



INVITATION TO TENDER

FOR FRANCHISE TO RUN

THE SOURCE CAFÉ

*The deadline for submission of the proposal is 5pm Wednesday 27th October,
and interviews will be take on Tuesday 2nd November.*

*The newly branded café will be included in the next seasonal brochure,
which has a print ready artwork deadline of 18th November
and will cover January, February & March 2011.*

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CONFIDENTIALITY STATEMENT

The Source Arts Centre is in an integrated civic building which also houses Thurles Library. All interested parties are requested to treat all information about these organizations which may be gained in the course of the tender process in the utmost confidentiality, and not disclose any such information to any person or company not directly concerned with the response to this document.

In addition, The Source agrees to treat all information provided in relation to this document as strictly private and confidential, and to limit circulation of the information to only those directly involved in the evaluation of this tender.

BACKGROUND & SUMMARY

The Source comprises of The Source Arts Centre, Thurles Library and the café. The building opened as a civic amenity in June 2006.

The location of The Source is just off the main square in Thurles. The building sits along the banks of the River Suir, and is adjacent to Thurles Swimming Pool, with numerous schools, St Patricks' College, Tipperary Institute and Tipperary Technology Park in town.

The Source Arts Centre consists of a 250 seat theatre, and a dedicated Gallery space, with Box Office facilities in the entrance foyer and administrative offices on the top floor. Thurles Library has the main Library space, Tipperary Studies, and an archive room. There is a shared Community Space, rented out for pilates, yoga, etc.

The café area is located in the arts centre side of the building, and is the foyer and bar space for The Source Arts Centre. As such it is an integrated, shared space, belonging to the arts centre, rather than a separate location in the building, and hence a key element to the arts centre.

Under the terms of the theatre licence, the bar is run by the arts centre and does not form part of the café franchise.

Client Name:	The Source Arts Centre
Contact Name & Phone:	Claudia Woolgar, Artistic Director 0504 90340
Franchise Duration:	Three years, commencing on 1 st January, 2011
Service Requirements:	(See Catering Requirements & Objectives)
Target Market:	Staff & visitors to the Arts Centre & Library Staff in nearby schools/college & Swimming Pool Local Businesses and visitors to Thurles town Visiting Artists Event attenders, workshops participants & parents

CATERING REQUIREMENTS & OBJECTIVES

As outlined above, the café area is located in the arts centre side of the building, and is the foyer and bar space for The Source Arts Centre. It is important that anyone taking on the franchise takes into consideration the fact that the café is not a separate location, and by its very nature as a shared space, is effectively part of the arts centre and a key element in that side of the building.

The franchise offers a licence to use the premises, and not a right to exclusivity of use or exclusion of those attending The Source on arts centre business, in or outside café opening hours.

The Source is therefore seeking someone to take on the franchise of The Source Café and to run it as an integrated facility within the arts centre, working in the best mutual interests of the café and of the arts centre. The kitchen is equipped as a re-heat kitchen, and this must be taken into account when submitting a tender.

Working Year: The Source is open all year. The arts centre itself is open Tuesday - Saturday and is closed on Sunday & Mondays when there is no performance. The Library is open Monday - Saturday. The Arts Centre and Library are closed on all bank holidays. The Source Arts Centre is also closed for a week at Christmas, 6 days at Easter, and throughout August.

Daytime Café Hours: The Arts Centre is open from 10am - 5pm, Tuesday - Saturday inclusive. It is recommended that the café operate on the same daytime hours as the Arts Centre, but this is open to discussion.

Evening Café Hours: The Arts Centre reopens an hour before events - usually 7pm. The Source would welcome evening café service to people attending events in the arts centre, and dinner theatre and events requiring catering may be programmed. The involvement of the Café would be consulted in these instances, with a view to joint meal/ticket promotions.

Please note - The Source bar opens an hour before the start of performances, and for a maximum of 30 mins after a show, but in adherence with licencing laws. The bar licence allows for the serving of alcohol in connection with arts centre performances only. Therefore the bar will only be opened when there is an event in the auditorium.

Special Events: Should the café manager wish to hold private functions out of usual Arts Centre times, then prior consent must be obtained from the management of the arts centre.

Lock Up & Security: The café manager will be expected to open-up, should they arrive in advance of arts centre staff, and to lock-up in the evenings, setting the alarm if all arts centre staff have left the building. The café manager must be mindful

of the security of the whole building at all times, and any false alarms requiring call-out and resulting from incorrect setting of alarms will be charged back to the Café.

Cleaning:

The café contributes to the arts centre's cleaning costs at a fixed weekly rate (see Financial Requirements below). An additional clean of toilets and seating area is required at the close of business of the café, prior to the evening performance. This is the café's sole responsibility. The café manager is advised to engage the services of the in-house contract company, Goldcrest, or ensure that café staff complete the cleaning. The management of the arts center reserves the right to engage Goldcrest should a café staff clean not meet acceptable standards.

Name & Branding:

The name must remain The Source Café and all marketing and merchandising must reflect this. All signage must be agreed in advance with the management of the arts centre.

FINANCIAL REQUIREMENTS

The tender is offered for a period not exceeding three calendar years on the following financial terms:

- **Rent** - €12,000 + VAT per annum, paid quarterly in advance;
- **Electricity** - currently a fixed cost of €250 + VAT per month, pending installation of a meter, and assuming a five day week. Billed monthly in arrears;
- **Heating** - a 1/3 share + VAT of the arts centre's 59% share of The Source's total oil costs. Billed as oil is required. Annual guideline €2,000 + VAT (2009);
- **Cleaning** - €45 per week contribution to cleaning (Tuesday - Saturday). Billed monthly in arrears.
This does not currently include cleaning of the caterer's toilet. As outlined above, an additional clean of public toilets and seating area is required at the close of business of the café each day, prior to the evening performance. This is the café's sole responsibility. The café manager is advised to engage the services of the in-house contract company, Goldcrest, or ensure that café staff complete the cleaning. The management of the arts centre reserves the right to engage Goldcrest should a café staff clean not meet acceptable standards. Should this be necessary, costs will be billed to the Café. N.B. A change in opening times for the café would have an additional knock-on on cleaning costs if Goldcrest are engaged for an extra day/s;
- **Toiletries** - a contribution of €30 + VAT per month towards toilet stock - toilet paper, hand towels, soap etc, assuming a five day week;
- **Initial Healthcare** - they bill the café directly for the sanitary units etc. in the caterer's;
- **RentOKill** - a 1/3 share + VAT with the arts centre and Library;
- **Arts Centre Account** - expenditure on account in the café must be billed monthly through a VAT invoice submitted to the management of the arts centre.

TERMS AND CONDITIONS OF TENDER

The successful candidate will:

- operate the cafe in a professional and flexible manner that will closely reflect and complement The Source Arts Centre's work and ethos;
- run the café as an integral part of the arts centre, enhancing the day-time experience of the visitor to The Source, with a firm commitment to encouraging return visits to the arts centre's evening and daytime performance events;
- bring an imaginative new feel to the café, with a fresh and innovative approach to this key facility in the arts centre;
- offer a menu which fits into the re-heat facilities in the kitchen and complements the focus of the arts centre's activities;
- offer value for money;
- offer a reliable, family/arts friendly service, ensuring all visitors to the arts centre - whether visiting artists, café customers, ticket purchasers or contractors - are made to feel welcome;
- provide catering when requested, for example for theatre dinner events, sponsor evenings and special arts centre occasions;
- offer an attractive discount scheme to arts centre & Library staff, and visiting artist;
- demonstrate support of the activities of the arts centre and a clear commitment to its artistic programme and its public;
- work collaboratively with the management and staff of The Source in the best interests of the arts centre, and of The Source as a civic amenity;
- ensure that The Source Arts Centre's Health & Safety policies and procedures are respected at all times, in the interests of café staff and customers, as well as arts centre staff and public.

Tenders submitted will be assessed in reference to the above guidelines, and the listed objectives & requirements. Tenders should include details of:

- Food offering - details of proposed menu, including consideration of a menu cycle;
- Clientele proposal - daytime and evening (as appropriate);
- Proposed opening hours;
- Proposed pricing structure (food, soft drinks, tea & coffee, staff and visiting artist discounts, etc.). Pricing is subject to annual agreement by the management of the arts centre;
- Proposed staffing and management structure;
- Vision for engaging with the Arts Centre and Library;
- Proposed marketing and publicity strategy;
- Minimum 2 year business plan, including financial and cashflow projections;
- Knowledge of, and commitment to compliance with the accepted legal standards and operational procedures of catering;
- Proposal for dealing with waste disposal and cleaning requirements;
- Proposal for handling expenditure on account;
- Proposal for café staff dress code;
- Names and contact details for two references, one financial and one the most recent employer/leaseholder.

The successful applicant will be obliged to provide:

- an up-to-date Tax Clearance Cert (with new certs provided annually to the management of the arts centre);
- proof of insurance, viz. Employee Liability, Contractor Insurance, Public Liability and Indemnity Insurance cover, to include the insurance company/broker, expiry date of current policy and single incident claim limit. The successful applicant will be required to indemnify The Source against all claims arising from injury caused to members of the public members of The Source or members of the café staff in the performance of the catering operations or the use of any catering materials or equipment, including food poisoning. The successful applicant will be required, prior to commencing operations, to submit to management of the arts centre their Employers Liability Insurance Policy, duly extended to indemnify The Source Arts Centre & Library as principals and a policy of insurance to cover Public Liability Insurance. Policies to cover cash held on premises and cash-in-transit and motor insurance will also have to be submitted by the successful applicant;
- a Health & Safety Statement in relation to their staff, their areas of operation in the building, and the specific nature of their business;
- adherence to licence requirements/IMRO payments should background music be played in the café area;
- proof of all necessary licences;
- a full list of café staff, ensuring all members of the café team are introduced to the arts centre team (continually implemented as staff change);
- commitment to ensuring all café staff attend seasonal briefings on the new artistic season;
- proof of Health & Safety and security briefings to new café staff. Because of the nature of the arts centre's commercial activities, security of the premises is of paramount importance. The Source security rules must be strictly observed. All café staff must be made aware of these rules.

On receipt of tenders, shortlisted applicants will be invited to interview.

The Source operates a strict no smoking, drugs or alcohol policy for all staff. The management of The Source shall have the right to require the café manager to immediately remove any of its employees who have:

- ❑ Failed to comply with security and Health & Safety rules;
- ❑ In the opinion of The Source management, misconduct themselves;
- ❑ In the opinion of The Source management, have been negligent or incompetent;
- ❑ In the opinion of The Source management, have breached confidentiality.

Failure in these respects by the café manager themselves will result in a disciplinary process, which could result in termination of the contract.

APPENDICES

Equipment Provided

The following equipment is provided:

Kitchen

- Single Bowl sink unit
- Double Sink 1600 X 600
- Wash Hand Basin

- Zanussi Elec FCV6 1/16 Grid Steam Convection Oven
- Zanussi 5 plate electrical cooker & stand
- Blue Seal overhead grill
- Stand for 6 Grid Oven
- Blue Seal E44MH Twin Tank Fryer
- Zanussi Pre350 700 Ser. Elec Fry Top Griddle Plate
- S/S Wall Canopy 2400mm C/W filters

- True T19E Solar Refrigerator
- True t-19FZ Freezer 19 Cuft
- True TWT-48 Undercounter fridge unit double door

- C528 CM1919 Samsung Commercial Microwave
- Twin head contact Panini grill
- Koral 600 Dishwasher
- Decant Table
- Shelving 4 levels

Café

- 17 Segis Boom Chrome tables with square laminate top (7 white, 10 black)
- 38 Girsberger 3200 chairs with no arms or no interlinks (½ black with black glides & ½ white with natural white glides)
- 20 Indecasa Monaco 020 aluminium outdoor chairs
- 5 Indecasa LAVF outdoor tables

The Source would anticipate the in-coming party supplying their own (as required):

- Coffee Machine
- Cash Register
- Refrigerated Display Unit
- Under-counter Lockable Fridges
- Crockery
- Cutlery
- Signage
- Kitchen utensils
- Knives
- Glasses
- Blender/bowls
- Baking Tins
- Etc.

Plans

For practical and licencing reasons, the current configuration of the counter in the café will be changed, with the bar and café counters being separated. Plans for the new counter layout will be available shortly.

Attached, therefore, are plans based on the current counter configuration, and these are provided to give interested parties in indication of the layout and space available, and should not be construed as indicating the actual layout.

Also attached is the original kitchen plan - again this should be used as a reference rather than construed as indicating the actual layout.

Storage is provided as follows:

- 2 Store Rooms in Car Park;
- Store Cupboard in lobby beyond kitchen;

Storage is not permitted under the stairwells, or in any location that blocks emergency exit routes.

Noise Restrictions

See attached letter.

Procedures & Policies

The Source Arts Centre's Disciplinary Procedure is attached.

The Source Arts Centre's lock-up procedure will be provided to the successful applicant.

The Source Arts Centre's Health & Safety Policy will be provided to the successful applicant.



Thurles Regional Arts Centre Ltd. T/A The Source

Disciplinary Procedure

Employees will be liable to disciplinary action for either misconduct or unsatisfactory performance of duty. Misconduct may include breach of the Company's attendance or time-keeping rules or failure to perform tasks assigned. Such relatively minor breaches of discipline will normally be dealt with by warnings. However if they are repeated they will lead on to further stages of the procedure.

More serious types of misconduct may leave an employee open to suspension with or without pay or to immediate dismissal, depending on the gravity of the offences and on any mitigating circumstances. In cases of serious misconduct, the warning stages of the procedure may not be implemented.

PROCEDURE

Where an employee's conduct, attendance or performance warrants disciplinary action, the following procedures will apply, except in cases of misconduct attracting summary dismissal, which is dealt with at 7 below:

1. Verbal Warning/Counseling

The employee will initially be given a verbal warning and counseling by his or her [supervisor] which will be recorded on that employee's personnel record.

2. Formal Verbal Warning

In the event of a further breach of conduct, poor attendance or lapse in performance, the employee will be given a formal verbal warning by his/her [supervisor]. This warning will be recorded on the employee's personnel file.

3. First Written Warning

In the event of a further breach, the employee will be issued with a formal written warning.

4. Final Written Warning/Suspension

In the event of yet a further breach, the employee will be given a final formal written warning in the presence of the employee's representative if the employee so requires. (The employee's representative may, for example, be a colleague of the employee.) At this stage the employee may also be suspended with or without pay.

5. Dismissal

If, following a period of suspension without pay or a final written warning, an employee is guilty of further breaches, the employee will be dismissed. Dismissal can only take place after the employee has had an opportunity to hear all of the allegations against him or her and to present his/her case to the Board of Directors. All cases of dismissal will be decided upon by the Board of Directors.

6. Possible Reversion to Earlier Stage of Procedure

(a) Where, having received a warning at any stage, up to and including Stage 4 of this procedure, an individual's record subsequently remains clear for at least one year, that individual will revert to stage 1 of the procedure in the event of any further breach.

(b) Where, having been suspended in line with Stage 4 of this procedure, an individual's record subsequently remains clear for at least two years that individual will revert to Stage 1 of the procedure in the event of any further breach.

7. Misconduct

In cases of misconduct warranting summary dismissal, the following procedures shall apply:

In cases of misconduct including but not limited to:

- breaches of trust,
- physical violence,
- theft,
- refusal to accept instructions,
- willful damage to Company property,
- reporting for work under the influence of alcohol/drugs, etc.

The Company may summarily dismiss an employee without recourse to the procedure contained in Stages 1 to 6 above.

In cases where the Company considers that summary dismissal is warranted it may suspend an employee with pay in order to facilitate investigation of the particular case. Following investigation of any matter under this clause, the Company may decide either to impose another form of discipline, such as suspension without pay and/or final written warning without recourse to the procedure in 1 to 6 above.

8. Natural Justice

At all stages of the procedure, the employee will be given the opportunity to hear the allegations against him/her and to make his or her own case.

9. Representation

It is agreed that at Stages 4 to 7 above an employee shall at all times have the right of representation (e.g. by a colleague of the employee) in any discussion with the Employer.

10. Removal of Warnings

The Employer will remove warnings from an employee's file if no further incident requiring disciplinary action has occurred within the previous 12 months.

11. Review

This procedure will be reviewed periodically.

ENDS

HOW TO APPLY

Interested parties should submit a detailed application responding to the catering requirements and objectives, and the tender guidelines, including a three year business plan and financial projections.

The deadline for applications is Wednesday 27th October, 2010.

Please address your application to Claudia Woolgar, Artistic Director, and write 'Cafe Franchise' on the top left hand corner of the envelope.

If you have any questions, please do not hesitate to call Claudia on 0504 90340.