FOL17/224: Serpentine Kitchen

Catering Concession Contract

Section C

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## Introduction

The Royal Parks (TRP) is responsible for managing and preserving over 5,000 acres of historic parkland across London, including valuable conservation areas and important habitats for wildlife. Our eight Royal Parks are among the most visited attractions in the UK, and can mean different things to different people at different times. For some, particularly those from outside London and the UK, it is their first visit to a Royal Park. Others may visit regularly during the week, whether as part of their daily commute, to enjoy the fresh air and natural beauty on their own or with their families, or as a meeting place for friends.

TRP manages London’s eight Royal Parks: Bushy Park, The Green Park, Greenwich Park, Hyde Park, Kensington Gardens, The Regent's Park & Primrose Hill, Richmond Park and St James's Park. We are also responsible for a number of other spaces in London including [Brompton Cemetery](https://www.royalparks.org.uk/parks/brompton-cemetery), [Victoria Tower Gardens](https://www.royalparks.org.uk/parks/victoria-tower-gardens), the gardens of 10, 11 and 12 Downing Street, and [Grosvenor Square Garden](https://www.royalparks.org.uk/parks/grosvenor-square-garden). 77 million visitors a year visit the Royal Parks. More information on TRP can be found on our [**website**](https://www.royalparks.org.uk).

TRP is a new charity, created in March 2017, to manage and fundraise for 5,000 acres of Royal parkland across London. TRP has taken over the role of managing the parks from The Royal Parks Agency – a former executive agency of the Department for Culture, Media and Sport (DCMS). In the coming weeks we expect the Royal Parks Foundation, which currently fundraises for the parks and provides educational opportunities, to join the new charity, bringing together the best of both park management and fundraising into a single organisation. The new organisation will be less reliant on government funding and will have greater opportunities for income generation, particularly by being more attractive to donors and volunteers. High levels of visitor satisfaction will remain a key priority.

TRP has 48 restaurants, cafes and kiosks across its parks, which make a strong and growing contribution to improving the park visitor experience as well as income generation.

## The Royal Parks’ Purpose and Charitable Objectives

*What the new charity does:*

We care for each of London's Royal Parks for everyone   
now and in the future to explore, value and enjoy.

*Why we do it:*

* To enhance the unique landscapes, horticulture, ecology, biodiversity and built heritage;
* To encourage health, well-being, sport and enjoyment;
* To educate, build understanding and support; and
* To host national ceremonials and major events.

*How we do it:*

We will be sustainable, work in productive partnerships and deliver world class park management.

The objects of the Charity are for the public benefit (the “Objects”):

1. to protect, conserve, maintain and care for the Royal Parks, including their natural and designed landscapes and built environment, to a high standard consistent with their historic, horticultural, environmental and architectural importance;
2. to promote the use and enjoyment of the Royal Parks for public recreation, health and well-being including through the provision of sporting and cultural activities and events;
3. to maintain and develop the biodiversity of the Royal Parks, including the protection of their wildlife and natural environment, together with promoting sustainability in the management  and use of the Royal Parks;
4. to support the advancement of education by promoting public understanding of the history, culture, heritage and natural environment of the Royal Parks and (by way of comparison) elsewhere;
5. to promote national heritage including by hosting and facilitating ceremonies of state or of national importance within and in the vicinity of the Royal Parks.

Our Chairman, Loyd Grossman CBE, set out his vision for The Royal Parks at the opening of the Italian Gardens Cafe in Kensington Gardens, in September last year.

<https://www.royalparks.org.uk/press-and-media/press-releases/from-toilets-to-tearooms-as-finest-cafe-view-in-london-is-unveiled>

## 1.3 The Royal Parks Brand Strategy

We are developing a Brand Strategy for the new charity. This will be rolled out during 2017 with our partners to ensure brand alignment across all areas of our business.

The overarching aims of the new strategy are:

* To evolve the Royal Parks brand, and to reflect the vision and objectives of the new charity
* To bring staff and partners together in shared vision for the brand
* To build brand reputation, particularly around world-class park management and services
* To develop a coherent brand identity, underpinned by a consistent and compelling narrative
* To evolve the brand hierarchy and use visitor touch points to build awareness and understanding of the new charity, and deliver an increase in funding and support

### What does this mean for catering?

Whilst it is important that each catering outlet retains its own individual identity, reflecting the unique park location, it also needs to be relevant to, and to build awareness of, the TRP brand. In specific terms, we want the TRP brand to be more visible and more tangible in terms of the look and feel of the overall concept. This will include building subtle and creative touch points into design, decor, information points, messaging and marketing. Our catering outlets will give people a sense of place and become gateways for further engagement with TRP brand, driving traffic to our social and digital media channels. Our catering outlets should communicate TRP brand values, showcase our commitment to sustainability and build stories about our parks and their history and heritage into the design schemes and associated collateral.

We are developing three themes core to our brand: “Keeping London Healthy,” “Maintaining Living Heritage” and “Sustaining London’s Green Spaces,” and will use these in our communications to capture the imagination of our visitors and gain support from target audiences and partners.

Now we are a charity, we are evolving our brand personality as follows:

* Our **tone of voice** is friendly, respectful, caring, confident, passionate, inspiring and expert – but with a sense of humour.
* Our **brand style/image** is inclusive, natural, prestigious (but not arrogant), beautiful, authentic and timeless – it says “quality”
* Our **brand value**s are about being welcoming, sustainable, collaborative, remarkable – these are our beliefs and behaviours; we aim to be world-leading in what we do

Tenderers should ensure that they present concepts and designs and communicate in a way that is consistent with our brand values, brand personality and the uniqueness of the park, both today and in terms of its history and heritage.

We show below the brand attributes and benefits for completeness but the brand personality is considered to be the most relevant for the development of the catering offer in its entirety; the concept should be tailored from these attributes as appropriate.

*Brand Attributes* (*What it does: the functional properties or features of the brand*)

|  |  |
| --- | --- |
| Origins, Heritage and ‘Products’ | Services and Skills |
| * Eight Royal Parks * Over 500 years of history * Historic buildings, features and architecture * Listed landscapes * 5,000 acres of green space and water features * Nature in an urban environment * Protected species and habitats * Unique and versatile venues | * Caring for the parks * Conserving and enhancing nature, wildlife, horticulture and water features * Facilitating personal recreation, relaxation, health & wellbeing, education, sport, music, culture, entertainment and nature-watching * Snacks and informal dining * Experts in parks management * Experienced fund-raisers * Experienced hosts of ceremonies of state and major events in the capital * Experienced volunteer base |

*Brand Benefits (The emotional and functional benefits delivered by the brand attributes)*

|  |  |
| --- | --- |
| Functional | Emotional |
| * Free access for everyone, everyday * The antidote to the city * Learn about nature in an urban world * Refreshments * Part of London’s social, sporting and cultural fabric, environment and heritage | * Uplifting experience, in touch with nature, for people in London, both residents and visitors * Peaceful, safe, green spaces where visitors can relax, explore, escape and enjoy the wonder of nature in a global city * Feel invigorated, fitter and healthier * Improve mental & physical well-being * Satisfying & healthy food and drinks * Have fun |

## 1.4 The Royal Parks’ Sustainability Objectives

The Royal Parks aims to be a leader in the sustainable management of parks and open spaces in the UK. In 2016 we published our 10-year Sustainability Strategy and are embedding this across our operations.

The Strategy is based around four key sustainability pillars:

* Conserve and enhance the unique landscapes, built heritage and biodiversity;
* People, education, fairness and improving wellbeing;
* Mitigating and adapting to climate change: and
* Sustainable growth - providing environmentally excellent and financially viable green open spaces to the public.

# 2 Hyde Park

## 2.1       Hyde Park History

## Every year nearly 13 million Londoners and tourists visit Hyde Park, the first of the Royal Parks to be opened officially to the public in 1631. When William and Mary became king and queen in 1689 they bought Nottingham House on the western edge of the park. They renamed it Kensington Palace and made it their main home in London. To get from Kensington to Westminster, they created a processional route through Hyde Park. It was lit by 300 oil lamps and was the first road in England to be lit at night. The road was called route de roi or King's Road but the name became corrupted to Rotten Row.

## Many of the striking features you see today in Hyde Park were created in the 18th century by a keen royal gardener, Queen Caroline. In 1728, she took almost 300 acres from Hyde Park to form Kensington Gardens and she separated the two parks with a long ditch or ha-ha. She also established a new landscape fashion. Queen Caroline made a large lake called The Serpentine by damming the Westbourne Stream. At that time, artificial lakes were usually long and straight. The Serpentine was one of the first created lakes in England that was designed to look naturalistic. It was soon copied in parks and gardens all over Europe. And it was the centrepiece of celebrations in 1814 for the British victory at the sea battle of Trafalgar.

## Hyde Park remained the same for almost 100 years until the 1820s when King George IV ordered a makeover. He employed Decimus Burton to create a monumental entrance at Hyde Park Corner. It comprised the Triumphal Screen you can still see today and the Wellington Arch, which was later moved to the middle of roundabout at Hyde Park Corner. Burton also replaced the park's walls with railings and designed several new lodges and gates. At around the same time, John Rennie built a bridge across the Serpentine and Hyde Park was formally split from Kensington Gardens by a new road called West Carriage Drive.

## Another upheaval came in 1851 when Joseph Paxton built his Crystal Palace alongside Rotten Row to house the Great Exhibition. But this time the change was temporary. The palace was moved piece by piece to Sydenham in south London when the exhibition closed. Some of Burton's lodges were later demolished and roads on the eastern edge were widened. More recently, in 2004, the memorial fountain to Diana, Princess of Wales, was built in the park. Apart from these changes, what you see in Hyde Park is largely how Decimus Burton left it.

## 2.2       Hyde Park Today

## The continuous evolution of the landscape, particularly from the 1860’s, led to Hyde Park’s increasing development as a pleasure ground but without losing its ability to host events, demonstrations, parades and celebrations of national significance which it has done since the days of Elizabeth I. Collectively these wide open spaces, quiet shady corners, the lightly sinuous Serpentine and the formal avenues create the quality of grand spaciousness that is a defining characteristic of Hyde Park. These qualities, together with its freedom of access, and its use for significant public and popular events, have led to its national perception as being very much the ‘people’s park’.  Major events hosted by Hyde Park include Hyde Park Summer music festival, BBC Proms in the Park and BBC Radio 2 Live in the Park as well as Hyde Park Winter Wonderland. Hyde Park has long tradition of accommodating demonstrations and protests which we continue to respect, as long as the terms and conditions in our longstanding demonstrations and assemblies policy are met.

## 2.3       Hyde Park Management

## Hyde Park is managed by a core team comprising a Park Manager, two Assistant Park Managers, one office manager, a financial officer, an events officer, and a technical officer. Day-to-day reporting lines for catering will be with the Catering Contract Manager who has an overview of all catering across the Royal Parks, together with the Park Manager.

## 2.4 Hyde Park Catering Facilities

The locations of Hyde Park’s catering facilities, including Serpentine Kitchen, are shown on the plan in Appendix “B”. On the plan, Serpentine Kitchen is labelled, “Serpentine Bar and Kitchen”, its current trading name.

In summary, the catering facilities in Hyde Park comprise:

1. Serpentine Kitchen (currently known as the Serpentine Bar and Kitchen): Located at the eastern end of the Serpentine with spectacular views up the lake to Serpentine Bridge.
2. Lido Bar and Cafe: Located on the south side of the Serpentine close to the Diana, Princess of Wales Memorial Fountain.
3. The Lodge Café, Hyde Park Corner: Located in a grade II listed lodge at Apsley Gate in the south east corner of the park.
4. Tennis Centre Café: Located in the south west corner of Hyde Park within the tennis and bowling centre.
5. Kiosks: There are six in total located at Speakers Corner, along Serpentine Road at the Triangle car park to the west, the Boathouse midway and at Hyde Park Corner to the east, on Serpentine Bridge and at the children’s playground on the south side of the park.

**For the avoidance of doubt, this tender relates to Serpentine Kitchen ONLY**. All the catering operations including the kiosks open year-round and are operated under separate licences.

## 2.5 Hyde Park Visitor Profile

Extensive customer research and profiling has recently been undertaken by Ipsos Mori to better understand the visitor base that frequents TRP as a whole and each park in particular.

This profiling captured socio demographic data as well as topics such as buying habits, value perception etc. The most relevant information from the Hyde Park survey is shown in Appendix “C”. This is not an exhaustive list but a high level overview appropriate to this tender process. A copy of the full report is available on the TRP website.

## 2.6 Hyde Park Visitor Numbers

The Ipsos MORI research programme also provided an estimate of park visitor numbers. To achieve this, cameras were installed at key park exit/entry points and at other key locations in consultation with park managers. The cameras recorded 12 hours (7.00am to 7.00pm) of footage for one ‘typical’ week and weekend day per quarter. The first 20 minutes of footage from each hour was then analysed and pedestrians, horse riders and cyclists in the parks counted. Counts were then extrapolated to provide quarterly and annual estimates. It is estimated that 12.8 million visits are made to Hyde Park each year. The proportion of visitors that arrive at the different parts of Hyde Park is shown in Appendix “D”.

**2.7 Events in Hyde Park**

A varied and constantly changing range of small and larger scale events take place within Hyde Park across the year.

Events can be generally split into the following categories:

* Small events that include sponsored walks, charity runs, bandstand performances and corporate picnics. These take place throughout the year but more especially in the summer months. These have little impact on the concession.
* Rallies and demonstrations take place on the Parade Ground and often on the roads surrounding the park. These are usually planned but can be spontaneous. These can restrict access for deliveries due to road closures. By the nature of some demonstrations, extra security may be required at the concession to prevent antisocial behaviour.
* Ceremonial events that include gun salutes and Cavalry Sunday. The latter takes place on Serpentine Road once a year.
* Sporting events including Race for Life, The Royal Parks Half Marathon, Triathlon and Swim Serpentine. Due to the significance of Hyde Park, it can also be the focus for major international sporting events such as the 2012 Games. Sporting events often have running or cycling routes in the park than can affect access for deliveries and customers. The Hyde Park team will work closely with the concession to minimise disruption.
* There are two major concert series in the park each year. These are the summer British Summer Time Hyde Park concerts (BST) and the BBC Proms in the Park and Radio 2 concerts. Both of these events operate within and enclosed site on the Parade Ground. The BST event has a mid week element where the site is opened for free attractions, bars and catering.
* Hyde Park Winter Wonderland runs for 6 weeks on the Parade Ground and is a festive attraction including pre-bookable attractions, Christmas markets, bars and catering, fairground rides and a host of other attractions. The concession sits outside of the footprint for the event but in close proximity to the southern entrance. The event brings large numbers of visitors into the park at what would otherwise be a quiet time of the year.

# 3 Catering in the Royal Parks

## 3.1 Vision

The Royal Parks vision for catering is defined as:

“Great food for everyone, with friendly and efficient service in contemporary, inviting spaces - all delivered responsibly and ethically”

The Royal Parks’ aim is for the cafés, restaurants and kiosks in The Royal Parks to provide food and beverage standards befitting of these world class environments such that the catering facilities offer a standard of excellence to match the horticultural excellence achieved within the parks themselves. We wish to be the market leaders in open space catering through the development, with our catering partners, of bespoke concepts which are unique to the Royal Parks, appropriate for the individual park environment and relevant to the visitor profile in each park. A visit to one of TRP cafes, restaurants or kiosks will enhance a visit to the park. Revenue from catering will continue to make a strong and increasing contribution to the financial sustainability of the organisation.

## 3.2 The Royal Parks Catering Strategy

TRP aims to embed six key attributes within each of its catering outlets regardless of size or scope. Delivering these consistently will be an operational priority:

* **A high quality food and drink offer:**

The Concession Holder should provide authentic dining experiences using fresh company made (on or off site) products that have been responsibly sourced. Menus should be familiar to locals and tourists alike and visual merchandising standards should be high.

* **Fast and friendly service:**

Service should be consistently efficient and professional, yet warm and friendly. Staff should engage with customers rather than just serve them.

* **Unique concepts and creative designs:**

There should be a visible connection between the catering outlets and the unique landscape through the design of interiors, choice of furniture, and printed materials. Designs should be inclusive and inviting, authentic and aesthetically pleasing but not at the cost of comfort and practicality given the park settings.

* **Compelling and well communicated brands:**

Catering outlets should have a strong, individual identity, which reflects the TRP brand values and stories of the parks and runs through everything from the signage and décor to menus, service styles, staff behaviours and customer engagement. Visitors should be encouraged to connect with the TRP brand through the catering offer. Visitors should be provided with an experience, rather than just a catering service.

* **Accessible pricing:**

Catering needs to reach a broad range of park users throughout the year, which means having an accessible pricing strategy across the various kiosks, cafés and restaurants. Based on the local and tourist demographics, there should be something for every pocket within every park.

* **Responsible sourcing and operations:**

Concession Holders must be able to demonstrate rather than just claim robust policies around sustainability on a daily basis. This means responsible and ethical food sourcing, sensitivity to food miles and their overall carbon footprint, minimising wastage and maximising recycling opportunities.

# 4 Serpentine Kitchen

## 4.1 Serpentine Kitchen Building

Serpentine Kitchen is located with a Grade II\* listed building, designed by Patrick Gwynne for the Ministry of Public Building and Works in conjunction with Forte's and Company. It was opened in 1964 as The Dell Restaurant, a name which was retained until 2009. It is an extremely rare surviving example by an important architect who specialised in shop and restaurant design. A central concrete core on deep piles supports radiating and tilting steel trusses cantilevered over the Serpentine, and steel columns on the glazing line to which the large plate glass windows are directly fixed. The polygonal plan has an underlying octagonal form. The concrete floor slab is clad in Brescia Violetta marble. The projecting balcony on three sides has tilted steel railings which support pre-cast terrazzo seating alongside trapezoid-shaped tables angled to the zig-zag form of the building. Included as the best of a small number of restaurants built in the Royal Parks in 1963-4, the design is particularly imaginative in its lightweight, tent-like form and use of materials.

The building is situated at the far eastern end of the Serpentine and commands spectacular views up the lake towards Serpentine Bridge. It is situated at a point where two major paths meet; Serpentine Road which runs east to west, and the Dell Bridge path which runs north to south towards Knightsbridge and Marble Arch. The Dell (after which the original restaurant was named) sits to the east of the north south path and is a popular part of the park with a cascade, pond and Edwardian style tropical dell garden.

There are approximately 160 internal seats and 300 external seats overlooking the lake, some of which are on a terrace under the canopy of the building. This terrace and the terrazzo seats are part of the listed building. All the external seating is contained within a fenced garden. The paving within the gardens is part of the listed status. It cannot be replaced and must be maintained in good condition.

In Spring 2017 the building was extended to provide better toilet facilities for the café. Three new ladies cubicles and one male cubicle were added. The accessible toilet/baby changing facilities were also improved. A new borehole was sunk and the toilets converted to a non-potable water supply which will reduce the running costs and will reduce maintenance as the toilets will refill quicker and so shouldn’t block so much.

Layout drawings of the building are shown in Appendix “E”.

## 4.2 Serpentine Kitchen Catering Offer

Since 2009 two distinct service styles have operated alongside one another in the Serpentine Bar and Kitchen: a high volume express café service and an order at counter, delivered to table casual dining restaurant. Prior to 2009 a self-service cafeteria style operated.

The current café menu comprises sandwiches, baguettes, wraps, boxed salads, cakes, pastries and cold drinks available for self-selection, plus hot beverages made to order. The current restaurant menu comprises wood fired pizzas, salads, hot sandwiches and a short range of popular hot main meals. A small production kitchen supports the café and restaurant together with a customer facing preparation and cooking area.

## 4.3 Historic Catering Sales Data

Turnover figures for the last seven years, 2010/11 to 2016/17, are set out in Appendix “F”. These figures are net of VAT and include all commissionable catering sales made within the facility. 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. Tenderers are required to make their own judgement regarding the potential of the contract.

# 5 Outline Contract Requirements

## 5.1 The Service

The Royal Parks is open to suggestions as to how the catering service within the Serpentine Kitchen is developed in the future. TRP does not wish to provide a formal restaurant service nor should a pre-booked service operate. The service style should be informal and casual whether delivered through a self-service café, table service restaurant or as current through an order at counter/deliver to table service.

It is expected that the service concept proposed for the café shall:

* meet the needs of a wide cross section of park visitors including tourists and locals
* deliver a relaxing, welcoming and uplifting dining experience as an antidote to the City
* be capable of dealing with significant volumes of visitors efficiently
* deliver a consistently high quality product day in and day out regardless of business levels
* provide a high level of engagement with the customer
* complement the food and beverages offered elsewhere within the wider Hyde Park catering portfolio

An all day offer starting with breakfast and running through to late evening in summer is expected. It is believed that a relatively short menu of simple, high quality items would be most appropriate. The menu should offer a product range that is recognisable to the high volume of international tourists but yet retains a predominately British feel. It is expected that the menu will vary in line with the seasons (at least quarterly, more regularly if possible) to meet visitor needs at different times of the year and to avoid menu fatigue amongst the high number of regular customers. Similarly it is expected that the menu offer will change through the course of the contract to take account of high street trends and general patterns of diet and food consumption outside of the home.

The menu offer should celebrate and support local producers, local suppliers and the wider food heritage of Britain where possible. Cultural and ethnic dietary needs shall be addressed within the menu range and more common allergies (gluten free, dairy free and nut free) should be widely available, so those with allergens have a choice of well labelled options.

It is extremely important that the catering facilities within the Royal Parks offer value for money. Prices should benchmark closely with the high street and other visitor attractions. Some premium products are appropriate given the leisurely nature of a visit to Hyde Park, provided that a core range of value items is provided across all product ranges. The current prices are seen to be at the upper level and an increase in prices would not be desirable. Growth should not therefore be driven through price but through increased value, cross selling and upselling and increased penetration in the off peak and shoulder months of the year. It is considered that there is limited growth potential in the peak season.

To draw on an analogy from the retail sector, TRP would like to be considered the Waitrose or M&S Food equivalent in park catering with their catering operator displaying similar values to those expressed by these brands in terms of the quality, price and appropriate scale of its catering operations. Value for money is critical and pricing for core items will be a focus of the tender analysis, but value should not come at any price. Both the afore-mentioned supermarket operators offer a value range but with quality sitting firmly within the overarching brand.

Tenderers are expected to develop a unique brand identity for the Serpentine Kitchen (including a new name if considered appropriate). The Royal Parks do not wish to retain the Serpentine Bar and Kitchen name which is a brand name of the incumbent caterer. Alternatives names for the outlet should be considered which provide a connection to the history, heritage and/or landscape of Hyde Park. Names that are linked to the tenderer’s existing business or which would be ‘rolled out’ to other venues will not be considered. This brand identity should align with and promote The Royal Parks brand as set out in section 1.4. The name, selected in conjunction with The Royal Parks, will be trademarked by The Royal Parks.

In terms of branding hierarchy, the Café name should be the dominant name followed by The Royal Parks name and then the Concession Holders name. The Concession Holder’s name and brand should not be evident to the visitor on first observation and should not be used on signage, product packaging, menus etc. Visitors should be aware that they are in Hyde Park and that this is part of The Royal Parks.

Post contract award it is expected that the successful tenderer will work with The Royal Parks to ensure that the brand identity remains relevant to the evolving brand of the new charity.

Viewed by the public as ambassadors for The Royal Parks, the Café staff should support the visitor experience not just of the café but across the whole park. They should be able to answer a range of common visitor queries such as the location of specific features in the park, the timing of ceremonial events, directions to the nearest exit, toilets, underground station etc. They should also be able to explain The Royal Parks’ role and be familiar with key messages around the importance of fundraising and how income from the outlet supports investment in the parks. Within the outlet they should be able to answer questions regarding the menu, ingredient content and allergens.

For further detail on service requirements see Section D Conditions of Contract, in particular Schedule 1, Specification of Requirements.

## 5.2 Building Improvement Works

The building was last refurbished in 2009 and although structurally sound there are areas which the successful tenderer will need to address as part of the improvements works programme. The catering equipment is generally 8 years old and it is envisaged that it will need replacing.

Investment is required to refresh and update the food and beverage concept, replace the ageing kitchen equipment, and redecorate and refurnish the seating areas. **TRP does not consider there to be an opportunity to expand the building in this sensitive location.**

Tenderers are advised to research the listed building status (<https://historicengland.org.uk/listing/the-list/list-entry/1251150>) to fully understand what is covered by the listing before developing plans. For example, the terrazzo floor is protected inside and outside on the terrace as is the concrete seating, the glazing, the crazy paving in the gardens etc.

Over and above that it would be desirable for the caterer to consider the following within their scheme:

* A solution to the door mechanisms to prevent cold air from entering and chilling the seating areas in winter
* A method of cooling the restaurant space in warmer weather. However please note that air conditioning would not be permitted on environmental grounds.
* Acoustic treatment to reduce noise levels
* An interior design which is softer and creates a warmer feel
* The installation of measures to assist the police in reducing the opportunities for crime

The quality of the physical space (décor, furniture, service counters, ambiance etc.) is considered as important as the quality of the food and service in meeting visitor expectations and driving new revenue, particularly outside of the peak periods. Through the creation of a comfortable relaxed space, The Royal Parks want the Serpentine Kitchen to become the destination of choice for tourists, local workers and the walking and cycling commuters who pass through the park. The outlet should have the same level of appeal in the depths of winter as in the height of summer, through the creation of a compelling space for relaxation.

The outdoor seating area is an integral part of the operation and a synergy between the indoor and outdoor spaces should be fully considered in the design process. Tenderers are encouraged to consider how the external seating areas could be made more attractive. However, it should be noted that the garden forms part of the listed building status and planners will not permit a design which impacts on the view from the park toward the building. The outdoor furniture needs to be sufficiently robust and heavy so that it cannot be blown (or be thrown) into the lake. The crazy paving within the garden is part of the listed building and must be maintained as is the terrazzo seating. The planning authorities will not permit the use of parasols or permanent structures within the garden and patio heaters are not permitted on environmental grounds.

The Royal Parks expects tenderers to identify design concepts/themes which satisfy the requirements of the menu/service offer but which also fit comfortably with TRP’s brand. The works should provide a strong commercial return on the capital investment and tenderers will be required to demonstrate this as part of their tender submission.

The Royal Parks would not consider any increase in size to the existing building.

Under no circumstances should any tenderer approach the planning authorities during the tender process. Any requirement to engage planners post contract award will be coordinated by TRP although the cost of planning will form part of the Concession Holder’s capital investment.

The following utility supplies are available at the Serpentine Kitchen site:

* Two Hamworthy 125kW gas fired boilers located within the boiler room at rear of property. Provides low temperature water to fan assisted radiators and heating coils within the fresh air handling units. The boilers are controlled by a Merley boiler sequencer
* Gas pressure is at 20.84mBar.
* The air handling unit provides fresh air to the kitchen, controlled by a Satchwell controller
* Cold water is supplied to the restaurant kitchen and toilets via a cold water storage tank located above the centre seating area of the restaurant, incorporating a separate booster set which feeds the toilets.
* The Hager switchgear delivers the 3-phs 400amp electrical supply to the distributions boards located around the building.
* A drainage pump under the floor in the boiler room removes waste water to the nearest road sewer.

Tenderers should demonstrate in their design submissions the standard and quality of work proposed which should assume the use of high quality equipment and finishes which achieve sustainable sourcing, longevity, energy efficiency, labour efficiency and the highest standards of hygiene and health and safety.

Full consideration shall be given to designs and equipment which are energy efficient (e.g. low energy lighting and equipment), reduce wastage (e.g. infrared controlled water taps in the public toilets), encourage recycling and educate the customer (e.g. recycling systems for customer waste management) etc.

## 5.3 Capital Investment

The successful tenderer will be required to fund the proposed building improvement works.

As the level of capital investment made will influence the concession offer made to TRP, tenderers must demonstrate that the level of works carried out and capital investment proposed provides a good return in terms of driving additional sales through the facilities and additional income to TRP.

The successful tenderer will be responsible for working within the budget set. TRP will not be in a position to ‘top up’ any shortfall. Furthermore, TRP will not renegotiate the concession offer.