



National Film and Sound Archive of Australia

Request for Tender NFSA 2021/P147

NFSA Café Operations and Strategic Events Partnership

Document 2 Statement of Requirements

Tender Closing Time:
2:00 PM AEST, Friday 9 July 2021

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Important Dates

Monday, 7 June 2021	Request For Tender Release Time (2:00PM AEST)
Tuesday, 22 June 2021	NFSA Building Café Site Inspection
Monday, 5 July 2021	Question and Clarification Request Deadline
Friday, 9 July 2021	Request For Tender Closing Time (2:00PM AEST)

1. Introduction

- 1.1 The National Film and Sound Archive of Australia (NFSA) invites Tender Responses from suitably experienced individuals and organisations for the operation of the NFSA café in Acton ACT and to be party to a strategic events partnership in accordance with NFSA Request for Tender (RFT) 2021/P147.

2. The NFSA Building in Acton (ACT) and the Café Premises

2.1 Agency Introduction

- 2.1.1 The NFSA is the custodian of the national audiovisual collection. The collection represents the cultural diversity and breadth of experience of all Australians. Recorded sound and moving image are perhaps the most vivid forms of expression known to humanity. These technologies capture a 'living' record of people, places, and events – a record of who we are and were, and of who we want to be.

Underpinning the day-to-day operations of the NFSA is a unified vision and commitment to 'collect', 'preserve' and 'share' the national collection.

We believe that the collection represents the most significant and engaging place for encounters with our memories, stories, creativity and imagination. The collection of over 3.3 million items includes moving image and sound production from its earliest days to the present. Drama, actuality and documentary, creative arts, social and scientific history, comedy, video games, experimental and unique amateur audiovisual records are all represented.

The collection is constantly evolving; it ranges from the analogue era to the digital age and includes the latest digital files produced by today's media creators and professionals. A large part of the collection is also made up of documentation and artefacts, such as private papers and memorabilia, publicity, costumes, posters, stills, scripts and oral history interviews with a range of people from the creative industries.

Audiovisual recording formats are often physically fragile and quickly become obsolete as technology changes. Their preservation is a costly and highly specialised field of heritage protection, and our techniques and approaches evolve along with the development of the media and entertainment industries.

In a converged digital environment, collections are not preserved once and for all; they are being preserved through an ongoing process of format-shifting and lossless data migration. The NFSA audio collection spans over 120 years of Australian sound recordings, showcasing a wide range of subjects, genres and formats.

2.2 The NFSA Building in Acton (ACT)

- 2.2.1 The two-storey NFSA Building at McCoy Circuit, Acton was built in 1930 as the Australian Institute of Anatomy. In 1998 a major addition to the original main building was undertaken with the construction of a two-storey Annex wing across the north western end of the building, containing staff offices and technical labs. The NFSA Building and the Annex feature a connected basement level. There is also a small residence building adjacent to the main building.

- 2.2.2 Approximately 120 NFSA staff are based at the NFSA Building in Acton, with the remaining 45 staff regularly attending the building from other NFSA offices and sites located in Mitchell (ACT), Sydney (NSW), and Melbourne (VIC).
- 2.2.3 The NFSA café is located within the NFSA Building on the ground floor of the main heritage building and is accessible from the main foyer on McCoy Circuit, as well via an outdoor courtyard accessible from the Annex side on Liversidge Street. Wheelchair access is available from the Liversidge Street entrance.
- 2.2.4 The site and its buildings are listed on the Commonwealth Heritage List and a Heritage Management Plan is in place to protect and preserve the heritage values of the site in accordance with obligations under the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).

2.3 **The NFSA Café Premises**

- 2.3.1 The NFSA Café space is approximately 57 square meters, with a further 6 square meters available for lockable cage storage on the basement level.
- 2.3.2 The NFSA Café also services an open courtyard of approximately 422 square meters, and a covered seating space of approximately 143 square meters; collectively entitled the 'Outdoor Areas'. The total maximum attendance in the Outdoor Areas is 330 people, however this figure may be reduced to 210 to allow for social distancing during time of viral outbreak and pandemic.
- 2.3.3 The NFSA Café is not intended or set-up to be operated as a commercial kitchen, noting there is a small domestic extraction unit and grease trap.
- 2.3.4 A passenger lift and a goods loading lift are both easily accessible to transfer items between the café and the lockable cage storage on the basement level, as well as nearby temporary and contractor-specific loading spaces to assist with deliveries.
- 2.3.5 Co-located facilities at the NFSA Building include:
 - (a) Reception Foyer;
 - (b) Front desk ticketing services;
 - (c) Arc Cinema (248-seat);
 - (d) NFSA Theatrette (114-seat);
 - (e) Small Exhibition Gallery (Front Room);
 - (f) Library (Exhibition Use);
 - (g) Exhibition Gallery;
 - (h) Public Engagement Space (Under Construction);
 - (i) Public toilets (Mens/Womens/Unisex/Accessible);
 - (j) External lawns and public tables and seating;
 - (k) Dedicated bicycle and e-scooter (Beam/Neuron) parking;
 - (l) Paid public carpark (including dedicated disabled and coach parking);
 - (m) Secured NFSA staff carparking (two parking lots); and
 - (n) 15-minute temporary parking and 30-minute contractor loading space parking.

2.3.6 Closed Circuit Television Cameras (CCTV) are operational throughout all public areas excluding the café. The NFSA Building is under a multi-layered, 24/7 security access, monitoring, alarm, and guarding system.

2.3.7 Detailed technical information about the physical café and Outdoor Areas, as well as a list of equipment and inclusions (with accompanying condition report) is set out at paragraph 2.8 of *RFT Document 2 – Statement of Requirements* (this document).

2.4 Exhibitions, Events, Public Programming, and Venue Hire

2.4.1 The NFSA Building in Acton (ACT) is a hub for year-round exhibitions, events, screenings, educational and public programming, and venue hire. These events are typically organised through the NFSA Exhibition, Education, and Public Programs and Visitor Experience Teams, and intended to appeal to a wide variety of audiences, age groups, and special interests.

2.4.2 An example of some current events and exhibitions include:

- (a) Two major temporary exhibitions per year; 5-month runs each, with 6-week changeover period (Hosted in the Exhibition Gallery);
- (b) Hive: Interactive Public Display (Hosted in the Library);
- (c) Two minor cost-free exhibitions per year (Hosted in the Small Exhibition Gallery);
- (d) Film screenings and events including Q&A sessions, building tours, panel discussions, live music, Australian, International, and Independent Film Festivals, currently occurring at the following intervals per month:

- 2 x Thursday nights
- 1 x Friday morning
- Every Friday night
- 1 x Saturday morning
- Every Saturday afternoon
- 2 x Saturday nights
- 1 x Sunday afternoon;

(e) Venue Hire bookings including film festivals and boutique conferences (approximately 20 events hosted per year); and

(f) Private Functions, Media Launches, and TV Show Filming.

2.4.3 For more information about current and planned exhibitions and events at the NFSA, please visit <https://www.nfsa.gov.au/whats-on>.

2.5 Annual Visitation and Patronage

2.5.1 Between 1 July 2019 and 16 March 2020, the NFSA recorded the following physical visitation to the NFSA Building in Acton (ACT):

- (a) 60,916 total visitors;
- (b) 35,692 visitors to NFSA-hosted exhibitions and general visitors;
- (c) 17,183 participants in public programs and events; and

- (d) 8,041 students attending education programming.
- 2.5.2 In addition, between 1 July 2019 and 16 March 2020, the NFSA recorded the following web-based traffic volumes to NFSA websites and social media pages:
 - (a) 1.8 million visits to the NFSA Website (www.nfsa.gov.au);
 - (b) 5.28 million views of content published on the NFSA YouTube channel; and
 - (c) 10 million total reached users via NFSA Facebook, Twitter, and Instagram.
- 2.5.3 Please note that the NFSA Building in Acton (ACT) was closed to the public due to the COVID-19 pandemic between 17 March 2020 and 30 June 2020, and re-opened to the public on 1 August 2020.
- 2.5.4 For more information about historic NFSA physical and online visitation and audience reach, please refer to the annual reports published on the following webpage: <https://www.nfsa.gov.au/about/corporate-information/publications/annual-reports>.
- 2.5.5 The NFSA continues to explore new and innovative ideas and initiatives to ensure greater engagement, participation, and visitation in future. A strategic events partnership with the NFSA's café operator provides a meaningful opportunity to co-design, collaborate, and share in the benefits of enhanced revenue generation.

3. Statement of Requirements

3.1 Objectives and Outcomes

- 3.1.1 The NFSA are seeking to engage a suitably experienced, capable and high-performing café operation firm to deliver upon the following strategic objectives and outcomes:
 - (a) Consistent and reliable delivery of high-quality, attractive café services to visitors, customers, stakeholders, and staff at the NFSA Building in Acton (ACT);
 - (b) Immersion of café clientele in a uniquely 'NFSA' atmosphere and ambience, and further develop and solidify the location as an essential ACT 'destination';
 - (c) Active cross-promotion of the NFSA and café through the co-design and development of targeted marketing, events, and social media initiatives; and
 - (d) Cost-effective delivery of flexible and adaptive catering, venue hire (currently operated by the NFSA), events management, and stakeholder engagement options (so far as they are able to deliver upon), in partnership with the NFSA Engagement and Executive Teams.
- 3.1.2 Additionally, the NFSA has a genuine interest in the continued enhancement and growth of its brand, image, patronage, relevance, and cultural significance. The secondary intent of this RFT process is to identify and engage a strategic events partner on the basis of collaboration and shared outcome realisation, rather than a strictly transactional engagement for café operations and associated services delivery.
- 3.1.3 For the purposes of this RFT process, licensed café operations are deemed a core business requirement, while the strategic delivery of catering, venue hire, and/or events management are deemed to be supplementary business requirements.
- 3.1.4 The NFSA will consider, in good faith, all Tenderer proposals that set out a high-level framework for co-design, collaboration, and mutual incentivisation. Specific initiatives,

activities, and partnership arrangements (as applicable) will be agreed on the commencement of a contract with a successful Tenderer, and for the Term thereafter.

3.1.5 The NFSA will also consider Tender Responses that propose well-conceived, alternative business models and fee structures not traditionally associated with the delivery of café operations, catering services and events management.

3.2 Challenges and Risks

3.2.1 Tenderers must be cognisant of the key challenges and risks facing the operation of a small café environment within a heritage-listed building, including, but not limited to:

- (a) Strict adherence with frequently changing and unpredictable work health and safety restrictions and guidelines (e.g. COVID-19) on physical access to the premise and the serviceable areas (e.g. seating and Outdoor Areas);
- (b) Ongoing engagement and collaboration with the NFSA Property Team for any alterations, installations, or aesthetic changes within the heritage-listed premises;
- (c) Limited size and space required to fully deliver upon the service requirements, including lack of commercial kitchen, and aging facilities and equipment;
- (d) Irregular visitor and audience attendance volumes despite the continued need for consistent service provision, food and beverage offerings and standards;
- (e) Nil guarantee or warranty of patronage volumes at the NFSA building except where attendance is ticketed and/or organised in advance for an event or screening;
- (f) Acknowledgement and implementation of specific service protocols relating to culturally sensitive events and planned programs (to be advised by the NFSA);
- (g) Close proximity of the NFSA café to various other cafés and restaurants in the Acton area and surrounding locations; and
- (h) Limited street frontage around the building, requiring brand awareness to be built through traditional marketing strategies and available physical/digital avenues.

3.2.2 At a minimum, Tenderers must address and propose treatments for the challenges and risks set out in paragraph 3.2.1 as part of any Business Plan to be submitted as part of any Tender Response.

3.3 Services Description

3.3.1 The NFSA have set out the following high-level requirements for successful operation of a café at the NFSA Building, Acton (ACT), and the performance expectations of a strategic events partner, categorised as being ‘Must have’ or ‘Desirable’:

Minimum Café Operations and Service Requirements	
Requirement	Importance
Café is to be open 7 days a week, from 8:30AM to 3:30PM Monday – Friday, and 10AM to 3PM on Saturday/Sunday	Must have
Café is to be licensed for the responsible service of alcohol (café	Must have

operator must be able to obtain a Liquor Licence for the Premises)	
Café is to be open 1 hour prior to any NFSA-hosted ‘after hours’ events (Successful Tenderer-hosted events are as agreed), and a minimum of 1 hour following event commencement	Must have
Café opening hours are to be consistent, predictable and communicable	Must have
Café is to be open for any jointly planned or proposed activities and initiatives (e.g. happy hour; exhibition launches; promotions)	Desirable
Competitive coffee quality, preparation, and presentation (i.e. barista skill) comparative to locally-available alternatives	Must have
Café service offering alignment with reasonable visitor expectations and event programming (e.g. breakfast, lunch, and afternoon tea food and beverage availability; beer, wine and spirits for night-time film screenings and events)	Must have
Café designed to be a ‘destination’ in its own right and to offer a unique, memorable customer experience	Desirable
Café to have a crafted ‘identity’ evident in branding, themes, design aesthetic, food and beverage options, and services (so far as is feasible within a constrained heritage-listed building)	Desirable
Café to feature co-designed, collaborative and synergised fit-out and branding between the café operator and the NFSA	Desirable
Minimum Food and Beverage Requirements	
Requirement	Importance
Adaptive and diverse food and beverage options for daytime trade and evening bar functions (audience-appropriate)	Desirable
Adaptive and diverse food and beverage options for event-specific demographics (e.g. children’s films; seniors mid-week sessions; evening sessions)	Desirable
Availability of high-quality food and beverage options, with menu options competitive for local area and cafés of similar size and space	Must have
Food and beverage options cater to various dietary requirements (e.g. vegetarian; vegan; celiac/gluten-intolerant; FODMAP-	Must have

friendly; dairy-free)	
Food and beverage ingredients, elements, and/or products to be sourced from local ACT and/or Indigenous businesses	Desirable
Minimum Catering, Venue Hire and Events Management Requirements	
Requirement	Importance
Ability to provide tiered catering packages for a wide range of events and standard activities (e.g. staff conferences; school groups), with customisation options for dietary requirements	Desirable
On-site facilities capacity (as provided by the NFSA, or through proposed Tenderer supplementation) and necessary staffing to provide tiered catering packages to the maximum site attendees (refer to paragraph 2.2 of this document)	Desirable
Off-site staff and facilities capacity to provide tiered catering packages (i.e. additional capacity not otherwise limited by the physical footprint of the NFSA Café space and size)	Desirable
Ability to deliver professional, high-quality events planning, coordination, and management	Desirable
A capacity to deliver professional, high-quality, end-to-end venue hire and booking management services (currently run in-house by the NFSA)	Desirable
Provision of furniture, coverings, and equipment for major functions and high-attendance events	Desirable
Ability to co-ordinate with the NFSA's contracted security firm for safe and compliant delivery of after-hours services (e.g. non-NFSA late-night events; private venue hire)	Desirable
Minimum Strategic Events Partnership Requirements and Expectations	
Requirement	Importance
Weekly meetings with the NFSA Visitor Experience Team to discuss issues, updates, projected sales, and programming	Must have
Quarterly marketing and communications alignment meetings	Must have
Ability and willingness to work with NFSA Engagement Team and collaborate on integrated offers (e.g. exhibitions; public programs; screenings; education; Indigenous programming)	Must have

Ability and willingness to work with NFSA Engagement Team to undertake joint communications and drive revenue targets	Must have
Ability and willingness to work with NFSA Marketing Team to integrate and amplify promotional and advertising campaigns	Must have
Minimum annual commitment to marketing, signage, and communications (cost and/or resource-based)	Desirable
Assistance in drafting web and social media-based communications and messaging targeting venue hire clients	Must have
Pop-up activation to enrich client experience based on event programming	Desirable
Minimum Specified Personnel Competencies and Service Expectations	
Requirement	Importance
Core business qualifications and skills of senior leadership personnel in marketing, business development, relationship building, communication, and/or client engagement	Desirable
Ability of the on-site Specified Personnel to deliver competitive, customer-focused services within the hospitality industry	Must have
Ability of all customer-facing Personnel to deliver strong customer service within hospitality-related disciplines (e.g. café services; food and beverage services; catering services; events management; responsible service of alcohol)	Must have
Professional presentation (e.g. dress code) and courteous, respectful conduct of all customer-facing Personnel	Must have

3.4 **NFSA Licence and Service Fee**

3.4.1 The successful Tenderer will pay to the NFSA an annual Licence and Service Fee of \$30,000 (\$2,500 monthly), subject to annual indexation and review in accordance with paragraphs 3.2 and 3.3 of *RFT Document 4 – Draft Deed of Licence*.

3.4.2 Tenderers are advised that the Licence and Service Fee has consideration for:

- (a) The operation of an attractive café space in a central Canberra heritage location;
- (b) The café operator's use of utilities and services including electricity, gas, water, and other energy sources connected to the Premises, or consumed or used by the café operator on the NFSA premises and facilities; and
- (c) The cost of external cleaning and maintenance services provided by the NFSA.

3.4.3 In accordance with the purpose and intent of entering into a strategic events partnership with the successful Tenderer, the NFSA may consider an alternative

Licence and Service Fee structure or arrangement, to be detailed in any Tender Response.

- 3.4.4 Tenderers must set out their compliance with the proposed Licence Fee and Service Fee articulated in this paragraph 3.4, including any counterproposal(s) or competitive offers in *RFT Document 3 – Tender Form and Schedules* as part of any Tender Response.

3.5 **NFSA Partnership Opportunities and Benefits**

- 3.5.1 As part of any proposed strategic events partnership, the NFSA will work closely with a preferred Tenderer to co-design, collaborate, and deliver mutually beneficial, revenue-enhancing opportunities to continually build and nurture the NFSA and café's shared image, brand, and customer/visitor patronage.

- 3.5.2 An example of the services to be provided by the NFSA to a preferred Tenderer includes, but is not limited to:

- (a) Targeted marketing, communications, and public campaigns in support of the café activities, operations, and on-demand services (e.g. catering, venue hire and events);
- (b) Design, marketing, and communications strategy assistance;
- (c) Professional photography and videography assistance;
- (d) Event invitations and ticket giveaways for café suppliers, partners, and staff;
- (e) Captive audience data, trends, surveys, and feedback;
- (f) Design and implementation of joint key performance indicators and service level agreements to enhance and achieve shared monetary/non-monetary outcomes;
- (g) Advertising space in the Arc cinema, main foyer, website, and social media;
- (h) Facilitation of external stakeholder and supplier introduction to explore additional partnership opportunities and shared outcome alignment; and
- (i) Event-based parking and goods loading assistance (as agreed).

- 3.5.3 Tenderers should set out any assumptions regarding the NFSA's direct involvement and assistance to the Tenderer as part of any proposal in *RFT Document 3 – Tender Form and Schedules*.

3.6 **Business Plan**

- 3.6.1 Tenderers must include a Business Plan that clearly articulates and sets out a 3-to-5-year strategy for sustainable business operation and growth, as well as continued financial viability as part of any Tender Response.

- 3.6.2 A Business Plan should include, at a minimum:

- (a) Executive summary;
- (b) Company description;
- (c) Market analysis and research;
- (d) Organisational structure and management;

- (e) Menu items and service offerings (core business activities);
 - (f) Catering, venue hire and events management (supplementary business activities);
 - (g) Proposal to engage and collaborate in a strategic events partnership;
 - (h) Branding, marketing, social-media engagement and sales;
 - (i) Financial projections, viability and development strategy;
 - (j) Work health and safety policies, procedures, and escalation pathways; and
 - (k) Risks, challenges, and associated mitigation and treatment strategies.
- 3.6.3 Tenderers are encouraged to perform their own independent research of the NFSA, its facilities and operations, historic and current programming and events, and market analysis of the surrounding geographical area in the preparation of an informed, well-considered Business Plan.

3.7 Work Health and Safety Protocols

- 3.7.1 Tenderers must acknowledge and express compliance with all relevant State/Territory laws and Commonwealth work health and safety (WHS) acts and regulations in *RFT Document 3 – Tender Form and Schedules*, with specific regard for proposed WHS provisions set out in paragraph 21 of *RFT Document 4 – Draft Deed of Licence*.
- 3.7.2 A successful Tenderer must communicate, consult and coordinate with the NFSA in relation to health and safety matters arising from the performance of the Services, and comply with all reasonable instructions and directions of the NFSA and/or its staff having authority under relevant WHS laws and regulations to do so.
- 3.7.3 A successful Tenderer must, at all times and so far as is reasonable and expected, ensure that the Services are supplied in a manner that is safe and does not constitute a risk to health, including those risks that may urgently arise in connection with a pandemic or natural disaster.

4. RFT Process Timeframes

- 4.1 An indicative RFT process timetable is set out below, noting these dates may change subject to the received Tender Responses:

Task/Deliverable	Due Date
Request For Tender Release Time (5:00PM AEST)	Monday, 7 June 2021
NFSA Café Site Inspection (McCoy Circuit, Acton ACT)	Tuesday, 22 June 2021
Question and Clarification Request Deadline	Monday, 5 July 2021
Request For Tender Closing Time (2:00PM AEST)	Friday, 9 July 2021
Tenderer Shortlisting, Interviews and Demonstrations	12 July – 30 July 2021
RFT Evaluation Process and Final Outcome Notification	Monday, 2 August 2021
Contract Execution	Friday, 13 August 2021

5. Management and Key Personnel

5.1 Service Delivery and Management Capabilities

- 5.1.1 Tenderers must set out their organisational management structure and service delivery methodology in *RFT Document 3 – Tender Form and Schedules* as part of any Tender Response.
- 5.1.2 At a minimum, Tenderers must provide an organisational hierarchy, company ownership details, and a detailed overview of any other businesses or commercial endeavours operated by the organisation, whether it be part of a corporation, partnership, co-operative or sole proprietorship.
- 5.1.3 Tenderers should set out any organisational dependencies that may impact upon the expected and ongoing operation of their organisation and service delivery capacity and capabilities, including but not limited to:
- (a) Third-party and/or sub-contracting partners;
 - (b) Supply-chain limitations (products, goods, and/or services);
 - (c) State/federal government grants and occupational hiring schemes; or
 - (d) Any other organisational input required in the performance of any services.

5.2 Specified Personnel / Resources

- 5.2.1 Tenderers must set out their key Specified Personnel proposed in the delivery of the Services at *RFT Document 3 – Tender Form and Schedules*.
- 5.2.2 These Specified Personnel may include, although are not limited to:
- (a) Tenderer's Representative;
 - (b) Licensee's Representative;
 - (c) Operations Manager;
 - (d) Duty Manager/Senior Staff Member;
 - (e) Marketing and Communications Coordinator;
 - (f) Creative Designer;
 - (g) Caterer; and/or
 - (h) Events Coordinator.
- 5.2.3 The successful Tenderer will be required to provide a revised list of proposed personnel and resourcing in the delivery of the Services, including any Catering Services, Venue Hire, and/or Events Management, prior to contract execution.
- 5.2.4 The successful Tenderer will also be required to provide prompt notice to the NFSA of any replacement personnel to be engaged throughout the performance of the contract and will be subject to acceptance by the NFSA as the Licensor.

6. Performance and Reporting Requirements

6.1 Performance Requirements

- 6.1.1 The successful Tenderer will be required to provide high-quality, consistent, and reliable café operations and services to the NFSA and members of the public during all hours of operation (and as agreed).
- 6.1.2 In accordance with paragraph 6.3 of this document, the successful Tenderer will be required to attend regular meetings with the NFSA and its functional leads to discuss ongoing performance and service delivery improvement for the contract duration.
- 6.1.3 The successful Tenderer will be solely responsible for the performance of its staff, contractors, and subcontractors at all times, and must ensure that suitable organisational management and training arrangements are in place to ensure continued high-quality performance and delivery of the Services.

6.2 Service Level Expectations

- 6.2.1 The successful Tenderer will be required to comply with certain service level expectations relating to the provision of food and beverage, customer service and operations, and ongoing cleaning and waste removal.
- 6.2.2 An indicative summary of service level expectations relating to standard café operations is set out at Schedule 5 of *RFT Document 4 – Draft Deed of Licence*. Service level expectations relating to catering, venue hire and events management are to be negotiated and agreed with the successful Tenderer so far as they are applicable.
- 6.2.3 Tenderers must set out their non-compliance with any of the indicative service level expectations in *RFT Document 3 – Tender Form and Schedules* as part of any Tender Response.

6.3 Reporting and Meetings

- 6.3.1 The successful Tenderer will be required to attend weekly meetings with the NFSA Visitor Experience Team to discuss any operational issues, site and event updates, projected sales and visitor volumes, and forthcoming programming.
- 6.3.2 The successful Tenderer will also be required to attend quarterly marketing and communications alignment meetings with the NFSA Chief Engagement Officer and relevant team leaders.
- 6.3.3 The successful Tenderer and the NFSA will agree to set out, on contract commencement and for the duration thereafter, the items to which both parties must provide regular reporting figures and artefacts to the other party.

7. Tenderer Non-compliance

- 7.1 Tenderers must set out all non-compliance with the RFT Document Pack and each contained RFT Document in *RFT Document 3 – Tender Form and Schedules* as part of any Tender Response.
- 7.2 Tenderers are advised that any non-compliance with the RFT and its Documents that is not clearly set out in any Tender Response may not be considered at a later stage in the process, including possible revocation of a successful or preferred respondent status.

END