

# INVITATION TO TENDER

## FOR THE PROVISION OF

### CATERING/FUNCTION SERVICES AT VALENTINE SPORTS PARK

Issued 20/12/2022 by Football NSW



## ◆ SECTION 1 – SUMMARY OF REQUEST FOR TENDER

### ◆ INTRODUCTION

1. This document is to provide sufficient information to allow tenderers to respond to the Invitation to Tender process for the provision of Catering Services to Football NSW at Valentine Sports Park (**VSP**), Glenwood.
2. This Invitation to Tender (**ITT**) is set out in the sections as follows:

**Section 1**      Summary of Invitation to Tender

**Section 2**      Conditions of Tender

**Section 3**      Specs/Details/Special Conditions

### ◆ CLOSING DATE

3. Tender responses must be received by:

**Friday 3<sup>rd</sup> February 5pm**

### ◆ CONTACT FOR ENQUIRIES

4. Requests for further information should be directed in writing in the first instance to Claudia Meek, Venue & Facilities Manager by email at [claudiam@footballnsw.com.au](mailto:claudiam@footballnsw.com.au).

**END OF SECTION 1**

## ◆ SECTION 2 – CONDITIONS OF TENDER

Note additional conditions specified in Section 3 Part 2.3

### ◆ GENERAL

1. Football NSW hereby invites tenders for the provision of:
  - Catering Services at VSP for a period of 4 years, under the terms outlined in this document:
2. The Scope of Work, set out at Section 3, lists the services to be provided to Football NSW.
3. Any tender which does not comply with the specified conditions contained in this ITT, including any special conditions which may have been inserted, may be declared informal and rejected but Football NSW reserves the absolute right to accept an informal or nonconforming offer.
4. The tenderer must submit one soft copy of their tender as described within this ITT.
5. Tenders must be signed by an authorised officer of the tendering company and must be returned by the Closing Date (set out in Section 1(3)).
6. Tenders must be delivered by email to:  
[tenders@footballnsw.com.au](mailto:tenders@footballnsw.com.au)
7. Tenders submitted by facsimile will NOT be accepted.

### ◆ TIMING

1. Tenders must be received by the Closing Date (set out in Section 1(3) above).
2. Any other specific timing requirements detailed within this ITT are to be addressed in the tender response.

### ◆ INFORMATION TO BE SUPPLIED BY THE TENDERER

1. The tenderer must submit all details required to support their offer by the Closing Date (set out in Section 1(3) in order to receive full consideration by Football NSW.
2. It is suggested that the tenderer should set out a summary/overview of its offer.
3. Any additional information the tenderer wishes to submit, which they feel might legitimately support their tender, should be clearly marked as such and should be submitted together with the tender.

### ◆ PRICE SCHEDULE

The tenderer must clearly set out the cost of the services and how those services will be charged, including details of any additional costs.

## ◆ EVALUATION

1. Tenders will be assessed by the management of Football NSW.
2. In evaluating tenders, the following criteria will be applied and it is recommended that the tenderer address all criteria noted in Section 3 Part 2.2:
3. Football NSW may:
  - Shortlist tenderers, in any number, having regard to the evaluation criteria. In such an event, Football NSW may (without prejudice to any other rights it may have) require the shortlisted tenderers to provide Football NSW with further information, within a time to be specified by Football NSW, so as to enable Football NSW to select the tender that it determines will provide it with the best value for money having regard to the selection criteria;
  - Invite shortlisted tenderers to make presentations and/or demonstrations, at such time and place as Football NSW may require;
  - Require that shortlisted tenderers provide Football NSW with their best and final offers, within a time to be specified by Football NSW.

## ◆ TENDER VALIDITY PERIOD

Tenders and any variations to them which Football NSW may, in its absolute discretion, allow the tenderer to lodge, shall remain valid for a period of 90 days from the Closing Date. If a tender is not formal or complete in accordance with these conditions of tender, the validity period shall commence on the date on which the tender is formalised or completed to the satisfaction of Football NSW.

## ◆ PAYMENT

Subject to further negotiation, the tenderers should note that any payments by Football NSW will be made on a monthly basis. Football NSW's usual terms of payment are 30 days from receipt of a valid tax invoice after acceptance of the goods and services.

## ◆ PRICES

1. All prices tendered shall be as follows:
  - i. In Australian Dollars; and
  - ii. Shall increase by no more than 3% per year of the validity of the offer.
2. Football NSW is not exempt from the payment of the Goods and Services Tax (**GST**) and prices must include GST (if applicable). Proposals must also state the total amount of GST included in the price.

## ◆ ACCEPTANCE OF TENDER

Football NSW shall not be bound to accept any tender. If Football NSW decides to accept a tender in its original offered form or in a revised form, the preferred tenderer shall be notified and invited to enter into a formal agreement for the supply of the accepted goods and services (**Agreement**).

◆ **DISCLOSURE OF INFORMATION**

1. It is a condition of this ITT that the information provided herein is for the purpose of allowing tenderers to submit tenders to Football NSW. The tenderer must not use the information in any other context, including press releases, nor disclose it to any other party not directly involved in the submission of a tender. This document and copies produced with or without approval will remain the property of Football NSW and must be returned upon request.
2. Under no circumstances will Football NSW reveal any details of one tenderer's tender to another, either during or after the tender process.
3. Each tenderer acknowledges that Football NSW may disclose any tender, or any part of a tender, to its employees and advisors for the purposes of evaluating the tender and ensuring that Football NSW's requirements in relation to the proposed services are met.
4. The tenderer must not discuss their tender, or any part of a tender, with another entity or person who may be a competing tenderer.

◆ **TERM**

The Term of the Agreement is a period of 4 years.

**END OF SECTION 2**

## ◆ SECTION 3 – SPECS/DETAILS/SPECIAL CONDITIONS

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## 1.1 Who we Are

Football NSW is the governing body for Association Football and Futsal in the Australian state of New South Wales. Football NSW is Australia's largest state based sporting organisation with nearly 300,000 registered players (including registered Futsal players) and approximately 650 Football clubs under our banner.

Football NSW is a member of the national governing body, Football Australia (FA) and is seeking to partner with a suitably qualified catering organisation for the ongoing provision of catering services at its headquarters.

The headquarters of Football NSW are located at Valentine Sport Park(VSP). VSP is a multipurpose sporting complex which caters for various groups, as well as individuals. It is spread across a 10 hectare site with a capacity of 3000ppl. The sites facilities include 5 full size football fields, Accomodation for 190 visiting players/athletes/coaches, a purpose built Futsal court, Commercial Swimming School, a café and function room, spectator facilities including kiosk, an education and sports science building and a modern administration centre for the ongoing management of the game of Football in NSW. Additonally a physiotherapy services operates from the site and, new for 2023, we will welcome a new campus of the International Sports College of Australia to VSP.

Football NSW is responsible for providing competition playing structures, coaching and development services and sport specific educational programs for junior and senior, male and female players from 36 local Association branch based competitions, through to semi-professional and professional levels.

Football NSW is also responsible for the Technical and Game development; as well as all facets of Corporate Governance, which includes Risk Management and adherence to all Football NSW policies.

Further information on Football NSW can be found on our website [Football NSW - Supporting the beautiful game in NSW](#),

Further general information on Valentine Sports Park can be found here [Home page - Valentine Sports Park](#)

### 1.1.1. A time for growth



**Valentine Sports Park Café and Function Room** was launched by Football New South Wales(FNSW) in 2014 as an integral part of the overall venues major redevelopment.



The opening saw the business exceed all forecasts and operated successfully for a significant number of years with enthusiastic management. In recent years (prior to and inclusive of the Covid pandemic period) we have seen a divergence between the standards and direction desired by FNSW and the previous operator and in mid 2022 it was mutually agreed to dissolve the relationship.

The business is in the unique position of exclusively providing catering services, on location, via the café and kiosk to the largely captive audience of Valentine Sports Park (VSP) customers with the added benefit of the ability to leverage further patronage from the local community and via the provision of a unique function space and associated catering.

VSP visitation has largely recovered from pandemic restrictions and is forecasting attendance numbers to return to pre-pandemic levels in early 2023. With the increased interest generated in football by the Socceroos performance in the 2022 FIFA World Cup in conjunction with Australia's co-host status for the 2023 FIFA Women's World Cup we have every reason to believe that our time for growth is now!

### **A Snapshot:**

- **Historical (pre-pandemic) turnover circa \$900K**
- **Largely captive market with FNSW generated foot-traffic in the order of 100K pax pa**
- **Flexible and unique function room (Dining Room) with capacity for 400pax (cocktail), 300pax(banquet)**
- **Kiosk facility in the stands for fixtures**

## 1.2. A real partnership

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### We are looking for

- A successful hospitality partner to take on and operate the established food and beverage business.
- A partner who is aligned with our vision for catering operations and our brand values.

### The operator will

- Conduct the business within agreed parameters to satisfy core audience groups and work to develop new revenue streams.
- Commit to continual improvement in service, style and offering to ensure growth occurs over and above consumer attendance increases driven by FNSW.

### FNSW will

- Collaborate with the operator to maximise profitability within the agreed parameters and KPIs
- Undertake joint marketing activity and new clientele to the Café/Function Room.
- Participate in regular meetings to synchronise schedules and ensure ancillary functions business opportunities are maximised

### Together

- The parties will collaborate to ensure that Catering Operations at VSP are delivered to maximise consumer satisfaction and exceed expectations, and to maximise profitability for both the operator and FNSW.

## 1.3. The Opportunity

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### 1.3.1. Invitation to Tender (ITT)

FNSW invites to Tender for the operation of all food and beverage services at Valentine Sports Park on the terms contained in this document commencing in Mar 2023 preferred but no later than Monday April 3<sup>rd</sup>.

### 1.3.2. Objectives of this ITT

FNSW is seeking responses to this Invitation to Tender (“ITT”) from suitably experienced food providers, catering companies or individuals with a view to securing *‘the best bid’* within the following context:

- To provide quality food and beverage at an affordable price that exceeds FNSW and VSP patron expectations;
- To be flexible and responsive to the food and beverage requirements of FNSW and VSP (internal stakeholders & clients); field and court patrons; general consumers; and functions patrons.
- To maintain high standards for the operation, including compliance with all legal requirements, especially with respect to Food Safety legislation and Responsible Service of Alcohol;
- To maintain quality staff to provide excellent service to FNSW and their patrons;
- To provide food and beverage to a standard that ensures the segment returns to being a positive feature of VSP offering

### 1.3.3. We Seek a Partnered Approach

This opportunity is for an experienced operator to become a partner with FNSW at VSP through the takeover of the current operations, ensuring that our vision is maintained and enhanced through professional hospitality management and practices.

FNSW has previously invested in a refit of the space, but acknowledges that some additional capital spend may be required by the successful respondent to bring the facilities to full operational capacity. The offer provides an opportunity for the operator to hit the ground running utilising a significant amount of FF&E already provisioned within the venue, and to maintain all the necessary back-of-house systems and controls expected of a professional operation.

The successful applicant will be required to demonstrate that food and beverage can be provided to customers with an accent on quality and *affordability*.

FNSW management expects to meet with the operator’s team regularly to review and continually improve performance and to discuss potential collaborations in the areas of events and marketing.

### 1.3.4. Summary of the Opportunities: Spaces and Services

1.3.4.1. Operation, under license, café and commercial kitchen – 271m2 internally and terrace 150m2 externally, see Attachment 1 and 2 for plans. Equipment list see Schedule 1

1.3.4.2. Provision of Catered meal services for VSP inhouse accomodation patrons. Example Menus see Attachment 5

1.3.4.3. Operation, under license, of commercial kitchen, store room and cold rooms, see Attachment 1 and 3. Equipment list see Schedule 1

1.3.4.4. Operation, under license, Kiosk in stands see Attachment 4 for plans. Equipment list see Schedule 1

1.3.4.5. Operation under license, Function Space see Attachment 3 for plans. Equipment list see Schedule 1

There are also a range of function events across the year which need to be serviced, typically driven by FNSW. FNSW will work with the successful applicant to review the potential for other function opportunities within this unique venue. Currently FNSW manages the booking sheet for the function space and allocates at no cost to the catering operator when a booking is required. All bookings irrespective of their origin will be catered for exclusively by the operator with the exception of those circumstances noted in *Part (1), Section 6, subsection 17 (1.6.17.) Catering Exclusivity Limitations*

**Schedule 3** provides for a summary of the Revenue base achieved in the periods 2015, 2018, 2019 and 2022 partial splits to illustrate the levels of catering and cafe revenue being achieved.

**Schedule 4** provides for a summary of VSP Attendance between Nov18 to Oct19 Inclusive, together with some further splits to demonstrate potential foot traffic through the site

## 1.4. Market Potential

### 1.4.1. Training Camps Overnight

Historical Data suggests over 12000 visitor nights pa on-site with penetration over 66% on meal packages

### 1.4.2. Club and Group field hirers including schools

Historical Data has seen over 80,000 participants visit the venue pa to utilise the fields or futsal courts

### 1.4.3. Swim School Members

Advantage Aquatics located in the next building to the café has over 1100 junior participants per week and with accompanying adult this equates to 2200 potential customers walking past the door per week from this source alone.

### 1.4.4. Local Residents

Valentine Sports Park is located in the suburb of Glenwood NSW. The suburb is home to 16000 people with an average age of 40- 59. Home ownership is high with over 80% of homes owner occupied, with a 60/40 split between families and singles. The suburb is well serviced by public transport and has great access to green space. Surprisingly the suburb has few cafes or restaurants and would be considered to be underserved in this area. Whilst we



being major arterial roads. Whilst there are a number of Cafes located to the east of Glenwood they for the most part would be a vehicle trip for convenient access.

**Maribella Café** – Kiosk style café located in the small Glenwood Village Shopping Centre. Great reviews for their staff and coffee but limited parking and no indoor seating.



## 1.5. Opening Times

*VSP Café like many hospitality businesses has a degree of seasonality associated with it and likewise has peak periods throughout the day.*

VSP patrons and staff, alongside local residents and members of the swim school make up a large proportion of the Cafés clientele. As such, a high proportion of turnover results from repeat visitation. Invariably, given the nature of the site and the size of groups accommodated on the training fields as well as the futsal courts, demand tends to follow a very peaky curve.

Our operating partner will require a strong appreciation of this style of market and patron need. While the proposed opening hours are not burdensome, the critical peak operating times (eg breakfast, lunch and end of sessions) represent some of the prime opportunities. The critical operational issue is the ability to produce fast, efficient, repeatable, service for these periods, so that revenue generation and customer satisfaction are maximised.

A Café/Function operator who can imaginatively attract visitors outside of these peak periods, including evenings, will be able to develop an even stronger business.

The operating times for catering operations will be determined between FNSW and the successful operator with the expectation that all reasonable service levels for Football NSW and patrons of VSP will be met satisfactorily.

### 1.5.1. Proposed Operational Hours

#### Proposed Café operating hours

Monday to Sunday 8am – 3pm

Flexibility for match/events evening schedules, with the expectation that the Kiosk will be open at a minimum for all matches. For the removal of doubt, flexibility must occur to ensure provision of services occurs for scheduled events.



### Accommodation Meal Package Catering hours

Breakfast 7am -10am, Lunch 12pm – 2pm, Dinner 5pm – 9pm

As required to meet service delivery standards for breakfast, lunch and dinner. Service for a group will generally conclude after 30 minutes (group size dependant). Service times will be notified prior to group arrival and will typically fall in the following ranges

### Proposed Kiosk operating hours

Agreed in conjunction with FNSW to ensure service requirements are met for fixtures.

### Functions

The Function Venue currently is licensed to operate until 10PM. FNSW is open to working with the successful respondent to have the permitted use extended

## 1.6. Special Conditions

### 1.6.1. Term

This Invitation to Tender (“ITT”) covers the operation of food and beverage services at VSP, on behalf of Football New South Wales, for a 4 year term with an option to extend for a further 3 years. Performance across the term will be reviewed by key performance indicators. The option to extend is anticipated to be exercisable mutually due to prior adherence to the terms of license.

The term is expected to commence in Mar 2023 (preferred) and no later than Apr 7<sup>th</sup> 2023

### 1.6.2. LICENCE NOT LEASE

FNSW will grant to the successful tenderer a license to use the facilities detailed in Attachments 1-4 highlighted in light blue.

### 1.6.3. Accommodation Services

Valentine Sports Park’s 2 storey accommodation block can accommodate up to 190 guests in comfortable, air conditioned rooms. These are ideal for individuals or groups, with a range of bedding configurations available. The space offers 2 queen rooms, 30 double bunk rooms, 10 twin share rooms, 17 triple rooms and 1 accessible triple room and three breakout function rooms for guests to use for leisure purposes or stage meetings. The successful tenderer will have a key requirement to be able to provide a packaged meal option for these patrons with menu and pricing to be agreed in conjunction with FNSW.

### 1.6.4. Food & Beverage Services

The café, function and accommodation menus and pricing will be agreed in conjunction with FNSW.

#### 1.6.4.1. Food quality / types

It is anticipated that the catering provider will offer a comprehensive range of high quality food and beverage offerings, tailored to suit the functional catering areas; wide variety of events and patrons utilising VSP.

In line with *Part (1), Section 6, subsection 3 (1.6.3.) Accommodation Services*; there is a requirement for the catering provider to offer an appropriate high quality buffet menu to include:

- Breakfast – hot and cold (full English / Continental) breakfast options including tea, coffee and juice;
- Lunch – cold buffet selections to include sandwiches and fruit;
- Dinner – hot buffet selections, dessert, tea and coffee.

There is an expectation that menus will reflect seasonal changes, comprise fresh high quality produce and cater for appropriate client groups i.e. School children, University students, Elite Athletes and overseas visitors. Considerations should include:-

- A full range of dietary requirements will need to be met across all service periods.
- A full suite of food and beverage corporate menus, offering high quality, customised, flexible and competitively priced options to suit the wide variety of meetings, functions and corporate event styles as required for the function area.
- A full menu of retail food and beverage offerings including price point, (inclusive of GST) is required for the Café and the Kiosks. Options must be tailored to suit the variety of events and patrons.
- Value for money and consistent high quality food is expected across all functional areas.

#### 1.6.4.2. Suppliers

It is expected that the catering provider will utilise ‘approved suppliers’ in conjunction with company food safety policy to ensure the safety and quality of the food it prepares and serves in each of the functional areas.

All products must be delivered, received and stored in line with food safety standards incorporating the principles of Hazard Analysis Critical Control Points (HACCP). The Respondent is to demonstrate compliance by providing proof of evidence in meeting this requirement.

In addition, FNSW will retain ownership of the supply rights for all catering areas on site and the successful operator will be obliged to supply such products. Any rebates, commissions or other amounts payable due to the supply of product shall be retained or made payable to FNSW

#### 1.6.4.3. Food safety

The Food Standards Australia and New Zealand (FSANZ), require all businesses in Australia to ensure all food handlers and supervisory staff within food handling operations have the

necessary skills and knowledge of food safety and food hygiene practices, to perform their jobs appropriately and safely.

The Respondent is to demonstrate compliance by provision of relevant documentation.

#### 1.6.4.4. Pricing Schedule

The pricing schedule for food and beverage items sold at VSP will be subject to FNSW approval. Pricing proposals are considered with reference to local market conditions, similar venue benchmarking and changes in input costs.

In regard to the above, the Respondent must include the completion of a Pricing Schedule of Information. The Schedule of Information will be used to objectively evaluate the proposed prices and forecasts of the submission respondents. Prices should be shown inclusive of GST. Respondent's prices will be assumed to be fixed for the first year of the term, with subsequent increases being limited to those that can be justified by the Respondent with reference to changes in local market conditions, similar venue benchmarking and changes in input costs.

Noting that the caterer will be expected to utilise FNSW preferred suppliers for soft drink/confectionary FMCG, who have been chosen following negotiations which included an assessment of product and service quality and the best possible financial arrangements to FNSW, the facilities major users and the caterer. Football NSW will use its best endeavors to ensure that the caterer is not price disadvantaged by having to deal with its preferred suppliers. For the avoidance of doubt, the successful Respondent should not expect to receive any rebates directly from suppliers in these categories in relation to items sold at the facility as any such rebates would be payable to FNSW.

Foods may be fully prepared on-site or may be partly produced off-site. However, all will be provided in accordance with current and future Food Codes and relevant legislation.

The operator will be required to manage its business in accordance with accepted hospitality industry practice and will be responsible to maintain the facility and equipment provided in terms of basic repair, maintenance, cleanliness and operating requirement.

All operational costs inclusive of cost of goods, labour and company operating costs shall be the responsibility of the operator.

#### 1.6.5. Utilities and Services

Separate metering is provided for the café area and connection and usage will be at the operators responsibility and cost. Given the nature of the operation and location of the dining room and Kiosk, it is not possible to separately charge for the use of utilities in this area. Accordingly, the costs of providing utilities to this area will be borne by FNSW

#### 1.6.6. Cleaning

It will be the operator's responsibility and expense to keep all catering areas (dining room, café area inclusive of terrace, front-of-house, kitchen and stores) at a level of cleanliness acceptable to FNSW and in compliance with the State Food Legislation and any future HACCP / Food Safety Plan regulations.

#### 1.6.7. Garbage Removal

The operator will be responsible for their own waste collection services. It is expected that the successful operator will comply with FNSW waste management/sustainability practices and be a key partner in ensuring good waste management practices in the future. Particular attention will be placed on the management of organic waste. Grease Trap maintenance, operation and servicing/disposal costs will be borne by the operator.

#### 1.6.8. Furniture, Fittings and Equipment ("FF&E")

The FF&E owned by FNSW and in use in the facility is documented in a detailed summary provided at Schedule 1.

The successful Applicant will be expected to maintain adequate levels of Operational FF&E for the successful operation of the Café/Function Room and Kiosk, e.g. kitchen utensils, tabletop, glassware and ancillary equipment.

The bringing of additional operator-owned FF&E into VSP will at all times be subject to prior approval of FNSW.

#### 1.6.9. Repairs & Maintenance

Repairs and maintenance of all FF&E will be the responsibility of the operator to manage.

This will be reviewed with FNSW on an as needs basis, so that as equipment reaches its reasonable life through wear and tear, then it can be replaced by the operator with any residual value/proceeds of sale to be remitted to FNSW. Any damage to FNSW property by the operator or their staff will be repaired by FNSW at the operator's cost.

#### 1.6.10. Joint Marketing

There will be a need for the operator to work closely with FNSW in respect to marketing the venue. This will be undertaken through an annual and on-going programme where the forward programme will be worked out in conjunction with other FNSW initiatives.

FNSW will work with the operator to facilitate events/activities at VSP to the benefit of both parties.

The marketing programme shall be coordinated on an annual basis and will cover areas such as branding, theming, events, promotions authorised collateral, advertising and social media, quality assurance and customer feedback.

#### 1.6.11. Security

All catering areas will remain under the general security function of FNSW. However, it is still the operators' responsibility that all catering stores, supplies and the like are properly secured at all times. FNSW will not accept any liability or responsibility for security of the operators' equipment, supplies, goods or chattels, nor will FNSW warrant that the security function will protect any item or article from theft or damage. It will be the responsibility of the operator to secure such items as required.

Security services over and above the basic house management provided by FNSW will be at the operator's expense. Additional Operational Security may be required on Function nights for crowd control and Responsible Service of Alcohol compliance and monitoring in line with regulatory/legislative requirements.

#### 1.6.12. Other Licenses and Legislative Requirements

It is expected that the successful Applicant will operate their business within the full and correct legislative framework provided.

It will be the responsibility of the successful Applicant to obtain and hold all relevant and necessary licenses pursuant to operating food services at VSP. Evidence of compliance with specific legislation may be required from time to time (e.g. Food Safety Plans / NSW and Local Government Health Regulations compliance, Workers Compensation Insurance, Goods & Services Tax, Superannuation Guarantee, Apprenticeship Schemes, etc.)

Permits, orders or directions issued by any authorised authority or statutory body will be complied with, or responded to, as required. It is noted that FNSW is required to comply with certain obligations under various policy or regulatory guidelines. The successful Applicant would be expected to also comply.

Any Liquor Licence will be held in the name of the operator. It is expected that the senior on-site catering manager will become the responsible manager under that licence. Liquor will only be permitted to be sold/supplied/consumed in the function dining room.

It should be noted that VSP is designated as non-smoking. The operator will be required to enforce this policy in areas under their control and with all catering staff.

#### 1.6.13. Catering Offices/Car Parking

It is envisaged the successful tenderer will utilise part of the space labeled "Extg Store" on Attachment 3 as a catering office.

Two designated on-site car parks are provided for the caterer for use by management and staff, however we will review with you the need to provide a space for designated food delivery vehicles if such is specifically required.

#### 1.6.14. Signage/Branding

Signage and branding policies are subject to control and approval. However, FNSW is happy to recognise their partnership and will work with the successful Applicant to discuss how their branding and name may add value to the consumer offer.

#### 1.6.15. Performance Measurement

In addition to financial and qualitative methods of assessment to review the operator's performance, FNSW will work with the successful Applicant to develop a performance management system. This performance management system is expected to measure the operator's performance in meeting and exceeding the quality and service standards and expectations of patrons and FNSW. Proposed initial KPI's are provided at Schedule 2

#### 1.6.17. Catering Exclusivity Limitations

FNSW reserves the right to modify the exclusivity provision for catering at VSP in the following circumstances

- a) FNSW staff events or Charity Events.

- b) Where regulation or legislation requires.
- c) Where the patron or patrons company has a workplace agreement or similar that mandates the provision of meals in a prescribed manner (for example the ADF)
- d) In the case of an elite sporting group that has specific dietary requirements.

### 1.6.18. Right to modify operations

FNSW reserves absolutely the right to unilaterally alter/modify/remove any standard operation of VSP for whatever reason but will provide prior notification. Ie Womens FIFA World Cup Home Base.

## 2.1. The ITT Process

### 2.1.1. The ITT Timetable

<b>Tuesday 20<sup>th</sup> Dec 2022</b>	Invitation to Tender released.
<b>Week Commencing Monday 16<sup>th</sup> Jan 2023</b>	Briefing & Site Inspection – By Appointment
<b>Friday 3<sup>rd</sup> Feb 2023</b>	Invitation to Tender close at 5:00pm.
<b>Week Commencing Mon 6<sup>th</sup> Feb 2023</b>	Applicant Presentations and Interviews – Evaluation Committee meets to interview shortlisted applicants. A 90 minute meeting with 60 minute Presentation by Applicant and then 30 minutes Evaluation Committee questions. Alongside issuance of draft license.
<b>Week Commencing Mon 13<sup>th</sup> Feb 2023</b>	Site inspection of Applicant kitchens and other operations; sample food tastings as required.
<b>Week Commencing Monday 27<sup>th</sup> Feb 2023</b>	Formal appointment of preferred partner. Contract execution within 7days

*Please note that FNSW reserves the right to alter this proposed timetable.*



## 2.2. Applicant's Response Required

Applicants are requested to respond to this ITT in a manner that covers the following areas and in this sequence.

### 2.2.1 Financial Offer – Licensing Fee

Applicants should detail their financial offer in clear terms. FNSW expects that as a minimum, the financial offer will be in the form of a Licensing Fee calculated as a percentage commission on total revenues. This may be expressed in percentage terms or split into a minimum guarantee plus a commission.

FNSW expects that the financial offer will take into account FNSW investment in the base building and supplied fixtures, brand profile and goodwill generated over the past 12 months. Applicants may choose to consider other elements as a part of the financial offer, which could include any of the following:

- An upfront offer in respect of FF&E and established branding;
- Sponsorship of FNSW;
- Marketing contribution over and above the operating P&L;
- Other discount offers to key stakeholders such as FNSW members;

NOTE: Alternate financial approaches, will be considered but should be discussed with the ITT manager prior to submission.

This section should detail the financial offer in terms of rationale, clearly indicating by word and example how the "Licensing offer" is to be calculated, what revenues are included or excluded, and any other relevant information, e.g. terminology.

### 2.2.2. Operational Parameters

In this section it is requested that the Applicant provides detail on the proposed Operating Parameters. Not only will this provide the FNSW Evaluation Committee with reassurance that the range and scope of the offer will meet patron needs, but it should also be used to confirm operational hours, standards of service, staffing numbers, style, menu sample and pricing, charging and billing procedures, distribution and delivery sequences, quality assurance matters, etc.

This is the section in which the Applicant should provide explanation as to the envisaged style, presentation for each of main café / food menu, functions menu, comments on suggested or proposed enhancements to the theming and so on. Sample menus you expect to introduce, all showing 2023 retail pricing, must be included. FNSW Evaluation Committee may seek to review current Applicant operations, conduct a tasting session and talk to existing clients.

Applicants are encouraged to be innovative in their approach.

It should be noted that pricing must be indicated for all menu items, prices which should be based on a minimum six month period commencing 1<sup>st</sup> Mar 2023. Pricing and menu changes throughout the Term will be subject to an approval process with FNSW.

### 2.2.3. Business Operations

FNSW considers that an important aspect of the operation is the professional delivery of food and beverage services to the general public, FNSW staff and patrons and related parties and to those associated with a particular event or function.

In that regard, FNSW is concerned that the successful applicant is proactive in the areas of excellence of standards, professionalism and consistency of high quality delivery and service of foods.

Areas which might be examined include the following:

- the proposed organisation structure, detailing key staff roles, functional reporting lines and relationships to off-site support resources;
- staffing for each activity area (as in full, part time and casual positions estimated for café/kiosk counter staff, chefs and kitchen hands); and

In summary, this section should be used to illustrate the Applicant's proposed contract management, quality and standards procedures and operating requirements inclusive of staffing.

### 2.2.4. Continuous Innovation

FNSW is keen to secure a partner who can consistently deliver innovation and improvements over the full term. A key question in reference checks to be undertaken on each Applicant will be "has the operator provided or demonstrated a continuous ability to innovate and improve?"

Demonstration of your passion and enthusiasm to work with us to ensure the successful delivery of the overall vision will be an important element in the selection of our partner.

We will ask, "Will the operator be as passionate about delivering a distinctive venue/experience as we are?"

### 2.2.5. Financial Evaluation

It is recognised that the Operator will be seeking a financial return from the VSP catering facility. Accordingly the Applicant will need to satisfy itself of the financial viability of its proposed activities to meet its' own requirements. Whilst FNSW recognises the need for the contractor to achieve its return requirements, it cannot and will not provide any guarantee in this regard.

To assist in that evaluation, we have provided the following Detail:

- Actual Revenues achieved by month for the periods 2015, 2018, 2019 and 2022 partial, with Revenue splits between café and catering, are shown at **Schedule 3**;
- VSP Attendance between Nov18 to Oct19 Inclusive, together with some further splits to demonstrate potential foot traffic through the site **Schedule 4**.

Applicants will need to provide an indicative operating budget for the first year of operation for assessment by the FNSW Evaluation Committee. Any assumptions made in respect to the volumes, prices or other variables should be clearly documented.

### 2.2.6. Insurance and Other Policies

It is required that the successful Applicant should have a Broad Form Liability cover but specifically with Public Liability and Products Liability cover, with a value of at least \$20 million for each of these covers.

In addition, the Applicant will be required to name Football NSW as joint insured on the caterer's policy.

The successful operator will also be required to maintain work cover insurance in respect of their staff as required pursuant to the Workplace Injury Management and Workers Compensation Act 1998.

The Applicant should provide evidence such as a Certificate of Currency that they meet these insurance requirements. Should the covers currently existing not equal the above requirements, the Applicant should include a statement agreeing to take out these covers prior to the commencement of the contract should they be the successful Applicant.

### 2.2.7. Applicant's Profile

The following areas are important in assessing the Applicant's credentials:

- financial capability as demonstrated by the financial data provided, independent experts' reports and history of successful trading over several years;
- management capability as evident from industry reputation and/or expertise of key company officers; and
- experience as demonstrated by a track record of innovation and high quality services.

The Applicant is free to provide whatever information it may wish to establish its ability to fulfill these requirements. The following data however are essential inclusions:

- ACN (Australian Company Number) or ABN (Australian Business Number) and full name of company;
- any business or trading names;
- registered office and principal place of business;
- date and place of incorporation;
- principal shareholders;
- directors and company secretary;
- related companies and/or partnerships or alliances;
- names, position held and brief employment history of key Company officers, particularly those that will be directly responsible for managing the FNSW contract on site;
- copies of audited financial statements (Profit & Loss, Balance Sheet and Cash Flows) and/or independent expert (accountant, auditor, banker) assessment of financial position for the past two years, or published Annual Reports, if available;
- other management reports as appropriate;

*Applicants should note that FNSW may conduct a Dunn & Bradstreet, Experian or Equifax check prior to offering an Applicant the contract.*

### 2.2.8. Site Referees/References

Shortlisted companies providing an ITT will be reviewed through a reference check with several existing contracts. In some instances, a site inspection of a current contract may be considered advantageous.

To provide an understanding of the Applicant's experience, FNSW requires details of all contracts or operating sites currently held. Information required in this section should include the contract name/site, commencement date and contract period, as well as a key client contact.

The FNSW Evaluation Committee will conduct telephone and site reviews with several currently contracted clients.

## 2.3. Conditions of the ITT

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### 2.3.1. Evaluation Criteria

ITT will be assessed to identify the offer that represents the best value for money and the right partnership fit for FNSW including vision alignment, attitude and enthusiasm and brand simpatico.

Neither the best priced ITT, nor any ITT, will necessarily be accepted.

### 2.3.2. Applicant to Inform Itself Fully

The Applicant is required, prior to submitting a ITT, to inform itself fully concerning the nature, extent and requirements of the ITT Documents and to make all such examinations, investigations, interpretations, deductions and conclusions as to the scope of rights and obligations as they believe necessary.

### 2.3.3. ITT Documents

The Applicant will be bound by the ITT Documents and any Addenda which may be issued by FNSW to the Applicant during the ITT period and such submissions as the Applicant may lodge as part of this ITT.

### 2.3.4. Lodgment of ITT

ITT can be lodged via email directed to [tenders@footballnsw.com.au](mailto:tenders@footballnsw.com.au) , please request a read receipt which will be provided for validation purposes. In the case of large file sizes we can accept via various file transfer services, please contact [Claudiam@footballnsw.com.au](mailto:Claudiam@footballnsw.com.au) for details.

### 2.3.5. Applicant's Briefing & Site Inspection

To assist Applicants' understanding of the requirements of this ITT, a personal briefing can be arranged by appointment in the week commencing Mon 16th Jan 2023

### 2.3.6. ITT Presentation

Applicants will be advised if they have been shortlisted by early Feb 2023. Shortlisted applicants are required to attend for a 60 minute presentation and interview at a date and time to be advised in mid Feb 2023 .

This will take the form of the Applicant presenting to the Evaluation Committee for up to a 60 minute period, followed by 30 minutes for the Evaluation Committee to seek clarification on the Applicant's offer.

Applicants may also be required to attend a second meeting at a subsequent time.

#### 2.3.7. Retention of ITT Documents

Applicants should note that all copies of submitted ITT will be retained by FNSW

Notwithstanding the above, intellectual property in the information contained in the ITT documents remains vested in the Applicant.

#### 2.3.8. Limitations of Liability

FNSW reserves the right, without advance notice, without explanation and for any cause whatsoever.

- (i) not to proceed with seeking ITT;
- (ii) to change the terms and procedures relating to the ITT and selection of the successful Applicant; and
- (iii) to terminate negotiations at any time prior to the dispatch of notice in writing of acceptance of the ITT.

FNSW will not reimburse an Applicant for any costs directly or indirectly incurred by that Applicant in connection with an ITT.

FNSW does not warrant to an Applicant the accuracy or reliability of any of the contents of the ITT Documents or any other document provided by FNSW, its employees, agents or advisers to an Applicant in connection with the ITT.

No responsibility (including responsibility by reason of negligence) is assumed by FNSW, its servants, agents or advisers in respect of the contents of, or omissions from, any document provided by FNSW to an Applicant in connection with the ITT. Each Applicant must make its own independent enquiries concerning all matters relevant to its ITT.

#### 2.3.9. Notices

##### **Method for Giving of Notices**

For the purpose of this clause notice means a notice, consent, approval or other communication under these ITT Conditions.

##### **Address for Notices**

For the purpose of this clause the address of a person is the address set out below or another address of which that person may from time to time give notice to each other person.

For FNSW contact [Claudiam@footballnsw.com.au](mailto:Claudiam@footballnsw.com.au)

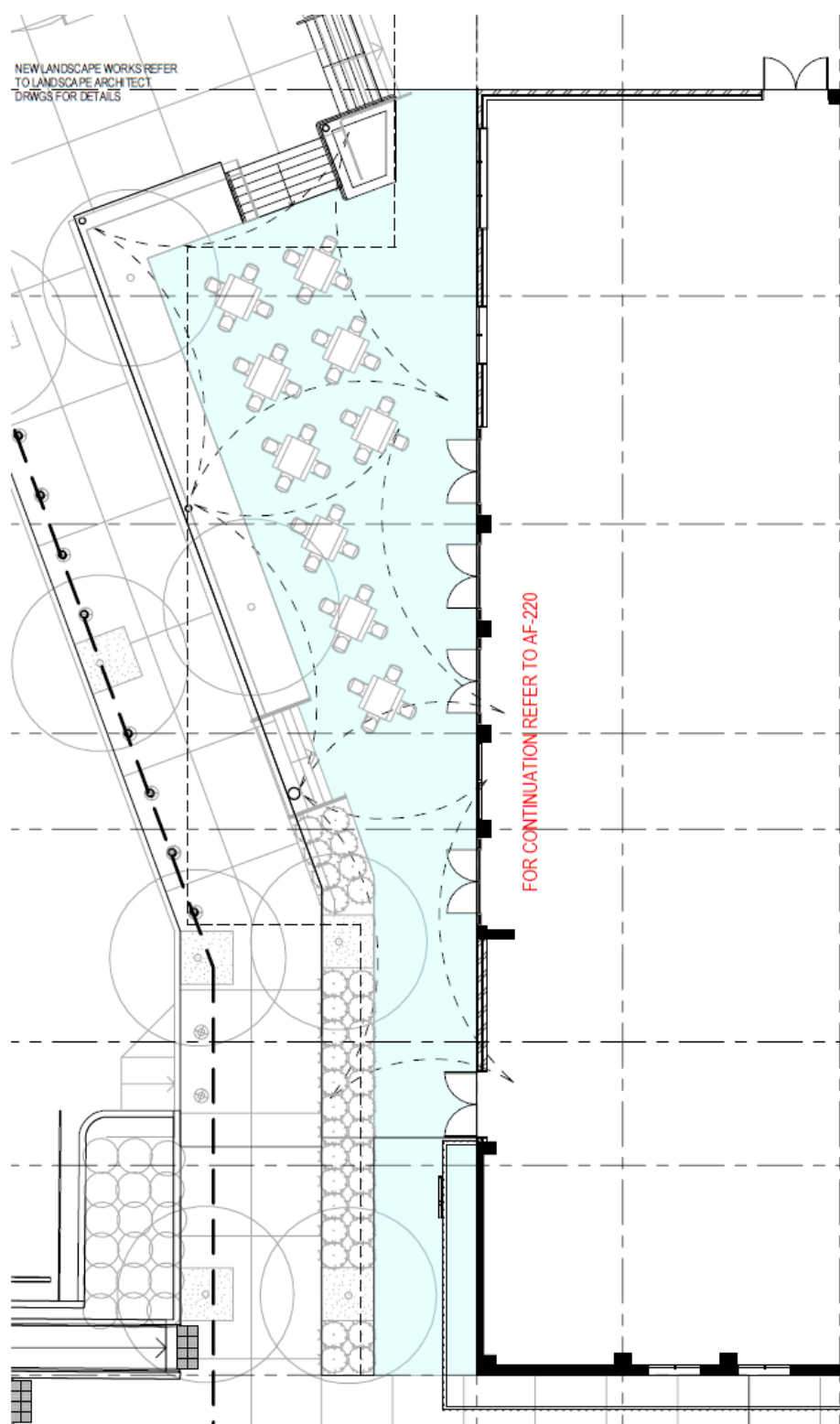
## END OF SECTION 3





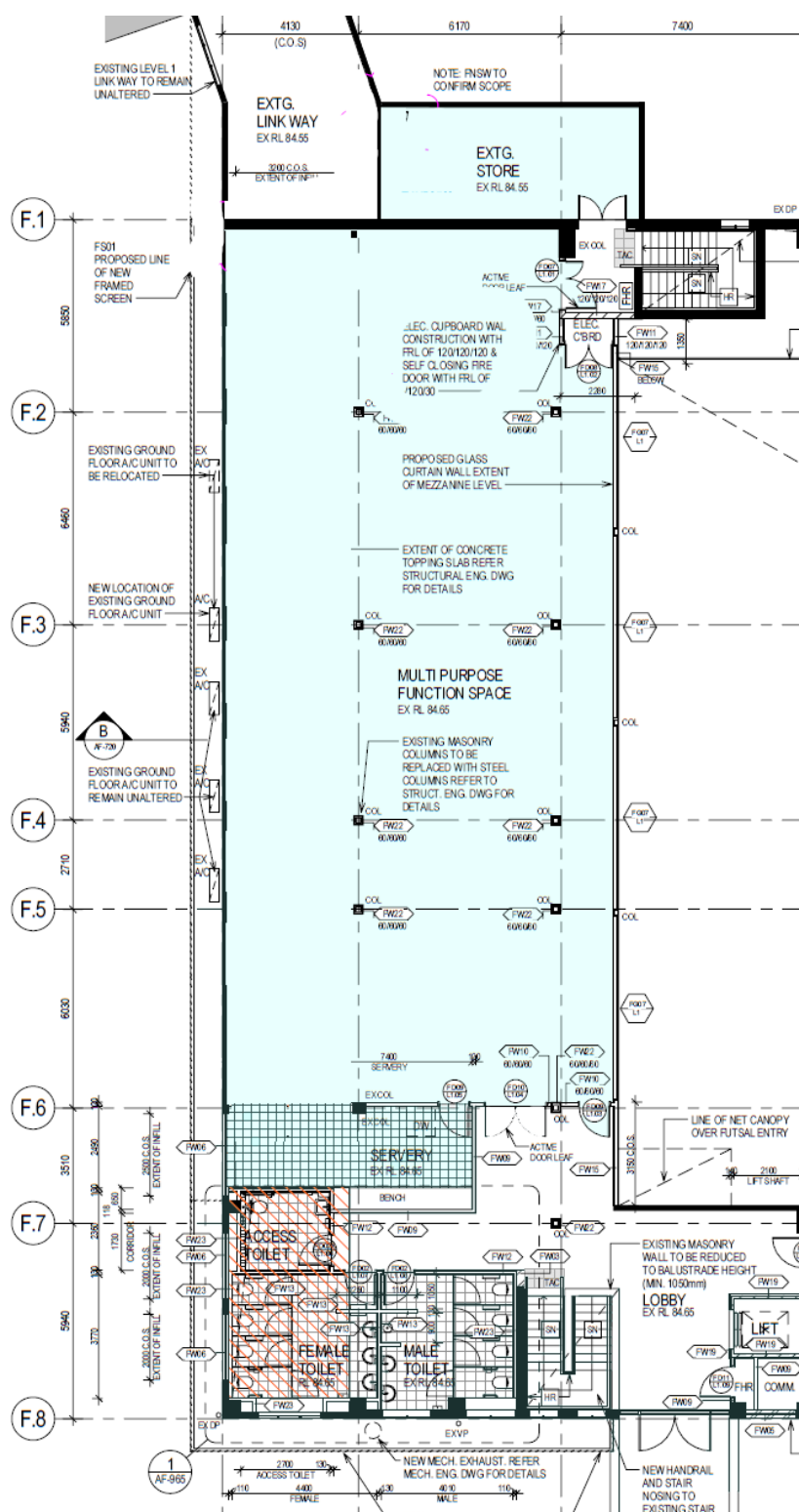
## ATTACHMENT 2

Café Terrace in  



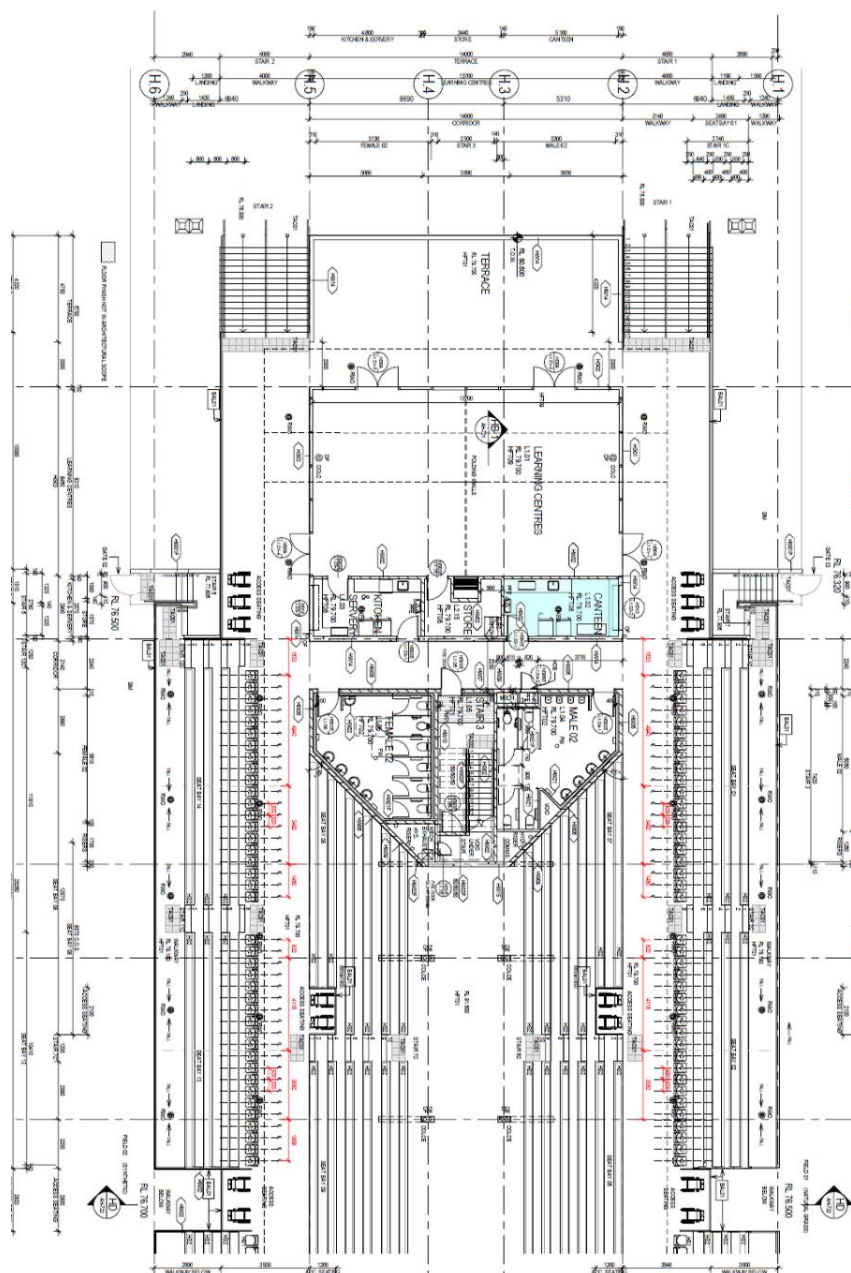
## ATTACHMENT 3

Dining and Function Room in  



## ATTACHMENT 4

Kiosk in 



## ATTACHMENT 5

### Sample Accommodation Catering Menus



#### Accommodation Breakfast Menu

**Daily Inclusions:**  
 Variety of Cereals  
 Brewed Coffee / Variety of Tea  
 Organic Juices

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Scrambled Eggs	Sunny Side-up Eggs	Scrambled Eggs	Sunny Side-up Eggs	Scrambled Eggs	Sunny Side-up Eggs	Scrambled Eggs
Brekkie Frittata	Mexican Egg Bake	Homestyle Baked Beans	Breakfast English Sausages	Protein Pancakes	Protein Porridge with Granola and Fruit	Breakfast Egg & Bacon Wrap Platter
Homestyle Baked Beans	Sautéed Spinach	Chia Pudding with Yogurt and Seasonal Fruit	Homestyle Baked Beans	Chia Pudding with Yogurt and Seasonal Fruit	Double-Smoked Bacon	Chia Pudding with Yogurt and Seasonal Fruit
Herbed Sautéed Mushrooms	Grilled Tomato	Double-Smoked Bacon	Herbed Sautéed Mushrooms	Brekkie Frittata	Breakfast English Sausages	Sautéed Spinach
Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter	Fresh Seasonal Fruit Platter



#### Accommodation Lunch Menu

##### Set Menu

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Assorted Seasonal Sandwich Platter	Traditional Spaghetti Bolognese	Authentic Napolitana Mushroom Gnocchi	Traditional Nan Bread	Stir-Fry Hokkien Noodles with Veggies and Soy Sauce	Homemade Garlic Bread	Chicken Pasta Bake with Pesto Cream Sauce
Assorted Seasonal Wrap Platter	Chicken with a Creamy Mushroom and Herb Sauce	Chicken Breast Schnitzel in Parsley & Parmesan Crumb	Traditional Butter Chicken	Spinach & Ricotta Ravioli	Penne Carbonara with Bacon and Mushroom	Traditional Peri-Peri Chicken
Hot Bad Boy Chips	Lemon & Rosemary Baby Potatoes	Thick-Cut Bad Boy Chips	Basmati Rice	Roasted Vegetables	Homemade Beef Lasagne	Basmati Rice
Traditional Chicken Caesar Salad	Farmhouse Citrus Coleslaw Salad	Classic Garden Salad	Traditional Chicken Caesar Salad	Tomato and Cucumber Salad	Classic Garden Salad	Traditional Chicken Caesar Salad
Mini-Cake Platter	Fresh Seasonal Fruit Platter	Mini-Cake Platter	Fresh Seasonal Fruit Platter	Mini-Cake Platter	Fresh Seasonal Fruit Platter	Mini-Cake Platter



### Accommodation Dinner Menu

#### Set Menu

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Dinner Rolls	Traditional Naan Bread	Traditional Garlic Bread	Dinner Rolls	Pesto Parmesan Bread	Dinner Rolls	Traditional Garlic Bread
Homemade Beef Lasagne	Traditional Butter Chicken	Chicken Thigh Fillet with Lemon & Thyme	Alfredo Gnocchi	Traditional Spaghetti Bolognese	Homemade Beef Meatballs in Chipotle Sauce	Oven Roasted Barramundi with Lemon
Gourmet Beef & Rosemary Sausages	Steamed Aromatic Basmati Rice	Spinach and Ricotta Ravioli	Homemade Beef Bourguignon	Sirloin with Mushroom Gravy	Steamed Aromatic Basmati Rice	Chicken Breast Schnitzel in Parsley & Parmesan Crumb
Assorted Mixed Steamed Veggies	Homemade Beef Meatballs in Chipotle Sauce	Assorted Mixed Roasted Veggies	Steam Baby Bok-Choy	Assorted Mixed Steamed Veggies	Spanish Char-Grilled Veggie Frittata	Stir-Fry Asian Greens with Soy Sauce
Rich Creamy Potato Mash	Steamed Cauliflower & Broccoli	Lemon & Rosemary Baby Potatoes	Spanish Char-Grilled Veggie Frittata	Lemon & Rosemary Baby Potatoes	Steamed Cauliflower & Broccoli	Rich Creamy Potato Mash
Classic Garden Salad	Rocket Balsamic & Parmesan Salad	Thai Chicken Salad with Beans, Noodles and Crispy Asian Vegetables	Roast Veggies, Haloumi Cheese & Couscous Salad	Traditional Greek salad	Farmhouse Potato Salad	Roast Beetroot, Spanish Onion and Yogurt Salad
Fresh Seasonal Fruit Platter	Mini-Cake Platter	Fresh Seasonal Fruit Platter	Mini-Cake Platter	Fresh Seasonal Fruit Platter	Mini-Cake Platter	Fresh Seasonal Fruit Platter

## Schedule 1 – Equipment Register

Equipment	Quantity	Purchase Price est.	Current Valuation est.
Convotherm Oven (2017)	1	15,000.00	8,000.00
Thor Deep Fryers (2016)	2	5,000.00	3,500.00
Vending Machine Custom Cages (2018)	1	4,150.00	3,000.00
Vending Machines (2018)	2	13,000.00	10,000.00
(2019 - new motors)	2	30,000.00	25,000.00
Freezer (2019 - new motor)	1	20,000.00	15,000.00
Large Chest Freezer (2017)	2	2,000.00	1,200.00
Medium Chest Freezer (2016)	1	750	400
Stainless Steel underbench fridges (2019)	2	4,600.00	3,500.00
Stainless Steel Benches	5	5,000.00	3,000.00
Durable Café Chairs (\$125) (2017)	40	5,000.00	3,000.00
Commercial Café Tables (\$159) (2016)	15	2,385.00	1,500.00
Outdoor Tile tabletop Tables with Stools (\$735 per set) (2018)	5	3,675.00	3,000.00
Catering quality plates	100	2,000.00	1,000.00
Industrial Shelving Units	1	500	500
Commercial Kitchen Large stand-alone grill plate	1	5,000.00	3,000.00
Attachment to the existing Cold-display in the café	1	6,500.00	2,000.00
The addition to the exhaust (custom)	1	3,000.00	500
Three phase power outlets, Electrical works and re-plumbing	x	30,000.00	5,000.00
Hot boxes Commercial grade - double sided doors	3	25,000.00	12,000.00
Function Chairs	150-200	30,000.00	15,000.00
Function Tables (\$250 per table)	30-50	7,500.00	4,000.00
Buffet Tables glass and extra large stainless-steel bench	6	3,000.00	2,500.00
Kitchen Utensils and Miscellaneous	x	2,000.00	2,000.00
Bench top Bain Marie (2019)	3	1,500.00	800
Chafing dishes	8	1,200.00	600
Wooden Board Room table Custom made	1	20,000.00	8,000.00
6 burner stove top and underbench oven (2014)	1	6000	3000
Cages in Accommodation Kitchenette	2	1000	500
Catering trays	100	5000	3000
<b>TOTAL</b>		<b>\$ 256,760.00</b>	<b>\$ 143,500.00</b>



## SCHEDULE 2 Proposed KPI's

### Service/Ambience

Agreement on a mystery shopper program to be completed quarterly. This can either be contracted or a FNSW developed inhouse program. Example Questionnaire below.

Service/Ambience for Mystery Shop can be broken down into:

1. Functional service aspects.
  - a. How long did I wait to be served
  - b. Was I greeted both verbally and non-verbally
  - c. Did the team member have a good knowledge of the products available
  - d. Did the team member suggest an additional item.
  - e. Did the team member engage me in conversation if time allowed.
  - f. Did the team member provide a parting comment.
  - g. Was the team member dressed appropriately and of a clean, neat and tidy appearance.
2. The Product
  - a. Did the range of product available meet expectations.
  - b. Was the pricing reasonable.
  - c. Was the product served fresh and heated or cooled as appropriate.
3. The Location
  - a. Was the venue clearly and professionally signed.
  - b. Were all vacant tables and chairs cleared and cleaned.
  - c. Were the floors clean and free of spillage/rubbish.
  - d. Were counters clean and free of clutter.
  - e. Were all fridges and displays clean.
  - f. Did the venue feel welcoming.
  - g. Was the venue appropriately heated or cooled for the prevailing conditions.
  - h. Were products available displayed professionally.
  - i. Were all product displays fully/reasonably stocked
  - j. Was pricing shown for all product.

## Brand Alignment

Think of FNSW core values and ensure that you include any that are defining of the organisation, where possible these should flow through to the catering provider.

## Financial

1. Revenue/Volume actual by source. Set initial targets for Café, Accommodation Catering, Kiosk and Functions Catering
2. Revenue/Volume actual by source per relevant VSP attendance (per cap spend). Set initial targets for Café (against Field/Court hirers), Accommodation Catering (against accommodation person nights) and Kiosk (against match attendance figures)
3. Year on Year growth against 1 adjusted for VSP attendance growth
4. Year on Year growth against 2 adjusted for VSP attendance growth
5. Accommodation Catering spend penetration of all accommodation bookings.
6. Year on Year growth against 5 adjusted for VSP attendance growth
7. Average transaction value and growth adjusted for VSP attendance growth
8. Upsell percentage and growth adjusted for VSP attendance growth

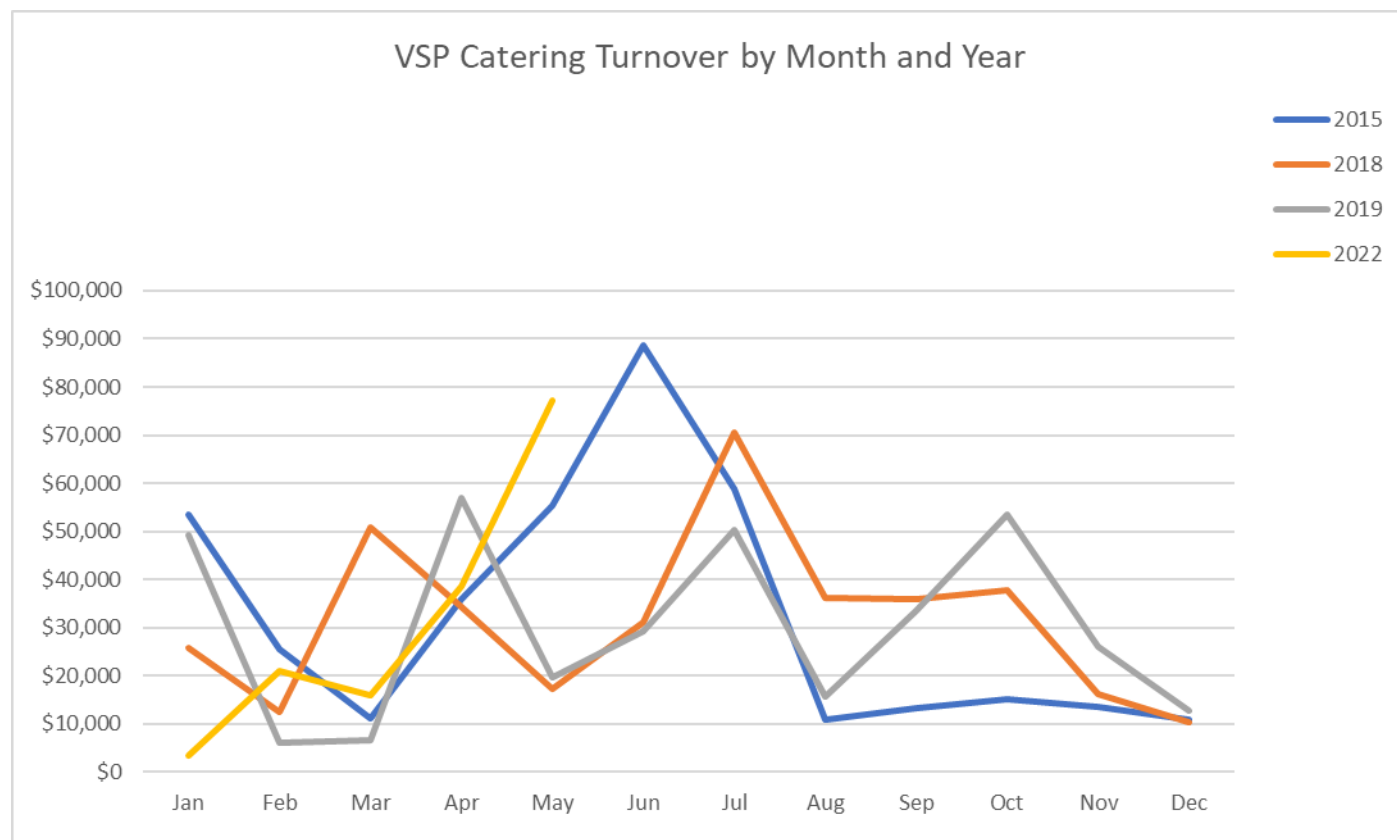
## Regulatory/legislative Compliance

It is expected the operator will at all times meet regulatory compliance and will upon request furnish all copies of relevant documents/inspection reports to FNSW. Adherence to the standard set by regulation or legislation will be a key indicator. In the event of an adherence breach that is of a minor and one off nature (as determined by the regulator/legislation or FNSW at their absolute and sole discretion) a secondary performance measure will be implemented to reflect the success or otherwise of complying with any remediation requirements. The operator should be prepared to work with FNSW to jointly compile an agreed comprehensive Food Handling Internal Audit questionnaire.

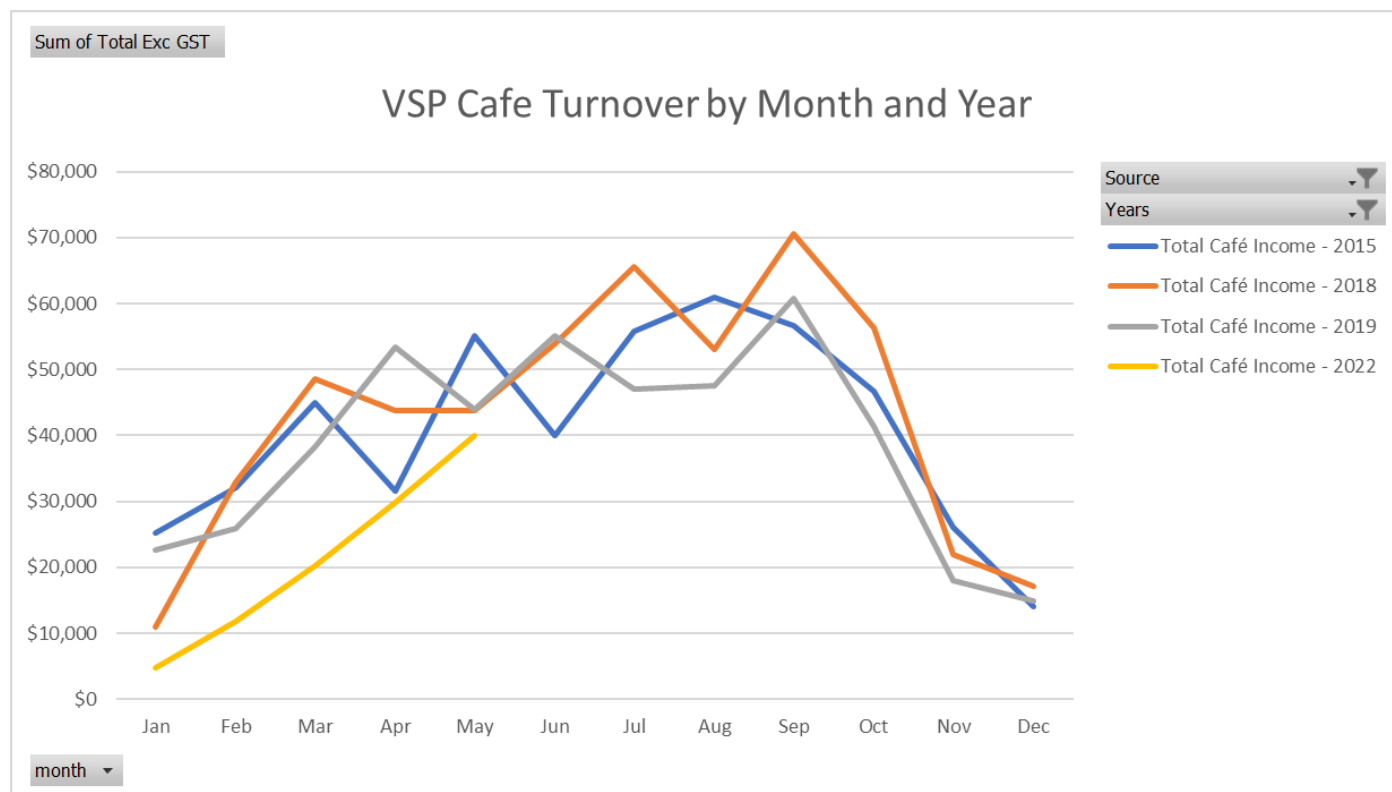
## Other

Compliance with use of preferred suppliers, opening hours, adherence with requirement for Kiosk being open for matches/events etc to be agreed with FNSW.

### SCHEDULE 3 Catering and Café turnover by month and year 2015,2018,2019 and 2022 partial

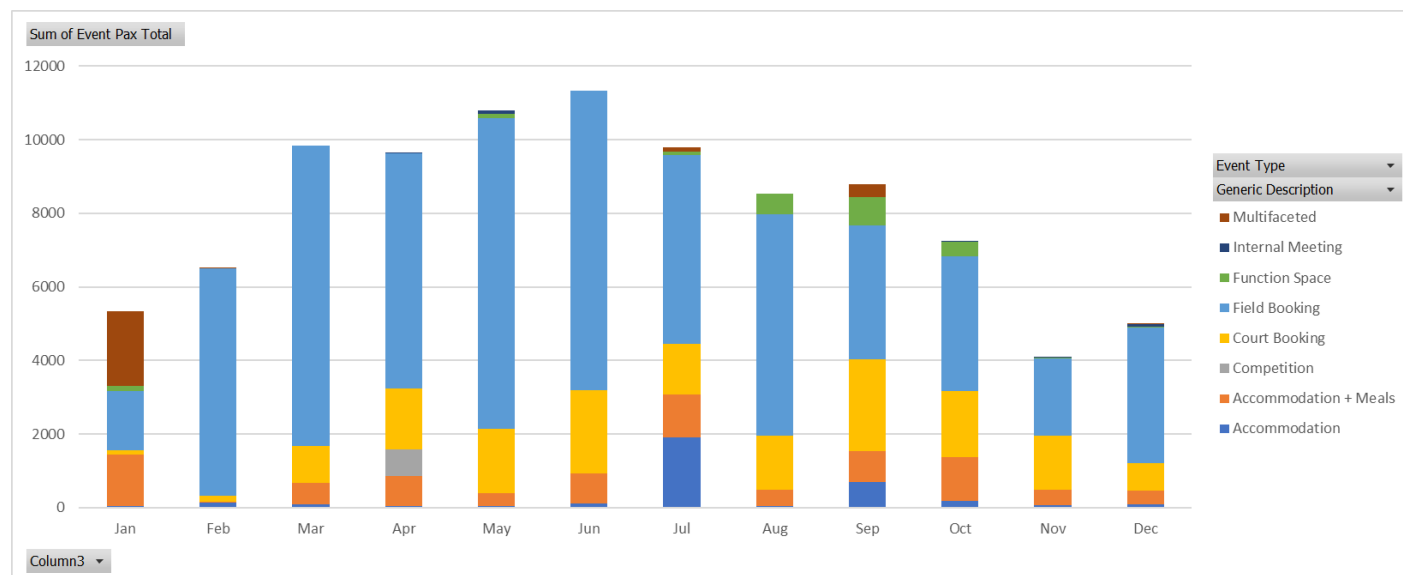


Source	Total Catering Income												
Sum of Total Exc GST	Column Labels												
Row Labels	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total
2015	\$53,511	\$25,427	\$11,149	\$35,912	\$55,429	\$88,700	\$58,743	\$10,806	\$13,229	\$15,134	\$13,608	\$11,014	\$392,664
2018	\$25,793	\$12,514	\$50,804	\$34,447	\$17,293	\$31,059	\$70,584	\$36,174	\$35,815	\$37,759	\$16,273	\$10,252	\$378,766
2019	\$49,295	\$6,205	\$6,616	\$56,837	\$19,791	\$29,178	\$50,223	\$15,784	\$33,587	\$53,503	\$25,978	\$12,719	\$359,716
2022	\$3,415	\$21,088	\$15,975	\$38,519	\$77,145								\$156,143



Source	Total Café Income													
Sum of Total Exc GST	Column Labels													
Row Labels	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Grand Total	
2015	\$25,184	\$32,027	\$44,991	\$31,501	\$55,115	\$40,020	\$55,847	\$61,006	\$56,698	\$46,637	\$26,058	\$14,005	\$489,090	
2018	\$10,932	\$32,938	\$48,600	\$43,756	\$43,777	\$53,942	\$65,629	\$52,966	\$70,502	\$56,303	\$22,008	\$17,053	\$518,407	
2019	\$22,678	\$25,945	\$38,249	\$53,348	\$43,855	\$55,077	\$46,951	\$47,600	\$60,785	\$41,339	\$18,055	\$14,856	\$468,738	
2022	\$4,850	\$11,884	\$20,247	\$29,772	\$39,943								\$106,696	

## SCHEDULE 4 – VSP Attendance by Month and Department Nov18 to Oct19



Sum of Event Pax Total	Column Labels	+	+	+	+	+	+	+	+	+	+
	Accommodation	Accommodation + Meals	Competition	Court Booking	Field Booking	Function Space	Internal Meeting	Multifaceted			
Jan	42	1412		102	1621	140		2024			
Feb	130	30		160	6177			1			
Mar	82	585		1001	8166						
Apr	41	818	730	1660	6375		12				
May	40	349		1765	8426	120	100				
Jun	121	818		2244	8159						
Jul	1921	1165		1356	5140	100		120			
Aug	50	441		1460	6030	541					
Sep	699	839		2495	3649	750		364			
Oct	194	1181		1795	3670	381	6				
Nov	57	434		1460	2110	10	30				
Dec	86	368		751	3690	20	71	30			
<b>Grand Total</b>	<b>3463</b>	<b>8440</b>	<b>730</b>	<b>16249</b>	<b>63213</b>	<b>2062</b>	<b>219</b>	<b>2539</b>			

## VSP Attendance 2019 vs 2022

