

**Report of:** Contract Officer, Parks and Countryside

**Report to:** Chief Officer Parks and Countryside

**Date:** 30<sup>th</sup> August 2017

**Subject:** Waiver of Contract Procedure Rules for the rebrand of Lotherton Hall Estate, and consequently the design, print, and installation of site signage

Are specific electoral Wards affected? If relevant, name(s) of Ward(s): Harewood	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? If relevant, Access to Information Procedure Rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

### Summary of main issues

- The Lotherton Estate is principally made up of Lotherton Bird Garden, the House, on site retail, a café, estate gardens and a play area. Entry to each aspect of the estate is via a single tickets point of entry. A recent Museums and Galleries commissioned survey into a number of visitor attractions provided some excellent visitor insight for Lotherton Estate with the salient observations highlighted below;
  - 50% of visitors to the attraction are likely to have children with the majority aged between 0-11,
  - 49% are likely to visit in parties of 4 or more,
  - The average time spent on site by visitors is 3 hours,
  - 70% of people visiting the site are likely to be repeat visitors,
  - 68% of visitors to the estate are likely to visit the Bird Garden,
  - The Bird Garden and estate grounds are the most enjoyed aspect of the attraction.
- The Parks and Countryside service consider that the potential exists to expand visitor numbers on site. Proposals have therefore been considered and options explored to develop the outdoor recreational offer at Lotherton Hall through the improvement of the Bird Garden. In October 2016, the Parks and Countryside service asked Executive Board to consider the principle of investing in

visitor attractions, which included the proposal for Lotherton Hall. The aim is to broaden the appeal and equally the enjoyment experienced by those visiting Lotherton Hall by enhancing the scope, standard and therefore the overall visitor experience. Capital investment to the value of £1.2m would be required to provide improvements at Lotherton Hall bird garden and the potential exists for this investment to act as a catalyst to increase visitor numbers by 72,000 per annum, which represents an increase of 40% from present figures.

3. Executive Board supported the proposals and the principle of incurring capital expenditure to support plans for growth in revenue. When considered holistically with the growth in revenue these improvements will make a positive contribution to the Best Council Plan ambition of becoming a more efficient and enterprising council. In addition, these improvements therefore support the Best Council Plan 2016/17 priorities of 'Enhancing the quality of our public realm and green spaces' with increased visitor numbers 'Supporting economic growth'; an improved learning offer also contributes to the priority around 'Improving educational achievement'.
4. The works included within this scheme fall within the provisions of Contract Procedures Rules (CPR) 3.1.4 in that an internal service provider (ISP) exists and has confirmed that they can carry out the works. Therefore work is to be undertaken by Parks and Countryside Parks & Countryside who will act as a principal contractor utilising the support of specialist subcontractors for specific design and construction elements that cannot be delivered by an internal service provider due to the specialist nature of the refurbishment.
5. Inclusive within the proposals for phase one at Lotherton Hall is the inclusion of a site rebrand with consequent new educational and wayfinding signage across the entire estate. The opening of the first phase of the attraction development is scheduled for October 2017. In order to move forward with this development promptly it is necessary to place an order for the estate rebrand and consequent signage as soon as possible.

## **Recommendations**

6. The chief officer of Parks & Countryside is recommended to approve the waiver of the following contracts procedure rule(s):

*Contracts procedure rule no 3.1.6 – requirement to use existing suppliers*

*Contracts procedure rule no 3.1.15 – requirement to use the councils standard tender documents*

*Contracts procedure rules no 8.1 and 8.2 – intermediate value procurements*

And award a contract to Journal Ltd. for the sum of £39,069.00 for the provision of design, production and installation services of Lotherton Hall estate signage and marketing products.

## **1. Purpose of this report**

1.1 The purpose of this report is to seek approval from the Chief Officer to waive CPR 3.1.6, 3.1.15, 8.1, and 8.2 in order for Journal Ltd. to:

- a) Provide design, production and installation services for Lotherton Hall estate signage and marketing products.

## **2. Background information**

- 2.1 The financial performance of Leeds Attractions based in our estate parks Leeds, following redevelopment has highlighted that significant capital investment into the quality of our visitor attractions within our estates is able to act as a catalyst for growth in income. In turn this generates savings that make the city's parks and green spaces more sustainable.
- 2.2 The Parks and Countryside Service have therefore considered that the potential exists to build upon and replicate this success at other estates across the city, including Lotherton Hall Estate.
- 2.3 The aim of the redevelopment works at Lotherton Hall are to undertake a renovation of particular areas of the site such as the current Bird Garden. This will transform the entire estate area into a modern, engaging, and exciting visitor attraction that will facilitate the presentation of a much more diverse collection of animals, and the opportunity for continued visitor growth across the whole site.
- 2.4 Leeds City Council have engaged with designers to carry out this rebrand, and subsequently are making plans to redesign and install new signage across the site in line with the new brand guidelines.

## **3 Main issues**

### **3.1 Reason for contracts procedure rules waiver**

- 3.1.1 Due to a lack of staff resource within Creative Services to allocate some time towards the rebrand of the estate it was necessary to waive CPR 3.1.6 in order to carry out the rebrand externally.
- 3.1.2 3 quotes for the rebrand were obtained in line with the recommendation to do so for procurements <£10k.
- 3.1.3 The decision to work with Journal Ltd. was taken based on both cost and the quality of the rebrand design. A weighted matrix exercise took place in order to demonstrate this.
- 3.1.4 Although this tendering process was extensive and was done officially through providing all companies with the same, correct information to work on their proposals, the standard YorTender process was not used. In this case it is therefore also necessary to waive CPR 3.1.15.

3.1.5 Moving forward, we would like to directly appoint Journal Ltd. to carry out the remainder of the signage design, production, and installation works. We believe this to be the most cost effective and efficient way of completing the works in line with the fact that they have created the brand guidelines and therefore are the best placed to know how to use it most effectively onsite. In addition, this will save money and time in working with another company whom would need to transfer all of the original brand source files over if they were to complete the remainder of the works. In light of the above it is therefore also recommended to waive CPR 8.1 and 8.2.

### **3.2 Consequences if the proposed action is not approved.**

3.2.1 Should CPR 3.1.6, 3.1.15, 8.1, and 8.2 not be waived there will be significant delays in the programme of works to rebrand, and re-launch some areas of the Lotherton Hall Estate.

3.2.2 It is essential that areas of the estate, such as the bird garden, have sufficient educational signage that is fit-for-purpose and encapsulates the growing visitor audience. Current brand and signage throughout the garden is very dated, and the current brand does not fit in line with the change in the bird garden's species to include mammals, not only birds. If the above action is not approved, it is therefore likely that the estates bird garden will not sufficiently meet requirements needed to have a zoo license approved.

3.2.3 In line with significant redevelopments throughout the estate it is therefore suitable for a full site rebrand to be undertaken. It is important that the rebrand is rolled out throughout the entire estate in order for Lotherton Hall Estate to maintain its overall visitor 'pull'; uphold itself as a popular visitor attraction in Leeds, and ensure that the estate moves forward in tandem with the redevelopment of the newly named "Wildlife world". The department do not want to risk the divergence of two separate attractions on the same site.

### **3.3 Advertising**

3.3.1 No advertising was undertaken as part of this decision as initially the work tendered for was <10k and therefore only required the production of 3 quotes.

3.3.2 No further advertising was completed due to the fact that the project team feels that a better quality design, print and installation will be completed by the initial designers of the overall rebrand.

## **4 Corporate considerations**

### **4.1 Consultation and engagement**

4.1.1 The project team has engaged with internal Creative Services whom were unable to commit any resource to the rebrand of the estate as well any subsequent design, print and installation time.

4.1.2 Due to the deadlines within the programmed works relating to the redevelopment of various areas on site (such as the newly refurbished Bird Garden) it was therefore suitable to go out to tender and gain quotations for a site rebrand. These quotations were assessed in terms of the cost; the quality of the brand design created; as well as the company's ability to turn around further quality work (such as print & installation) in a tight timescale.

#### **4.2 Equality and diversity/cohesion and integration**

4.2.1 The design, print and installation of signage is fully inclusive and follows guidelines for signage accessibility set out by both LCC and BIAZA. Signage and marketing material will be able to be easily viewed by all visitors, regardless of equality characteristics.

4.2.2 Given that Lotherton Hall Estate is a busy popular attraction, the changes and improvements proposed at this site should result in a positive impact on a significant number of people which will inevitably include a range of different users and equality characteristics.

#### **4.3 Council policies and best council plan**

4.3.1 The project in its entirety complies with various Council policies and strategies relevant to improve the city and overall level of service provision.

4.3.2 The Vision for Leeds 2011 to 2030 sets out a revised vision for the city with the specific objective for Leeds to be the best city in the UK by 2030. In establishing this vision one of the top priorities to emerge from consultation was for the city to be a cleaner greener city. Aspects of this priority can be found in all of the areas in which the vision is intended to make a difference, although specific reference can be made to the commitment within the vision for Leeds to be the best city to live with good green spaces where everyone can enjoy a good quality of life. Developing this project will unquestionably enhance Lotherton Hall, one of the city's major park attractions, to the benefit of all residents and those immediate communities who utilise these spaces as a community green space.

4.3.3 The project proposal contributes to the Best Council Plan ambition of becoming a more efficient and enterprising council. These improvements also support the Best Council Plan 2016/17 priorities of 'Enhancing the quality of our public realm and green spaces' with increased visitor numbers 'Supporting economic growth'; an improved learning offer also contributes to the priority around 'Improving educational achievement'.

#### **4.4 Resources and value for money**

4.4.1 Upon consultation with internal Creative Services, it was deemed that the team currently do not have the capacity to work on a rebrand of the estate, and are therefore unable to carry this through into a design and installation of new signage.

4.4.2 As internal resources do not allow for these works to be completed, it was therefore decided that three quotes would be gained for the initial rebranding works. These were sought from reputable design companies with impressive portfolios linking to the kind of branding that the estate wanted.

4.4.3 Once the rebranding works are complete it was deemed suitable that the brand guidelines would be better used by those that created them. With this in mind, it is suggested that direct appointment to Journal Ltd. was made in order to get the best possible product for our investment.

#### **4.5 Legal implications, access to information and call-in**

4.5.1 It is advised that it would be lawful for the Council to waive CPR 3.1.6, 3.1.15, 8.1 and 8.2 in these circumstances, provided that the Chief Officer is satisfied that there are compelling reasons to do so.

#### **4.6 Risk management**

4.6.1 There is a risk that the Council may pay out monies for services that are not ultimately provided. However, given the specialist portfolio of Journal Ltd. and LCC's previous experience of working with them, this risk is considered to be low.

### **5 Conclusions**

5.1 There is no internal service provider whom can provide resource or further support in the given time frame to complete the design, print and installation works requested. A tender exercise has therefore taken place in order to gain 3 quotes for the initial rebrand of the estate. Journal Ltd. was chosen as the brand design of best quality and value. In light of this, moving forward, it is deemed that in order to follow best practice and ensure that the brand guidelines are followed through the entire design, production and installation of signage across the site, it is suggested that LCC work with Journal Ltd. throughout the whole process.

5.2 It is therefore deemed suitable for CPR 3.1.6 and 3.1.15 and 8.1, 8.2 to be waived.

### **6 Recommendations**

6.1 The chief officer of Parks & Countryside is recommended to approve the waiver of the following contracts procedure rule(s):

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## 7 Background documents

7.1 N/A

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