



TENDER DOCUMENTATION
3-5 THORPE CLOSE, LONDON, W10 5XL
CAFÉ / RESTURANT / BAR / EVENTS SPACE





Westway Trust Tender Document

3-5 Thorpe Close: Café / Bar / Restaurant Tender

Tender Deadline: 20 May 2023 at 20.00

Deliver To: via email to space@westway.org

Format: Any combination of the following are acceptable.
Word Doc. PDF. PowerPoint. Excel.

TENDER INFORMATION

The Organisation and the Estate

The Westway Trust is a unique charity that stewards the resources of 23 acres of space under the Westway A40. In 2019, a local community campaign ensured that the Board of the Trust is led by local people and the Westway Trust now works together with local communities to enable North Kensington to thrive.

In 2021, a CEO was appointed to lead the transformation of the Trust and a new plan was created for the organisation. This plan set a new vision, mission and values and the Trust now has a clear programme to achieve social, personal, environmental and economic wellbeing and justice. Our leadership team is testament to our values as we strive for excellence. To deliver our ambition we work with a whole range of stakeholders including around 80 Member Organisations. You can see the organisations plan at: www.westway.org/horizonplan

The Trust's estate is home to more than three acres of public green space, 120 tenants including more than 20 charities and non-profit organisations, two sports and fitness facilities, 48 light industrial units, 4 car parks, 34 offices, 32 shops, a community stables development and an Olympic-registered skate park. We also run an active Learning Programme that includes a creative skills offer and ESOL. We love our vibrant, diverse and thriving estate and we want this facility at 3-5 Thorpe Close to be at the heart of it, serving the full range of customers.

We already receive more than one million visitors each year to the estate, and we want to expand the community, cultural, retail, sporting and enterprise opportunities here together with improvements to the public realm so that it is a place that all our communities are proud of and even more visitors can enjoy.

The Opportunity

Westway Trust is offering a partnership on the operation of 3-5 Thorpe Close. The Trust will be taking responsibility for the overall running of the space in partnership with a café/bar/restaurant operator. This is a fabulous café / restaurant / events space in the heart of the estate with over 3000 sq.ft of space.

We want this space to reflect and respect to the history of its use. For example, the opportunity that it presented for the music from the African Caribbean diaspora and local music scene, and the engagement and potential economic opportunities for local people. We want it to welcome all communities and visitors to the area.

The front of the space which is the café / restaurant has a balcony overlooking the beautiful Portobello Green and there is a large, flexible events space is at the rear. We have recently refurbished this first floor space and have plans to install a lift within 6 months.

This is one of a number of café / restaurants on the estate. We consulted our community and to find out what they thought was needed. To find out the results of that consultation you can go to: [3 Thorpe Close Transcript document \(westway.org\)](#)

The Westway Trust is now looking for a viable and experienced operator to open, manage and run the bar and café / restaurant as a joint licence holder and work with us in running the events space. We are offering a rolling contract to ensure the space can launch well and build a stable operation.

What is included

- A good cellar for storage/shared storage
- A reasonable size first floor office for operation
- A café/bar/restaurant space of about 1600 sq ft.
- A mobile cloak room in the space
- Potential for a 2 person 'work pod' in the space
- A bar, with a counter and 3 double glass fronted drinks display cabinets, 1 glass dishwasher, 1 ice maker and a range of glasses,
- A fully equipped kitchen with 1 electric chargrill; 1 electric oven with 6 hobs, 1 electric double fryer, 1 upright fridge, 1 upright freezer, 2 dishwashers, 1 canopy extractor.
- A servery area with a counter, with stainless steel top.
- The space has a refurbished accessible WC and other refurbished WC facilities.
- There is an office for the 'operator' and an additional office for Westway Trust staff and / or visiting events staff.

Note: This equipment remains the property of the Westway Trust and must be returned after the period. Equipment can be removed and not included if not needed or desired.

What else is in the space

- A cloak room
- A storage room.
- An approx. 1800 sq.ft event space with a sound booth.
- The Westway Trust will want the café / restaurant to be the preferred supplier for the events space.
- The Westway Trust will retain a proportion of the use of the events space by negotiation with the café / bar / restaurant operator.
- The Trust has not provided fixtures and fittings or furniture as we would like to leave leeway for the operator to create the ambience they think would serve their idea.

The Operation

Opening hours: A minimum of: 11.00 – 22.00 (Monday to Friday), 07.00 – 23.00 (Saturday), 0700 – 21.00 (Sunday)

Menu: Good quality food with innovative options so that all sections of the community can access the same quality of food.

Retained space for events: The Westway Trust will ensure a strong programme in the events space, including for community use, through the day and into the evening. We will be employing a member of staff to be in the space who will work with the operator to ensure this. We would like this to be in collaboration with the café / restaurant and bar operator, whom we acknowledge may also need to use the space. So this will be part of our negotiation, to allocate a firm timetable to pilot. We would also expect the café/restaurant/bar operator to welcome all communities and potentially run events for the community.

Small advisory group: There will be a small advisory group convened by the Trust to advise on the programming of the events space. The café/bar/restaurant operator will be invited to participate in this.

Further information

We have provided a list of costs associated with the space in Appendix 1 to assist you with your planning.

We have also provided photographs and a floor plan of the space.

Note: The tender process will include a visit to the space on 12 May 2023 – if you would like to visit please email space@westway.org and we will contact you to arrange your visit.

YOUR TENDER RESPONSE

Please use the information we have provided to inform your response to the tender. We require you to address the following in your response:

1. Your track record and experience in delivering viable similar spaces.
2. Details of your staff team and who will be leading the team.
3. Your idea for the café/restaurant/bar space to cover the theme and ambience. (Please give us a sense of the look and feel you are trying to create and how you think the café / bar / restaurant may change in character to serve different markets during the course of the day).
4. What style of food and drink you would serve to meet the needs of the likely customers. (Please include at least one idea of how you would ensure that all sections of the community can access quality food options).
5. Your understanding of the local area, including your understanding of the heritage of the space.
6. Your understanding of the target markets and how you would intend to serve them. You may wish to include market data.
7. Your operating model including:
 - a) Staffing plan.
 - b) Pricing structure.
 - c) Pricing structure for food, drink and events hire
 - d) Financial projections and promotional plan.

If you provide other information please label it e) and onwards.

8. Which days/dates/times you would propose to be retained by you.
9. Details of any financial or other investment that you would be prepared to bring to the partnership.
10. The annual rental figure you would be prepared to pay to the Trust and any phasing associated with the income.
11. What you would expect the Trust to provide in terms of covering particular costs and/or what you would expect your rent to cover.
12. Any risks that you anticipate and your mitigations or solutions.
13. A mobilisation time-table.

14. Any additional information you think would support your tender response regarding mobilisation and opening.
15. How long you would want any arrangement to last.
16. Anything else that you would like the Trust to consider or think about should you be invited to interview.
17. Any questions you would like the Trust to consider and/or respond to prior to any interview, should you be invited to interview.

Please label your tender response with the numbering above.

PLEASE PREFACE YOUR RESPONSE WITH AN EXECUTIVE SUMMARY

The executive summary should provide a 1-2 page overview of the café/restaurant/bar and its business model. While the details of how the restaurant will succeed will be explained throughout this tender response, this section will both prove the legitimacy of the café/ restaurant idea while encouraging us to look forward to reading through the rest of the plan. Some specific topics that might be covered in the executive summary could include:

- a) Restaurant name, service type and menu overview.
 - b) A quick mention of why the leader of the restaurant operation is positioned to help it succeed.
 - c) A brief overview of the restaurant's competitive advantages and how they will help the business thrive in this diverse market.
- Expected break-even point and sales forecasts for at least the first year.

All submissions will be treated with commercial confidentiality.

The Process

1. Please submit your information before 20.00 on 20 May 2023.
2. All applications will be scored by a small panel that will include a member of our community / someone with expertise of running a similar operation.
3. Applicants can view the space on 12 May 2023, and interviews will take place on Friday 26 May 2023 and Tuesday 30 May 2023.
4. The interview will involve making a presentation, the content of which will be notified.
5. Following this presentation there will be time for questions from both parties (you and us) to ensure that all the information is understood and clear from the proposal being provided.
6. The panel will make an 'in principle' decision followed by further due diligence and negotiation.
7. We would like to have confirmation of our partnership before end June.
8. Feedback will be given following the process to all applicants both successful and unsuccessful.

The Trust will not take questions prior to submissions.

Photos of the space found at www.westway.org/3thorpeclose_tender

Westway Trust looks forward to your response.

Appendix 1 – Fixed costs (pre-pandemic)

Fixed Costs (2020)	3-5 Thorpe Close	Gross	Budget	NOTE:
Maintenance Contracts:	Fire Alarm system	£530.00	£8,247.00	2 x visits per year
	Fire Extinguishers	£250.00		2 x visits per year
	Legionella Contractor	£462.00		(4 x visits per year)
	Boiler Contractor	£1,896.00		(1 x visit per year)
	Air Conditioning	£1,097.23		
	PHS	£1,500.00		
	CCTV	£1,000		
	Intruder Alarm	£1,000		
	Drains maintenance Urinals/toilets	£512.00		
Pest Control:	Rentokil	£660.00	£660.00	
Refuse Removal:	RBKC	£700.00	£700.00	
General Repairs:	Materials + Call outs	£2,000	£4,000.00	
	Labour (casual)	£2,000		
Cleaning:	Window Cleaning	£600	£600.00	
	PHS Sanitisers	£400	£400.00	covid measures
	Materials	£10,000	£10,000.00	
Statutory Checks:	PAT Testing	£3,000	£6,891.00	cost per item
	5 Year Fixed Electrical	£960.00		
	Fire Risk Assessment	£300.00		Weekly fire alarm testing
	Legionella Risk Assessment	£385.00		Monthly Water Temp checks
	H&S Risk Assessment	£250.00		Bi-annual Fire Evacuation
				General risk assessment
	Annual Discharge - Emergency Lighting	£280.00		
	Fire Safety Risk Assessment	£1,500.00		
	Legionella Control (in-house)	£180.00		
	Fire Evacuations bi-annual	£36.00		
Service Charge Audit Fee:		£150.00	£150.00	
Building Insurance:		£3,800.00	£3,800.00	
Legal Fees :	15%	£5,317.20		
SUBTOTAL:			£40,765.20	
Utilities (see below)		£110,169.00	£110,169.00	
Grand TOTAL			£150,934.20	
Utilities / Rates (2020)	Gas	£7,054.00		
	Water	£4,800.00		
	Electric	£30,220.00		
	BT Sky Connect	£499.00		
	NNDR / Business Rates	£67,596.00		(national non domestic rates)