

Kew Summer Festival incorporating Kew the Music at Royal Botanic Gardens, Kew

Stage 2 – Invitation to Submit a Proposal

Part 2 - Specification

RBGKEW1032

This document is for information.

1. **SUMMARY**

RBG Kew Enterprises (Enterprises) is looking for an organisation to produce a new event – ‘Kew Summer Festival’ - which will incorporate our current music concert series - Kew the Music giving it a fresh new look and feel.

RBG Kew Enterprises Ltd

RBG Kew Enterprises is a limited company and wholly owned subsidiary of the Board of Trustees of the Royal Botanic Gardens, Kew (‘Kew’). Kew is a non-departmental public body and exempt charity, whose mission is to understand and protect plants and fungi, for the wellbeing of people and the future of all life on Earth. Amongst other things Kew occupies and manages Kew Gardens, in South West London, and Wakehurst in West Sussex.

Enterprises exists to generate an income to support Kew. All profits are covenanted to Kew providing invaluable support for Kew's mission. Retail, licensing, publishing, events, venue hire and the Kew Explorer fall under Enterprises. Enterprises runs a programme of commercial events that are either produced solely in-house or co-produced with private sector partners, in-keeping with Kew mission, values, brand and policies.

1. **BACKGROUND**

Kew the Music was the most recent incarnation of Kew’s summer concerts, at Kew Gardens which have been running for around 30 years, for many years as ‘Summer Swing’ but since 2011 until present branded ‘Kew the Music’.

Kew the Music is a 6-day picnic style, outdoor music event showcasing well known artists.

Kew the Music is currently a fully ticketed event running Tuesday to Sunday. The gardens operate as usual in the daytime during the event period, except there is restricted access in the immediate vicinity of the event site and early daily closures are in place.

We wish to expand on the success of Kew the Music by running the concerts across both weekends (Fri-Sun) of the date run to elevate sales and attract a higher calibre artist, to make best use of the space and infrastructure and to enhance our commercial offer by staging a Kew summer festival during the week. The working title for the overarching 10-day event for the purposes of this document is ‘Kew Summer Festival’.

A relevant Premises Licence for the event is in place. We work closely with the London Borough of Richmond upon Thames (LBRuT), emergency services, Kew constabulary, security contractors, transport agencies and local residents to ensure a smooth and uncomplicated as possible event.

Kew Gardens is an UNESCO World Heritage Site and very careful attention is given to protecting the Gardens, including the tree collection and built structures, and to minimising sound transfer and its potential impact on the local community.

1. **EVENT BRIEF**

Our aim is for the new ‘Kew Summer Festival’ to provide entertainment standards befitting of this world class environment such that the offer affords a standard of excellence to match the horticultural excellence achieved within the Gardens. ‘Kew Summer Festival’ should encapsulate the essence of summer in the beautiful Botanic Gardens at Kew.

For the purposes of this tender, we would like bidders to assume that the event would consist of 2 parts:

* Music Concerts: a series of six concerts over 2 weekends (Fri,Sat & Sun) with a maximum capacity of 6500 people per night (including complementary tickets and hospitality tickets but excluding staff). It is to be promoted as an open-air picnic concert, appealing to our existing audiences (see Appendix A), as well as being able to attract a diverse range of new people who have not visited ‘Kew the Music’ before. The event should encompass a range of musical styles that are broadly speaking “main-stream” popular music. We are open to proposals, for example genres such as classical music that we have not programmed before. However, it should not be a dance music or rock festival. The event should feel that it belongs within the Gardens and be part of the environment and ideally artists would strongly empathise with Kew’s mission.
* Weekday Festival: a 4-day midweek event with a maximum capacity of 3000. Working across Kew with the organisation’s retail, publishing, licensing and commercial events teams the festival content would be the ‘best of Kew’ – incorporating the recently developed [Wellbeing programme](https://www.kew.org/kew-gardens/whats-on/wellbeing-sessions) as well as being a space that can host relevant science talks, retail spaces, music, food, crafts, demonstrations and performances. The programming will provide a content rich platform for marketing, PR and digital activity to channel great stories that would promote Kew’s work to a wider range of audiences.
  1. **Event Timings**
* Evening Concerts may open to the public no earlier than 1800 and must finish no later than 2230.
* Weekday Festival events may run before gardens open at 1000 until 2230 for example a morning yoga session could be staged at 0700 and an evening talk or small music session could run until 2230.
  1. **Ticketing**
* The exact name, dates, capacity and content will be subject to discussion with the successful bidder after the contract award, however bidders should assume the above for the purposes of bidding.
* Ticket prices should be equivalent to comparable events elsewhere in London and the South East, we are not seeking to put a maximum value on tickets and would expect a range of packages to be available. However, we do wish to offer tickets for sale at a price that includes booking and transaction fees. We also wish to provide value for members of the Friends of Kew, such as through an allocation of discounted tickets and/or priority booking access.
* Weekday Festival entry tickets will include free entry to Kew Gardens and as such will need to include a reimbursement to Kew for this.
* The successful bidder should provide a ticketing solution for the sale of tickets the solution must comply with all legal Data Protection and IT Security standards
  1. **Site Location**

‘Kew Summer Festival’ will take place on the area of land as shown on the attached map (Appendix B). The event site - the Great Lawn - should provide excellent access and service for all customers, including, for example, those with disabilities and families with young children. No infrastructure will be permitted in any other area of the Gardens other than what is placed temporarily on ingress and egress routes to facilitate people and vehicles coming to and from the site.

In future Enterprises reserves the right to discuss with the successful bidder about locating the festival elsewhere in the Gardens, always accepting that an agreed capacity will be achieved.

* 1. **Other Considerations**
* The event is subject to our Premises Licence conditions (see Appendix C).
* The quality of the physical spaces within the event; décor, atmosphere, ambiance, setting, customer service and facilities, are considered as important as the quality of the music content and food in meeting visitor expectations, and importantly in driving new revenue. To achieve this ambition the event must offer high perceived value to the customer whilst ensuring compliance to all relevant standards. Upscale catering, retail and brand activations would be an integral part of the mix.
* The successful bidder will be responsible for all aspects of the P&L of the event and in return will benefit from all profit, less the fixed guaranteed minimum, share of profit and incidental costs to enable the running of the event-such as car parking costs, gate stewarding and cleaning outside the arena, which will be due to Enterprises.

1. **SCOPE OF REQUIREMENTS** 
   1. **Event Management**

The successful bidder shall be responsible for all aspect of the event management including but not limited to

* identifying potential artistes and appropriate content for approval by Kew.
* the procurement and management of all matters pertaining to the design, content and marketing of the Event
* building and constructing and maintaining the infrastructure in a good, safe and secure condition during the Hire Period.
* managing the Site and keep it secure during the Hire Period.
* securing all working areas during construction and dismantling of the Site in order to prevent public access.
* nominating a competent Site Manager
* being responsible for security on the Site and take all measures necessary to comply with the provisions of any legislation relating to security on Site
* installing such lighting and signage on the Site as Enterprises and the Site Manager agree from time to time, both parties acting reasonably in relation thereto.
* ensuring that appropriate arrangements are made and agreed with the Emergency Services and Council Officers before the Events for the provision of emergency services during the Event(s);
* managing all sub-contractors, suppliers and concessionaires engaged by or on behalf of the Event Organiser on the Site during the Hire Period.
* ensuring that all terms and conditions of all tickets sold by it for the Events have been approved by Enterprises.
* ensuring that the relevant agreed capacity within the Site is not exceeded at any time during the Events.
* providing access to the Site at all times to such workers of Enterprises, Kew, the Emergency Services and the Local Authority who need to have access to the Site for the purposes of their work.
* provide Enterprises with All Area Passes for use by persons whose duties and responsibilities (as determined by Enterprises acting reasonably) require such unrestricted access over the Site.
* during the Events, co-operate on Site in such reasonable manner with any person with an All-Area Pass and with all members of the Emergency Services or Local Authority;
* ensuring that adequate provision is made within the Site during the Events for wheelchair users and that during the Events, the Site is compliant with the Equalities Act 2010.
* taking reasonable steps to ensure that nothing is done on the Site by the Event Organiser and/or by any third party engaged by the Event Organiser for the Events which in the reasonable opinion of Enterprises is or might reasonably be expected to be obscene, unlawful, illegal or immoral or which is harmful to the reputation of Enterprises or Kew provided always that holding the Events and acting in accordance with this Contract
* not displaying within the Gardens any materials, sponsorship, branding, signage or promotions of any product or service, in such manner that it is visible outside the Site
* making available to Enterprises for its sole use, free of all charge, one stall or pitch for the promotion of Enterprises and sale of Enterprises merchandise.
* only use the Trademarks for the purposes set out in this Contract and for no other purpose and the Event Organiser hereby acknowledges that it has no rights other than as granted under this Contract in connection with such intellectual property;
* ensure that the price of entry to the Events is agreed with Enterprises in line with the proposals set out by the Event Organiser in the Event Proposal and the Tender specification and comparable to other similar events to the extent that such requirements can be lawfully imposed and enforced;
* where alcohol is to be sold at the Event, it shall do so from designated bar areas only (as marked on the Site Plan), and shall comply with the Licensing Act 2003 including the terms of the Premises Licence;
* liaise with local suppliers of public transport in advance of the Events on public transport provisions.
* ensuring that there will be no pyrotechnics or special effects permitted as part of any Event unless specifically Approved by Enterprises.
* taking all reasonable steps agreed to between the parties, both parties acting reasonably in relation thereto, to ensure that amplified music including public announcements do not cause a nuisance to any nearby residents or occupiers of any buildings on the perimeter of the Gardens
* ensuring that any works carried on within the Site are not audible outside of the Gardens.

Documentation

* producing a full risk assessment for the Events and the Build Up and Take Down, for the Approval of Enterprises no later than 20 working days prior to the first Event Date of each Event year.
* throughout the Events, keeping order, maintaining public safety and provide relevant information and advice to the public.
* producing a stewarding plan (to operate in conjunction with the emergency evacuation plan) which will detail the number and role of stewards and SIA Security Guards for approval by Enterprises.
* Produce noise management plan / procure the services of a specialist noise management consultancy to provide resource on the concert nights for monitoring and measuring purposes
* producing an emergency evacuation plan to Enterprises no later than 20 working days prior to the/each first Event Date of each Event year for Approval.
* ensuring that all licences and other permissions necessary for the Events are obtained 
  1. **Sponsorship**

The successful bidder shall be responsible for all aspects of sponsorship including contracting and managing all arrangements with commercial sponsors. All sponsors will require full Enterprises approval to ensure relationships are in the best interests of Kew including protecting Kew’s public and scientific image and reputation, having regard to our mission, values and ethical policy.

* 1. **Marketing and Communications**

All marketing and communications related to the event will be developed and managed by the successful bidder and supported by Enterprises extensive databases and promotional campaigns in conjunction with Enterprises Creative, Marketing and Web teams and other relevant stakeholders.

* 1. **Insurance**

The successful bidder will be required to manage all risks associated with the design, delivery and management of the event. The successful bidders are required to ensure that as a minimum they have the following insurance cover in place:

* Public liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.
* Product liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.
* Employer’s liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence. 
  1. **Consultation**

The successful bidder will be taken through a process of internal stakeholder consultation after the award of the contract. Enterprises will take the lead in this process and will continue to coordinate the relationship with internal stakeholders throughout the process.

* 1. **Environmental Considerations**

Kew’s Environmental Sustainability Policy (Appendix D) sets out our commitments to:

* put environmental considerations at the heart of everything we do
* maintain a highly effective Environmental Management System (certified to ISO14001)
* continually assess our operation to determine and report its environmental impact
* minimise environmental risk and prevent pollution
* set objectives and targets and demonstrate sustainability leadership
* comply with all relevant environmental legislation

The successful bidder will be required to:

* implement the actions within the Sustainability Strategy throughout the duration of the contract, including communicating objectives to managers, staff and sub-contractors at all levels who are employed in the delivery of the services.
* Realise that placements of infrastructure would need to be agreed by Kew arboretum team due to the sensitivity of the area in which the event is staged.
* operate in accordance with Kew’s sustainability strategy by promoting plant-based food products, minimising waste, an awareness of energy consumption, types of packaging, and use of innovation to identify novel solutions to reduce environmental impacts and enhance customer experience
* provide Kew with data relating to the sustainability credentials and sourcing criteria for products used – including working in partnership to develop carbon footprint data for some products.
* budget for ground reinstatement, typically over-seeding of grass areas. Reinstatement work will be carried out by Kew at the successful bidders' cost.

Kew is seeking to work with suppliers who have set rigorous sustainability targets – including those who have set a Science-Based carbon reduction target and have established a clear pathway to reach net zero emissions.

Kew is seeking to work with suppliers who can demonstrate collaboration for sustainability innovation and performance – such as membership of sustainability networks, pledges, certifications or working groups.

* 1. **Health and Safety**

The successful bidder will be required to sign and adhere to Kew’s Contractors Code of Practice (Appendix E), and to require all sub-contractors to sign and adhere to this also.

The purpose of this Code is to bring specific aspects of safe working that Kew considers to be a necessary part of operations whilst on Kew premises. The Code forms part of the main contract documentation and Contractors are contractually bound to comply with the guidelines set out in this Code. Kew reserves the right to consider breaches of statutory law and this Code by contractors, and their sub-contractors, as breach of contract. Kew expects all contractors to work safely in accordance with all relevant and current health, safety, fire and environmental legislative requirements as a minimum.

The successful bidder shall therefore:

* Provide professional verification of the safety of all temporary structures erected on the Event site to allow for a Temporary Structures Licence to be issued.
* Keep the event site in a safe condition and keep working areas of the event site secure against trespassers and members of the public.
* Ensure the safety of all equipment and staff either directly employed by the successful bidder or sub-contracted as necessary to provide for the Event.
* Accept responsibility for the safety of all staff, artists and visitors to the event site(s).
* Accept responsibility for the loss of or any damage caused to any equipment in or on the Event site and for any damage caused to the site itself.
* Provide a suitably qualified Event Safety Officer to take responsibility for Health and Safety during build, breakdown and during the event. The nominated Event Safety Officers should have relevant, industry-recognised qualifications such as NEBOSH or ISOH.

Management of health and safety also includes production of all event documentation to Enterprises. The successful bidder will be responsible for providing the following within a comprehensive and event specific Event Management Plan.

* Site production schedule.
* Site plan (produced in CAD or similar) with location grid (to A3 size).
* Collation of all contractor drawings, risk assessments, calculations and documentation as required.
* Event specific risk assessment (including a fire risk assessment)
* Stage running order
  1. **Equalities & diversity**

Enterprises attract a diverse range of visitors. It is essential that the successful bidder delivers the services in a manner which recognises this diversity.

Therefore, in delivering this festival the successful bidder shall take action to ensure that equalities and diversity are fully taken into account, including, but not be limited to:

* Ensuring that all staff, directly employed and sub-contracted are familiar with relevant statutory regulations and with the requirements of the contract in this respect.
* Ensuring appropriate equalities training for managers, staff and sub-contractors at all levels who are employed in the delivery of the services.
* Implementing appropriate procedures to deal promptly and sensitively with complaints about discrimination, from staff or the public.
  1. **Access**

Enterprises is committed to maximising accessibility at events.

The successful bidder will demonstrate a sound understanding of access in relation the following, and incorporate elements in the event as relevant and according to its available budget: These may include, but not be limited to:

* Site layout, accessible routes and ramping
* Arrivals (parking, walking, bus etc.)
* Signage
* Stewarding
* Accessible toilets
* Accessible vendors
* BSL signers
* Accessible viewing areas

Bidders must demonstrate consideration for access in their tender response and ensure that all the potential impacts and issues identified in best practice toolkits

1. **PRODUCTION RESPONSE** 
   1. **Event Production**

The successful bidder will be responsible for, and should budget for, all aspects of the Event Production, including but not limited to:

* providing all infrastructure,
* Utilities (power and water)
* Toilets (cabin style not poly johns)
* Barriers
* Fencing
* Site management
* Traffic management and crowd management
* Signage
* Waste management
* Catering and welfare
* Accreditation, media management,
* Hospitality management and management of the artistes, sponsors and concessions.

The minimum standard required for infrastructure is the Event Safety Guide and other published industry guidance. However, Kew wishes to be associated with high standards of customer comfort and welfare and therefore will sometimes require a higher specification than the industry minimum. For example, we wish to have cabin style toilets rather than Poly Johns.

* 1. **Power**

Generators (including all fuel) should be clearly indicated and quoted for in this response.

Enterprises encourages the use of environmentally sustainable event infrastructure. Therefore, p we urge the option of using Bio Diesel generators or similar if possible, for this event.

All cable distribution is to be suitably covered / protected, including cable ramping provision across the main audience areas. This should be suitably stewarded, signed or marked to minimise any trip hazard

All cable distribution should be suitable for use in the open air to IP 67 standard and RCD / MCB protected.

An appropriately qualified Site Electrician must be present throughout the events and must provide an Electrical Safety Certificate in respect of all temporary electrical installations required, prior to their commencement. All equipment brought onto the square must be tested in advance and proven fit for purpose.

* 1. **Sound**

Where possible a flown, line array sound system designed specifically for live music and playback purposes should be used, with due consideration paid to noise sensitive premises surrounding the venue and observing all current licence conditions.

Enterprises has a sound management plan from Vanguardia regarding managing sound at events on the premise. This report can be found in the Appendix F and should be consulted prior to the selection of an audio supplier / specification.

* 1. **Waste Management**

The successful bidder shall be responsible for the collection and removal of litter and waste created by the event participants, contractors, concessionaires etc.

The successful bidder should provide suitable bins within the event site, back of house areas and on the site egress routes, which should be emptied at regular intervals. Bins should not be allowed to become full before emptying. The Event Successful bidders is required to manage waste so as to maximise recycling.

* 1. **Services/Utilities Available**
* A supply of non-potable water is available on the event site, but any potable water requirements will need to be bought in by the successful bidder. This will be recharged to the successful Bidder if used.
* The successful bidder should make arrangements to dispose of any grey or foul water off site.
  1. **Fire prevention**

Adequate firefighting equipment and accompanying signage commensurate with the event fire risk assessment and activities being staged will be required.

* 1. **Toilets**

There are limited premise toilets available for use close to the event site.

Based on the estimated capacity for this event the successful bidder should also make provision for additional public toilet facilities to be located within the event area.

* 1. **First Aid / Medical**

Supply of adequate First Aid provision for staff, performers and audience during the event and all build / breakdown periods is to be provided by the successful bidder.

* 1. **Catering and Bars**
* The successful bidder will be responsible for the selection and letting of suitable concessions for the Festival and ensuring that all relevant licences and permits are obtained and relevant food hygiene regulations are adhered to.
* The Designated Premises Supervisor (DPS)will remain with Enterprises for the sale of alcohol for this event, however the appointed event organiser and their bar operator will be required to sign a letter confirming due diligence in response of upholding the premise licence conditions for the sale of alcohol.
* All prices and menus should be shared with Enterprises for approval.
* Although compliance with Environmental Health and Food Safety standards is the responsibility of the individual trader, some assistance may be required from the appointed Event Organiser in respect of provision of services such as distributed temporary power, waste management etc. (please refer to relevant sections of this specification).
  1. **Road Closures / Traffic Management**

The responsibility for producing the Traffic Plan for road crossings and car park management and implementing it (including all stewarding and necessary infrastructure – cones, signs, barriers etc) is with the successful bidder, or your appointed traffic management consultant.

* 1. **Event Security / Crowd Management**

The successful bidder will provide the security for the event site and event infrastructure. Kew has a constabulary team that patrols the Gardens during opening hours and provides a limited security service over-night. All entry gates are covered by CCTV linked back to the on-site control room.

The successful bidder will control security inside the arena and work closely with Kew constabulary regarding gate security and ingress and egress from the site to the exits.

A single event stewarding company should be appointed by the successful bidder to provide all event and static security requirements (SIA and non SIA accredited as required) across all event days. This includes, but is not limited to:

* Providing static site security during build and breakdown periods.
* Providing security throughout the event, including management of visitor ingress and egress to event sites by members of the public.
* Manage the response to incidents such as a lost child or minor public disturbance.
* Managing the initial response to a major public incident such as site evacuation (in conjunction with the emergency services as required).
* Providing a good level of customer care to those attending the event.

1. **ROLES AND RESPONSIBILITIES**
   1. **Enterprises Role**

In addition to areas identified in this specification, the successful bidder can expect the following support from RBK Kew Enterprises:

* appointing a Senior Event Manager as first point of contact for the entire contract length
* facilitating access to and use of the site
* championing the event within Kew, facilitating stakeholder engagement, managing systems, and protocols at Kew that are relevant to the event
* leading on discussions with the licensing authority, local Police, and other local stakeholders
* activating any agreed marketing undertaken by Kew
* provide an on-site direct labour team to carry out works within the gardens that are outside the festival arena, for example installing barriers, temporary lighting and signage. The scope and cost of this work will be agreed with you and will be charged to the event.
* provide on-site cleaners and electricians as necessary for any permanent Kew buildings that are used as part of the event. The scope and cost of this work will be agreed with you and will be charged to the event.
* provide any horticultural services necessary, such as grass cutting or reinstatement. The scope and cost of this work will be agreed with you and will be charged to the event.
* introduction to our on-site catering concessionaires. The extent to which you involve them in the running of the event will be agreed between us (there is no requirement to use them but, in some instances, it would probably be advantageous). Any income deriving from this will be credited to the event.
  1. **Calibre of Staff Employed**

The successful bidder will be expected to employ staff of a good calibre with, where necessary, the qualifications, language ability, and experience required to perform their duties efficiently and effectively.

* 1. **Management Personnel and Structure**

The successful bidder shall establish a management structure which clearly defines lines of authority, responsibility and accountability. Details of this structure should be clearly shown within the proposal.

During all hours of operation, there should be a member of the Successful bidders’s team on duty at the site.

1. **FINANCIAL MANAGEMENT**
   1. **Financial Basis of the Contract**

The contract is being let on a three (3) year concession basis with scope for two extensions of one year each (3+1+1) wherein the successful bidder shall pay Kew an agreed minimum guarantee plus a share of revenues generated by the event. The concession percentage may be offered on a sliding scale rising with turnover, but Kew seeks a fixed guaranteed minimum payment within the overall concession offer.

* 1. **Cash Flow**

The successful bidder will cash flow the event and will have the contractual relationship with artists, suppliers and other contractors.

The parties will work together on an open-book basis.

Enterprises will require staged payments of the guaranteed minimum at 3 months and 1 month prior to the event.

* 1. **Past Sales Data**

Past sales data is detailed in the table below. These figures are indicative of past performance and provided for information purposes only. They are not to be taken as any guarantee of future business. The tendering companies are required to make their own judgement regarding the potential of the event based on their skills, experience, and expectations of what could be achieved at the venue.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Year** | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| **Total Sales** | 30000 | 39000 | 30000 | 37000 | 34000 | 36000 |

* 1. **Sponsorship**

Sponsors branding is unrestricted throughout the festival site but should be removable in all other areas of the Gardens, so that it can be positioned after the Gardens closes each day and removed again before they open the following morning. Sponsors are subject to Kew’s approval in line with our Third-Party Engagement policy Appendix G.

* 1. **Venue Charges**

There will be several venue recharges involved in operating within RBGK that should be factored into the event budget, these include but not limited to ground reinstatement, CRM, staffing costs and car park compensation. These will all be based on extent of use and will be agreed in advance. For the purposes of the proposal, based on previous years this should be factored at £16,000.

1. **CONTRACT MANAGEMENT**

It is Enterprise’s intention to make arrangements for the performance of the contract to be monitored regularly.

* 1. **Client Liaison Meetings**

The successful bidder’s key personnel as considered appropriate shall attend regularly scheduled co-ordination meetings with Kew. Kew shall make the necessary arrangements for these meetings.

The successful bidder shall keep Kew fully and effectively informed at all times to key actions, such as:

* public announcements, PR and marketing about the Event
* putting tickets on sale
* taking any actions likely to significantly affect venue capacities
* appointing key contractors
* discussions with statutory agencies
* any decisions likely to have a significant impact on public safety planning
* agreement of sponsorship deals
* agreement relating to commercial rights
* any similar matters
  1. **Reporting**

The successful bidder shall submit the following reports to Kew at the frequency stated:

**Financial Reports**

**Twice weekly:**

* Breakdown of ticket sales per concert and per ticket type

**Monthly:**

* Breakdown of all revenue per concert and overall

Additional information may be requested at any time either as a one-off request or on an on-going basis and the successful bidder shall comply with all reasonable requests to provide further information in the timescale expected.

**APPENDICES**

See separate documents

Appendix A Kew’s Existing Audience Information

Appendix B Site Map

Appendix C Premises Licence Information

Appendix D Sustainability Policy

Appendix E Contractor Management Policy

Appendix F Third Party Engagement Policy

Appendix G Sound Management Plan