Primary criteria – there is one primary criteria and this will be used to determine which tenders to shortlist.

Secondary criteria – shortlisted tenders will be scored against the secondary criteria to determine which caterers to invite for interview.

Interview criteria – those invited for interview will be scored against the weighted interview criteria

The tender will be awarded based on the combined results of assessment against the primary, secondary and interview criteria plus final negotiation of terms.

### **Primary criteria**

1. Give details of your financial contribution based on a 10-year contract (subject to an annual performance review) with a break clause to be agreed. The redevelopment of St Fagans will be confirmed after the tender has been awarded, therefore we require you to provide two financial proposals for St Fagans, one which reflects the impact of the redevelopment project and one which assumes "business as usual" over the life of the contract. *(to allow us to make fair comparisons with other operators this must be submitted in the same format as the example financial analysis form shown as appendix 6)*  
Capital investment - a mandatory capital investment of at least £750K will be required during the year April 2014 to March 2015 to support the catering element of the St Fagans redevelopment works, contractors may also wish to make capital investment available for the ongoing development and improvement of the catering facilities at NMC & NWMS.

### **Secondary criteria**

1. Your experience of working with a bi-lingual organisation and how you will support the Museum's policy of treating both languages (Welsh and English) equally. 10%

## NMGW Enterprises Catering Tender 2012

2. Give an example your proposed management & support structure for our contracts, this should reflect local, regional and national management levels. Illustrate how this management structure could be used to support and develop the existing museum management of our three "in-house" run catering operations at our smaller sites (National Wool Museum, National Slate Museum and Big Pit). 25%
3. Give examples of your pricing, quality and value equation and in particular how you will offer value for money to our target family audience. 15%
4. Give examples of how all the aspects of Health and Safety will be met plus all Hygiene Regulations associated with the integrity of the food supply chain. 20%
5. Give examples of how you will recruit, train and maintain the highest standards of customer service and staff employment. 15%
6. Give examples of how you will work in partnership with the Museum and its staff both on day to day operations and longer term strategic development of the businesses. 20%

### **Interview criteria**

1. How you will develop and improve the public catering offer at each site in empathy with the museum, its collections and our Welsh culture and heritage whilst ensuring it offers an enjoyable experience which enhances the museum visit. We are particularly interested to hear about your ideas for the public offer at St Fagans upon completion of the re-development works. 25%
2. How you will develop and improve our corporate catering offer to include quality, value for money, innovation and reputation, thereby giving us an edge over our competitors and clients a "wow" factor. We are interested to understand how your suggestions and ideas can be extended to our significant internal catering requirements for Museum meetings, functions and gatherings. 25%
3. What products you will offer which differentiate you from the competition, how and from where you will source them. 15%
4. How you will market your offer and establish branding of your product range, bearing in mind that it will be available in a Welsh cultural environment. We are particularly interested to hear how "our catering reach" could be extended to non-visitors, i.e. creating a catering experience which is attractive in its own right as a destination for the public. 25%
5. How sales, costs, profitability will be openly shown and discussed with Enterprises. 10%

## NMGW Enterprises Catering Tender 2012

The work associated with this tender is to be completed by: Monday 5<sup>th</sup> March 2012 and the new contract would be effective from the 1<sup>st</sup> October 2012. The proposed timetable for the full tender process is shown below.

### Tender timetable

Tender document issued:	Week commencing 30 <sup>th</sup> January 2012
Deadline for the return of tenders	Noon on Monday 5 <sup>th</sup> March 2012
Tender interviews	Week commencing 26 <sup>th</sup> March 2012
Recommendation regarding the awarding of the contract to be made to the Enterprise Board	Wednesday 10 <sup>th</sup> May 2012
Notification to successful caterer	(provisional date) Week commencing 14 <sup>th</sup> May 2012
New contract starts	Monday 1 <sup>st</sup> October 2012

## NMGW Enterprises Catering Tender 2012

### TENDER RESPONSE - STANDARD TERMS AND CONDITIONS

Suppliers responding to an invitation to tender will be assumed to have accepted the following conditions:

#### ASSESSMENT

Tenders will be assessed on a value for money basis but NMW is not obliged to accept the lowest or any tender at its absolute discretion and will not enter into any communication regarding its decision

#### ACCEPTANCE

NMW reserves the right to accept part or all of a tender and for this reason the supply of equipment, labour and additional services should be kept separate as requested in the summary pricing table

#### INFORMATION

NMW reserves the right to inform all tenderers of additional information supplied in relation to any question raised

#### DOCUMENT STATUS

This document does not constitute a contract

#### CONFIDENTIALITY

This document should be treated in confidence and used only for the purposes of submitting a response to the tender

#### COSTS

The cost of responding to this tender is entirely the responsibility of the tenderer and apart from providing NMW staff to answer queries and accompany site surveys NMW will accept no further costs

## NMGW Enterprises Catering Tender 2012

### FREEDOM OF INFORMATION

The Freedom of Information Act 2000 applies to all the activities of NMW.

As a supplier/tenderer/partner/customer/agency providing services to NMW, you should be aware of NMW's obligations and its responsibilities under the Freedom of Information Act 2000 to provide on request access to recorded information held by it. One of the consequences of those new statutory responsibilities is that information which NMW holds about your organisation may be subject to disclosure, in response to a request, unless NMW decides that one of the various statutory exemptions applies.

In certain circumstances, and in accordance with the Code of Practice issued under section 45 of the Act, NMW may consider it appropriate to ask you for your views as to the release of any information before NMW makes its decision as to how to respond to a request. In dealing with requests for information under the Act, NMW has to comply with a strict timetable and it would therefore expect a timely response to any such consultation within five working days.

If, at any stage of the contracting process, you provide any information to NMW in the expectation that it will be held in confidence, then you must make it clear in your documentation as to the information to which you consider a duty of confidentiality applies. The use of blanket protective markings such as "commercial in confidence" will no longer be appropriate and a clear indication as to what material is to be considered confidential and why should be given.

## NMGW Enterprises Catering Tender 2012

NMW cannot accept that trivial information or information which by its very nature cannot be regarded as confidential should be subject to any obligation of confidence.

In certain circumstances where information has not been provided in confidence, NMW may still wish to consult with you as to the application of any other exemption such as that relating to disclosure that will prejudice the commercial interests of any party. However the decision as to what information will be disclosed will be reserved to NMW.

### SUPPORT INFORMATION

Please provide the following information to support your tender:

Supply the name and contact details for your company' s representative in relation to this tender

If subcontractors are involved in any part of the work specified in this tender details must be provided

Costs must be submitted as a FIXED price in POUNDS STERLING

All labour costs should be quoted INCLUSIVE of travel and subsistence

Costs should be quoted exclusive of VAT

Provide details of proposed equipment manufacturers and/or suppliers as appropriate

Provide clear details of any bespoke terms and conditions applicable to your tender, and detail

## NMGW Enterprises Catering Tender 2012

### TENDER SUBMISSION DETAILS

In submitting a tender please note the following information and ensure you conform

with the specified conditions.

#### IMPORTANT

Failure to conform with these conditions may mean that your tender is declared

invalid and eliminated from consideration.

## NMGW Enterprises Catering Tender 2012

### CLOSING DATE

All responses to this ITT MUST be received at the address below by NOON on

Monday 5<sup>th</sup> March 2012

Please ensure you allow sufficient time to enable your response to be received – late tenders will not be included.

### TENDER SUBMISSION

Each tender should be returned enclosed in a sealed envelope CLEARLY marked as follows :

CONFIDENTIAL – TENDER (Catering Contracts, National Museum Cardiff, St Fagans National History Museum, National Waterfront Museum Swansea)

NOT TO BE OPENED UNTIL NOON Monday 5<sup>th</sup> March 2012

Michael Evans

National Museum Wales

Cathays Park

CARDIFF CF10 3NP

### EXTERNAL MARKINGS

Tender submissions should be returned in plain envelopes bearing NO external markings other than the address label and appropriate postage or courier details



## NMGW Enterprises Catering Tender 2012

### QUERIES

Please address any queries in the first place to:

M J Evans

Tel: 02920 573376

Fax: 02920 573370

Email: [michael.evans@museumwales.ac.uk](mailto:michael.evans@museumwales.ac.uk)

NMGW Enterprises Catering Tender 2012  
**Appendix 1**

<b>Site/Catering Outlet</b>	<b>National Museum Cardiff</b> Target visitor numbers for 2011/12 397K Actual visitor figures for 2010/11 368K	<b>National History Museum St Fagans Cardiff</b> Target visitor numbers for 2011/12 630K Actual visitor figures for 2010/11 616K	<b>National Waterfront Museum Swansea</b> Target visitor numbers for 2011/12 260K Actual visitor figures for 2010/11 268K
<b>Oriel restaurant</b>	180 cover assisted service basement restaurant with children's play area and adjacent production kitchen and back office facilities, approx turnover of £180Kpa		
<b>Main hall coffee shop</b>	96 cover coffee shop located in the main hall of the museum with small counter and wash up/prep area, approx turnover of £100Kpa		
<b>Venue hire catering</b>	see appendix 2 for details of event profile, mix and hireable spaces on offer catering turnover of approx £50kpa internal events £300K pa external events		
<b>Bardis coffee shop*</b>		90 cover self service coffee shop with washing up area at main entrance of the museum, approx turnover of £250Kpa	
<b>Vale restaurant*</b>		110 cover self service restaurant with adjacent production kitchen and back office areas, overflow peak season seating of 40 covers in adjacent meeting room, approx turnover of £200K	
<b>Gwalia tearooms</b>		35 cover tea room with waitress service, finishing kitchen, located above Gwalia stores one of the historic buildings in the museum grounds. Turnover of approx £100Kpa currently closed mid November to mid February	
<b>The Buttery</b>		45 cover tea room with counter service, located in the historic St Fagans castle this facility including the adjacent fully serviced kitchen was refitted following a period of being unused late in 2010. Currently open from March to early November. Turnover of approx £40K in year one.	
<b>Kiosks</b>		Turnover of approx £80Kpa from ice cream and drinks from 2 x ice cream bikes and 2 x kiosks. Kiosks are currently supplied by ice cream supplier who has a contract with the current	

NMGW Enterprises Catering Tender 2012

		caterer. There is a medium term plan to replace the kiosks with purpose built units which are more in keeping with the site	
<b>Venue hire catering</b>		see appendix 3 for details of event profile, mix and hireable spaces on offer catering turnover of approx £20kpa internal events £60K pa external events	
<i>Post redevelopment main entrance café/restaurant*</i>		see appendix 5	
<i>Post redevelopment new building café in grounds</i>		see appendix 5	
<b>Waterfront café</b>			60 cover self service café with adjacent production kitchen (additional 1 <sup>st</sup> floor finishing kitchen for venue hire), approx turnover of £250Kpa
<b>Venue hire catering</b>			see appendix 4 for details of event profile, mix and hireable spaces on offer catering turnover of approx £5kpa internal events £95K pa external events

\* see appendix 5 regarding the St Fagans redevelopment project, if this goes ahead then Bardis and the Vale restaurant would be replaced by a new facility adjacent to the main entrance of the redeveloped Museum.

## NMGW Enterprises Catering Tender 2012

### Appendix 2 Venue Hire – National Museum Cardiff

The Museum is used for a wide range of private and high profile corporate events from drink receptions, gala dinners and wedding receptions to award ceremonies, conferences, seminars and meetings. The hire of such facilities form an important part of the Museum's income generation strategy. Venue hire is operationally managed by a small team of dedicated venue hire staff supported by a Business Improvement Manager, and in partnership with the appointed caterer.

The appointed caterer(s) will be the preferred cater\* for such events and must therefore show the infrastructure, commitment, ability and resources to do so to an excellent standard.

The Museums' hireable spaces are outlined below.

VENUE	CAPACITY	
	BOARDROOM	THEATRE
Lloyd George Meeting Room	10	12
Dylan Thomas Meeting Room	12	15
Augustus & Gwen John Meeting Room	25-30	50
Oriel Suite (all of the above rooms form the Suite)	40	90
Court Room	30	50
Reardon Smith Theatre	340 + dedicated area for wheelchair users	
Theatre & Oriel Suite	340 Theatre 100 Oriel Suite	
Theatre & Restaurant	340 Theatre 200 Restaurant (seated + standing)	
Theatre, Oriel Suite & Restaurant	340 for Theatre 300 for Restaurant & Oriel Suite	
Clore Discovery Centre		40
Grand Hall	Seated 330	Standing 400
Galleries	Standing 330	n/a
Grand Hall & balcony	330	n/a
Grand Hall & Galleries	Seated 330	Standing 400

In 2011/12 National Museum Cardiff received 181 venue hire bookings which can be broken down as follows:

- 40 Lectures/educational bookings (22% of bookings)
- 37 Concerts/Shows (20%)
- 30 Meeting Room Hire (16.5%)
- 24 Drinks Receptions & Dinners (13%)
- 15 Wedding Receptions (8%)
- 14 Seated Dinners/Buffets (8%)
- 8 Conferences (4%)
- 7 Award Ceremonies (4%)
- 6 Drinks Receptions (3%)

New potential areas of growth anticipated for National Museum Cardiff include all-inclusive Student Prom & Ball packages, Corporate Christmas events, Children's Birthday Parties and possibly day delegate packages to attract the conference market.

In addition to venue hire, the Museum orders internal hospitality for meetings, hosts private dinners, lunches for its committees and other guests as well as exhibition launch events which the caterer would be required to provide catering for at a preferential rate.

\* with the exception of events where specialist caterers are required e.g. Asian weddings, barmitzvah etc.

## NMGW Enterprises Catering Tender 2012

### Appendix 3 Venue Hire – St Fagans National History Museum

The Museum is used for a range of private and corporate events from dinners and wedding receptions to seminars, training days and meetings. The Museum also holds a license for civil ceremonies in Oakdale Hall and the St Fagans Castle Hall. The hire of such facilities form an important part of the Museum's income generation strategy. Venue hire is operationally managed by a part-time venue hire officer supported by a small team of site administrative staff, and by the Business Improvement Manager, in partnership with the appointed caterer.

The appointed caterer(s) will be the preferred cater\* for such events and must therefore show the infrastructure, commitment, ability and resources to do so to an excellent standard.

The Museums' hireable spaces are outlined below.

VENUE	CAPACITY
Oakdale Hall	120 Theatre; 30 Boardroom; 100 Standing; 70 Dining
Oakdale Reading Room	25 Theatre/Standing
Oakdale Committee Room	10 Boardroom
Castle Buttery	50 Dining
Castle Dining Room	40 Dining
Castle Grounds & Reception Marquee	80-130 Dining
Iolo Morganwg Room	20 Boardroom; 40 Dining
Tŷ Gwyrdd & Garden	30 Theatre; 20 Boardroom; 40 Drinks Reception
Vale Restaurant	90 Dining
Committee Room	18 Boardroom; 35 Theatre
Oriel 1 Gallery	50 Theatre / 120 Standing

In 2011/12 St Fagans National History Museum received 46 venue hire bookings which can be broken down as follows:

- 11 Meeting Room Hire (24% of bookings)
- 18 Wedding Ceremonies (38%)
- 7 Wedding Receptions (15%)
- 5 Seminars/Training Days (11%)
- 4 Dinners (9%)
- 1 Conference (2)

The wedding market remains the main area of growth for St Fagan. The redevelopment project could open up potential for new and larger hireable facilities being made available for income generation in the future.

In addition to venue hire, the Museum orders internal hospitality for meetings, hosts private dinners, lunches for its committees and other guests as well as launch events which the caterer would be required to provide catering for at a preferential rate.

**Appendix 4 Venue Hire - National Waterfront Museum Swansea**

The Museum is used for a range of private and corporate events from dinners, award ceremonies and wedding receptions to seminars, training days and meetings. The Museum also holds a license for civil ceremonies in the Warehouse Gallery and Marina Balcony. The hire of such facilities form an important part of the Museum's income generation strategy. Venue hire is operationally managed by a part-time venue hire officer supported by the Business Improvement Manager, and in partnership with the appointed caterer.

The appointed caterer(s) will be the preferred cater for such events and must therefore show the infrastructure, commitment, ability and resources to do so to an excellent standard.

The Museums' hireable spaces are outlined below.

SPACE	CAPACITY
Warehouse Gallery	250 Theatre; 180 Dinner; 250-300 Standing
Marina Balcony & Upper Foyer	60 Balcony Seated; 200+ Standing
Warehouse Gallery, Marina Balcony & Upper Foyer	See above
Warehouse Gallery, Marina Balcony, Upper Foyer & Weston Hall	230 Dinner; 300+ Reception
Weston Hall	230 Dinner; 250+ Theatre; 400 Standing
Weston Hall & Courtyard Garden Marquee	230+ Dinner; 500 Standing
The Colonnade / New Gallery	150-200 Standing
Dockside Room	50 Lecture; 20 Boardroom
Cityside Room	40 Lecture; 15 Boardroom
Vivian Room	30-40 Seated

In 2011/12 the National Waterfront Museum received 80 venue hire bookings which can be broken down as follows:

- 39 Meeting Room Hire (49% of bookings)
- 19 Training Days (24%)
- 1 Wedding Ceremony (1%)
- 6 Wedding Receptions (8%)
- 7 Drinks Receptions & Dinners (9%)
- 4 Conference/Seminars (5%)
- 4 Award Ceremonies (5%)

New potential areas of growth for the future include all-inclusive Student Prom & Ball packages, Corporate Christmas events, Children's Birthday Parties and day delegate packages. The attraction of the wedding market to the Museum could also be potentially strengthened in future with packages to increase the value of overall booking with 'all-in' packages.

In addition to venue hire, the Museum orders internal hospitality for meetings, hosts private dinners, lunches for its committees and other guests as well as launch events which the caterer would be required to provide catering for at a preferential rate.

## **Appendix 5 St Fagans Redevelopment Project – Creu Hanes- Making History**

Making History is an exciting £20 million project to transform the visitor experience at St Fagans: National History Museum.

### ***What we hope to do:***

**Extend the timeline** - At the moment, St Fagans concentrates on the history of the people of Wales over the last 500 years. We will bring the national archaeology collections from National Museum Cardiff to St Fagans, to help us to tell the story of the first people to live in Wales 250,000 years ago and to place the story of Wales in the context of world history.

**Create an all-weather attraction** - as well as improving the open-air aspect, we will be developing the under-cover offer. The galleries in the main building will be totally refurbished to create new learning and exhibition spaces and a brand new structure will be built in the woodlands for visitors to experience Wales's history and the nation's treasures.

**Events** - There will be more activities and events to support the extended timeline with an emphasis on giving visitors a chance to take part. Visitors will also be able to experience open-air archaeology and we're keen to create opportunities for volunteers and to work closely with community groups.

**Provide new routes into Welsh history** - By suggesting new ways of navigating St Fagans and updating the interpretation around the site, we will be making it easier for visitors to find out more about specific aspects of Welsh history and plan their experience according to interests and time restraints.

**Enjoyment** - Our visitors are at the core of the project, and we will be improving facilities to try and provide the best possible experience. There will be safe places for our younger visitors to learn through play and new places to eat and meet. The under-cover improvements will make St Fagans a place to enjoy all through the year, whatever the weather.

**The benefits for Wales** - St Fagans is the second most visited open-air museum in Europe, attracting over 600,000 visitors a year. It has become the home of Welsh history - part of the fabric of Welsh identity and place to which many people from Wales and all over the world make a pilgrimage and expect to experience the story of Wales.

This 10-year investment will present a strong message of change and exciting new directions. It will reinforce the position of St Fagans as a must-see attraction for visitors to Wales - an essential element of Welsh heritage tourism that will benefit the whole of Wales.

### **Impact on Catering**

The redevelopment project will increase catering turnover and provide increased opportunities for corporate business. The works will have a major impact on the main building which currently houses the production kitchen, Vale Restaurant and Bardis coffee shop. However the majority of the site including the castle and its' grounds will

#### NMGW Enterprises Catering Tender 2012

be unaffected and with a continued programme of events visitor numbers are anticipated to remain buoyant during the period of works. Gwalia tea rooms and the Castle Buttery with its' kitchen will be fully operational and accessible and plans are already in place for temporary catering facilities at the entrance and in the grounds to supplement these. We will look to our catering partner to play an active role in supporting, operating and maximising opportunities for visitors to eat and drink during the redevelopment works. With the Castle unaffected by the works our wedding business remains a key area of opportunity for us.

Upon completion of this high profile project visitor numbers are forecasted to increase over a period of time to around 850,000pa with a longer term aspiration to achieve a million annual visitors. However in addition to this the redeveloped main building will include: an education centre with a 120 seat lecture theatre, multifunctional meeting/schools rooms and the potential to offer corporate dinners for up to 200 people.

A brand new 200 cover ground floor restaurant at the main entrance will have an adjacent production kitchen, stores and back office staff facilities. In addition to the Castle Buttery and Gwalia tearooms (which will remain) a brand new building is built in the grounds. This exciting contemporary space will offer exhibitions and educational facilities together with a 120 cover coffee shop. Finally the existing ice cream kiosks will be replaced by purpose built log cabins in keeping with the rural nature of the site.

The main period of disruption from the works is currently envisaged to last for around two years from midway through 2013 to the end of 2015.



NMGW Enterprises Catering Tender 2012

Appendix 6 Example Financial Analysis Form

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
<b>National Museum Cardiff</b>											
Forecasted turnover ex V.A.T.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guaranteed rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Forecasted turnover rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Investment ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing Contribution ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
<b>National Waterfront Museum Swansea</b>											
Forecasted turnover ex V.A.T.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guaranteed rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Forecasted turnover rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Investment ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing Contribution ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0

NMGW Enterprises Catering Tender 2012

**Appendix 6 Example Financial Analysis Form**

St Fagans National History Museum with redevelopment project * minimum £750K capital investment required										
Forecasted turnover ex V.A.T.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guaranteed rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Forecasted turnover rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Investment ££'s	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£75,000	£750,000
Marketing Contribution ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
St Fagans National History Museum without redevelopment project										
Forecasted turnover ex V.A.T.	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Guaranteed rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Forecasted turnover rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Total rent ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Capital Investment ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
Marketing Contribution ££'s	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0