

Invitation to Tender

Part 2: Specification

Contract Reference: RBGKEW/668

Catering Consultancy Services

(This document is for information)

1. **INTRODUCTION**

The provision of Catering services is of paramount importance to RBG Kew. Catering impacts on our day visitors’ enjoyment, on the attractiveness of Kew Gardens and Wakehurst as a visitor destination, the enjoyment of a special occasion be it a wedding or an important conference and as a vital component of our special commercial occasions such as Kew the Music.

It is also an important facility for our staff and volunteers. Catering services are important commercially, bringing much needed income into the organisation. Beyond that though, through our Catering provision we have an opportunity to talk about Kew’s scientific work on biodiversity loss and food security. We have a responsibility to ensure that we live our values, with Care for the planet underpinning what we do, from menu creation, through food sourcing to recycling and waste disposal.

The Catering provision, to varying extent supports the special event Catering provision and the provision of internal Catering needs.

The Catering Consultancy works as Kew’s critical friend. Providing an independent viewpoint, the consultancy works closely with the Kew’s Catering Contracts manager to ensure that all elements of best practice are being surfaced by the catering provider. They undertake and help deliver catering projects, such as refits or refreshes of venues, new services, and service improvements.

1. **BACKGROUND**

Kew Catering is provided through a contracted service, currently CH&Co who operate five diverse static venues and a number of mobiles throughout the year. It provides for the effective site wide day visitor Catering. The contract also provides for some special event Catering, falling outside of the minimum guarantee.

**Current Model**

* Kew anticipates an increase of visitors to 2.5million, with peak visitation days of 18,000 people
* Catering services should aim for a penetration of 70 – 75%
* 60% eat during a peak 3-hour trading period
* Mobile Catering and pre order services should cater for 30% of trading in peak periods.
* Existing cover capacity across the 4 Catering units (internal and external) is 1100

**Wakehurst**

Wakehurst catering offer is provided through a contracted service, currently Graysons who operate three diverse static venues and a small number of mobiles throughout the year. Graysons also manage and operate the Event Hire business for Wakehurst (under a separate but linked contract) including the sales and marketing of Wakehurst venues and the provision of catering services.

**Vision**

Our Catering provision will support RBG Kew in the achievement of its mission and vision. The food, drink, service, and facilities will inspire an interest in why plants matter and be a source of delight. Our Catering will add value to a visit to both botanic gardens.

Our Catering will support a healthy sustainable lifestyle for suppliers, visitors, and staff, and will contribute to the financial health of the organisation. Put simply, Catering at RBG Kew should be a source of delight for our visitors; it should rank amongst the very best of visitor attractions in the UK and should be an important reason for visiting.

**Objectives and Success**

Specifically, our objectives are:

1. Deliver strong basics: the right product in the right place at the right price, served by friendly and helpful staff, with great ambience and high standards of cleanliness
2. Deliver a differentiated offer that will appeal to each of our visitor segments and their differing needs supporting the growth in visitor numbers within our 5-year plan
3. Use Catering to bring alive, with imagination and flair messaging around Food security and sustainability
4. Provide variety through the year, including a range of food-based special events and festivals
5. Ensure the Catering offer at Kew is sufficiently distinctive and attractive that, for some visitors, it is a reason to visit
6. Bring surprise, creativity, and innovation to Catering at RBG Kew
7. Generate unrestricted net income for RBG Kew every year
8. Demonstrate our organisation values throughout
9. The Catering supports and builds on the Kew brand

**Services - Kew**

***Day visitor***

*V*isitors across the year currently 1.4m - our average customer spilt is 35% adult 15% child 7% young person- with a large proportion of visitation April to September inclusive. Opening hours full 10 – 19:00/20:00 summer and 10 – 15:00 / 16:00 Spring, Autumn and Winter depending on day and events. Access to members only 8am May to September.

***Catering and events***

External: Kew and Foundation. Meeting a variety of needs from small private dinners for up to 12 VIPs / high net worth individuals in Director’s home to corporate hire for conferences of up to 200 people to supporting lectures with tea and coffee on arrival, to cocktail parties in the Princess of Wales Conservatory.

***Corporate Hire***

Catering to support the venue hire business. This includes a significant wedding venue business.

***Internal events***

These range from Catering for retirement functions or particular staff events, hosting meetings with external parties in meeting rooms or providing facilities within restaurants.

***Kew staff***

Provision for staff to use public restaurants to buy food and drink at affordable prices

**Services - Wakehurst**

***Day visitor***

Visitors across the year currently c.0.4m - our average customer spilt is 75% adult 25% children - with a large proportion of visitation April to September inclusive. Opening hours are 10 – 18:00 Spring/Summer and 10 – 16:30 Autumn/Winter depending on day and events.

***Catering and events***

External: Meeting a variety of needs from small private lunches for up to 12 VIPs / high net worth individuals to supporting lectures/talks with tea and coffee on arrival, to pop-ups for large scale events.

***Corporate Hire***

To manage and operate the venue hire business at Wakehurst consisting of:

* marketing, promoting, and negotiating bookings of Venue Hire at one or more of the Wakehurst Venues as agent on behalf of Wakehurst
* the planning, programming, and management of Venue Hire
* Client and Supplier management leading up to and during the Venue Hire
* the provision of food and beverage services to the Client during the Venue Hire as a concessionaire
* the provision of security and stewarding services during the Venue Hire; and
* the provision of temporary event infrastructure (such as marques and field kitchens) as agreed with the Client.

***Internal events***

These range from Catering for retirement functions or particular staff events, hosting meetings with external parties in meeting rooms or providing facilities within restaurants.

***Kew staff***

Provision for staff to use public restaurants to buy food and drink at affordable prices

1. **RBG KEW CONTACT DETAILS**

The Senior Responsible Officer for the purposes of this Contract is:

*Head of Visitor Operations, Kew*

1. **SCOPE OF THE REQUIREMENTS**

**Services**

We are seeking professional assistance to ensure that RBG Kew provides a Catering provision that meets our needs from a customer, values, organisation, and financial basis. The services required will include, but may not be limited to, the following:

* Providing knowledge of best practice service delivery models
* Provide a primary consultant throughout the contract period, where change is needed this is done in consultation with teams at Kew and Wakehurst,
* Supporting the continuous development of an improving catering provision at Kew
* Working with both sites to refine their Catering vision and strategy
* Providing industry benchmarking insight
* Provide input and review from an operational and commercial perspective on the Catering performance and completing quarterly service reviews for Catering Steering Group meetings
* Input into contract renegotiation, including commercial modelling
* Supporting the procurement of goods, works and services associated to the provision of Catering
* Support projects such as venue refreshes and rebuilds acting as the interface between Kew, the caterer, and contractors.
* Work as the critical friend in a number of meetings, such as the quarterly review board and other Directors and Trustee led committees.
* Where needed offer support (at additional cost) to our Sussex site, Wakehurst.
* Understand and work within Kew’s procurement guidance or procurement through Government procurement regulations. Working towards completing any required tendering processes at end of contract.

The majority of the consultancy services required will be on an ad-hoc basis, called off by the contract managers as and when required, but would not normally exceed three days a month.

Larger requirements such as a tender support project would sit outside of this general work and will be fully specified and pricing agreed prior to work commencing.

**Insurance**

* Employee liability insurance of £5m for each and every occurrence or series of occurrences arising out of any one occurrence.
* Public liability insurance of £10m for each and every occurrence or series of occurrences arising out of any one occurrence.
* Professional Indemnity insurance of £5m for each and every occurrence or series of occurrences arising out of any one occurrence.

1. **CONTRACT**

The contract for Catering Consultancy Services will be for an initial period of 2 years, with provision to extend by periods up to a further 24 months.

1. **PAYMENT PROFILE**

Invoices to be submitted to the purchase order originating department(s), quoting the full purchase order number provided.

Queries relating to invoices shall be raised with the order originating department(s). A contact name and telephone number shall be supplied on the purchase order.

Payment will be made within thirty (30) days of the date of the invoice.

# 9. CONTRACT MANAGEMENT

This contract is managed by the Head of Visitor Operations, Kew. Frequency of contract review meetings will be agreed with the successful supplier.

**APPENIDX A: Current Catering Configuration**

**Kew**

| **Location** | **Condition**  **Summary** | **Closest key visitor feature** | **Primary use** | **Frequency** | **Potential visitor experience** | **Covers** | **Sq Ft** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Orangery | Reasonable. Good dining area. Servery opened in 2020, seating area due to be refurbished in 2022 | Kew Palace  Broadwalk  Main lawn | Day visitor | Daily all year | Historic British  Could we have afternoon tea on the lawn? | 250 | 1,023 |
| Special events | 150events per year – early evening | High quality Catering |  |  |
| Family Kitchen and Shop | Built in 2021 | Children’s Garden children | Families | Daily all year  Focus lunch | Interactive, child friendly educative, supports adults waiting for children | 186 | 952 |
| Pavilion | Rebuilt in 2019 | Restored Temperate House and Pagoda both opening 2018 | Adults – small groups | Currently part year but could be all year. | Street food, good external space, good coffee in shade | 400 | 677 |
| Victoria Gate | Refreshed in 2017 | Arrival – retail | Arrival and departures | 8am opening – all year | Pick up and go – meeting place for departure  Cold food, snacks | 150 | 797 |
| The Botanical Brasserie | Refreshed in 2021. | Palm House  Broadwalk | At table service, focused on Lunch and afternoon tea, alongside a cocktail and tapas evenings. | Daily – support early and late programmes | Celebration moments and Members lunches | 180 at peak service, 70 internals | 1,100 |
| Production kitchen area | Poor |  | Delivery point, storage, and office | Daily | Not a visitor experience but supports Catering offer on site. |  |  |
| Mobile sites |  |  | Supporting visitors around the grounds | To date only on busy weekends in the summer – but opportunities for increased frequency | Impulse  Hot drinks  Cold drinks  Ice creams  Hot dogs |  |  |

**Wakehurst**

| **Location** | **Condition**  **Summary** | **Closest key visitor feature** | **Primary use** | **Frequency** | **Potential visitor experience** | **Covers** | **Sq Ft** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Stables Kitchen | Refurbished in Jul 20 | Mansion  Water Gardens  American Prairie  Winter Garden  Walled Garden | Day visitor | Daily all year | Counter restaurant service – classic British | 168 (internal)  110 (external) |  |
| Stables Pantry | Refurbished in Jul 20 | Mansion  Water Gardens  American Prairie  Winter Garden  Walled Garden | Day visitor | Daily all year | Grab n Go – sandwiches, drinks, pastries | 24 (internal) |  |
| Seeds Café | Refurbished in Feb 20 | MSB  Visitor Centre | Day visitor | Daily all year |  | 58 (internal)  56 (external) |  |
| Mobile sites |  |  | Supporting visitors around the grounds | Limited (mainly driven by events) but opportunities for increased frequency | Impulse  Hot drinks  Cold drinks  Ice creams |  |  |