



Part 2: Specification

Contract Reference: RBGKEW1447

**Kew Gardens: Face to face membership sales services**

This document is for information

## 1. Summary and background

We are looking to procure a supplier to initiate and close membership sales to prospective members face-to-face, on site at Kew Gardens. RBG, Kew has a successful membership scheme with over 100,000 members on around 80,000 memberships. This is made up of around 20,000 new sales and 60,000 renewals each year. We have ambitious plans to double our membership over the coming five years and we are seeking a partnership with a face-to-face membership sales agency to support this ambition.

We have an existing contract in place for this service, and our current contract for this service delivers up to 10% of our annual sales. We are seeking a supplier who can support us to grow this in line with our ambitious plans. Our current breakdown of our sales channels are as follows:

Sales Channel	Average annual sales per channel: FY2425
Online	50%
Front of house team	22%
Gift membership sales	16%
Sales agency	7%
Customer service team	5%

Membership sales pattern vary significantly depending on peak seasons and visitor flow. As a guide, our strongest sales days generate around 70 onsite sales, and we average around 15 on-site sales per day (through all our on-site channels both the front of house team and the sales agency)

Kew Gardens is a popular destination in South West London, currently the 13th most popular visitor attraction in the UK, and the #1 paid outdoor attraction, drawing almost 2 million visitors annually. We have huge potential to convert these visitors to members, and we are seeking a professional, experienced supplier to deliver this membership conversion. Secondary to membership sales, we expect the supplier to also deliver membership upgrades and renewals to existing members.

As well as being highly experienced in delivering sales in a face-to-face environment, we expect the supplier to have a high working knowledge of Kew Gardens and our membership scheme, including:

- Seasonal highlights and familiarity with the Gardens
- Current and future programming and events to draw visitors to a full years of membership
- Membership benefits, including seasonal offers
- RBG, Kew's brand and ethos as a world leading, pioneering scientific institution tackling the global challenges of biodiversity loss and climate change.

Upon appointment, the supplier will be given a full induction covering these points and will receive ongoing training which we expect all staff to attend to ensure they are able to provide knowledgeable and trusted interactions with visitors.

We anticipate the supplier will be experienced working in similar outdoor, visitor attraction environments and will have the necessary workforce to deliver year-round sales, dealing with peaks of visitor numbers which require higher staffing. The staffing pattern will be determined monthly, in collaboration with both RBG Kew and the supplier.

We also have a front of house team which provide a welcome to Kew, and handles ticket sales, general enquiries and who also sell membership. This supplier will be supplementary to this in-house team, especially to support with optimising membership sales opportunities at peak times. We expect a good level of collaboration with this front of house team, and the sales agency will integrate well with Kew's internal staff. The visitor should not know or realise that the sales agency are a separate team; we expect them to act with the same level of courtesy, knowledge and integrity as our in-house teams.

Whilst all day-to-day working will be with the front of house teams, the contract manager from RBG Kew will be in the membership team who is not based front of house.

We expect the supplier will be familiar delivering against ambitious targets and be leading a motivated workforce who are comfortable working under pressure to deliver against targets. We are looking for a meaningful partner who can bring new ideas and innovation to the table, to help push us and think creatively about the best ways to optimise our membership sales.

There is scope to use this supplier to deliver other potential work across the gardens, namely:

- **Outbound telephone campaigns.** Historically we have used this contract to deliver outbound telephone campaigns to existing or cancelled members to encourage renewal through our win-back programme, or upgrades to Gift Aid. These campaigns have been paused and on appointment of a new supplier we would like to explore re-starting them.
- **Promoting our visitor programmes.** From time to time, we may wish to use the supplier alongside our temporary exhibitions, to inform, communicate and interpret the exhibition to visitors in a compelling manner, to enhance the visitor experience.
- We are hoping for a partner aligned to Kew's ambitious growth plans and accordingly is able to flex their offering to deliver their skills and services in other settings as opportunities arise (which we do not currently deliver) such as promoting donations to visitors, or working off-site at trade shows to promote Kew membership or other products.

## 2. About RBG Kew

Royal Botanic Gardens, Kew ('RBG Kew') is a world-famous centre for botanical and mycological knowledge. With two inspiring gardens at Kew in west London and Wakehurst in Sussex, we enchant our visitors with the wonder of plant diversity. The RBG Kew mission is to be a globally recognised resource for plant and fungal knowledge, building an understanding of the world's plants and fungi upon which all our lives depend.

RBG Kew operates across two sites ('Sites'): Kew Gardens in west London, founded in 1759 and now a UNESCO World Heritage Site, and at Wakehurst in Sussex, which is the home of the Millennium Seed Bank. RBG Kew also has a permanent research station in Madagascar. RBG Kew uses the power of science and the rich diversity of its gardens and collections to provide knowledge, inspiration and understanding of why plants and fungi matter to everyone.

RBG Kew was established under the National Heritage Act (1983) and is an Executive Non-Departmental Public Body (NDPB) with Exempt Charitable status. Its sponsor Department within government is the Department for Environment, Food and Rural Affairs (Defra), which also acts as its charitable regulator.

## 3. Scope of the requirements

### 3.1 Day-to-day requirements

The supplier will provide staff to:

1. Position themselves at key locations and entrances around Kew Gardens with high visitor volume, most commonly Victoria Gate. A sales podium is provided, and the staff will be expected to wear a Kew uniform (provided)
2. Actively intercept visitors to deliver a compelling membership sales pitch and close membership sales.
3. Take customer details, either on iPads or on paper forms, to ensure the membership can be fulfilled by RBG Kew
4. Ensure any membership forms are constantly monitored and held securely, and hand to a nominated member of Kew staff at the end of the shift
5. Act as an ambassador for Kew, answering questions from visitors and signposting them to Kew staff for further help as required.

### 3.2 Staffing skills & experience requirements:

The supplier will deliver a highly experienced and a trained team of staff members to operate on-site at Kew Gardens. These staff members will be skilled in face-to-face sales techniques and be fluent in both knowledge of the Kew membership scheme and of Royal Botanic Gardens, Kew in order to act as an ambassador for Kew.

The staffing team must:

- Have experience working in a pro-active face to face sales role, ideally in an outdoor environment or visitor attraction, actively greeting and engaging with visitors, with the aim of converting day paying visitors to members of Kew.
- Have experience proactively greeting and intercept visitors delivering a compelling sales pitch to complete the sale.
- Be creative, with an ability to tailor the sales pitch to a wide variety of visitors at Kew
- Be IT literate and able to close a membership sale using iPads and bespoke membership software and payment devices, such as PDQ machines.
- Staff are required to collect personal data and adhere to relevant Kew's policies and guidelines related to data protection and confidentiality.
- Staff are required to adhere to Kew's policies including Health & Safety, Safeguarding, Freedom of Information, Data Protection PCI compliance and IT and emergency procedures.
- Be respectful at all times of Kew visitors, volunteers, staff and contractors
- Field any complaints and direct the complaints to the correct channel.
- Always present themselves in a neat and tidy manner, maintaining and looking after the uniform and equipment they are provided with: for example, washing and laundering uniform and making the best effort to look after the sales stand and collateral used when onsite.
- Be knowledgeable of Kew's membership scheme (training will be provided) and be able to retain information to respond to the most common general member enquiries.

### 3.3 Collaboration and joint working with RBG Kew requirements:

RBG, Kew will work with the supplier to create a bespoke membership sales script and indicate conversational prompts for the supplier to use to generate and close sales. This will be expected to be a guide to conversations, and the supplier and staff will adapt this as needed.

RBG, Kew will brief the supplier monthly on the following elements, and it is expected that the supplier will ensure this information is appropriately cascaded so that the staffing team can deliver up to date and relevant sales pitches.

- Monthly and daily membership sales targets
- Current events, offers and seasonal highlights

As a part of the monthly briefings, the supplier and RBG, Kew will work together to optimise sales opportunities. We expect the supplier to bring recommendations and ideas for other interventions to generate sales, as well as insights from staff working onsite at Kew. We welcome challenge and innovation in this area.

RBG, Kew will have access to individual staff sales numbers and will expect the supplier to manage any poor performance which may be inhibiting sales opportunities. For example, we would expect staff members who regularly don't hit their daily sales target to be removed from working for Kew.

### *3.4 Practical considerations and requirements:*

#### **3.4.1 Training**

RBG Kew will provide regular training to all staff members to ensure they are skilled in the sales techniques expected of them whilst representing RBG Kew. This training will be run in person by Kew where possible and all staff will expect to undergo training before working at Kew and at regular intervals as directed by RBG, Kew. This training will include:

- Language to be used and not used whilst representing RBG, Kew
- Appropriate behaviour when approaching visitors
- Teamwork with different team members from RBG, Kew
- Key trigger points as to when to stop engaging with a visitor
- Key trigger points to escalate issues to the Visitor Hosting team or Constabulary
- Data protection and freedom of information

#### **3.4.2 Location of work**

Kew Gardens is a large site (over 300 acres). This service is currently delivered at the Victoria Gate location, after the pay barriers, as this is the location with the highest concentration of visitors. Historically we have also used sales promoters in the queue line (before visitors have paid for their ticket) and at other entrance gates with lower volumes of visitors. We expect location optimisation to be an element which RBG Kew discusses and agrees with the supplier, and we appreciate any advice from the supplier on this, if they have experience working in similar outdoor attractions.

The supplier will comply with any instruction given by Kew, either for practical reasons or to improve chances of sales opportunity. Further instructions and detail may be issued via email and is expected to be followed by all staff members.

#### **3.4.3 Scheduling of work**

Dates and staffing will be agreed between RBG, Kew and the supplier 4 weeks before commencement by email.

Notice of changes or cancellations, including adding or removing staff, will be given with at least a weeks' notice. RBG, Kew reserves the right to cancel or amend the number of staff on-site if targets are not being met. This will be discussed with the supplier prior to cancellation or amendment. This notice will be provided in writing.

RBG, Kew does not have the staff resource to manage the onsite staffing team daily, therefore the following must be carried out by the supplier:

- Provide a key contact from the supplier who can provide weekly updates on sales, detail any challenges and ideas to assist their team and advise of any unavoidable last minute staffing changes. For example, due to sickness or late arrival.
- Planning and management of own staff rotas, including annual leave, sickness and absences.

- Manage any HR concerns from their own staff.

### 3.5 Other potential work

#### 3.5.1 Outbound telephone call requirements

Outbound telephone campaigns, as part of our win-back programme, will not form the main part of this contract but is something we would like to discuss with the supplier. If we run these campaigns, the requirements would be:

- RBG Kew will provide clear guidance and training materials (if necessary) to the supplier staff on how to structure and approach their telephone calls alongside providing up-to-date information on Kew and the membership scheme, to enable staff to optimise their sales techniques.
- Dates and staffing will be agreed between RBG Kew and the supplier 4 weeks before the campaign start date. Notice of changes or cancellations to the delivery of a campaign will be given with at least a weeks' notice. RBG, Kew reserves the right to cancel or amend the length of a telephone campaign if targets are not being met.
- Before each campaign, RBG Kew will provide overall campaign targets, as well as daily renewal targets alongside
- The supplier will provide their own office space and equipment (telephones, computers) to carry out the telephone campaigns, which will be based in the UK
- RBG Kew will provide a list of customers to be contacted as part of the telephone campaign in the form of a security protected spreadsheet. The supplier will ensure that these customers are contacted, working to targets of securing membership renewals.
- The supplier will:
  - Record the outcome of each telephone call, including any reasons why individuals may not wish to renew their membership into the spreadsheet for transfer back to Kew.
  - Record any customers who require a follow-up action from RBG, Kew, including clearly labelling complaints. Complaints are to be managed and resolved directly by RBG, Kew.
  - Record payment and contact details in membership renewal and sign-up forms to be couriered back to Kew for processing.
  - Once each telephone campaign is complete, the supplier will destroy the data one day after it has been transferred back to RBG, Kew.
  - Courier renewal and sign up forms to RBG, Kew either weekly or every two days, dependant on the campaign – to be agreed by RBG, Kew.
  - Ensure its practices are in line with UK data protection law, including the Privacy & Electronic Communication Regulations 2003 and relevant regulatory guidance.

#### 3.5.2 Visitor Programmes Staffing

From time to time, staff may be required to support the Visitor Programmes team, for events and exhibitions.

Duties may include, but are not limited to, the following:

- **Visitor Engagement:** Actively greet and engage with all visitors, following a provided script where appropriate. This script may include details on how to experience the programme, its creation, context, and relevant scientific or Kew-specific information.
- **Adaptability:** Where necessary, adapt the script to suit Kew's diverse visitor base, using appropriate judgement and tone.
- **Communication:** Present complex scientific or contextual information in a clear, accessible, and engaging way.

- **General Enquiries:** Provide basic information about the Gardens, such as the location of facilities, opening and closing times, etc.
- **Operation:** Self-managing rotas, breaks, shift coverage, and cover for sickness or holidays.
- **Visitor Tracking:** Record daily visitor numbers using a tally counter.
- **Professional Conduct:** Always be respectful to Kew visitors, volunteers, staff, and contractors.
- **Complaints Handling:** Respond calmly to complaints and direct them to the appropriate channels.
- **Presentation:** Maintain a neat and tidy appearance at all times and as required, wear the provided uniform appropriately.
- **Attentiveness:** Personal phone use, reading, or other distractions are not permitted during shifts.

## 4. Timescales

For all activity there are no set timescales for delivery of the work, other than that staff must be provided on the days pre-agreed with RBG Kew. If staff are not provided on the pre-agreed days, no payment will be made for that date.

## 5. Dependencies and constraints

- Onsite sales activity can only take place during days and times that Kew Gardens is open to the public, which can subject to change at short notice.
- The location of sales promoters will be dependent on agreement with internal Visitor Hosting and Horticulture teams to ensure they are not impacting visitor or garden operations.

## 6. Health & Safety

RBG, Kew is committed to providing and maintaining healthy and safe working practices and environments for all employees, students, volunteers, temporary workers, suppliers and visitors.

Supplier will be expected to co-operate at all times and to work safely in accordance with all relevant and current health & safety legislative requirements.

Guidance and requirements relating to health and safety when working for and at RBG Kew sites is contained in the Contractors Code of Practice. This is included in Appendix A.

## 7. Sustainability

Where possible, the supplier must support Kew with RBG Kew's [Environmental Policy](#). RBG Kew will work with the Supplier to implement sustainability initiatives where applicable. This includes a commitment to preventing pollution and minimising environmental risk through the course of their work for Kew.

## 8. Equality, Diversity & Inclusion

RBG Kew is committed to equality of opportunity for all in the delivery of goods, service or works and employment. We aim to ensure that our policies, strategies, procedures, services and all aspects of what we do incorporate equality objectives.



This is in line with equality key equality legislation that expects public authorities to eliminate unlawful discrimination and promote equality of opportunity in employment and in the provision of goods, facilities and services. Where functions and services are carried out by an external supplier, RBG Kew remains responsible for meeting equality duties. We will take equality issues into account at all stages of our procurement process, and we expect organisations that deliver goods or provide services on our behalf to promote equal opportunities within their businesses.

We are committed to ensuring that suppliers delivering services on our behalf share our equality vision and adopt anti discriminatory practices. People, partners and businesses working or providing services on our behalf must adhere to our equality principles and demonstrate all necessary steps are taken to provide equal access in employment and service delivery in accordance with equality legislation.

The Supplier shall actively seek to develop their company policies and practices to comply with the Equal Opportunities Act of 2010. The key principles being:

- Eliminate discrimination
- Advance equality of opportunity
- Foster good relations between different people when carrying out their activities.

## 9. Data Protection

The provider will be expected to support Kew with its data protection obligations under the UK General Data Protection Regulation, the UK Data Protection Act and any subsequent and/or superseding laws. This includes, but is not limited to, data protection contractual clauses, data protection impact assessments and further data protection due diligence.

It is preferred that the provider be established in the UK and that personal data be hosted in the UK. If the provider is established overseas or data will be hosted overseas, the provider must specify the data transfer mechanism and how personal data will be safeguarded when transferred.

The provider should clarify its role in the personal data processing. In particular, the provider should specify whether they will be a data controller or a data processor for all or part of the personal data processing.

Supplier must ensure that, where applicable, it can operate in accordance with the Privacy & Electronic Communication Regulations 2003 and relevant regulatory guidance. This includes, but is not limited to, electronic direct marketing and telephone direct marketing.

Specifically:

- The supplier must comply with relevant data protection legislation
- The supplier must train their employees in data protection
- The supplier must have policies and procedures in place which relate to data protection, data subject rights and personal data breaches.
- The supplier must have contracts, which contain data protection clauses, in place with any sub-suppliers which act as the Supplier's processor under data protection legislation
- The supplier must have carried out due diligence on any sub-suppliers which will act as the Supplier's processor under data protection legislation and be satisfied with the level of assurance demonstrated
- The supplier must be registered with the Information Commissioner unless an exemption applies or the Supplier is outside of the United Kingdom



## 10. Security

For on-site sales, all staff will be DBS checked.

All agency staff must be provided formal information security training to ensure compliance of Sub-requirement 12.6 of the PCI regulation if they will be processing PCI related data.

The supplier must have an incident response policy/plan to address all security and data protection incidents as well as addressing the risk associated with the incident.

All processing performed by the provider must be done on Kew issued and managed mobile devices. Where iPads are used at the gates, they will be configured to ensure security such as:

- Devices will be in kiosk mode
- Devices will be locked down to the sales portal
- Caches will be removed from browser
- Cameras will be locked
- Option to screenshot will be locked

## 11. Implementation and mobilisation

Upon award of the contract, we anticipate an 8-week mobilisation period to onboard the supplier to Kew, design and deliver all required training and undertake any trial or test shifts required. An initial meeting between the supplier and RBG, Kew will be arranged to discuss strategy and onboarding.

## 12. Contract Management

The contract will be managed at RBG, Kew by the Director of Membership and the Senior Executive, Membership Acquisition.

The anticipated annual spend of work under this contract is £50k - £70k per annum excluding VAT. Services will be provided on request and consistent with hourly rates provided by the supplier and RBG, Kew makes no commitment to a minimum level of spend.

### 12.1 Contract duration

The contract will utilise RBG, Kew's standard terms and conditions for service. These are non-negotiable. The contract will be for a period of 2 years, with an extension option for a further period of 2 years should RBG, Kew wish to continue the services. If RBG, Kew wishes to exercise this extension option, it will write to the supplier at least one month before the end of the contract term.

### 12.2 Contract review meetings

Contract review meetings will take place throughout the duration of the contract.

The exact timings of the contract review meetings will be determined by RBG, Kew and the supplier following the contract being entered into. The parties shall be flexible about the timings of these meetings.

The purpose of the contract review meetings will be to review the supplier's performance under the contract during the review period.

The agenda for the contract review meetings shall be agreed between the parties but it is likely to include, but not be limited to, the following items:

- Performance reports, including the format these are presented and sales conducted in each reporting period
- Delivery risk and issue management
- Performance issues and actions to correct these requirements not being met – an informal review will take place to identify reasons behind this and actions required to correct it
- If any individual staff member from the supplier is failing to meet expectations; and
- Identifying ways to capitalise on, but not limited to, high visitor numbers, good weather or upcoming commercial events.

The contract review meetings shall be attended by, as a minimum, by an appropriate representative(s) from RBG, Kew including the contract manager or alternative RBG, Kew representative and the supplier.

If targets are not met, RBG, Kew may revoke use of the services whilst reviewing how to improve performance.

### 12.3 Performance management

RBG, Kew will assess the sales performance of the supplier against key performance indicators, including ROI, ATV and income. Contract review meetings will take place between RBG, Kew and the supplier where both parties will agree on KPIs based on expected visitor numbers.

These targets will be in-line with the sales expected from the supplier to achieve the target ROI. The process of calculating the daily target is dependent on the number of shifts the supplier works at Kew in a month.

The supplier will also be required to provide a monthly performance report to the contract manager on the last Friday of each month, setting out, at a minimum:

- The services conducted and hours worked;
- Sales conducted during that period;
- Justification of any limitations to the volume of sales; and
- Any other key information about the services which the Supplier considers is appropriate to include.

If the supplier has not provided any services for this calendar month, they are not required to provide a performance report.

## 13. Insurance

The Supplier must hold the following insurance:

- (a) professional indemnity insurance to the minimum value of £2 million
- (b) public liability insurance to the minimum value of £5 million

If the Supplier does not hold policies to this value, please provide copies of relevant insurance policies.

## 14. Payment profile

The Supplier will invoice RBG, Kew monthly based on staffing for the previous month. Payment terms will be within 30 days.

Invoices must be sent electronically to [accountspayable@kew.org](mailto:accountspayable@kew.org)

## Appendices

### Appendix A – Contractors Code of Practice



Appendix  
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