



## **CADW: TRETOWER COURT and CASTLE**

**EXPRESSIONS OF INTEREST INVITED  
FROM POTENTIAL OPERATORS  
FOR  
THE CAFÉ WITHIN THE CONVERTED TRETOWER  
BARN, VISITOR CENTRE.  
3 YEAR AGREEMENT FROM MARCH, 2025.**



## INTRODUCTION:

So striking was the massive circular tower built by Roger Picard II that his castle became known as Tretower – or ‘the place of the tower’.

Over two centuries, from about 1100, the Picards transformed themselves from invading Norman adventurers to powerful Welsh lords.

This monumental tower with four storeys and stone walls nine feet thick wasn't merely for protection. It was social climbing made visible, an open imitation of the castles at Pembroke and Skenfrith.

It would be remarkable enough on its own but Tretower is two wonders in one. Just across the castle green lies an entire medieval court that became a byword for magnificence.

It was the creation of Sir Roger Vaughan and his descendants. During the Wars of the Roses, Sir Roger became one of the most powerful men in Wales – and Tretower reflected his fame. Major investment at Tretower in 2021 included the provision of a new café operation within the Grade II listed barn conversion. This major conservation project for Tretower Court and Castle included a new visitor reception with enhanced visitor entrance, retail, exhibition space, visitor toilets and a lift and staircase to the upper first floor of the barn, which is where a new café and server was built and fitted out, with completion late 2021.

## CADW:

Cadw, meaning ‘to keep’, works to conserve and protect the historic environment for Wales and to promote distinctive regeneration and sustainable development through heritage. We conserve Wales' historic places for people to cherish and to enjoy, today and in the future, and we have responsibility for some of the most significant sites in the world. Cadw promotes the development of the skills that are

needed to look after our historic environment and we work together with partners to achieve our common goals.

We help sustain the distinctive character of Wales's landscapes and towns, help people understand and care about their place and history and the place of Wales in the world, and we make a real difference to people's wellbeing in Wales.

Cadw is responsible for the conservation, preservation and presentation of over 130 monuments throughout Wales. Included in the estate is Tretower Court and Castle, situated in the town of Crickhowell in southeastern Powys, near Abergavenny, and lies in the historic county of Brecknockshire.

<https://cadw.gov.wales/visit/places-to-visit/tretower-court-and-castle>

<https://www.youtube.com/watch?v=DtKYUQxbZws&feature=youtu.be>

### **LOCATION:**

Crickhowell is a picturesque town nestling in the beautiful Usk Valley and lying to the south of the Black Mountains, the eastern range of the Brecon Beacons National Park.

ADDRESS: Tretower Court and Castle, Tretower, Crickhowell, NP8 1RF.

<https://cadw.gov.wales/visit/places-to-visit/tretower-court-and-castle#directions>

#### **Road**

Signposted in Tretower village, off A479 5km/3mls North West of Crickhowell.

#### **Rail**

18km/11mls Abergavenny, Manchester/Liverpool-Abergavenny/Cardiff

#### **Bus**

400mtrs/430yards, route no.X43, Brecon-Abergavenny

#### **Bike**

NCN Route No.8 (8km/5mls).

## THE OPPORTUNITY:

Cadw is offering a rare, substantial and notable opportunity, preferably for a local, independent, business to run and manage a unique catering facility at Tretower Court and Castle in the Grade II listed barn. It is hoped that from March 2025 this will be run by a third-party operator, selected, following this Expression of Interest process.

Cadw seeks to secure a professional catering operator, experienced in the operational demands of running a café/restaurant operation. The operator will provide a quality, all year round, attractive, catering offer for Tretower Cafe to enable a friendly, fast and efficient customer service for our visitors to Tretower Court and Castle.

The Operator will need to meet the catering expectations and requirements of Cadw's many varied visitor groups and to provide a top quality, enjoyable catering experience, which will add to their overall visitor experience at Tretower Court and Castle. They will also need to work closely with Cadw staff on site and with Cadw's Commercial department, to deliver the service in line with Welsh Government requirements and expectations.

The initial occupational agreement for Tretower Café will run for 3 years from March 2025, until March 2028 and, if the relationship between Cadw and the Operator proves successful, this will be able to be extended in line with normal Landlord and Tenant negotiations.

In relation to Tretower Cafe, it is hoped that the occupational agreement will commence from March 2025, and an annual base licence fee of £7K ex VAT is to be paid to Cadw for Tretower Café. The licence fee will be collected monthly in advance. A turnover rent provision equal to 10% of Tretower café sales over £145,000 ex VAT will also be paid to Cadw in addition to the base rental figure.

All utility charges, including water and electricity, used by Tretower Café, will be the direct responsibility of the Operator.

The successful Operator will be required to agree and sign an appropriate occupational agreement before occupation of Tretower Café can commence (final terms to be solely determined by Cadw). The agreement will be on the basis that the business tenant will not be entitled to statutory protection to renew the agreement.

The permitted use for Tretower Cafe shall be a self-contained, stand alone, catering unit, situated on the first floor of Tretower Barn (and having sole use of this floor space), with fitted catering kitchen and café servery, and internal and outside seating. Tretower Café is not situated within the pay barrier of this Cadw site and can operate as a separate entity, when Tretower Court and Castle is closed to visitors, providing additional operating opportunities.

Tretower Barn, and therefore the café, has a dedicated car parking facility for visitors immediately adjacent in which there are situated Electric Vehicle charging points.

The stipulation is that the Tretower Café must be open in line with Tretower Court and Castle's opening times, (10am – 5pm, Mar – end of Oct, and 10am – 4pm Nov – end of Feb) there is the added flexibility of being able to open 7 days a week in the Winter months, Nov – end of February (when Tretower Court and Castle currently opens 5 days a week). These site opening times may change from season to season.

It is understood that there is the possibility of a premises licence being granted and the opportunity for an Operator to run evening trade, subject to agreement with Cadw and the consent of the licensing authorities. Tretower Cafe is to open for any evening events which may arise, when asked to do so by Cadw, and to provide an out-of-hours catering service if required. The frequency and nature of these events will naturally vary - currently this is approximately fifteen events, per annum, for example, Christmas shopping evenings and summer events.

The Operator is to supply their own till for the café and to provide management accounts on an open-book basis, to include, but not limited to, all costs, profit/loss and turnover on a quarterly basis and as requested by Cadw. The Operator will be

liable for any loss of takings if Tretower Café and/or the Court and Castle need to close for any reason, for example, due to utility services failure, equipment failure or adverse weather conditions etc. Cadw will not be liable to pay the Operator compensation to cover Tretower Cafe staff wages, for example, due to any site building works, adverse weather conditions and equipment failure or site closure for any reason.

There is public access to Tretower Cafe, when Tretower Court and Castle is closed, and the Café can operate independently of the site's opening and closing times. There is an expectation for the Operator to be able to meet the catering needs of all our visitors, from families, to tour groups, to students, for the local community and those who live locally.

### **CADW 'S AIMS:**

Cadw is constantly looking to developing revenue streams in order to help support its work and to benefit local communities. Cadw is keen to develop the provision of a food and beverage offer across its monuments and to work with local businesses to deliver this offer.

As such, the recent development at Tretower Court and Castle included the provision of a new cafe, with the aim of providing a substantial opportunity for a local, independent, business.

### **THE OPERATOR:**

Cadw views the use of the catering facilities within Tretower Court and Castle as a long term partnership and it is therefore essential that any applicant is committed to Cadw's aims of working to conserve and protect Wales's heritage for us all to keep and to enjoy, both now and in the future, and to promote distinctive regeneration and sustainable development through heritage.

Cadw is looking for an applicant who must be able to demonstrate:

- The appropriate catering, hospitality, business management experience, and expertise.

- Experience of running a high quality, visitor business, catering for many varied visitor groups.
- The commitment, ability, flexibility and enthusiasm to work closely with Cadw to achieve its aims, goals and objectives.
- Share Cadw's objectives to work in partnership with Cadw and wider Welsh Government staff, businesses and the local community.
- Evidence of consistently achieving the highest standards of customer service and a quality catering offer, all year round.
- They are preferably a local, independent business, who knows and wishes to be a part of the local community and is supportive to the local community.
- A realistic business plan and a sound financial base to provide the necessary working and investment capital.
- Recognise opportunities and can make the most of the footfall in the area and look to ensure this will complement existing local businesses.
- A good communicator, who will be an ambassador for Cadw and the local community both locally and regionally.

Cadw will assess any Expressions of Interest received and along with the above, also assess the applicant's commitment to meeting Cadw's Service Standards Requirements, Welsh Language Requirements, Community Benefits and Cadw's own ethos as part of the assessment of all Expressions of Interest received. This process will identify Cadw's preferred occupier who will then be given the opportunity to negotiate the finer details of the Landlord & Tenant agreement in advance of the proposed occupation date. Should agreements not be agreed by end March 2025, Cadw reserves the right to approach the second preferred occupier to negotiate terms and secure an occupational agreement.

## Tretower Cafe:

Tretower Cafe is equipped to deliver an eat-in and takeaway offer, with scope to develop an evening offer and/or function trade in addition to the regular daytime opening of the cafe, should an Operator wish to take this opportunity forward. The kitchen is fully fitted with commercial catering equipment, giving scope for a wide-ranging choice of both hot and cold menu items – meals and snacks - and the added benefit of a café servery area, complete with under counter refrigeration, bottle fridges, coffee machine, hot water boiler, and an ice machine.

The internal seating area gives 30 covers to the first floor of Tretower Barn and an external seating area (space for approximately 20 covers), which is situated at ground floor level, adjacent to the Grade II Listed Barn, within the grounds of Tretower Court, in a prominent and highly visible visitor location, surrounded by the stunning beauty of Tretower and the surrounding area.

On the ground floor, there are also the additional facilities of a dry storeroom, and a further kitchen storeroom complete with sink and stainless steel worktops.



*Tretower Barn*



Tretower Cafe in Tretower barn is situated on the first floor and accessible via stairs or lift and consists of an internal area of 85.6 m<sup>2</sup> (including the kitchen which is 13.6 m<sup>2</sup>.) with an additional external seating area of some 58m<sup>2</sup>.

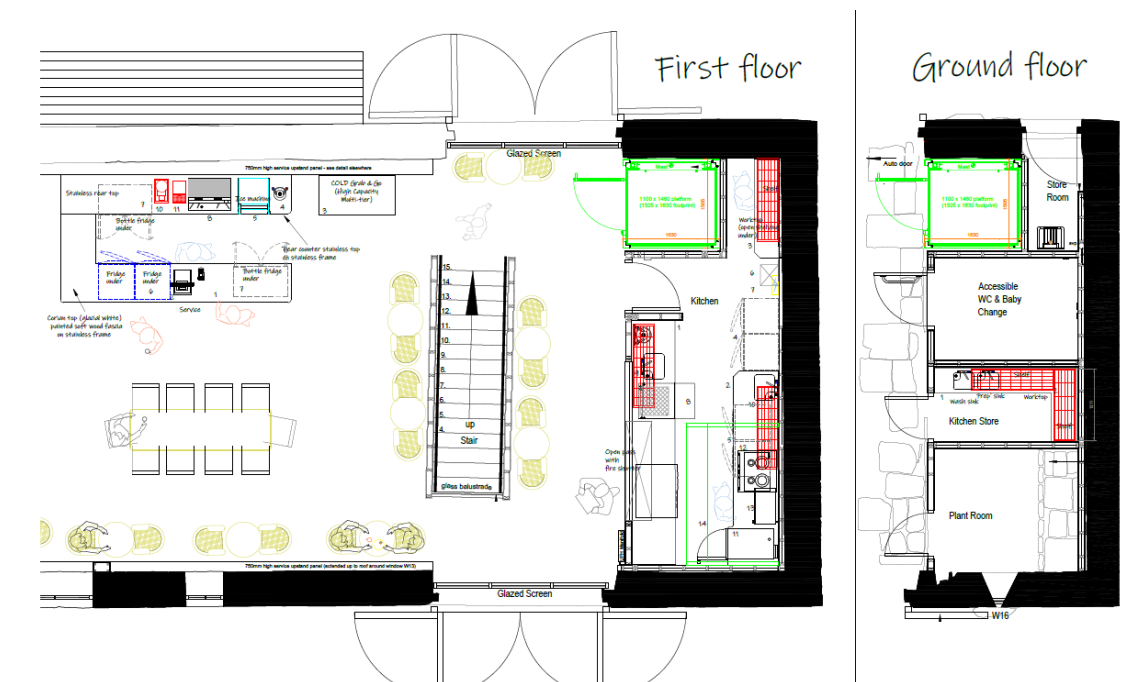
**TRETOWER CAFÉ SEATING CAPACITIES: INTERNAL SEATING AREA – 72m<sup>2</sup>**

This area consists of 72m<sup>2</sup> with 30 covers.

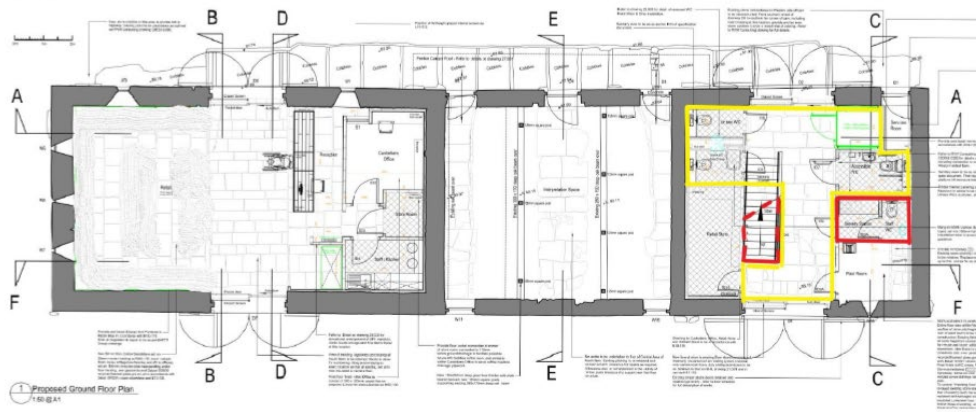


## TRETOWER CAFÉ EXTERNAL SEATING AREA - 58m<sup>2</sup>

This outside space provides an additional 20 covers, (with external water tap), which can be used in good weather.

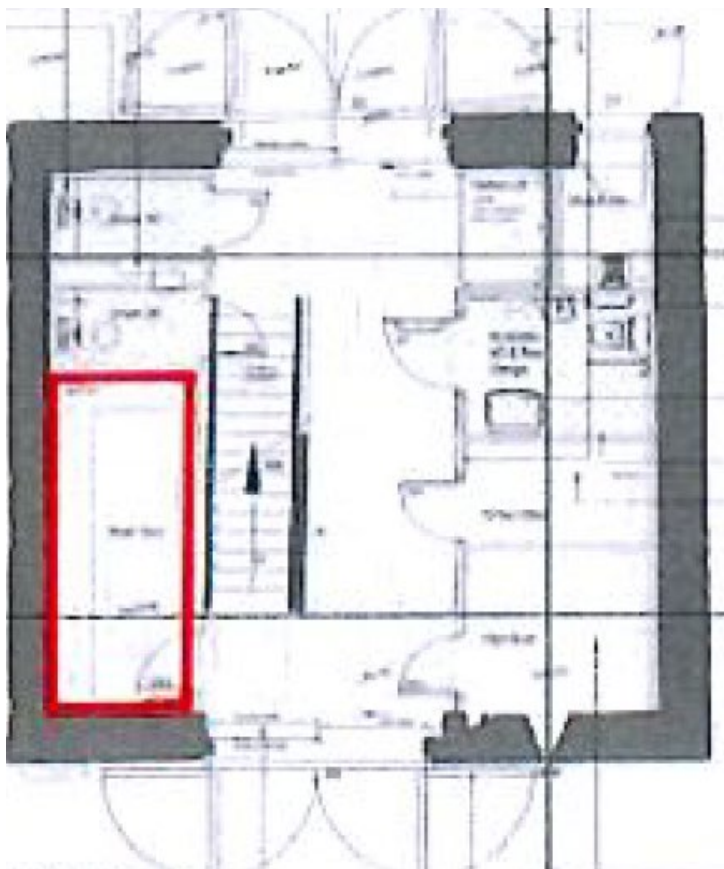


Layout plan of Tretower Café showing first floor café area, café servery and ground floor kitchen store.



LEASE PLAN 2

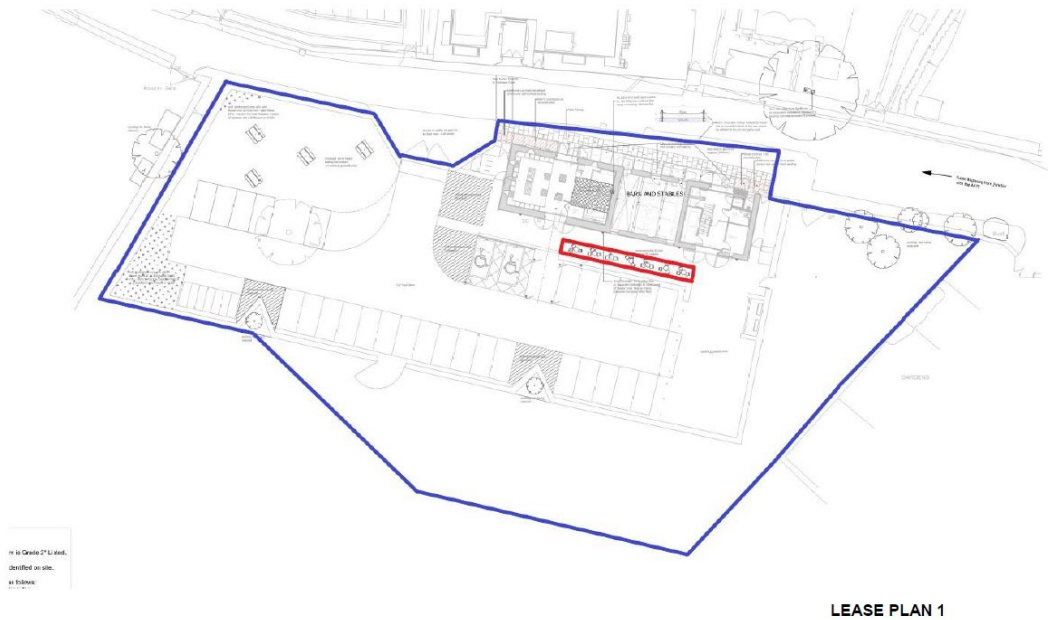
Ground floor kitchen store shown in red.



Ground floor dry storeroom.

Tretower Cafe benefits from mains electricity and water supply and private drainage.

TRETOWER BARN CAFE  
LEASE PLANS



The café is fully fitted with the following equipment provided as part of the occupational agreement:

**Schedule of Equipment**

- For the **Café Servery Front Counter:**  
servery and service counter and with stainless rear counter.  
integral cupboards/ shelving.  
chilled multideck.  
wash hand basin, taps and splashback.  
ice machine.  
undercounter fridges x2.  
undercounter bottle coolers x 2.  
2 group coffee machine Francino x 1.  
hot water boiler x1.  
coffee grinder x1.

**For the Kitchen:**

pass side worktop section with inset wash hand basin, taps and splashback.  
wash sink with taps and splashback.  
hot cupboard and pass section shelf with hanging heat lamps.  
fire shutter in pass.

rear wall 'cook-line' worktop section with prep' sink, taps and splashback,  
and open shelving under.  
ancillary worktop section x1.  
upright fridge.  
upright freezer.  
under-counter fridge & and under-counter freezer.  
COSHH cupboard x 1.  
flying insect killer x 1.  
dishwashing machine Winterhalter UC-LE x 1  
wall mounted two tier shelves.  
combi oven slim x 1.  
Quest 35840 Benross Digital Induction Hob Hot Plate.x1.  
salamander x1.  
ventilation canopy.  
Lincat Lynx 400 Induction Hob IH42

**For the Ground Floor Kitchen Store:**

L' shaped worktop section with inset twin basin prep sinks, taps and splashback, with open shelving under.  
wall mounted two tier shelving.

**General:**

extraction,  
lights and light fittings,  
underfloor heating, wall heaters and radiant heaters.  
Internal furniture - 11 tables / 30 chairs.  
External furniture – 10 tables / 20 chairs.

**To note:** The Operator will need to satisfy themselves that the equipment is in good working order. Cadw does not believe there are any issues with the current equipment. The Operator will be required to repair and replace all equipment as listed above, for the duration of the contract.

The Operator is also responsible for the servicing of all equipment within all Tretower Café areas and for all general internal maintenance, to keep both the equipment and the café areas in good repair.



*Tretower Court and Garden, Visitor Centre and Cafe Aerial View.*



*Tretower Court and Castle.*

## VISITOR NUMBERS FOR TRETOWER COURT AND CASTLE:

A total of 14,723 visitors to Tretower Court and Castle for FY April 2023 – end of March 2024, split monthly as follows:

April 23	1,754
May 23	1,723
June 23	1,477
July 23	2,025
Aug 23	2,490
Sept 23	1,509
Oct 23	1,180
Nov 23	315
Dec 23	415
Jan 24	384
Feb 24	446
Mar 24	1005
<b>Total:</b>	<b>14,723</b>

## OPENING TIMES 2024/2025:

### 1<sup>st</sup> April – 3<sup>rd</sup> November:

Open Daily: 10am- 5pm.

### 4<sup>th</sup> November – 31<sup>st</sup> March:

Open: Wednesday – Sunday, 10am–4pm

Closed Monday and Tuesday.

Closed 24<sup>th</sup>, 25<sup>th</sup> and 26<sup>th</sup> December and 1<sup>st</sup> January.

## CADW SERVICE STANDARD REQUIREMENTS AND OPERATOR RESPONSIBILITIES:

The successful operator will be expected to provide and adhere to the following Service Standard Requirements as part of this contract for Tretower Café catering unit at Tretower Court and Castle:

- To provide a year round, high quality, efficient and effective daytime catering service, to meet the visitor number demand, as appropriate, for a renowned Heritage Site. To complement and enhance the visitor experience and add to an overall enjoyable visit, for our visitors (currently circa 14K per year, post-Covid).

- To ensure no reputational risk to Cadw through any actions or activities by the Operator and their staff, or by any association with the catering facilities. To promote and support the work of Cadw and its aims and objectives to visitors during the length of the contract, and to support the work of Cadw Custodians and employees at Tretower Court and Castle.

### **Produce and Suppliers**

- An emphasis on quality Welsh products, friendly and efficient customer service, a warm Welsh welcome, availability of product, attractive and full counter displays.
- A commitment to use local, Welsh suppliers, and to support Welsh businesses, sourcing responsibly.

### **The Offer**

- For Tretower Café to provide a daily, fast turnaround, catering offer, to include hot and cold snacks, soup, sandwiches, cakes, tray bakes and afternoon teas, incorporating Welsh delicacies such as Bara Brith and Welsh Cakes, a variety of hot and cold beverages, and menu items for children. To make provision for vegetarian and vegan dietary requirements.
- To deliver a quick turnaround of customers, (especially in peak season), to cater for visitors to Tretower Court and Castle and successfully meet their expectations.
- To actively promote the café and its menu at site and within the wider community, social media etc

### **Pricing**

- Pricing to be accessible, with the Operator agreeing prices for their standard offer with Cadw at the outset, with any increases to be agreed in advance of any change with Cadw.

### **The Welsh Language**

- As a minimum, the Welsh Language is to be used as first language, English second and be in evidence by the Operator, in the following areas of the Tretower Cafe: bilingual menus, signage (to include menu items, promotional tent cards or descriptions), and counter service. There should always be a Welsh language member of staff available to speak Welsh to customers. The successful Operator should ensure that in implementing the contract, the Welsh language is promoted and facilitated and not treated less favorably than English.

### **Opening and Closing Times**

- As a minimum, Tretower Café is required to be open in line with Tretower Court and Castle's opening times and to adjust accordingly, if Tretower Court and Castle's opening times are changed i.e. to open at the same time as the stated opening time for the monument, and to close, no earlier than 30 minutes before the stated closing time of the monument. NB. There is the opportunity for the Operator to open the café 7 days a week in the Winter months (Nov – end Feb), when Tretower Court and Castle is open to visitors



for 5 days a week. There is also the opportunity for the Operator to open the café in the evenings and/or for private evening function trade.

- Tretower Cafe to open for any evening events which may arise, when asked to do so by the Client, and to provide an out-of-hours catering service if required. The frequency and nature of these events will naturally vary, but this is likely to increase in number; currently this is approximately fifteen events per annum, for example, Christmas shopping evenings and summer events.

### **Compliance: Food Hygiene, H&S and Allergens**

- Ensure compliance with all relevant legislation appropriate for the operation of this contract including, but not limited to, the Health and Safety at Work Act 1974; Food and Environmental Protection Act 1985; Environmental Protection Act 1990; Food Safety Act 1990; Food Safety (General Food Hygiene) Regulations 1995; the Control of Substances Hazardous to Health Regulations 2002; Food Hygiene Rating (Wales) Act 2013; Food Information (Wales) Regulation: 2014 and Assimilated Regulation (EC) No 1169/2011; General Food Hygiene 2004 and Assimilated Regulation (EC) No 178/2002; Food Hygiene (Wales) Regulations 2006 and Assimilated Regulations (EC) Nos 852/2004 and 853/2004.
- All compliance paperwork in relation to the Act's above, to be kept on site at Tretower Café with copies sent to Cadw Commercial, and to be available for inspection by Cadw, or their representatives, and the Local Authority Environmental Health Officer.
- Ensure a consistent Food Hygiene rating of level 5 for Tretower Cafe. Any changes to the Food Hygiene rating, will need to be reported to Cadw within 24 hours and a management plan agreed and put in place, to ensure that level five is reinstated within agreed timescales. Copy of the Food Hygiene rating and any EHO inspection report are to be sent to Cadw by the Operator, for Cadw records. The Food Hygiene rating sticker must be displayed at the entrance to the café.
- Failure to reinstate a Food Hygiene rating level 5, within the agreed timescales will require the Operator to work together with the Client to ensure rating level 5 is again achieved. Cadw reserves the right to undertake any required work to achieve this rating level and to seek reimbursement of any costs from the Operator.
- Cadw reserves the right to close the cafe if a 3 rating or below is awarded, until all actions and improvements are completed, and a follow up re-rating inspection is arranged with the EHO, and a 5 rating achieved once more.
- Co-operate with any Food Safety and Health and Safety compliance audits, as undertaken by Cadw or their representatives.
- Catering staff for Tretower Cafe, to be qualified in Food Hygiene to Level 2, with Management qualified to a minimum of Level 3 Food Supervising. Food Allergen Awareness training and Manual Handling are also to be completed, by all staff. Refresher training to be taken per annum. Staff training records and certificates to be kept on site and available to Cadw, with copies sent to Cadw Commercial.

- The Operator is to check all allergen requirements with the Foods Standards Agency and take advice from the local EHO to ensure all legislative compliance is being fully met by them for the café and Cadw visitors. Food business operators in the retail and catering sector are required to provide allergen information and follow labelling rules as set out in food law [Allergen guidance for food businesses | Food Standards Agency](#) This means that food business operators must provide allergen information to the consumer for both prepacked and non-prepacked food and drink [allergen labelling information for Prepacked for Direct Sale \(PPDS\)](#); handle and manage food allergens effectively in food preparation and food businesses must make sure that staff receive training on allergens. [Allergy training for food businesses | Food Standards Agency](#).
- The Operator will be expected to adhere to any Cadw monument Covid Risk Assessments and will be required to undertake their own Risk Assessment for the café, for approval by Cadw's Health and Safety team.

### **Equipment, Service and Repair Responsibilities.**

- Cadw will repair and if necessary, replace the **infrastructure** of Tretower Cafe facilities i.e. walls, floor, doors, roof and ceiling of the Café and that of the outside seating area i.e. stone paving/ gravel.
- The Operator will **repair and replace** the following **equipment** (but not exclusive ) for the execution of the contract for Tretower Cafe: cupboard and drawer base units, sink, taps and drainer with splashback, counter worktops, servery and roller shutter, insect exterminator, under counter refrigerator, upright freezer, upright fridge, refrigerated display unit, under counter oven, induction hob, Francino Contempo coffee and machine, coffee grinder, coffee knock out box, tables and chairs (x30), hand sink, taps and splashback, bins, COSSH Cabinet, extraction, lights and light fittings, perspex screens (re covid to counter), to a minimum agreed specification with Cadw. Any replacements are to be approved by Cadw, in advance of any purchase. All repairs and replacements are to be undertaken by qualified tradesperson, employed by a VAT registered company.
- The Operator will be responsible for the **service** of all equipment and infrastructure within Tretower Cafe. For Tretower Cafe, this includes (but not exclusive), insect exterminator, roller shutter, insect exterminator, under counter refrigerator, upright freezer, upright fridge, refrigerated display unit, under counter oven, induction hob, Francino Contempo coffee and machine, coffee grinder, coffee knock out box, extraction, lighting and drainage to include all drain and pipe blockages. All services are to be undertaken by qualified tradesperson, employed by a VAT registered company. Dates of service and record of service paperwork to be sent to Cadw and kept on site, and to be available for inspection by Cadw, or their representatives, and the Local Authority Environmental Health Officer when requested.
- The Operator will be responsible for all **emergency call out** work to Tretower Café, for example, such as blocked pipes, leaking pipes, tripped electrical supplies and extraction malfunctions.

- Day to day care of the flooring to the café is the Operator's responsibility as is re-sealing and varnishing the floor annually - bi-annually as a minimum – depending on wear and tear. The resealing and varnishing works to be carried out by a competent and qualified contractor, after liaison with Cadw in relation to methodology and products to be used.
- The Operator is responsible for internal re-decoration of all café, kitchen and storage areas.
- The Operator is responsible for the removal of any old, faulty, damaged and/or broken café equipment including furniture, and any associated removal costs. Old/ broken café equipment is **not** to remain in storage at site, but to be moved from the café/site promptly and safely. Cadw must be informed prior to removing any item of furniture and/or café equipment from the café or café areas.
- With the Operator responsible for servicing and emergency call-outs, the Operator needs to work closely with the Cadw Facilities Manager and Head and Lead Custodians, in reference to the reporting of faults, as some issues could have a profound effect on the overall daily Court and Castle business.

### **Financials**

- Participate in quarterly contract review meetings with Cadw, to include quarterly sales, financials, staff training, menu, suppliers, compliance, customer feedback and actions.
- Provide all required insurance documents applicable for the operation of the contract from commencement of the contract, annually, and as requested by Cadw.
- Provide management accounts on an open-book basis, to include, but not limited to, all costs, profit/loss and turnover on a quarterly basis and as requested by Cadw.
- The Operator will be responsible for providing their own till and PDQ card machine for use at Tretower Cafe.
- The Operator will be liable for any loss of takings, if Tretower Café and/or Court and Castle need to close for any reason, for example, due to utility services failure, equipment failure or adverse weather conditions etc.
- Cadw will not be liable to pay the Operator compensation to cover Tretower Cafe staff wages, for example, due to any site building works, adverse weather conditions, equipment failure or site closure for any reason.
- The Operator will be required to provide Cadw with its monthly sales turnover every 6 months, supported by till output documentation and a year to date turnover figure to Cadw within 15 days of 31st March and 30th September each year. The Turnover Rent will be calculated based on this figure in line with Paragraph 3 of Schedule 1 of the Lease 'Calculation of Turnover Rent'.
- The Operator is also required to provide to Cadw full management accounts every 12 months when complete.

### **Adverse Weather Conditions and Gritting**

- The Operator will be responsible in adverse weather conditions to risk assess and grit the external areas to include the external seating area, which is part of the Tretower Café facility, with Cadw responsible for the wider site.

### **Refuse and Recycling**

- From 6 April 2024 it became law for all businesses to separate their waste for recycling. This will improve the quality and quantity of how we collect and separate waste. The following materials will need to be separated for collection and collected separately: food – for premises that produce more than 5kg of food waste a week; paper and card; glass, metal, plastic, and cartons and other fibre-plastic composite packaging of a similar composition; unsold small waste electrical and electronic equipment (sWEEE); unsold textiles. There will also be a ban on the following: sending food waste to sewers.
- The Operator will be responsible for the management, recycling and/or disposal of all rubbish and waste material connected with the operation for Tretower Cafe, and in obtaining the necessary commercial waste licenses. The licenses are to be available on site, for inspection by the Client, or their representatives, and the Local Authority Environmental Health Officer.
- The Operator will be responsible for the purchase of additional litter and recycle bins in relation to any future increase in quantities of rubbish/waste material from the Tretower Café catering facility. The successful Operator will be required to pay the cost for the daily, emptying of bins and removal of waste from site; this cost will be charged and reviewed annually by Cadw.

### **Cleaning, Cleaning Materials, Deep Cleans and COSHH**

- The Operator shall be responsible for the cleaning and tidying of all catering areas, public, servery and preparation, to include all equipment, tiling, flooring, walls, light fittings, counters, tables and chairs, menus and signage of Tretower Cafe.
- The Operator will be responsible for organising an annual certified hygiene deep clean of the Tretower Cafe catering facility. Record of dates and paperwork to be kept on site and to be available for inspection by Cadw or their representatives, and the Local Authority Environmental Health Officer.
- The Operator will be required to carry out a T19 clean for the service of the café kitchen extraction, extraction canopy and ductwork at least annually if not more regular. Record of dates and paperwork to be sent to Cadw and kept on site, and to be available for inspection by Cadw, or their representatives, and the Local Authority Environmental Health Officer when requested.
- The Operator will be required to carry out an annual high level clean to the lights for Tretower Cafe, at least annually, if not more regular. Record of dates and paperwork to be kept on site and to be available for inspection by

Cadw, or their representatives, and the Local Authority Environmental Health Officer.

- The Operator to risk assess the external seating area to determine how frequent to jet wash this area. This area is to be jet washed a minimum of at least once a year.
- To supply all cleaning materials and equipment for Tretower Cafe and to undertake staff training in connection with this, to meet all Food Hygiene, Health and Safety, and COSHH regulations.
- To store all cleaning materials for Tretower Café, to meet COSHH compliance. <https://www.hse.gov.uk/coshh>
- To clean all windows and glass doors (internal and external sides) to the Tretower Café facility.

### **Rent and Utilities**

- The Operator will pay base rent as will be specified in the lease to be signed by the operator and Cadw. Base rent should be paid monthly. The rent is to be payable by Direct Debit. The Operator will not be required to provide a deposit.
- The annual commencement rent to be paid to Cadw is to be £7K ex VAT fixed for 3 years until June 2028.
- Plus Turnover rent 10% of gross sales over £145,000 less VAT, with accounts to be submitted in a timely matter.
- In addition, the Operator will be responsible for all outgoings related to Tretower Café, and their use such as Business Rates, Council Tax, water, electricity and utility charges.
- The Operator will serve Cadw with no less than 9 months' notice if they wish to terminate their occupational agreement within the agreement period.
- The Operator must pay in full the rent due for the notice period even if they choose to vacate the Premises beforehand, unless agreed otherwise in writing by Cadw.

### **Staff Uniforms/ Signage**

- All signage and uniform must be in line with Cadw branding on the site.
- Cadw will work with the operator to design signage in line with the Cadw brand in the Café.
- The Operator must ensure catering staff for the Café, wear an appropriate uniform suitable for catering, and have name badges, identifying them as employees of the catering Operator. Cadw is to be consulted on the choice of uniform and their approval obtained, prior to purchase.

### **First Aid and Accident Reporting**

- The Operator and members of their staff are first aid trained they will need to ensure they maintain their first aid certificate and provide / manage their own first aid kit, providing first aid for their own staff and customers. For

major accidents, the Operator will coordinate with the Head / Lead Custodian on duty at that time, who can assist with any access issues for emergency services / cordoning off from public.

- If any of the Operator's staff working at the mobile unit, on any given day, are not first aid trained, first aid cover will need to be supplied. Effective means of communication needs to be maintained between both teams i.e. via radios as agreed by the Head/Lead Custodian. The same record keeping principals will apply.
- Any accidents by the Operator's staff, are to be recorded on the Cadw Accident reporting system as soon as they occur. The Operator can use Cadw's Accident Investigation Report (AIR) form; a version is to be kept at the relevant catering facility at site, by the Operator, and a copy submitted to the Cadw safety team.

### **Induction**

- The Operator to carry out an induction process for any new staff for Tretower café and introduce them to the Cadw Head Custodian, Lead Custodians and Custodians.  
All new staff are to given training by the Operator working collaboratively with Cadw, on what to do in the event of a fire and evacuation procedures as part of the induction process.

### **Compliance and PAT Testing and Fire**

- The Operator will be required and responsible for, arranging (with a recognised and qualified Pest Control contractor), management and payment of, a Pest Control Service contract, for quarterly visits (as a minimum) to the catering facility to include café, kitchen, all storage areas, café refuse bin areas and external seating area. Records of visits and outcomes by the Pest Control contractor are to be sent to Cadw and kept on site, and to be made available to the Client when requested. Any advice by the Pest Control contractor is to be acted on, by the Operator and Cadw to be informed directly.
- The Operator will be required and responsible for, arranging, (with a recognised and qualified Fire Safety contractor), management and payment of a Fire Equipment Service contract, for annual testing, to the Cafe facility. Access/dates for this service work must be agreed in advance with the Head Custodian in reference to the impact on the Visitor Centre. Records of visits and outcomes by the Fire Safety contractor are to be sent to Cadw and kept on site, and to be made available to Cadw when requested. Any advice by the Fire Safety contractor is to be acted on by the Operator and Cadw to be informed directly.
- The Operator will also be required to undertake a Fire Risk Assessment for the Café to include a Fire Evacuation plan for the preparation and Café area. This plan needs to be agreed with Cadw to form part of the overall FRA for the Tretower Visitor Centre.

- The Operator will be responsible for arranging and payment, of annual PAT testing (with a recognised and qualified electrician) for all catering electrical equipment, within the overall Café facility, as part of the contract. Records of visits and the PAT testing report are to be sent to Cadw and kept on site, and to be made available to Cadw when requested. Any advice by the contractor is to be acted on by the Operator and Cadw to be informed directly.
- The Operator will be required and responsible for, arranging (with a recognised and certified extractor and ductwork cleaning contractor), management and payment for T19 cleans to the kitchen ductwork, extraction canopy and extraction system, at least annually, to the cafe facility. Clean to include the grease trap. NB. the grease trap is to be cleaned 6 monthly. The access/dates for this service work must be agreed in advance with the Head Custodian in reference to any impact on the Visitor Centre. The T19 clean is to be booked to take place out of opening hours to avoid any closure to the café. Records of visits and outcomes by the cleaning contractor are to be sent to Cadw and kept on site, and to be made available to Cadw when requested. Any advice by the contractor is to be acted on by the Operator and Cadw to be informed directly.
- There will be conditioned survey checks and legislative checks by the Client at least annually.
- It is the Operator's responsibility and duty, to ensure these and all other compliance measures are taken and implemented to meet the legal requirements. Any failure of undertaking of any legislative compliance services by the Operator, will result in the service being undertaken by the Client and the cost recharged to the Operator together with a management fee.

#### **Non- Domestic Council Tax**

- In addition, all other charges such as non-domestic council tax will be the direct responsibility of the Operator. It is the duty of the Operator to establish these costs directly with the local authority.

#### **Fair Working Practices**

- Ensure that fair working practices are being implemented throughout the occupational term. Fair work practices may include (this is not an exhaustive list):
  - A fair and equal pay policy that includes a commitment to paying all staff at least the voluntary Living Wage set by the Living Wage Foundation (<http://www.livingwage.org.uk>)
  - Becoming an accredited Living Wage employer
  - Ensuring that all staff have access to training and development opportunities
  - Promoting equal opportunities for all staff regardless of age, gender, disability, religion, race and sexual orientation.
  - Stable employment, avoiding inappropriate use of zero-hours contracts.

- Flexible working arrangements to allow support for carers, and for family friendly working.
- Supporting workforce engagement, for example Trade Union recognition and representation, or other arrangements for empowering staff.

### **Community Benefits**

- Cadw is striving to develop a vibrant Welsh economy capable of delivering strong and sustainable economic growth, by providing opportunities for everyone in Wales, and in particular, local communities. Sustainable development is ensuring our actions contribute to social, economic and environmental well-being both now and in the future. The successful Operator will need to demonstrate how they aim to achieve this during the course of their contract, working together with Cadw, to build stronger communities, reduce social exclusion and poverty, to improve the environment and to encourage growth of the local and Wales' wide economy.
- Cadw's commitment to deliver 'community benefit' outcomes from our procurement activity is designed to ensure that wider social and economic issues are taken into account when spending public money. The intention is to achieve the very best value for money in the widest sense.
- The Community Benefits Policy has key strategic priority areas that align with the Welsh Government Programme for Government commitments. The policy priority areas that the client want you to focus on in your Community Benefits proposal are:
- Training and recruitment opportunities for the economically inactive/disadvantaged groups, including Worklessness (Welsh Government Lift Programme), and/or graduates, under graduates' placements and/or trainees, and/or apprenticeships etc.
- Consider opportunities for recruiting and training the above groups as part of the workforce delivering this contract / agreement.
- Retention and training for the existing workforce
- Promotion of Environmental Benefits

\*Long-term economically inactive' in this invitation means those who have not been in paid employment in the last 3 months immediately prior to the date of this invitation. For the definition of disadvantaged please refer to the EU definition which can be found in the community benefits measurement tool, employment tab at this link <http://prp.wales.gov.uk/toolkit/>

### **Environmental statement**

Cadw is committed to minimising the effect of its day-to-day operations on the environment and users of Welsh Government buildings are encouraged to adopt a sound, proactive, environmental approach, designed to minimise harm to the environment.

Factors to be considered should include areas such as:



- Adopting an environmental management system which includes focus on disposal of waste and packaging.
- More efficient use energy and water.
- Beginning to embed sustainability into the provision of goods and services supplied.
- Use of recycled paper containing only post-consumer waste for all non-specialist printing whenever possible.
- Reduction in carbon dioxide emissions from business travel by extending use of video conferencing and encouraging the use of low emissions vehicles.
- Building an environmentally friendly work culture through training and high quality communication with staff.

Whilst on site the Operator should be aware of and actively support Cadw's Environmental Policy Statement which will be made available to you

### **Monitoring**

#### **Cadw's Contact Point:**

The Contract Managers for Cadw will be Zara Cottle, Cadw Senior Commercial Manager and/ or Ruth Burrows, Cadw Commercial Manager.

The Contract Managers will be the point of contact during the course of the contract. The Cadw Contract Manager will elect to meet a named representative of the Operator as and when necessary, to discuss any issues which may have arisen during the period of their occupation.

### **Operator's Personnel**

The Operator should provide the names of personnel to be assigned to the contract, their status in the organisation and their previous experience of dealing with contracts of a similar nature. Operators should also give details of a nominated contact point.

In the event of non-compliance with the Specification, the following procedure will be followed:

- notification of complaint and requirement to comply.
- notification of unacceptable practices and/or substantial non-compliance to the Specification of the Services.
- Recourse to the conditions of contract.

### **Security**

- If the successful Operator requires for its personnel, frequent and uncontrolled access to the premises of Cadw, or where such personnel have access to restricted information, or proximity to public figures, then all such personnel must satisfy the security requirements of Cadw and the Welsh Government, by completing a security questionnaire. No security passes will be issued to personnel of the successful Operator, until they have obtained the required security clearance. Until then, they will be issued with a temporary pass and will have to be escorted by a member of staff each and every time they have access to the premises.

- The successful Operator should ensure that appropriate checks have been undertaken through the Disclosure and Barring Service for any personnel that are likely to come into contact with children, young people or vulnerable adults during the course of this contract (NB. DBS checks are not required for persons with access to information as opposed to face to face contact]. Evidence that these checks have been performed should be presented to the Cadw once they have been completed and prior to any contact.
- In addition, Operators will need to address how informed consent from children/young people/vulnerable adults and their parents/carers will be achieved and how permission in relation to access will be achieved from statutory and voluntary organisations (if appropriate). The Operator must also outline an appropriate protocol in relation to disclosure of information gained in the course of the work that indicates a child/young person/vulnerable adult may be at risk. The protocol should be in accordance with the local Area Child Protection Committee/Local Safeguarding Children Board procedures for the area in which the child/young person lives. The protocol should specify that where there are any concerns that a child/young person/vulnerable adult is, or may be at risk, those concerns will be notified immediately to the local social services department or the police and will be followed up in writing.
- The Operator is required to undertake to ensure that any personal data it processes in accordance with this contract is compliant with the Data Protection Act 1998 ('The Act'). Under the provisions of the Seventh Data Protection Principle of the Act, the data controller (Cadw) is obliged to ensure that appropriate Information Security measures are in place to safeguard any personal data the successful bidder processes in providing the services under this contract.

### **Changes to the Lease and Lease Specification**

This Specification document sets out Cadw's high level **Service Standard Requirement and Operator Responsibilities**. During the life of the lease these **requirements** will be refined through discussion and agreement of both parties. Cadw reserves the right to make any changes to the Specification and the Lease for Tretower Café at Tretower Court and Castle and Barn.

### **AWARD OF OCCUPATIONAL AGREEMENT EVALUATION:**

The successful operator will be identified from the Expressions of Interest received by the closing date and offered an occupational agreement on the basis of the following criteria, which are listed in order of importance including the weighting applicable to each criterion. The information provided by applicants for each *individual* criterion (within the Technical Evaluation Criteria) is to be limited

to the number of words specified, any additional information provided above the word count will not be considered as part of the evaluation.

## EXPRESSION OF INTEREST PROCESS: TECHNICAL EVALUATION CRITERIA.

Please provide a methodology of how you will manage Tretower Court and Castle, Cafe catering operation.

<ul style="list-style-type: none"> <li>• How you will meet <b>each</b> of the <b>Service Standard Requirements</b> as set out above in the 'Service Standard Requirements and Operator's Responsibilities' section, as part of this specification.</li> <li>• How you will deliver the <b>food service requirements</b> in terms of its suitability for a historic, Welsh Heritage site, including details of proposed menu, suppliers and pricing strategy for the Café.</li> <li>• How you will manage Tretower Café to ensure high, quality <b>food service and excellent customer service</b> are delivered consistently, all year round.</li> <li>• How you will measure <b>customer satisfaction</b> and use this feedback to improve customer service.</li> <li>• Provide your proposed <b>staffing levels</b> (for peak and low season) and details of <b>key</b> personnel who will be responsible for the management and operational running, of Tretower Cafe.</li> <li>• How you will meet <b>additional</b> demands on staffing, such as special events and evening events.</li> <li>• How you will demonstrate you are a <b>local</b> and <b>independent</b> business.</li> <li>• Show your commitment to using Welsh suppliers.</li> <li>• How you will undertake food hygiene, allergen, and all H&amp;S <b>staff training</b> and <b>induction</b>.</li> <li>• How you will manage Tretower Cafe and your team, to ensure all food hygiene, food safety, environmental, fire, and health and safety, <b>compliance</b> requirements are met.</li> <li>• How you will undertake all <b>repairs, emergency call outs, replacing and service requirements</b> of the equipment for Tretower Cafe.</li> <li>• How you will meet the Welsh Language requirements for Tretower Cafe.</li> <li>• How you will demonstrate an environmentally friendly business approach.</li> </ul>	<p><b><u>Weighting.</u></b></p> <p><b>50%</b></p> <p>(maximum 2500 words)</p>
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<p><b><u>Fair Work Practices</u></b></p> <ul style="list-style-type: none"> <li>Welsh Government is a Living Wage employer. Please describe how you will ensure that all workers engaged in the delivery of this contract will be subject to fair work practices and receive fair payment.</li> </ul>	<p><b>5%</b></p> <p>(maximum 450 words)</p>
<p><b><u>Community Benefits</u></b></p> <ul style="list-style-type: none"> <li>How your operation can meet community benefits re 'The Operator' section of this specification.</li> </ul>	<p><b>10%</b></p> <p>(maximum 450 words)</p>
<p><b><u>Commercial Evaluation Criteria</u></b></p> <ul style="list-style-type: none"> <li>Annual rent to be paid; demonstrate how viable the rent levels of £7K ex VAT for the café will be covered against predicted sales and your existing financial standing. Please provide evidence of how you will fund the business and include estimated sales, budgets and cash-flows for the first three years of trading.</li> <li>Please provide detail of your experience in the hospitality and catering industry and include your CV.</li> </ul>	<p><b>35%</b></p> <p>(maximum 1000 words)</p>

### **TIMETABLE OF EVENTS:**

<b>Date</b>	<b>Milestones</b>
Issue of Expression of Interest Notice	Wk comm 2 Dec 2024
Deadline for Requests to Attend the Viewing Day	22 January 2025
Viewing Day	30 January 2025 (date may be subject to change).
Deadline for Expressions of Interest to be received by Cadw	9 February 2025
Interviews	19 February 2025 (date may be subject to change).
Evaluation of bids	Wk comm 24 February 2025
Award of Occupational Agreement for Tretower Cafe	Wk comm 3 March 2025
Agreement start date for Tretower Cafe	April 2025

## THE OCCUPATIONAL AGREEMENT:

- Term:** The first part of the occupational agreement for Tretower Cafe will start from March 2025. The initial occupational agreement for Tretower Cafe, will run for 3 years until 2028 and if the relationship between Cadw and the Operator proves successful, this will be able to be extended in line with normal Landlord and Tenant negotiations
- Rent** The prospective Operator is asked to pay Cadw rent on a pounds per annum basis plus VAT. The rent is to be payable by Direct Debit monthly in advance. The first rental payment will be due on the 1st day of the term.
- After year 2 a **Turnover rent Provision** equal to 10% of Tretower café gross sales over £145,000 less VAT will also be paid to the Client in addition to the base rental figure, when sales over this figure are achieved.
- Deposit:** The Operator will not be required to provide a deposit.
- Insurance:** The Operator is responsible for contents, fixed equipment, employee and third party insurance.
- Repairing Responsibilities:** The Operator will **repair and replace** all equipment as listed in the ‘Cadw Service Standard Requirements and Operator Responsibilities’ section, for the duration of the contract.
- The Operator is also responsible for the **servicing** of all equipment and infrastructure of Tretower Cafe, **emergency call outs** and for **all general maintenance**, to keep both equipment and the internal of the building in good repair.
- Sub Letting:** There will be no right to assign, sub-let or part with possession of the whole or any part of the premises.
- Outgoings:** The Operator will be responsible for all outgoing related to the property and their use such as Business Rates, Council Tax, refuse, water, electricity and utility charges.

Notice Period: The Operator will serve Cadw with no less than 9 months' notice if they wish to terminate their occupational agreement within the agreement period.  
The Operator must pay in full the rent due for the notice period even if they chooses to vacate the Premises beforehand, unless agreed otherwise in writing by Cadw.

On Site Services: The Operator will have access to ancillary spaces for storage including a ground floor dry storeroom and an additional kitchen storage area. These will be detailed in the Occupational Agreement.

### **APPLICATION PROCESS:**

Requests to Attend Viewing Day:

**Deadline for Requests to Attend the Viewing Day: 8<sup>th</sup> January, 2025.**

Requests to attend the Viewing Day must be received at Cadw Commercial Mailbox [cadwcommercial@gov.wales](mailto:cadwcommercial@gov.wales)

Requests should be marked '**Request to Attend Tretower Cafe Viewing Day**' and sent for the attention of Ruth Burrows, Cadw Commercial Manager. Requests to attend the Viewing Day are to include your full contact details, name, business name, position and business address.

Viewing Day:

**16<sup>th</sup> January, 2025 (9.30am until 1pm).** Cadw staff will be available to provide access and to discuss Tretower Cafe. **NB.** viewing time will be limited.

Date for Receipt of Expressions of Interest:

**Deadline: 12 noon, 28<sup>th</sup> January, 2025.**

Completed applications must be received at: Cadw Commercial Mailbox [cadwcommercial@gov.wales](mailto:cadwcommercial@gov.wales)

Applications should be sent by email and marked, '**Tretower Café Application, Private and Confidential**' and for the attention of: Ruth Burrows, Cadw Commercial Manager.

The application must bear the applicant's signature, certifying that the information given is correct with applicants looking to include **estimated sales, budgets and cash-flows for the first three years.**

Prospective Operator's should include information in reference to their **qualifications, relevant experience and business plan for Tretower Café and to include their CV as part of their application.**

Applicants should also include information as to the assets they will be bringing to the business, along with income and sources of capital available for investment.

Cadw wishes to ensure that operators have the necessary financial standing and resources to meet their obligations throughout the duration of this contract and it should be noted that **financial checks** of your existing business will be undertaken as part of the Expression of Interest process. In addition, this may also include (where appropriate) considering your level of existing work commitments and the potential impact on resources that awarding a contract would have. In deciding to tender for a contract, you should also be aware and take in consideration the risks of becoming over-reliant on Cadw's business, or indeed that of any customer. In doing so, you should take into account earnings from any other work undertaken for Cadw as well as potential earnings from this contract.

Applicants may use a professional agent to assist in the preparation of their application, but this should be declared and applicants should be absolutely certain that they know and agree with what is written.

**Cadw reserves the right not to accept the highest or indeed any Expression of Interest received.**

Selection Process:

All applications received on or before the Expression of Interest deadline will be considered and a shortlist prepared.

Those shortlisted will be asked to attend an interview. Interviews will be held on site-with invites to join, sent in advance of the interview date.

The interview panel will include Zara Cottle, Cadw Senior Commercial Manager, Ruth Burrows, Cadw Commercial Manager, Ian Andrews, Cadw Head Custodian, Tretower Court and Castle, Nathan Wilcox, Cadw Facilities Manager. A further shortlist may then be prepared and a second interview may follow.

Following the selection of the successful applicant, financial checks of your existing business will be undertaken and negotiations will take place to agree the final content of the Commercial Tenancy agreement which will be initially drafted by Welsh Governments legal representatives.

**To note:**

It should be noted, these particulars are for guidance purposes only and are only intended to give a summary of Tretower Café and does not constitute part of an offer or contract. All persons view the property entirely at their own risk and Cadw will accept no liability for loss, damage or injury howsoever caused. All descriptions, dimensions, images etc. contained in this document and/or given through discussions with Cadw are given as indications without responsibility and any interested parties should not rely on them as statements or representations of fact, but must satisfy themselves by inspection or otherwise as to the correctness of each of them. Cadw reserves the right not to accept any expression of interest received and does not bind itself to accepting the highest financial offer. Prospective Operators are encouraged to make their own enquiries in respect of any necessary planning requirements for the intended use.

**Cadw reserves the right of not having to accept any offer received for Tretower Café.**

**All applications must be sent to [cadwcommercial@gov.wales](mailto:cadwcommercial@gov.wales) to be received not later than 12noon on 28<sup>th</sup> January, 2025**

Also, please visit our website <https://cadw.gov.wales/>