
Royal Botanic Gardens
Kew

Section 2: Specification of Services

1 BACKGROUND

Kew the Movies is a picnic style, outdoor cinema event showcasing a mixture of popular and classic films. Kew the Movies has operated at Kew Gardens since 2012 and has been co-promoted by Luna Cinema and RBG Kew Enterprises Limited.

This is a fully ticketed event. The gardens operate as usual in the daytime during the event period and re-open after hours to admit the event ticket holders.

We are looking for a maximum of four outdoor screenings in 2017, 2018 and 2019.

Outdoor cinema is covered under the terms of the RBG Kew Premises Licence for Kew Gardens, a copy of which can be provided on request and will in any case be provide to the successful bidder. Please note the following relevant conditions:

- All events with a capacity of 1000 people or more must end by 10.30pm
- Otherwise (eg for events < 1000 capacity) the licence permits films, music, theatre, the provision of late night refreshment and sale of alcohol until midnight. The number of events <1000 capacity is capped and for that reason a maximum of 4 dates is available for Kew the Movies

This contract is let by RBG Kew Enterprises, a commercial trading company wholly owned by Royal Botanic Gardens, Kew.

2 EVENT BRIEF

2.1 Overview

We welcome creative proposals that can excite a new audience and stand out from the crowded London outdoor cinema scene.

Our screenings have proven very popular and we would like to entice past visitors back as well as encouraging people to visit Kew for the first time.

In particular we are seeking events with a strong sense of place, which are fun to attend and also connect audiences to the values and the work of RBG Kew. The event should feel that it belongs within the Gardens.

We are open as to the genre of films chosen, but we are looking to combine commercial profitability with creativity and innovation.

In 2017 and 2019 the screenings will take place on the area of land as shown on the attached map, Appendix B - Site Location. There is limited scope for other festival activities such as rides, stages, workshops, other art forms etc. However, we welcome creative proposals that maximise the use of the space. (See note below re 2018.)

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The quality of each element of the overall experience; décor, atmosphere, ambiance, setting, food and drink, customer service and facilities, is as important as the quality of the films in meeting visitor expectations and importantly in driving new revenue. To achieve this ambition the event must offer high value to the customer whilst ensuring compliance to all relevant standards. The site should provide excellent service for all customers, including, for example, those with disabilities and (if appropriate) families with young children.

Kew is a 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.

Our aim is for Kew the Movies to provide entertainment standards befitting of this world class environment such that screening and catering facilities offer a standard of excellence to match the horticultural excellence achieved within the gardens.

It is our expectation that the event would continue to be called 'Kew the Movies' however we are open to proposals about naming.

For the purposes of this tender we would like bidders to assume that:

- In 2017 the screenings take place on 4 midweek nights on any of the following six available dates: 16 & 17 August 2017, 30 & 31 August 2017 or 6 & 7 September.
- That there is flexibility in terms of dates for future years (up to a maximum of four nights)
- There is a maximum capacity of 2,500 people per night including complementary tickets and hospitality tickets but excluding staff.
- However capacity in 2018 may be lower as there are redevelopment works taking place in the Gardens in 2018 that may necessitate a reduced capacity or change of venue within the Gardens for that year only.

The exact dates can be subject to discussion with the successful bidder after the contract award, however bidders should assume the above for the purposes of bidding.

2.2 Ticketing & Pricing

Ticket prices should be equivalent to comparable events elsewhere, we are not seeking to put a maximum value on tickets.

We also wish to provide value for members of the Friends of Kew, such as through an allocation of discounted tickets and priority booking. Our policy is to offer Friends of Kew a minimum on £3 per ticket discount.

The successful bidder should provide a ticketing solution for the sale of tickets. Kew may wish to sell an allocation of tickets via our own ticketing platform and/or direct to the public on site at the ticket boxes at the Gardens.

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3 SERVICE REQUIREMENTS

3.1 Supplier responsibilities

The successful bidder will be responsible for organising all aspects of the event to include:

- Working with Kew to devise a site plan and programme that fits the event brief
- Work with Kew to agree all aspects of the event planning, programming, marketing and production.
- Ensuring any aspects of the event that impact upon the Kew Gardens site, our visitors, neighbours, stakeholders and our reputation are suitably addressed.
- Identifying potential films and activity for approval by Kew.
- Promoting the event, pricing and ticketing arrangements, marketing, securing sponsorship, press relations –Kew will support the successful bidder with the use of our own marketing assets, including our digital and PR teams. Event pages will be hosted at www.kew.org.
- Procurement and management of all artistes, traders, suppliers, sub-contractors, concessionaires etc.
- Organising all logistical and operational matters to do with the event, including the management of health & safety – Kew will work with you to help you ensure that your event overlays successfully with the other activities and operations taking place in the Gardens and complies with our standards of environmental protection
- All aspects of staffing and securing the event, excluding exceptions detailed in section 5.0 of this specification.
- Supporting Kew in securing any necessary permissions and support us in carrying out all stakeholder consultations
- Budget management, accounting, cash security, payment of all suppliers etc, receipt of all incomes etc.

The successful bidder will take all financial risk for the event and in return will benefit from all profit less that fixed guarantee and share of income which will be due to Kew.

3.2 Insurance

The successful bidder will be required to manage all risks associated with the design, delivery and management of the event. Promoters 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.

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3.3 Consultation

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

3.4 Benefits to Kew

The following additional benefits are to be provided to Kew free of charge as part of the contract:

- 25 complementary general admission tickets for Kew staff for each screening.

4 OPERATIONAL REQUIREMENTS

4.1 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 temporary event infrastructure (Kew has a small stock of event equipment such as fencing, barriers and battery lights that can be used for the event free of charge providing they are available)
- Utilities (see “Services/Utilities Available”)
- Event management
- Traffic management and arena stewarding
- Waste management
- Public and staff catering and welfare
- Management of any sponsors and concessions, VIP guests and similar.

4.2 Event Timings

Screenings must finish no later than 22:30. The choice of films will need to take this into account.

In August and early September the Gardens close to day visitors at 6.30pm midweek. Entrance to the public for the outdoor cinema takes place only after the day-time visitors have been cleared from the Gardens. In previous years we have closed the Gardens to day-visitors earlier in order to facilitate the outdoor cinema and this will be our intention again, the timing of the closure will be arranged with the successful bidder.

4.3 Deliveries and Storage

Access to the site is via Ferry Lane and Lower Nursery Yard. Storage, loading/unloading and parking space will be agreed as necessary and may vary from time to time according to the operational requirements of the event and of Kew.

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Site and traffic management are extremely important to us and we will require all vehicles moving in the Gardens to be escorted by a trained and competent person. There will be a curfew period for vehicle movements in busy areas of the Gardens.

4.4 Environmental Considerations

The successful bidder is expected to have a strong set of environmentally sustainable housekeeping practices and procedures in place.

The successful bidder should be mindful that we will not permit driving on the grass at all, and are therefore advised to budget for temporary ground protection and to plan the event layout so as to minimise the distance from tarmac paths to event infrastructure, traders etc.

Excavating the ground, digging, spiking and similar, will only be permitted with the specific agreement of Kew to each site and following CAT scanning of each location where this is agreed.

Particular attention must be paid to ensure that no pollutants enter drains as all surface waters drain to the lakes.

The successful bidder is required to budget for ground reinstatement, should it be required. Reinstatement work will be carried out by RBG Kew at the promoter's cost. The event has not required grass reinstatement in the last 4 years.

4.5 Trees

Tree protection is also of paramount importance. All necessary precautions must be taken to protect all existing trees, shrubs, plants, etc. (including the roots) from damage of any nature. Unless otherwise advised by Kew you should assume an exclusion zone 2m outside the canopy of any mature tree and 1m outside the canopy of any younger tree.

Unless you have the specific permission of Kew, do not, with regard to existing trees:

- attach anything to any part of the tree, including flying cables through them;
- drive vehicles or store materials inside the exclusion zone (described above) around the canopy of any tree;
- damage, remove or cut any part of the tree
- permit vehicles to pass underneath the canopy where there is insufficient clearance for the vehicle and/or its load.

If any tree work is required it may only be carried out under the supervision of Kew experts.

Please note the Kew reserves the right to increase the size of the exclusion zone around any given tree if in our opinion that is necessary for either the safety of the public or the health of the tree.

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4.6 Health and Safety

The successful bidder will be required to sign and adhere to Section 5 - Contractors Code of Practice, and to require all sub-contractors to sign and adhere to this also.

4.7 Security

The successful bidder will provide for the security of 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.

4.8 Litter & Waste

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. Please manage waste so as to maximise recycling.

Waste collection can be arranged through Kew's on-site contractor.

4.9 Services/Utilities Available

Electricity

All power requirements on site will have to be provided through generators rather than mains power this will be the responsibility of the successful bidder.

Water

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.

Drainage

The successful bidder should make arrangements to dispose of any grey or foul water off site.

Toilets

Toilets at the Orangery Restaurant and Welcome Centre can be utilised for this event.

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5 STAFFING

5.1 General

The Event Promoter will employ all staff necessary for the running of the events, including front of house staff from entry to the Gardens through to the event arena, except as specified below.

Kew will provide all management time necessary for us to perform our role, including:

- facilitating your safe access to and use of the site
- championing the event within Kew, introducing you to individuals, teams, systems and protocols at Kew that are relevant to the event
- working in partnership with you to reach agreement on all aspects of the event delivery that need our agreement
- leading on discussions with the licensing authority, local Police and other local stakeholders
- activating any agreed marketing undertaken by Kew
- Kew will provide an on-site direct labour team to carry out works within the gardens that are outside the event site arena, for example installing barriers, temporary lighting or signage. The scope and cost of this work will be agreed with you and will be charged to the event.

Kew will 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.

Kew will 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.

Kew will introduce you 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.

5.2 Calibre of Staff Employed

The Event Promoter 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.

5.3 Management Personnel and Structure

The Event Promoter 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 Promoter's team on duty at the site.

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5.4 Staff Uniforms

Uniforms shall be provided by the Event Promoter and should be of a high standard in both quality and appearance.

6 FINANCIAL MANAGEMENT

6.1 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 Event Promoter shall pay Kew an agreed minimum guarantee plus a share of revenues generated by the event. The share of revenues should be expressed as a percentage of all income generated from tickets, hospitality and VIP packages, merchandise, bar, catering and sponsorship that is specific to the Kew events.

6.2 Cash Flow

The Event Promoter will cash flow the event and will have the contractual relationship with distributors, suppliers and other contractors.

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

Kew will require payment of the guaranteed minimum at 2 months prior to the event.

6.3 Past Financial Performance Data

Past financial data is included at Appendix C – Historic Sales. 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.

6.4 Sponsorship

Kew Foundation and RBG Kew must be consulted prior to making any sponsorship approaches and reasonable consideration taken of their comments to ensure there is cross-over with ongoing sponsorship talks for other projects and that we avoid conflicts of interest.

7 CONTRACT MANAGEMENT

Kew will make arrangements for the performance of the contract to be monitored regularly.

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7.1 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 event 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
- and any similar matters

7.2 Reporting

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

Financial Reports

- Twice weekly: Breakdown of ticket sales per night and per ticket type
- Monthly: Breakdown of all revenue per night 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.

7.3 Contract Monitoring

The contract will be monitored through the Key Performance Indicators detailed in Appendix A

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APPENDIX A: KEY PERFORMANCE INDICATORS

Kew the Movies Key Performance Indicators					
Evaluation Criteria	Description / Measure	Scoring Methodology	Weighting	Possible Max	Threshold score
Commercial Terms	Number of tickets sold	5 = exceeds 6,000	2	10	6
		3 = 4,000 - 6,000 tickets sold			
		1 = less than 4,000			
	Adherence to contract Approval processes where required	5 = no incidents of failure to gain or comply with Kew Approval in line with the Contract	2	10	6
		3 = minor incidences of failure to gain or comply with Kew Approval in line with the Contract			
		1 = significant incident of proceeding without or in contravention of Kew Approval			
	Receipt of Payment	5 = Payment received within 30 days	1	5	3
		3 = Payment received within 60 days			
		1 = Payment received within 90 days			
On-site behaviour	Incidents of driving on grass or speeding or discourteous driving in the Gardens	5 = no incidents	1	5	3
		3 = one incident			
		1 = 2 or more incidents			
	Incidents of unauthorised excavation of the ground including any drilling, staking or driving into the ground	5 = no incidents	2	10	10
		3 = one incident			
		1 = 2 or more incidents			
	Damage to trees shrubs, flower beds, water courses or other natural environment	5 = no damage	2	10	6
		3 = minor damage			
		1 = major damage			
	Damage to buildings, gates, walks or other built infrastructure	5 = no damage	2	10	10
		3 = minor damage			
		1 = major damage			

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Kew the Movies Key Performance Indicators					
Evaluation Criteria	Description / Measure	Scoring Methodology	Weighting	Possible Max	Threshold score
	Collection and removal of rubbish	5 = good housekeeping and all rubbish removed from site before 10am everyday	1	5	3
		3 = some minor incidents of poor housekeeping or late removal of rubbish			
		1 = significantly poor housekeeping and/or late or non removal of rubbish			
Health & Safety	RIDDOR reportable accidents or near misses	5 = no RIDDOR reportable accidents or near misses	2	10	10
		3 = one RIDDOR reportable accident or near miss			
		1 = 2 or more RIDDOR reportable accidents or near misses			
	Any accidents and near misses reported to the appointed Kew representative immediately	5 = accidents and near misses reported immediately	1	5	3
		3 = accidents and near misses reported within 10 minutes			
		1 = accidents and near misses reported later than 10 minutes			
Complaints raised by any authorities with responsibility for public safety, licensing, advertising standards or similar	5 = no complaints received	2	10	6	
	3 = 1 complaint received				
	1 = more than 1 complaints received				
Customer Satisfaction	Complaints from member of the public attending the shows about any aspect of the shows or booking processes	5 = fewer than 5 complaints received	1	5	3
		3 = between 5-10 complaints received			
		1 = more than 10 complaints received			
	Complaints from other visitors to the gardens or from local residents about any aspect of the shows .	5 = fewer than 3 complaints received	1	5	3
		3 = between 3-5 complaints received			
		1 = more than 5 complaints received			
Total				100	72

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APPENDIX C: Historic Sales for Kew the Movies, Kew site only, rounded to nearest 100.

2012

The Artist	1200
Breakfast at Tiffanys	1600
Grease	1900

2013

Cinema Paradiso	1200
Rocky Horror Picture Show	1300
Dirty Dancing	2500

2014

Romeo & Juliet	1300
Gravity	1700
Top Gun	2600

2015

Grand Budapest Hotel	2200
Back to the Future	1500
Casablanca	1000
Mama Mia	1700

2016

Star Wars: The Force Awakens	1500
Jurassic Park	1600
Mean Girls	1000
Labyrinth	900