



## **Part 2: Specification**

Contract Reference: RBGKEW1418

**Kew Gardens & Wakehurst Creative Programming Framework**

(This document is for information)

## 1.0 About Royal Botanic Gardens, Kew

Royal Botanic Gardens, Kew ('Kew') is a world-leading plant science institute with two incredible landscapes:

- **Kew Gardens** (south-west London) A botanic garden and the most biodiverse place on Earth, with 50,000 living plants to be found across this UNESCO World Heritage site.
- **Wakehurst** (Sussex) - a wild botanic garden, home to the Millennium Seed Bank and over 500 acres of diverse landscapes and plants from across the globe.

We are a vibrant, welcoming, and bold organisation which inspires a love of plants, nature and care for the environment. Our mission is to build an understanding of plants and fungi and contribute to solving some of the most critical challenges facing humanity today.

### About Kew Kew's mission

#### 1.1 Kew's Visitor Programme

In 2024, Kew received 2.2 million visitors. Our Visitor Programmes teams curate and produce a varied programme of festivals and events across the year to enhance and solidify the connection Kew has with its visitors. We work closely with designers, fabricators, theatre companies, puppeteers, performers, artists and creative practitioners to animate Kew Gardens and Wakehurst for all our visitors, and we are passionate about the opportunities our sites hold for unique and unexpected creative responses.

Each year Kew Gardens and Wakehurst create family-focused programmes. To attract new audiences to these programmes, we have licenced well known family brands which are often aligned with Kew's mission, for example: Peter Rabbit, The Gruffalo, The Very Hungry Caterpillar, Bear Hunt, Superworm, Room on The Broom, Bluey, Beano, and Supertato. Working with these brands, we develop a bespoke narrative and aesthetic for Kew and then bring that to life by working with a production company (**Supplier**); either a designer-fabricator or a theatrical performance company (or both) to create and deliver the visitor experience across our two sites.

## 2.0 Purpose and Scope

The purpose of this procurement exercise is to develop a Framework of Suppliers that work with Kew Gardens and Wakehurst to deliver and contribute to our creative vision for our programmes.

A Framework is essentially a list of ranked suppliers. Suppliers are ranked according to the scores awarded by RBG Kew's evaluation panel during this procurement process and are awarded according to the **Evaluation Criteria** – as detailed in Part 1: ITT. The Evaluation Criteria is the methodology showing what percentage of the overall score can be awarded for each element of Supplier tender submissions.

The goal of the procurement exercise is that we will have two lists of Suppliers (one for each **Lot**: Design & Fabricate; and Theatrical Performance) and we would like to see up to five Suppliers on each list.

This procurement comprises two Lots:

**Lot 1: Design & Fabricate** – We will expect the Supplier to respond creatively to the Brief and use their design and inventive problem-solving expertise to develop playful, inviting, unique, innovative

and aesthetically sensitive responses, and to then manufacture, install, maintain and deinstall all programme deliverables, as well as undertake all associated project management.

**Lot 2: Theatrical Performance** – We will expect the Supplier to respond creatively to the Creative Brief and use their design and theatrical skills to develop imaginative, immersive and participatory theatrical programming together with the project management, design, install, maintenance and deinstallation of sets, stages, props and costumes to creatively cast and stage the performances within Kew landscapes.

## 2.1 Nature of Work

Once this procurement exercise is complete, for each programme, Kew will then issue programme-specific **Creative Briefs** and using our **Call Off methodology** (see Part1: ITT, Schedule 3) either:

- a) **Direct Award** - invite *top-ranked* Supplier to submit programme-specific proposal; or
- b) **Mini-competition** - invite *all* Suppliers on the list(s) to submit programme-specific proposals.

Depending on the programme, the Creative Brief may be for any or all of the following programme deliverables (these lists are not exhaustive):

### Lot 1: Design & Fabricate

- Interactive installations
- Stand-alone vignettes
- Set dressing
- Props
- Wayfinding
- Interpretation panels

### Lot 2: Theatrical Performance

- Narrative and script development
- Experience development
- Stage sets
- Installations
- Props
- Costumes
- Music and choreography
- Cast

The Creative Brief will typically include information on programme objectives, key themes, the visitor experience, programme identity or look-and-feel, and target audiences for the specific programme. For examples, please refer to the two Creative Briefs that form part of this procurement: Appendices 1 and 2.

The Supplier is permitted to use subcontractors to deliver some elements of the work. For example under Lot 1, a design/fabricate company shall be permitted to – for example – subcontract specific manufacturing skills required (such as – for example – metalwork); and under Lot 2, a theatrical performance company shall be permitted to – for example – subcontract a manufacturer to produce scenery, sets and props. . The Supplier shall be responsible for the management of any subcontractor and shall notify Kew that they are using subcontractors. Kew reserves the right to reject any subcontractors they deem unsuitable.

Please see the Previous Programmes Examples at Appendix 3 for visual examples of previous programme deliverables.

Most of the programmes that suppliers on the framework will be asked to submit proposals for will be family-focused but there will likely also be some cases where we will ask suppliers to help Kew deliver programmes for other audiences.

## **2.2 Scale of Work**

On average, the per-programme production budget for family programmes across both of our sites will be approximately £50-80k (ex VAT). We typically run family programmes at Easter, in October, and during the summer.

All Suppliers should be aware that being selected for the framework is not a guarantee of work.

## **2.3 Previous Experience**

Kew is seeking Suppliers which have previous experience responding to creative briefs and delivering projects safely and to budget at similar venues. Prior experience with the following is preferred:

- Working in outdoor environments
- Working in heritage environments or locations which were archaeologically sensitive and ecologically protected
- Serving thousands of visitors on a daily basis
- Designing programmes for family audiences
- Using a licenced property and working with a brand partner
- Designing programmes with elements of interactivity, challenge and reward, and learning through play
- Designing programmes that included installations or sets
- Designing programmes that included actors, explainers, or hosts engaging visitors

## **3.0 Specification Lot 1: Design & Fabricate**

Suppliers should note that although the following requirements represent those needed for a typical Kew programme, not all of them will apply to all Kew programmes at all times.

### **3.1 Creative Response**

As part of our programme development, Suppliers will be requested to produce an engaging Creative Response to Kew's Creative Briefs.

- An engaging Creative Response would include: an overarching rationale explaining how the Supplier's designs match the themes contained within the Creative Brief, including any specific brand partnerships, narratives, style, colour schemes, materials etc specified within the Brief and work within these specifics;
- The Creative Response should include drawings, photographs, sketches, mood boards, proposed installation techniques and a budget including project management, staffing, materials, labour, delivery, installation, maintenance and deinstallation/disposal

- Responses will need to consider Kew's recent family programming research which shows that Kew's family audiences expect:
  - A clear link between the programme themes and Kew's mission
  - Interactivity / hands on
  - Learning through play
  - A variety and volume of activities
  - An element of challenge and reward
  - Souvenirs or takeaways

### **3.2 Designs**

After approval of the Creative Response by Kew and any other potential parties (such as brand partners and licensors) the Supplier will design the required programme deliverables. Designs sign off stages often take at least three rounds of approval and it is during these stages that most of the detailed work takes place. When developing their designs, Suppliers should consider:

- That most installations will be outdoors, could be unstaffed, and will be visited by upwards of 50,000 visitors per week
- How an installation will fit in with its surrounding landscape. Scale and positioning are important and will require a site visit to confirm
- How the installations will be secured against weather (particularly wind and rain) and damage by visitors
- Whether the installations are likely to require sign off by a structural engineer
- What materials will be used and their suitability for outdoors locations and high volumes of visitors
- How to repair or replace any installations that may become broken through usage by visitors or adverse weather conditions
- That Kew does not have manufacture space on its premises

### **3.3 Manufacture**

Before beginning manufacture of any installations, the Supplier must produce clear structural drawings including where necessary sign off by a structural engineer.

These detailed structural drawings will need to include:

- Size of work including height and weight
- Scale of work (in proportion to the rest of the building or landscape)
- Proposed fixings (whether outdoors or to buildings)
- Materials used / proof of fireproofing / sustainable materials
- Wind loading calculations where appropriate

All structural drawings will need to be approved prior to manufacture by Kew, and any other involved parties, such as licensors.

We expect Suppliers to have prior experience building outdoor interactives. Subcontractors may be used. If you frequently work with a specific subcontractor, please name them in your tender response.

Programme deliverables must be:

- Safe for constant use, without the possibility of sharp edges or other dangerous surfaces becoming accessible through the original manufacture or through wear and tear
- Securely mounted, taking into account not only wind, rain and other weather conditions, but also the force of children and adults pulling, leaning, standing and hanging from and on the Installations

For all programme deliverables, Kew expects the Supplier to follow the accepted health and safety guidelines for different materials. For example, that all fabric used should be flame retardant, wood should be sanded down to remove rough edges etc.

### 3.4 Installation/Deinstallation

All locations for programme deliverables will need to be agreed in advance with Kew, including the consultation of our horticultural teams. Typically Kew will advise location.

Prior to installation, the Supplier must provide a full schedule of all works to be carried out alongside a risk assessment and method statement relating specifically to the installation and deinstallation.

All work must be completed in line with Kew's Contractor's Code of Practice (Appendix 4), which sets out guidance and requirements relating to health and safety when working for and at Kew sites and which the Supplier will read and acknowledge prior to work commencing.

In addition to the Contractor's Code of Practice and depending on the nature of the work, Suppliers can expect that they will need to provide the following:

- PAT certificates for all electrics used on site
- COSHH sheets for any hazardous substances brought on site, as well as a storage plan
- Details of any live or dead plant materials being brought on site
- Lists of personnel attending site
- Vehicle registrations for vehicles being brought to site
- Machinery certification such as IPAF
- Weights and measurements of particularly heavy equipment or materials

### 3.5 Live Event

Depending on the nature of the programme and the requirements of the Creative Brief, Kew's family events typically take the form of a trail through our landscapes, a zoned area with interactive installations, a theatrical experience, or a combination of several of these elements.

Successful Suppliers will be expected to ensure that all installations, wayfinding and so on are maintained to the highest standard for the duration of the programme.

The Supplier will need to complete a **live event risk assessment** for any programme deliverables entering the Gardens. This means a risk assessment that covers the live event itself and specifically details how staff and visitors interact with installations and how visitors and staff will be kept safe whilst the event is running. This is in addition to installation and deinstallation risk assessments.

Suppliers will be responsible for undertaking any necessary maintenance work to anything they install on our sites for the duration of the programme to ensure that it is safe and fit for purpose.

Suppliers will therefore be able to attend site to undertake any necessary remedial work within 24 hours of Kew callout without additional costs being incurred.

### **3.6 Project management**

Successful Suppliers will be expected to provide excellent project management throughout including:

- Understanding the hierarchical dynamic between Kew and its Suppliers
- A dedicated project manager familiar with client services and used to working on projects involving a brand partner
- A clear and consistent timeline, with clearly defined stages of sign off
- A transparent budget
- Commitment to regular project meetings as well as occasional site visits
- Commitment to observing any timeline agreed at the start of the project

### **3.7 Timescales**

Suppliers will be required to meet Kew delivery deadlines for various programme components (including for example Creative Response, Design iterations, etc,) and to be responsive to Kew's requests for amendments and additional information. Approval deadlines will be set out at the beginning of a project and failure to meet these may result in a reduction in fee.

## **4.0 Specification Lot 2: Theatrical Performance**

### **4.1 Creative Response**

As part of our programme development, Suppliers will be requested to produce an engaging Creative Response to Kew's Creative Briefs.

- An engaging Creative Response would include: an overarching rationale explaining how the Supplier's designs match the themes contained within the Creative Brief, including any specific brand partnerships, narratives, style, colour schemes, costumes, choreography and music, scenery, staging, cast, props, materials etc specified within the Brief and work within these specifics;
- The Creative Response should include drawings, photographs, sketches, mood boards, costume design, storyboards, script overviews, proposed installation techniques and a budget including project management, staffing, materials, labour, delivery, installation, maintenance and deinstallation/disposal
- Responses will need to consider Kew's recent family programming research which shows that Kew's family audiences expect:
  - A clear link between the programme themes and Kew's mission
  - Interactivity / hands on
  - Learning through play
  - A variety and volume of activities
  - People (actors, explainers or hosts) engaging visitors
  - An element of challenge and reward
  - Souvenirs or takeaways

### **4.2 Designs and Narratives**

After approval of the Creative Response by Kew and any other potential parties (such as brand partners and licensors) the Supplier will design the required programme deliverables. Designs and Narratives sign off stages often take at least three rounds of approval and it is during these stages that most of the detailed work takes place. When developing their designs, Suppliers should consider:

- That most programme deliverables will be outdoors and will be visited by upwards of 50,000 visitors per week
- How a programme deliverable will fit in with its surrounding landscape – how does it echo the wildness of Wakehurst or the botanical beauty of Kew Gardens?.
- How the programme will look and feel to visitors – will it be immersive, inviting, and speak of the landscapes it is placed within?
- How the scenery, props and staging will be secured against weather (particularly wind and rain) and damage by visitors
- How a theatrical programme could run in bad weather (unless it is incredibly rainy, Kew expects programmes to run)
- Whether the scenery, props and staging are likely to require sign off by a structural engineer
- What materials will be used and their suitability for outdoors locations and high volumes of visitors
- How to repair or replace any scenery, props and staging that may become broken through usage by visitors or adverse weather conditions
- How a script or narrative for a production answers the themes required in the Creative Brief
- How costumes, scenery, props, staging, choreography and music, lighting and sound will bring stories to life for our visitors and whether the information contained within it is scientifically accurate and on-brand for Kew
- That Kew does not have rehearsal space or manufacture space on its premises

#### **4.3 Manufacture**

Before beginning manufacture of any scenery, props and staging, the Supplier must produce clear structural drawings including where necessary sign off by a structural engineer.

These detailed structural drawings will need to include:

- Size of work including height and weight
- Scale of work (in proportion to the rest of the building or landscape)
- Proposed fixings (whether outdoors or to buildings)
- Materials used / proof of fireproofing / sustainable materials
- Wind loading calculations where appropriate

All structural drawings will need to be approved prior to manufacture by Kew, and any other involved parties, such as licensors.

We expect Suppliers to have prior theatrical experience. Subcontractors may be used for manufacture, installation, maintenance and derig of any scenery, props and staging. If you frequently work with a specific subcontractor, please name them in your tender response.

Scenery, props and staging must be:

- Safe for constant use, without the possibility of sharp edges or other dangerous surfaces becoming accessible through the original manufacture or through wear and tear



- Securely mounted, taking into account not only wind, rain and other weather conditions, but also the force of children and adults pulling, leaning, standing and hanging from and on them

For all programme deliverables, Kew expects the Supplier to follow the accepted health and safety guidelines for different materials. For example, that all fabric used should be flame retardant, wood should be sanded down to remove rough edges etc.

#### **4.4 Casting, Script Development, Rehearsals**

Kew expects to be kept up to date regarding any casting, script development and rehearsals for any theatrical element. Casting shall be as diverse as possible. Kew shall be involved in the script and narrative development and in particular shall provide advice regarding any scientific information that is being conveyed. The Supplier will provide regular rehearsal updates in the form of photographs and videos, and Kew shall be permitted to attend rehearsals.

#### **4.5 Installation/Deinstallation**

All locations for programme deliverables will need to be agreed in advance with Kew, including the consultation of our horticultural teams. Typically Kew will advise location.

Prior to installation of any scenery, props and staging, the Supplier (or their subcontractor) must provide a full schedule of all works to be carried out alongside a risk assessment and method statement relating specifically to the installation and deinstallation.

All work must be completed in line with Kew's Contractor's Code of Practice (Appendix 4), which sets out guidance and requirements relating to health and safety when working for and at Kew sites and which the Supplier will read and acknowledge prior to work commencing.

In addition to the Contractor's Code of Practice and depending on the nature of the work, Suppliers can expect that they will need to provide the following:

- PAT certificates for all electrics used on site
- COSHH sheets for any hazardous substances brought on site, as well as a storage plan
- Details of any live or dead plant materials being brought on site
- Lists of personnel attending site
- Vehicle registrations for vehicles being brought to site
- Machinery certification such as IPAF
- Weights and measurements of particularly heavy equipment or materials

#### **4.6 Live Event**

Depending on the nature of the programme and the requirements of the Creative Brief, Kew's family events typically take the form of a trail through our landscapes, a zoned area with interactive installations, a theatrical experience, or a combination of several of these elements.

Successful Suppliers will be expected to ensure that all sets, props, scenery, costumes, and so on are maintained to the highest standard for the duration of the programme.

It will be expected that the Supplier manages all hosts, actors, musicians, explainers and other performance staff from the beginning to the end of the project, including scouting, recruiting, rehearsing, arranging rotas and managing the team on site.

The Supplier will need to complete a **live event risk assessment** for the event. This means a risk assessment that covers the live event itself and specifically details how staff and visitors interacting with performers and sets, scenery and props will be kept safe whilst the event is running. This is in addition to installation and deinstallation risk assessments.

Suppliers (or their subcontractors) will be responsible for undertaking any necessary maintenance work to anything they install on our sites for the duration of the programme to ensure that it is safe and fit for purpose. Suppliers will therefore be able to attend site to undertake any necessary remedial work within 24 hours of Kew callout without additional costs being incurred.

#### **4.7 Project management**

Successful Suppliers will be expected to provide excellent project management throughout including:

- Understanding the hierarchical dynamic between Kew and its Suppliers
- A dedicated project manager familiar with client services and used to working on projects involving a brand partner
- A clear and consistent timeline, with clearly defined stages of sign off
- A transparent budget
- Commitment to regular project meetings as well as occasional site visits
- Commitment to observing any timeline agreed at the start of the project

#### **4.8 Timescales**

Suppliers will be required to meet Kew delivery deadlines for various programme components (including for example Creative Response, Design and Narrative iterations, etc,) and to be responsive to Kew's requests for amendments and additional information. Approval deadlines will be set out at the beginning of a project and failure to meet these may result in a reduction in fee.

#### **5.0 Constraints**

Due to the historic nature of both sites, all potential Suppliers should be aware of the following

- Vehicle movement on site is restricted to when Kew Gardens is closed to the public
- Parking on site is extremely limited and must be separately agreed in advance with Kew for each individual vehicle
- Power on site is extremely limited
- Storage on site is extremely limited, Suppliers should be prepared to take all of their tools and belongings off site every day
- Kew does not have manufacturing or rehearsal space on site
- Access to any of Kew's resources, including tools, vehicles, staff etc will only be provided if agreed well in advance

#### **6.0 Insurance**

The Supplier shall be expected to maintain, with a reputable insurance company, various insurances. Kew's requirements in the terms & conditions are:

- Public Liability minimum £5M
- Professional Indemnity minimum £2M
- Product Liability minimum £5M
- Employer's Liability minimum £5M

However, specific insurance requirements will be detailed in the individual project briefs as they can differ depending upon the project nature. Please note that Kew will always require Suppliers to have in place £5M for Public Liability as a minimum. Professional Indemnity, Product Liability and Employers Liability requirements will be advised by Kew on a project basis.

The Supplier will provide to Kew copies of relevant certificates as requested.

## **7.0 Policies and Procedures**

### **7.1 Health & Safety**

Kew is committed to providing and maintaining healthy and safe working practices and environments for all employees, students, volunteers, temporary workers, suppliers and visitors. Suppliers are expected to co-operate at all times and to work safely in accordance with all relevant and current health and safety legislative requirements.

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

Suppliers must be competent (ie have sufficient health and safety skills, knowledge and experience) and have adequate resource (eg people and equipment) to undertake work safely. Suppliers are expected to plan and allow for adequate control measures to be implemented, and to effectively communicate Kew requirements and arrangements to their own workforce or subcontractors.

### **7.2 Biosecurity**

Kew Gardens is a UNESCO World Heritage Site, containing the world's most extensive and diverse collections of living and preserved plants and other valuable materials. Many of the plants grown at Kew are of the highest conservation value and protection of the health of our site's plants is of paramount importance. We do this by monitoring the introduction to site of any natural materials.

Any plants, flowers, raw wood, or other natural materials will be subject to checks from our Plant Health (Quarantine) team at Kew Gardens and Head of Horticulture at Wakehurst before being permitted on site. Suppliers can expect to provide a list detailing any natural material they propose to use and its UK provenance.

Live plant material supplied to Kew will be, where appropriate, well rooted in the container it has been grown in, without being pot bound. Plant tissues will be sound and healthy and visibly free of pests and pathogens – both above and below ground.

### **7.3 Equality, Diversity & Inclusion**

Kew is committed to equality of opportunity for all in the delivery of a good, 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,

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.

## **7.4 Sustainability**

Kew has been the proud holder of the international standard for environmental management systems (ISO14001) since October 2005 and we were the first World Heritage status site to be accredited. As such, the Supplier is asked to support Kew to actively reduce our environmental impact.

Suppliers should identify the ways in which they can support Kew to meet the sustainability goals outlined in our **Sustainability Strategy**. All suppliers must comply with Kew's Environmental Sustainability Policy. This includes a commitment to preventing pollution and minimising environmental risk through the course of their work for Kew.

When designing programme deliverables, the Supplier should in the first instance borrow, hire, re-use or purchase second hand where possible. If this is not possible all new products purchased must be sourced locally where possible.

All supplies should be recycled, recyclable and non-toxic whenever possible. For example:

- Avoid single use plastics
- Paper should contain a minimum of 75% recycled content
- All timber related products should be sourced within the UK and be Forest Stewardship Council certified

## **7.5 Security**

Suppliers shall assist Kew in maintaining high security standards, including in such areas as:

- Staffing security including vetting and safeguarding checks
- Biosecurity

## **7.6 Other applicable policies**

Suppliers must comply with the following Kew policies and procedures included as Appendices 5 to 8.

- Safeguarding policy
- Health and safety policy
- Statutory Garden Regulations
- Biosecurity Guidelines
- Health and safety supplier management process (to be provided to successful Suppliers)

## **8.0 Payment profile**

Kew will define payment milestones at the outset of each programme and make these clear to the Supplier. Milestones are attached to specific deliverables: for example signing agreements, delivering satisfactory responses to a brief, delivering satisfactory design concepts, installing and deinstalling on site, and running the live event to Kew's approval.

The Supplier shall invoice Kew by sending payment milestone invoices to the project manager, following the receipt of a Purchase Order number from Kew. Kew payment terms are strictly 30 days from receipt of a valid invoice. Invoices must show the correct Purchase Order Number received from Kew.

## **9.0 Contract Management**

Contracts will be managed by the Visitor Programmes Team at Kew Gardens and the Programming Team at Wakehurst. Contractors will be predominantly managed through projects, and projects will be led by different members of these teams.

Kew will host a kick-off 'Supplier Day' at each of its two sites shortly after Suppliers are appointed to the Framework. The purpose of this day will be to explain the process of working with new contractors.

Throughout the duration of the contract, review meetings will be conducted after each project in order to share feedback and constantly improve ways of working together. In addition, Kew will schedule informal framework review meetings with Suppliers on an annual basis.

## **10.0 Site Visits**

Suppliers will be required to attend site visits throughout the contract if your tender is successful.

## **11.0 Appendices**

Appendix 1	Creative Brief for Lot 1: Design & Fabricate: Bear Hunt
Appendix 2	Creative Brief for Lot 2: Theatrical Performance: Fabulous Fungi
Appendix 3	Previous Programmes Examples
Appendix 4	Contractors Code of Practice
Appendix 5	Safeguarding policy
Appendix 6	Health and safety policy
Appendix 7	Statutory Garden Regulations
Appendix 8	Biosecurity Guidelines

These appendices are provided as separate documents.

END