

Part Two: Specification

Kew Magazine

Contract Reference: RBGKEW/997

**1: INTRODUCTION**

The Royal Botanic Gardens, Kew (RBG Kew) is a leading plant science institute, UNESCO World Heritage Site, and major visitor attraction. Our mission is to understand and protect plants and fungi for the well-being of people and the future of all life on Earth.

We are working to end the unprecedented extinction crisis and to help create a world where nature is protected, valued by all and managed sustainably. We will achieve these goals by drawing on our leading scientific research, unrivalled collections of plants and fungi, global network of partners, inspirational gardens at Kew and Wakehurst, and our 260 years of history.

**2: PURPOSE / CURRENT LANDSCAPE**

**Overview of membership and role of Kew Magazine**

*Kew magazine* is produced three times per annum and forms part of the package of benefits for those who join Kew Garden membership scheme, of which there are approximately 80,000 memberships (or approximately 110,000 members). Delivered as a print product to approximately 80,000 households, *Kew magazine* is viewed as an important communication tool to inform members about the Gardens including our Wakehurst site, Kew’s scientific purpose, and what’s on for members to enjoy.

As part of a suite of membership communications, which also includes a monthly email newsletter, the magazine’s purpose is to drive engagement with members and to deliver the overarching objective of driving visitation and engagement with Kew’s science and conservation work.

The main driver of membership sign-up and renewal is the offer of **unlimited access** to Kew Gardens and Wakehurst as a visitor attraction.

The magazine also needs to introduce members to RBG Kew’s purpose and to drive awareness of and educate readers about the work that Kew does as a scientific institution and as a leader in plant research and knowledge on a global scale. Including science-based stories enhances Kew’s reputation as a scientific/conservation organisation. Please read Manifesto for Change, Kew’s recent corporate strategy at Kew.org, which sets out our 10-year vision.

Among the membership base, there are also a small percentage of academics and influencers that view RBG Kew primarily as a scientific institution and global expert in plant research and conservation that will need to be reflected in the editorial proposition so that we enhance our reputation as one of the world’s leading organisations in plant and fungal science.

Therefore, the challenge for the magazine (and indeed all membership communications) is to provide a clear editorial focus to cater for the needs of a broad readership base, and ensure the content provides enough to keep members informed about what’s going on, whilst subtly infusing facts/articles on science that are approachable and in layman’s language. This is important in driving lifelong advocacy and in helping to members to become long-term supporters and donors.

As the primary marketing tool for the membership audience, the magazine will, through engaging editorial content, deliver against the following membership objectives:

* Increase existing member retention and reduce churn
* Increase the frequency of visits and the quality/number of interactions
* Increase the likelihood of member conversion to advocates
* Increase member donations, philanthropy and campaign support
* Increase secondary spend around up-sell and cross-sell (cafes, retail, events)
* Provide reassurance of the value of membership and its contribution to RBG Kew’s charitable aims
* Ensure that members are made aware of the scientific work of RBG Kew in a compelling and human way

**3: SCOPE OF WORK**

It is three years since Kew Magazine was outsourced to an external publishing agency for the first time. During this period the magazine has changed significantly and the hybrid process of creating the content as a collaboration between RBG Kew and the publishing agency continues to evolve.

The Associate Director, Editorial Content has responsibility for overseeing the management of the editorial content and will oversee the commissioning and coordinate the content in each issue after collaboration with the agency on generating feature ideas. We expect the publishing agency to recommend suitable writers/contributors and commission photography and illustrations, after initial approval by the RBG Kew Editor. We will expect the publishing agency to work collaboratively and creatively with the RBG Kew editorial team to include internally mandated content seamlessly and professionally within the flow of the magazine. The agency will handle all invoicing for external contributors and suppliers.

\*The digital magazine is a pdf of the magazine so is currently out of scope for this work. However, the agency will provide the finished files to our digital publishing partner.

It is expected that the first issue of the magazine (following contract award) will be published in early Autumn 2022 (mailed to members October 2022). The three issues each year typically land with members in March, July, and October.

Kew Magazine is an A4 publication, with 58 + 4 pagination and a print run of 75-80k. It is produced 3 times a year and is mailed directly to members.

**4: CONTRACT REQUIREMENTS**

* 1. **Agency experience**
     1. The requirement of the tender is to appoint a single customer publishing agency who can evidence that they have a track record in the management and delivery of all aspects of client magazine publishing/production, from the briefing stage through to design, production, fulfilment, and mailing.
     2. RBG Kew requires the publishing agency to work with the Associate Director, Editorial Content Kew and will be accountable to the Director of Engagement, Kew Foundation.
     3. The publishing agency should have expertise as a customer publisher/publishing agency in the implementation of a membership or alumni programme in the environmental, arts, cultural, charity or heritage sector.
  2. **Procurement and management of the supply chain (print, paper, repro, magazine enclosure, fulfilment, mailing and delivery)**
     1. RBG Kew require expertise and best practice in the management and procurement of print, paper, repro, magazine enclosure, fulfilment, mailing and delivery, ensuring suppliers and raw materials are sustainably sourced where possible.
     2. RBG Kew require that the publishing agency will be able to provide specialist knowledge of the magazine production process so that we can develop a publishing model that will deliver efficiency in process and cost without compromising on quality or sustainability.
  3. **Expertise in content development, magazine design and sub editing** 
     1. Drawing on your experience in content development, RBG Kew is looking to work with the publishing agency’s design team to develop a visual look and feel that will deliver to the magazine’s objectives and will reflect the quality and reputation of our membership programme. The design of the magazine is working well, although we welcome design recommendations from the publishing agency. We are not looking for a full re-design.
     2. RBG Kew require the publishing agency to provide sub editing on a per issue basis.
     3. The publishing agency’s editorial team will need experience working collaboratively with an internal client in an editorial capacity. And we would expect a basic level of horticulture / horticultural science experience within the publishing agency’s editorial resource. This includes suggesting specialist external writers for features.
     4. The publishing agency will be expected to design and layout all the pages in the issue and source / manage the photographers and illustrators commissioned with each issue. They will also be expected to access RBG Kew’s in-house picture library to source imagery.
  4. **Account management** 
     1. RBG Kew require that the publishing agency attends key meetings and that there are key lines of accountability for the management of all aspects of the account.
     2. Attendance at the main meetings is mandatory and will form part of the contract, meetings are detailed in Appendix A.
     3. The proposed meetings are purely indicative, and we would expect this to evolve over time as part of the ongoing development of the relationship and as the publishing agency becomes more immersed in understanding the organizational goals and aspirations.
     4. Accountability for the magazine resides with the Director of Engagement, Kew Foundation, who will be responsible for the budget and ensuring that the magazine delivers its objectives. KPIs will be discussed and agreed with the publishing agency at a later stage during the contract stage.
     5. The editorial team for Kew reports into the Director of Engagement and is responsible for the editorial and will work with the publishing agency’s team to fulfil the membership objectives and budgetary constraints.
     6. Initially, we would expect that meetings will take place on a weekly basis at Kew, to ensure immersion in the brand and to ensure that there is clarity on delivering against the agreed schedule. Representation from the production/publishing and creative teams would be expected to be in attendance on a regular basis during the magazine production cycle.
     7. This is an indicative schedule, based upon this year’s Autumn edition, but we are looking to refine/improve/flex where we can.

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| --- | --- |
| **Action** | **Due Date** |
| Content strategy meeting to establish themes and direction | Beg of May 2021 |
| Editorial strategy meeting - to confirm editorial - editor to commission | Mid-June |
| Kew to confirm paper order, pagination, print run | Wednesday 11th August |
| All copy/images supplied from Kew & Contributors | Wednesday 11th August |
| 50% 1st proofs of editorial pages uploaded | Wednesday 25th August |
| Feedback on 50% 1st proofs by Kew | Wednesday 1st September |
| 100% 1st proofs of editorial pages uploaded | Wednesday 8th September |
| Feedback on 100% 1st proofs by Kew | Wednesday 15th September |
| 2nd proofs of editorial pages uploaded | Monday 20th September |
| Artwork deadline for advertising & inserts | Wednesday 22nd September |
| PDFs of ads & inserts sent to Kew for approval | Wednesday 22nd September |
| Final comments on 2nd proofs by Kew | Thursday 23rd September |
| Kew approvals for adverts & inserts artwork and positioning | Thursday 23rd September |
| FINAL SIGN OFF BY KEW FOR EDITORIAL PAGES | Monday 27th September |
| 100% of pages to repro | Tuesday 28th September |
| Paper wrap artwork deadline | w/c 4th October |
| Databases for distribution sent securely to mailing house by Kew | w/c 4th October |
| PDF exit: text and covers | Thursday 7th October |
| Printed magazines delivered to mailing house for wrapping | Wednesday 20th October |
| Magazine mailing to members and key addresses | Friday 22nd October |

* + 1. Your account management team should be resourced to work collaboratively, efficiently, and effectively with the RBG Kew team and should be aligned with Kew’s values and culture. Dovetailing the publishing agency’s account management and editorial resource with the RBG Kew team will be a key factor in delivering outstanding magazine content within an efficient timeframe and budget.
  1. **Advertising sales**

The magazine currently carries third party advertising and inserts.

RBG Kew require the publishing agency to have experience of advertising sales on behalf of a client and to provide initial observations or suggestions that Kew may consider.

* 1. **Security and data compliance**
     1. RBG Kew require the publishing agency or its sub-contractors to have physical and logistical security measures in place at any premises used by publishing agency or its sub-contractors.
     2. RBG Kew require that the publishing agency has operational, organisational and technological processes and procedures in place to safeguard against any unauthorised access, loss, destruction, theft, use, disclosure or other processing of personal data and other confidential information and ensure that monitoring and reporting requirements are in place to promptly identify issues with, or breaches of, the same.
     3. RBG Kew requires understanding of how the publishing agency ensures any personal data / confidential information requirements are adhered to by employees and any sub-contractors involved in the engagement (including training around care and handling of confidential information and / or personal data; written agreements with third party sub-contractors and so on).
     4. RBG Kew requires knowledge of whether the publishing agency’s systems and sub-contracting arrangements will involve the transfer of any personal data outside either a) the United Kingdom and / or b) outside the European Economic Area (“EEA”).  Please note that for these purposes “transfer” includes (remote) access to such personal data from any location outside the EEA.
     5. RBG Kew requires that the publishing agency and its sub-contractors are confident about their status for any activities that they need to undertake to ensure compliance with the General Data Protection Regulation (and the DPA 2018) and / or whether any significant activities are still outstanding or in progress.
  2. **Sustainability**

In 2005, Kew Gardens became the first world heritage site in the world to achieve ISO 14001 accreditation. Wakehurst formed a sustainability team in 2007 and achieved certification in October 2008.

RBG Kew has committed to being climate positive by 2030. Our new sustainability strategy clearly sets out the actions we must take to tackle the climate and biodiversity emergency. We will assess the climate impacts of all that we do and take steps to reduce our carbon footprint as rapidly as possible.

RBG Kew where possible would like to work with suppliers and organisations that will support and work with RBG Kew to achieve this ambitious goal.

* 1. **Suggestions for alternative magazine format**

RBG Kew require the publishing agency to provide suggestions of any alternative format/paper/enclosure, which, in their experience would offer efficiency of cost; reduce the environmental impact or better deliver to the membership objectives.

**5: CONTRACT**

The intended contract will be for a period of 3 years and may be extended by a further 2 years

RBG Kew Terms and Conditions of contract will apply, draft copy included in Part 6 of this ITT, to be finalised upon award of contract.

**Appendix A – Proposed meeting structure**

The current meetings that take place are as follows and suggest that this will be developed by the supplier in conjunction with the Kew team:

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Aim** | **Proposed frequency** | **Attendance** |
| Magazine strategy meeting | To agree the aims of the magazine and how it will deliver against its objectives | 1 x per annum – in person | Kew Editor, Director of Engagement and publishing agency |
| Editorial purpose meeting | To agree editorial interpretation of the magazine strategy, content, commissioning strategy | 3 x per annum as per issue – in person | Kew Editor and publishing agency |
| Magazine briefing – weekly meetings whilst in production | To check progress of magazine and address any issues | Every week per production process - online | Kew Editor  Relevant people from publishing agency |

**Appendix B**

**Services provided matrix and lists of responsibilities**

The services provided shall be in respect of the Kew Magazine, the official magazine of the Royal Botanic Gardens, Kew issued to Kew Gardens Members and other supporters approximately 3 times per year (unless otherwise agreed). References to “approval” or “sign-off” are generic in nature and shall not serve to absolve either party of their responsibilities and obligations set out under this Agreement.

In the event of any inconsistency between this Schedule 1 and Schedule 4, Schedule 1 shall prevail to the extent necessary to resolve such inconsistency.

Services will comprise of the following, noting that certain elements will be collaborative in nature and may need to be agreed between the Parties. For specific roles, please see Schedule 4.

Matrix of Activities and responsibilities

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Activity** | **Agency** | **Kew** | **Joint** | **Kew sign-off required** |
| **Objective setting** |  | ü |  | ü |
| **Editorial budget approval** |  | ü |  | ü |
| Editorial – strategic / editorial direction |  | ü |  |  |
| Scheduling | ü |  |  | ü |
| Commissioning budget |  | ü |  |  |
| Commissioning of contributors |  | ü |  | ü |
| Briefing editorial contributors |  | ü |  |  |
| Briefing photographic contributors and illustrators | ü |  |  |  |
| Management of commissioning contracts, invoices and rights | ü |  |  | ü |
| Approval of features | ü | ü |  |  |
| Fact checking |  |  | ü | ü |
| Editorial Services including art direction, design, picture research | ü |  |  | ü |
| Engagement, management and payment of sub-contractors including print/paper suppliers and mailing houses | ü |  |  |  |
| Feature ideas |  |  | ü |  |
| Advertising and insert sales and the management of subcontracted sales houses | ü |  |  |  |
| Approval of ads/inserts |  |  |  | ü |
| Image selection and IP clearances (each party responsible for own inputs) | ü |  |  | ü |
| Annual budget setting |  |  | ü | ü |
| Overall cost estimates including ad revenue (informative) | ü |  |  |  |
| Commercial recommendation of scope, size and cost of each issue (taking into account expected advertising revenues, paper prices and postal charges) | ü |  |  |  |
| Approval of overall per issue budget |  | ü |  |  |
| Financial reconciliation and reporting | ü |  |  |  |

1. **Objective setting**

The aim of this is to share the purpose of the magazine and to provide feedback from either the audience or Kew stakeholders. This will take place on an ongoing basis to ensure that there is a shared understanding of what the primary aims of the magazine are.

It will also include secondary aims in order to meet the needs of a changing and diverse range of members and Kew stakeholders.

1. **Editorial budget approval**

This is the approval of the commissioning budget on a per issue basis. It will also extend to any additional pictures or photography which will provide an additional cost. This may include any additional purchase of images or additional rights. (We have a cap of 50 images from Getty included in the design budget)

1. **Editorial strategic direction**

Responsibility for setting the overarching direction which will deliver to the objectives of the magazine. This will extend to agreeing and approving feature ideas to layout and tone of voice.

1. **Scheduling**

Whilst the phasing of the magazine is set to be three times per annum (spring, summer, autumn/winter), the schedule is set and managed by the agency and will incorporate all aspects of the magazine production cycle, including timings for editorial feature approvals, print deadlines and mailing dates.

1. **Commissioning budget**

This is set and approved by Kew based on market rates and recommendations by the agency

1. **Commissioning of contributors**

Kew will have responsibility for the selection or approval of editorial contributors but the agency will select photographers and illustrators where applicable

1. **Briefing editorial contributors**

The Associate Director, Editorial Content will have responsibility for writing and clarifying briefs

1. **Briefing photographers or illustrators**

**The agency** have responsibility for briefing photographers and illustrators and agree to ensure that such briefings are confirmed to the individual in writing and that when visiting Kew premises a member of agency staff shall accompany those individuals unless otherwise agreed with Kew.

1. **Management of commissioning contracts, invoices and usage agreements**

The agency is responsible for setting up and maintaining contracts and payments with the individual suppliers as well as management of the associated rights on behalf of Kew

1. **Approval of features**

The AD Editorial Content will have responsibility for the approval of all features including the copy, layout and images.

1. **Fact checking**

The subbing team at the agency will have responsibility for ensuring factual accuracy of features, copy, spelling and grammar. The Kew team are responsible for approving the accuracy of the subject matter relating to Kew (botanical references, images, science features, etc.) and will ensure stakeholder approval at RBG Kew

1. **Editorial Services including subbing, art direction, design, picture research**

This includes anything related to the above as well as the management of third-party contributors

1. **Engagement, management and payment of sub-contractors including print/paper suppliers and mailing houses**

Contract recommendations on paper stock including management of sourcing ethical suppliers (supply chain) managed by the agency

1. **Feature ideas**

There is a responsibility for both teams to generate ideas for feature ideas

1. **Advertising and insert sales and the management of subcontracted sales houses**

The agency will select and manage the contracts with sales houses and will provide regular updates to Kew on revenue opportunities so that we can manage budgets and flex issue size. The agency is responsible for the management of any debt or non-payment . Kew will supply ads for inclusion in the magazine as deemed appropriate, but will not be charged sales fees for this

1. **Approval of ads/inserts**

All advertisers and inserts to have prior approval by Kew

1. **Image selection and IP clearances (each party responsible for own inputs)**

Kew and the agency to each ensure that appropriate rights are sought for any stock or library images and they are credited as per the rights

1. **Annual budget setting**

This will be set by Kew but with the input of agency and will be based on a combination of fixed costs plus staff costs agreed in the terms of the contract

1. **Overall cost estimates including ad revenue (informative)**

This will be supplied by the agency based on print volumes, mailing costs and advertising revenues

1. **Commercial recommendation of scope, size and cost of each issue (taking into account expected advertising revenues, paper prices and postal charges)**

This will drive or inform the commercial recommendation set out in 21

1. **Approval of overall per issue budget**

This sits with Kew, based on estimates provided in 21/22

1. **Financial reconciliation and reporting**

The agency to provide a report detailing the breakdown of costs and to provide a reconciliation report for financial purposes, detailing a total net invoice (total costs- advertising revenue). This will also provide detail of the main cost areas, including print, mailing, cost of sales, contributors, etc.