

PP&VA

CAFÉ AT LEWERS

CAFÉ AND CATERING

EXPRESSION OF INTEREST INFORMATION PACK MAY 2017

Deadline for submission of EOI – 18 June 2017

Penrith Regional Gallery & The Lewers Bequest
86 River Road, Emu Plains: PO Box 2 Penrith NSW 2017
02 4735 1100 www.penrithregionalgallery.org

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Executive Summary

Café at Lewers is an ancillary café and catering business supporting the cultural offer situated within the historic grounds of Penrith Regional Gallery & The Lewers Bequest (Gallery) at River Road in Emu Plains. The asset is owned by the Penrith City Council and operated by Penrith Performing & Visual Arts Ltd (PP&VA), a not for profit cultural enterprise which also operates the Joan Sutherland Performing Arts Centre and associated programs. Penrith Regional Gallery is a seven-day-a-week operation loved and used by the local community, tourists and metro visitors, local and visiting artists and local schools and community groups.

Penrith Regional Gallery & The Lewers Bequest is both an historic and an artistically important landmark in the Greater Western Sydney region. The site sits on one acre, with five buildings located throughout. The buildings host four exhibition spaces (Main Gallery, Ancher House, the Loungeroom and Lewers House). In addition it has two workshop studios (Sonia Farley 1 + 2), a collection store and loading dock.

An exhibition program is presented in four seasonal suites (Summer, Autumn, Winter and Spring) and is accompanied by active public and education programming. The site is also activated through regular artist, curatorial and research residencies and internships.

The Gallery hosts educational workshops throughout both the school terms and holidays, including a regular and developing disability arts access program. School tours of the galleries and exhibits are commonplace during the school term. Additionally, the site is often used for corporate and council meetings and events on a hire basis that provide catering opportunities for the café operators.

The Gallery garden is noted as a site of historic and aesthetic significance at a regional level by the NSW Heritage Division and is curated to preserve, where possible, the original design intent by artist Margo Lewers. A gardener is employed to ensure the garden (including vegetable beds) looks its best across the year. The garden is a major visitor drawcard and has sculptures and Aboriginal artworks throughout and hosts several regular public programs throughout the year. The garden is also a popular venue for weddings and other functions, providing catering opportunities for the café operators.

PP&VA is seeking an experienced café operator to continue and enhance the food and beverage offer at the Penrith Regional Gallery and work with the company to provide an outstanding and integrated customer experience. Creative, commercially focussed and co-operative, the successful operator will provide an exceptional ancillary casual dining offer. Fast friendly service coupled with a high quality menu with meals at reasonable price points will reflect the artistic, progressive and dynamic nature of the site and its patrons.

Café at Lewers is a unique offer. Housed in the grounds of an artistically significant bequest, an artist designed heritage garden and a dynamic and growing regional gallery; it differentiates itself from the many competitors in and around the Penrith Local Government Area. Moreover, longer term plans within and external to the site provide active opportunity for the right operator.

The successful operators will be required to work closely with PP&VA management and Gallery staff in order to, together, present ONE offer to the community. It is important to realise that the café operators, Gallery staff and management and PP&VA management will require a strong and robust working relationship.

The successful operator will enter into a commercial lease for the kitchen and a licence for the shared areas (seating, bathrooms, parking, access) for a three year term

Introduction

An experienced café operator is being sought for the management of *Café at Lewers* located at Penrith Regional Gallery & The Lewers Bequest at 86 River Road, Emu Plains, New South Wales. This document provides information on the selection process and provides information about the trading environment at the Gallery.

Site visits can be arranged to take place after business hours.

For information on the selection process or questions about your application, please contact:

Dave Garner

Business Manager

Penrith Performing & Visual Arts Ltd

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Penrith, NSW 2751

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dave.garner@penrith.city

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The Gallery site and history – the Sydney Moderns

Gerald and Margo Lewers were prominent members of the Australian modernism movement. Characterised by the rejection of historic aesthetics, philosophies and values during the post war period amidst rapid advances in new technology, Australian modernism integrated architectural, industrial and product design philosophies within an artistic movement. Gerald and Margo's own artistic oeuvre, as well as that of the extended artistic family Plate and Farley, and a broader cohort of friends are all represented on site, in the Collection and in the design of both galleries and gardens. Established as a site for creativity, artistic expression and cultural discourse, the Lewers were well known for hosting exceptional artistic soirees and actively supporting artistic expression. This history and the Lewers' legacy continue to inform current programming and forms part of the ongoing brand and company story. Indeed the Café infrastructure utilises Margo's modernist Ancher House kitchen as well as a purpose built, non-heritage servery.

'Lewers', as it is lovingly referred to by locals, is a symbol of post war optimism, is forward focussed, inventive and makes the most of its outstanding physical location on the banks of the Nepean river with views extending to the foothills of the Blue Mountains. The charm of the site is in its complexity, which also offers the unique value proposition and defines commercial limitations.

PP&VA is looking for an operator keen to embrace and respond to the history, location, and cultural and artistic prominence of the site in framing their hospitality offer. The use of the site for the purposes of the café must remain an ancillary or subordinate use of the site for which the dominant purpose is a gallery; the use of the site as a café cannot become an independent or separate use to that of the Gallery. Café operators will be expected to protect and enhance the heritage and cultural values of the site, to respect cover limitations and respond to site constraints within their Business Plan.

Company values

With a mission as the premier cultural entrepreneur of Greater Western Sydney to produce, present and promote the performing and visual arts at the highest level for the benefit of residents and visitors alike, PP&VA recognises that our essential business is culture. However, in order to champion culture and the arts we need to be advocates, to build capacity, foster ideas, encourage innovation and welcome to our spaces and programs people of all abilities, cultures and circumstances.

Therefore our values are as follows:

- We champion creativity and offer our public vivid and memorable artistic experiences through engagement and participation
- We value exploration and wonder as ways to empower artists and enlighten audiences.
- We respect diverse peoples, practices and cultures and seek to communicate openly, positively and with integrity.
- We exercise an agile and responsive professionalism in all we do and represent.
- We value the assets which we hold in trust from the community and seek to make them secure, productive and enriching for it.
- We cherish the role of teaching and learning as central to our endeavours in the arts.
- We believe in celebration, adventure and entertainment as fundamental to all our programs and processes.

We seek to engage with operators that share our values and vision for this region.

Site Upgrades

Several upgrades are approved for the Penrith Regional Gallery & The Lewers Bequest site.

These include:

- Extractor fan for Café prep kitchen (NB this is within a Council recognised heritage area)
- Extension of asphalt for disabled parking and set down
- New HVAC system across exhibition and collection areas

It is expected that all works within the kitchen will be completed prior to commencement of the successful café operator.

Site works are likely to occur in 2018 however these are not expected to cause any disruptions to café business. The operator will be advised of activity in advance of commencement.

Key Café Information

Permitted Use	Café and catering business operating within identified area. Catering may be supplied across and off site.
Cuisine	Café Style; casual dining, family-focussed value and price point. Where possible quality local and regional food and coffee will be given precedence. Possibility to include 'home grown' seasonal ingredients by mutual arrangement. On premises restaurant alcohol - Operator permissible and preferred - subject to application.
Café Trading Hours	PP&VA is seeking an operator who will provide a café amenity to coincide with the Cultural offer. The Gallery is open seven days a week from 9am to 5pm and is closed Christmas Day, Boxing Day and Good Friday <i>Note any additional/varied hours will be considered subject to potential Gallery benefit.</i>
Capacity	84 covers maximum unless with prior approval
Seating (Shared area under Licence)	Undercroft & adjacent paved area. 15 tables and 60 chairs in undercroft (63 m2). 3 wooden tables and 12 seats on paved area (96 m2), plus additional seating, (operator provided) up to maximum of 84 covers in total. NB all café seating is outdoors
Washroom/s (Shared area under Licence)	Male, female and disabled toilets on site shared with Gallery patrons and general visitors.
Servery & kitchen (LEASED AREA)	Purpose built servery 10 m2 plus adjacent heritage prep kitchen 32.5 m2 Service door for deliveries to prep kitchen. Extractor fan in prep kitchen. No additional storage on site unless with prior approval. 2-way fly screen door to seating from prep kitchen.
Parking & Deliveries (Shared area under Licence)	Service driveway and on-site parking for 2 vehicles only adjacent to the Sonia Farley studios (off service driveway)
Security (entire site)	Perimeter alarm and secure key system with regular patrols
POS/telecommunications/WiFi	Operator arranged
Insurance	Operator must effect: Public and Product Liability Insurance for a minimum of \$20 million and Workers Compensation Insurance in form and amount required under the Act. Copies to be provided to PP&VA, and annually at renewal.
Brand Ownership	PP&VA
Business Model	Operator will be a separate business entity and responsible for their business administration and operate as an independent business.
Operating terms	As per a standard Commercial Lease under the <i>Retail Leases Act</i> – with monthly rental fee payable in advance and annual Market and CPI Rent reviews during term of Lease with additional Licence fees payable for any variations to or extension of hours/services above agreed core. PP&VA retains the right to use seating areas outside of agreed opening hours.
Approximate M ² Operational	201.5 m2 including shared areas under Licence.
Term of Lease	In accordance with the minimum term stipulated under the <i>Retail Leases Act</i> in force at time of commencement.
Date of Commencement	3 months from notification of successful application.
Security Deposit	The equivalent of three months rental fee (plus GST) will be held as security with the Director-General in accordance with the <i>Retail Leases Act</i> .
Outgoings – business operations	Operator is to be responsible for the payment of all outgoings whatsoever related to the Leased area and business operation.
Outgoings – land tax, water, sewerage and rates	Paid monthly in accordance with estimates provided annually.
Outgoings - power	The Lessee will pay all utility charges and install any necessary meters
Legal Costs	Lessee to pay own legal costs associated with Lease Agreement.

Waste Disposal	Operator to manage costs and appropriate disposal of all café generated waste in close consultation with PP&VA.
Maintenance	Operator shall be responsible for all minor maintenance on fixtures within Leased area and/or included in equipment table (if utilised) including repair of fair wear and tear on Company supplied equipment. Company remains responsible for maintenance on building.

Lease Inclusions

The Operator will have the use, if they wish, of the items listed in the table below.

Any additional equipment required for operation is to be Operator supplied however all such equipment must:

- be certified as currently compliant with the requirements of Australian Standard AS 3000 or any replacement or amended standard;
- not form in any part consideration of insurance or maintenance by the Company; and
- the Operator undertakes to pay the cost of such installation of equipment or fitting.

The prep kitchen is a heritage facility and any alterations must comply with Council requirements. Any structural alterations (eg affixed to wall, floor or ceiling, plumbed or wired in) should be proposed in writing to the Company before work is commenced. The Operator should note that any work on the premises must be agreed in writing with the building owner (through the Company) and be in line with the owner's Contractor requirements.

No correspondence is to be entered into by the Lessee with the Building Owner outside of PP&VA.

Available Equipment

Item

- 1 x Skope 2 door industrial fridge - white with 4 shelves
- 1 x Ecomax industrial dishwasher
- 1 x Smeg stainless steel oven
- 1 x cooktop (4 hotplates)
- 15 x black tables approx 70cm x 70cm
- 60 x black outdoor chairs
- 16 x wooden single chairs
- 3 x round wooden tables
- 1 x black coffee grounds bin approx 1.2mtrs
- Kitchen & bench prep areas
- Storage cupboards
- Electrolux 680L 4 door fridge
- 1 x Fisher & Paykel domestic freezer
- 1 x stainless steel vogue table with gantry shelf
- Polar 3 door counter refrigerator 417Ltr
- Birko toaster/grill code: GC356
- Birko stainless steel griddle code: DN769
- 1 x stainless steel convection oven stand with 6 shelving brackets
- Anvil 1 door Display Fridge TME650
- 3 Canvas Market Umbrellas

Commercial Services Required

The Gallery seeks three main services to be provided by the café operation:

1. Café - serving a menu across Breakfast and Lunch at a range of price points during Gallery opening hours (9.00am – 5.00pm) seven days a week, 362 days per year. Variations to hours may be considered subject to the overall offer by operators.
2. Catering – for Gallery exhibition openings, functions, meetings, corporate hires and private functions. The café operators will work with the Company on package pricing and options to ensure the presentation of ONE offer to all hirers. Bookings for all functions will be made through the Company in liaison with the Café based on agreed packages.
3. Public Program partnerships - to work with the Company on services tailored to additional public programs such as themed dinners, talks, market days and extended hours. One current successful program is *Sips and Sounds*.

Financial arrangements for extended on site business opportunities sit outside of the core fees.

Example: Sips and Sounds

- In the months of December and January the Gallery programs a free event on Friday evenings called *Sips and Sounds*. This is a public program presented by the Gallery hosted in the garden that includes live entertainment from young local musicians. This provides the café operator the opportunity to provide a smaller, tailored menu of light snacks and cocktails and the opportunity to augment standard business hours. *Sips and Sounds* has proven in the past to be extremely popular.

Café operator pays an additional licence fee as the financial beneficiary of the success of this event and opportunity to extend trading.

Community Example: Friends of the Gallery

- Four times a year the *Friends of The Gallery*, a volunteer not for profit organisation which raises money for the Gallery by holding events, use the Gallery as their fundraiser venue. The Friends contributed to the development and facilities for the current Café operation which was originally designed for volunteer catering operation as a fundraising initiative. In order to enable a seven day/week café operation, and in view of additional ongoing Friends patronage, a current arrangement is that, if the event is attracting up to 60 guests, the café will provide, free of charge, a selection of small cakes and muffins for refreshments. Larger events are held at the Company's sister site but proposals for fundraising assistance are welcomed.

Operational Requirements

Operational requirements whilst operators and staff are on site are:

- Knowledge of, and compliance with, all Work Health and Safety policies and procedures at all times within café allocated area and across the broader site, including maintenance of walkways and egress points, evacuation and security procedures. Café staff will be required to undertake regular Fire Evacuation training and to act as Fire Wardens. If operating outside of Gallery opening hours, Café staff will need to act as Chief Fire Warden for the site. Training will be provided at least annually.
- Appropriate work processes which minimise negative impact on heritage kitchen. Cooking processes which best utilise installed extraction system including use of appropriate catering/hospitality technology to limit excess heat generation.
- Administration of a liquor licence, in Operator's company name, and the adherence to all legislative requirements of the Licence. Staff to hold Responsible Service of Alcohol accreditation in accordance with liquor licence.
- Compliance with all legislative and regulatory requirements for the service of food and alcohol.
- A minimum of one staff member on duty at all times to be first aid qualified. Maintenance of operator controlled First Aid equipment within Leased area.
- Payment and management of appropriate waste disposal.
- The provision to the Company of high level information including weekly covers.
- Compliance with all Company requests in relation to collection and management of materials used in operation of café, including but not limited to, milk crates and used oil disposal.
- Attendance at quarterly meetings with a Company Café Committee, made up of PP&VA management and Board representatives, to discuss high level strategic matters relating to Lease arrangements, programming and site operations.
- Regular liaison and meetings with Company representatives with regard to day to day operational matters including joint programming and cross promotional opportunities.
- Adherence to all relevant PP&VA policies including animal, vehicle and child control and ensuring café patron compliance to such policies at all times.
- If operating outside of Gallery opening hours, Café staff to be responsible for site security and safety – including garden areas outside of licence perimeter.
- Ongoing integration of Gallery program and café menu including inclusion of 'home grown' produce and seasonal and artistic theming.
- Collaborative marketing and promotion.

Please note that PP&VA retains ownership of the brand *Café at Lewers*. Subsequently, all marketing and branding activities MUST be undertaken with the advance knowledge of PP&VA. The name of the café cannot be changed, however, can include a by-line 'by XXX' if required by the Operator.

Selection Process

After expressions of interest are received, the selection process will be in two stages conducted by a selection panel made up of PP&VA management and Board and independent assessors who are deemed to have a high level of hospitality management experience.

Stage One

The applications will be assessed by the selection panel against the prescribed selection criteria and a shortlist will be established based on the panel's opinion on who would most suit the operation from dining experience, customer experience and business development perspectives.

Stage Two

Once the short list is established, short listed applicants will then be invited to present, in person to the selection panel, their proposals. The presentation should include:

- Details of management of the organisation and their experience
- Dining experience approach, previous success and goals
- Details of the product, including a sample menu and pricing for café, catering options and Sips and Sounds
- Customer experience approach, previous success and goals
- Details of how the proponent would manage the staffing of the café including copies of any applicable policies and procedures
- Details on how the proponent would ensure quality control of the services throughout the term
- Details of any environmentally friendly practices and working methods
- Details of the proponent's vision to deliver and develop the Operation during the term
- Business development plans and indicative targets
- The most recent set of Accounts for their business
- Details of how the proponent's proposal to collaborate with the Company and respond to the vision and goals
- Details of marketing spend and strategy
- A financial budget showing projected gross income for the period of the term, including justifications on how the proponent will achieve income targets and assumptions
- Bid for the base Rental fee for year one for core operations and details of any proposed variations/additions.

Should the submission be successful to stage two, the following will need to be provided:

- Copies of insurance policies currently held (Workers Compensation, Public Liability Insurance and/or Professional Indemnity Insurances)
- Copies of Work Health and Safety policies and procedures
- Any related Work Health and Safety documentation
- Copies of certifications in food preparation and service
- Disclosure statement including details of Company ownership etc.

Selection Timeline - 2017

1. Expressions of Interest – Open 26 May and close 18 June
2. Short list advised by 25 June
3. Presentations by 7 July
4. Preferred operator announced by 1 August
5. Term commences 1 January 2018

Selection Criteria

Your submission in stage one will be written around the selection criteria outlined below. Please address each of the following considerations in your submission:

1. The value of the Rental fees
2. Outline your proven capability and previous experiences in similar ventures. Please provide referees
3. Provide a business plan for long term success and sustainability in this site

No	Criteria	% value
1.	Ability to attain objectives and results required <ul style="list-style-type: none"> - Credibility and coherence of proposal (through business plan) - Potential for business integration with the PPVA strategic direction - How your food and beverage offer will enhance the customer experience at the Gallery? - How does your offer respond to the site's history and artistic values? - Previous experience - Details of management and experience - Your last set of accounts 	40%
2.	Management <ul style="list-style-type: none"> - Description of proposed collaboration - Quality control of services provided - Willingness to work proactively and collaboratively to present one offer - Details of how service will be operated - Compliance to rules and regulations 	20%
3.	Services <ul style="list-style-type: none"> - Quality of product (through sample menus) - Quality of food (through customer reviews for shortlisting then at presentation for decision) - Aptitude to deliver services for cover number (experience) - Strength of events experience - Quality of staff and training processes 	20 %
4.	Value <ul style="list-style-type: none"> - Value of Lease bid - Proposals for joint programs and event packages - Processes that respond to site and heritage limitations - Environmentally friendly practices 	20%

Conflicts of Interest

Please declare any perceived or potential conflicts of interest that might arise should you be selected to progress through to stage two of the selection process. If a conflict of interest is identified, the applicant MUST outline appropriate steps that can be taken to protect themselves and PP&VA.

Ownership of Submission

Please note that once an Expression of Interest and supporting documentation is received by PP&VA, it becomes the absolute property of PP&VA and will not be returned.

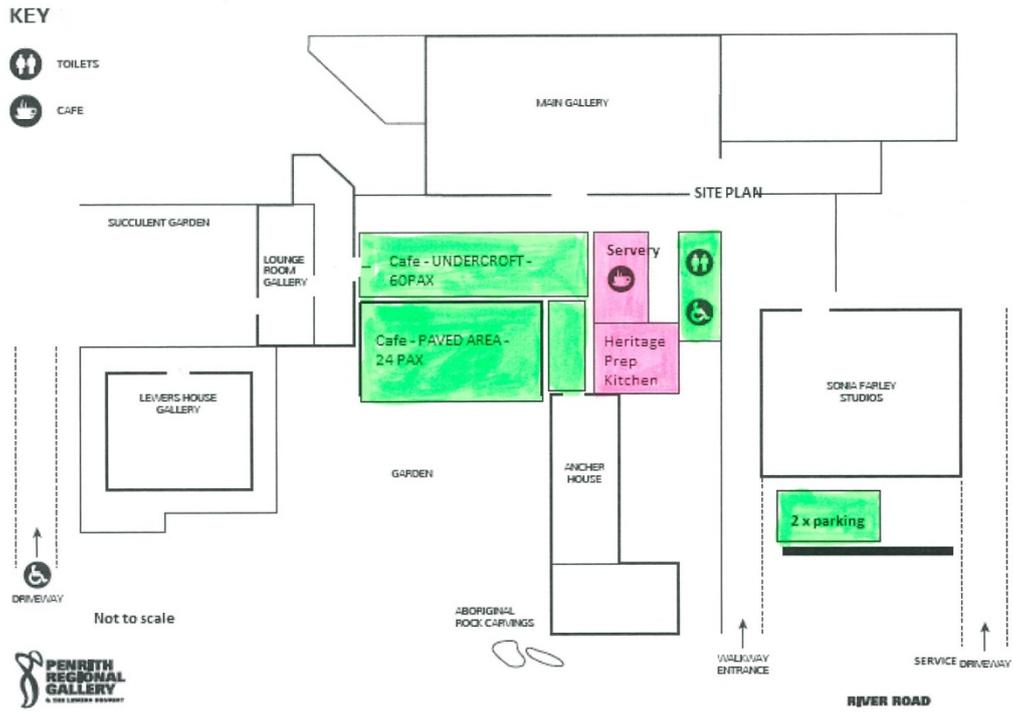
PP&VA ensures that submissions will be used solely for the purposes of selecting an operator, will remain commercial in confidence and will be subject to the PP&VA privacy policy.

Appendix A

Gallery Layout

Pink – Leased Area

Green – Shared operational areas accessed under Licence



Appendix B

Points to Note and Consider

- As a part of the cultural considerations contained within the Penrith City Council's *New West* plan, the Gallery is excellently positioned to take advantage of the developments and changes to visitation. Read more about the Penrith New West plans, including Green Bridge and Tench Reserve developments [here](#)
- The site is listed as a Local Item of Environmental Heritage under Schedule 5 of Penrith Local Environmental Plan 2010. The (prep) kitchen has been identified in the site's Conservation management Plan and various heritage studies as being highly intact and having high heritage significance. As a heritage listed site, any works to the kitchen will generally require consent. A development Application (DA) shall be accompanied by a Statement of Heritage Impact (SHI) that itemises all the works proposed and how they may impact on the significance of the kitchen.

Appendix C

GALLERY VISITATION AND ACTIVITIES

	2013	2014	2015	2016
Total estimated annual visitation (all activities)	39,698	46,374	63,978	86,116**

Monthly Activities	Jan 16	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec 16	Jan 17	Feb	Mar
Café covers	3920	3908 *	4960	4530 *	3435	4185	*3840	3890	4425	4610	4715	4899	5450	4190	5875
Weddings	-	-	1	1	-	1	-	-	-	1	-	-	-	-	1
Hires (eg meetings)	-	1	2	1	3	2	1	3	-	-	2	2	1	4	1
Public Programs	4	4	4	-	1	-	-	4	2	1	2	2	-	2	3
Workshops	11	15	20	11	15	15	13	22	14	17	11	3	10	18	18

*NB indicated totals are based on averages where incomplete data exists

Application Form
Café at Lewers
Café and Catering Lease

Company Name: _____

ABN: _____

Company Address: _____

Company Contact Name: _____

Company Contact Number: _____

Signed: _____

Dated: _____

Selection Criteria

Please answer the following selection criteria directly and succinctly. You are welcome to provide supporting material as attachments to the answers provided below. Supporting material should not be sent in lieu of written answers to the selection criteria.

Please address each of the following considerations in your submission:

1. The value of the Rental fees
2. Outline your proven capability and previous experiences in similar ventures. Please provide referees
3. Provide a business plan for long term success and sustainability in this site

No	Criteria	% value
4.	Ability to attain objectives and results required <ul style="list-style-type: none"> - Credibility and coherence of proposal (through business plan) - Potential for business integration with the PPVA strategic direction - How your food and beverage offer will enhance the customer experience at the Gallery? - How does your offer respond to the site's history and artistic values? - Previous experience - Details of management and experience - Your last set of accounts 	40%
5.	Management <ul style="list-style-type: none"> - Description of proposed collaboration - Quality control of services provided - Willingness to work proactively and collaboratively to present one offer - Details of how service will be operated - Compliance to rules and regulations 	20%
6.	Services <ul style="list-style-type: none"> - Quality of product (through sample menus) - Quality of food (through customer reviews for shortlisting then at presentation for decision) - Aptitude to deliver services for cover number (experience) - Strength of events experience - Quality of staff and training processes 	20%
7.	Value <ul style="list-style-type: none"> - Value of Lease bid - Proposals for joint programs and event packages - Processes that respond to site and heritage limitations - Environmentally friendly practices 	20%