



CHATSWORTH HOUSE TRUST

SUPPLIER ENGAGEMENT BRIEF Celebrating the Cascade / Interpretation Consultant



Chatsworth House Trust is a Registered Charity No. 511149





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1 Introduction

Located within the Peak District National Park, Chatsworth comprises a Grade I listed house and stables, a 105-acre garden, a 1,822-acre park, a farmyard and adventure playground, and one of Europe's most significant private art collections.

Chatsworth is also a registered charity. Chatsworth House Trust (CHT) is dedicated to looking after the house, collections, garden, and parkland, for everyone. Visitor income funds essential conservation and an ambitious programme of exhibitions, events, learning and community outreach. Every penny generated by ticket sales and membership is reinvested into the charity to make this possible. CHT was established in 1981 and endowed by the Devonshire family.

As a registered charity, CHT's principal purpose is the long-term preservation of the house, garden, woodlands and park for the benefit of everyone, and the care of the art collection owned by the charity and those works on the visitor route, many of which are on loan from the private Devonshire Collections.

CHT's charitable objectives can be summarised as:

- To conserve and maintain the house, garden and parkland for the benefit of everyone;
- To ensure the collections on public display, or publicly accessible for research, including paintings, furniture, decorative arts, books and archives, are conserved and maintained to the highest standards, to further research and understanding of the collections
- To offer a wide variety of educational opportunities for both children and adults and to deliver a wide programme of exhibitions and events to engage with our audiences



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1.1 Our Vision and Values

In addition to being an independent registered charity, CHT is also a vitally important component of the Devonshire Group – the charities, businesses and assets in the care of the Devonshire family. The Group includes the Bolton Abbey estate in Yorkshire, the Compton Estate in Eastbourne and Lismore Castle in Ireland. At Chatsworth, our activities not only work to fulfil the charitable objectives of the Trust, but also to hold true to the vision and values of the Devonshire Group.

The vision of the Devonshire Group is to benefit our heritage, our people and our shared future.

The values of the Devonshire Group are:

- **Always improving:** Whatever we do, we strive in our own ways, big and small, to improve how we do things.
- **Decency:** Decency is at the heart of the way every one of us behaves and acts – we understand the importance of doing the right thing.
- **Being inclusive:** The best decisions are the ones that are inclusive; strengthening the relationships we have with both our colleagues and people outside our enterprises.

1.2 Sustainability

Sustainability is a way of thinking, adopted at all levels of the Devonshire Group. As with our vision and values, sustainability can be seen in the actions and ideas of our people. It is our colleagues and volunteers who are the driving force behind delivering meaningful change.

We are proud to say that these values are also shared by our customers, suppliers and local communities. We acknowledge the value of collaboration and seek opportunities to work with others to achieve shared goals.

To keep the organisation moving in the right direction, we evaluate performance in terms of our triple bottom line: our social, economic and environmental contributions.

By thinking in terms of our triple bottom line, we can ensure we benefit the social, economic and environmental wellbeing of those around us, both now and for years to come. Our triple bottom line and sustainability underpin the Devonshire Group core purpose and long-term goals – they are at the heart of everything we do.

We will be looking for suppliers and partners who –

- monitor and actively seek to reduce the Greenhouse Gas (GHG) emissions associated with their operations.
- publish and pro-actively implement their own sustainability and carbon reduction plans with the aim of becoming net zero carbon by a stated date.
- provide us with free access to information to help us map, monitor and improve our supply chain impacts.
- follow the Waste Hierarchy; favouring waste minimisation first, then reuse, and then recycling and so reduce the amount of waste sent to landfill or incineration.
- ensure waste derived from activities undertaken on behalf of CHT is minimised and disposed of sustainably in compliance with all relevant legislation.
- phase out the use of toxic chemicals and ensure noise and emissions created in the course of their work are avoided and within legal limits.
- ensure opportunities to subcontract or provide supplies for the delivery of CHT contracts are made available to local businesses and people wherever possible.
- protect the flora and fauna of our sites from undue harm in the course of their work.
- notify us if they have had any environmental offences/enforcement action in the last 3 years, providing information on the number of and remedial actions for environmental incidents, EA/SEPA/NRW warning letters, and/or environmental prosecutions over the last 3 years, and detailing the actions that have been taken to prevent reoccurrence.



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1.3 Diversity and Inclusion Statement

At the Devonshire Group and CHT, we are working towards a future that we want to see, and we are committed to Inclusion and Diversity in everything we do.

Inclusion embraces a variety of differences, and we have been under-represented in our workforce which means that we need to push for greater representation to ensure that our workplaces are environments that we all want to be a part of and proud of.

Championing diversity leads to innovation and creativity and increases our ability to change. Our strategy should not only be reflected in the teams we recruit, who represent the world around us, but also our customers and visitors.

To us, Being Inclusive means diversity in action and behaviour – it's not only one of our three core values. Diversity is the mix of people, being inclusive is about actively advocating for that mix and taking tangible steps that lead to meaningful and lasting change. In an inclusive and diverse environment, everyone can contribute to making great business decisions and team performance by reflecting, respecting and relating to our colleagues, volunteers, customers, visitors and communities.

Firstly, we advocate inclusion, and we celebrate diversity.

At the Devonshire Group and CHT, we believe we have much to gain from recognising and celebrating our differences. Diversity is about more than just our backgrounds; it encompasses everything about us.

2 Background & Project Description

2.1 Celebrating the Cascade Project

CHT has recently been successful in an application to The National Lottery Heritage Fund for the Delivery Phase for the Celebrating the Cascade project. Celebrating the Cascade is a c. £7.5m heritage project that embodies CHT's vision that Chatsworth is more than a House, it is a place of creativity and community and a driver of positive change. It is a tangible and practical demonstration of our ambition to make a positive difference to our communities, delivering across all CHT's strategic goals of Resilience, Relevance, Impact and Reach, whilst closely aligning with The National Lottery Heritage Fund's strategic investment principles.

As an outstanding historic, architectural and culturally significant water feature, the Cascade is an integral part of Chatsworth's past, present and future. It is one of the few remaining historic features dating back to the time of the 1st Duke and it is of national and international importance. Located within the garden at Chatsworth, it is also one of our visitors' favourite features, providing a space for both family fun, important life moments and quiet reflection.

Despite regular maintenance, the Cascade is now in need of major restoration to preserve it for future generations. It is very badly leaking, and the structure is deteriorating steadily every day; the difficult decision has now been taken to turn off the water flow to ensure visitor safety and prevent further damage. Restoration work is urgently required before the structure is irreversibly damaged.

The Celebrating the Cascade project will be delivered over 3 years, enabling the essential restoration and conservation work that is urgently required to save and restore Chatsworth's Grade I Cascade and equally importantly this project will be a catalyst for engaging a much wider range of people with CHT, specifically targeting those who are currently least engaged, and ensuring they can see, feel and take part in the Chatsworth story.

The project will communicate the whole Cascade story from how it sits as the centrepiece of a complex 'water artery' running from the moors to the river to the associated engineering, environmental and built heritage stories with a co-produced activity programme, focused on developing STEAM (Science, Technology, Engineering, Arts and Maths) skills. We will be working closely with our community and schools partners to broaden the appeal of the Cascade and tell the stories of great feats of engineering; the power of water as a precious commodity and using this to programme activities focused on improving our health and well-being by being in nature and close to water.

Celebrating the Cascade has ten interdependent work streams, each is owned and led by a named member of the Project Working Group.

Workstreams:

1. Accessibility – changes and improvements to support inclusion.
2. Capital works – restoration works to the Cascade, Cascade House, Paxton Tunnel and landscape alterations.



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3. Development – raising the remaining match funding for the project, stewarding donors and funders, project evaluation.
4. Interpretation – telling relevant stories of the Cascade both onsite and digitally.
5. Learning Programme – increasing skills and improving health and wellbeing for schools, community groups and the public.
6. Marketing and Communications – developing and diversifying audiences, promoting the charity and acknowledging the support from funders, donors and supporters.
7. Oral History – training young people to capture Cascade memories and experiences, creating an archive that can be shared through interpretation and online.
8. Volunteering – providing opportunities for volunteering throughout the project.
9. Celebration Programme – using the theme of water through the 2028 season to celebrate the restoration of the Cascade.
10. Exhibition Programme – Using the Chatsworth collections and archive to explore the evolution and significance of the Cascade and sharing through a series of exhibition displays, talks and guided discussions.

2.2 Audience

In the Development Phase of the Celebrating the Cascade project, we established an understanding of who Chatsworth visitors are alongside gaps in our visitor mix, identifying under-represented groups at Chatsworth relative to population of the local area. At the same time, we undertook a significant research project to establish a values-based segmentation at Chatsworth that functions across the spectrum of engagement and undertook qualitative research with non-engaged locals to better understand barriers to attendance and how we can reach and engage them through the Cascade project. The culmination of these research projects is the Celebrating the Cascade Audience Plan, which set out objectives to increase the proportion of under-represented groups at Chatsworth and to help everyone feel Chatsworth is a place for them.

We will share the Celebrating the Cascade Audience Plan with the successful applicant who should use this to inform the development of content and designs for interpretation.

3 Interpretation Delivery Requirements

Using the RIBA 3 interpretation plan developed in the engagement stage of the project, the consultant will interpret the Cascade and water artery in the garden, park and woods. The full interpretation plan will be shared with the successful applicant. A summary of the plan is included as an appendix to this brief.

Interpretation will enable a greater understanding of the significance of the Cascade's heritage and its innovative hydraulic engineering. It will share the work of our staff and volunteers both past and present. Interpretation will create an opportunity for visitors to connect with nature and will encourage great wellbeing.

3.1 Key objectives & success criteria

The interpretation consultant will:

- Develop, design, manufacture and install in-situ and digital interpretation solutions from RIBA 3 through to RIBA 7 (use).
- Build on the RIBA 3 interpretation plan that sets out proposed designs and locations – developing designs and content.
- Work with the CHT team and designers to feed into interim interpretation. Interim interpretation is being developed separately to this brief, but the interpretation consultant will feed into the narrative as well as engagement events such as hard hat tours.
- Develop and deliver co-production sessions with our partner groups, [The Level Centre](#), [Derbyshire Mind](#) and local schools, through the [Minerva Learning Trust](#) so that multiple viewpoints are fully embedded into the content and design of the interpretation. Engagement plans developed with these groups can be found in the appendix of this document.
- Co-produce a wellbeing guide to Chatsworth with Derbyshire Mind and produce an initial print run of the guide.
- Manufacture and install all interpretation, excluding interim interpretation.
- Design and deliver creative acknowledgement of our funders as set out in the interpretation plan.
- Design and deliver or manage the design and delivery of digital interpretation as set out in the interpretation plan.
- Work with CHT and our partners to write interpretation for physical and digital interpretation.
- Work with CHT, our partners and artists to interpret creative responses to the Cascade.
- Develop interpretation with the learning and engagement, collections, and garden and landscape teams.
- Coordinate with CHT staff and our evaluation consultant to feed into the wider evaluation of the Celebrating the Cascade Project.

Celebrating the Cascade is a cross-departmental project with key internal stakeholders including the Devonshire Family, Jane Marriott (Director of Chatsworth House Trust), the Learning and Engagement team, the Marketing Team, Garden and Landscape Team, Collections and Archive Team and Visitor Experience Team. External stakeholders include Derbyshire MIND and Minerva Learning Trust.

3.2 Draft approach / timelines

All timelines are subject to change and the successful applicant will be asked for a detailed timeline, developed in collaboration with the CHT team.

Milestone	Start Date	Completed by
On boarding and introduction to project	February 2026	February 2026
Confirmation of co-production plan with partners	February 2026	March 2026
Research and co-creation of interpretation content and designs	March 2026	February 2027
Development of digital strand of interpretation	February 2027	November 2027
Manufacture and installation of interpretation	February 2027	November 2027

3.3 Budget

As part of our successful application to The National Lottery Heritage Fund, we have a maximum of £252,000 for the design, manufacture and installation of interpretation across site as well as digitally. This budget will cover all professional fees, equipment and materials, digital outputs and expenses.

Applications should set out how the budget will be broken down to cover professional fees, community engagement, physical and digital interpretation and trails made in partnership with Minerva Learning Trust and Derbyshire Mind.

4 Deliverables

- A full suite of robust and maintainable interpretation along the water artery as set out in the interpretation plan.
- A range of digital interpretation solutions.
- Paper trails covering a range of experiences and narratives.
- Creative sessions with our community partners delivered with support from CHT staff.
- Sustainable materials and manufacturing processes should be used as widely as possible.

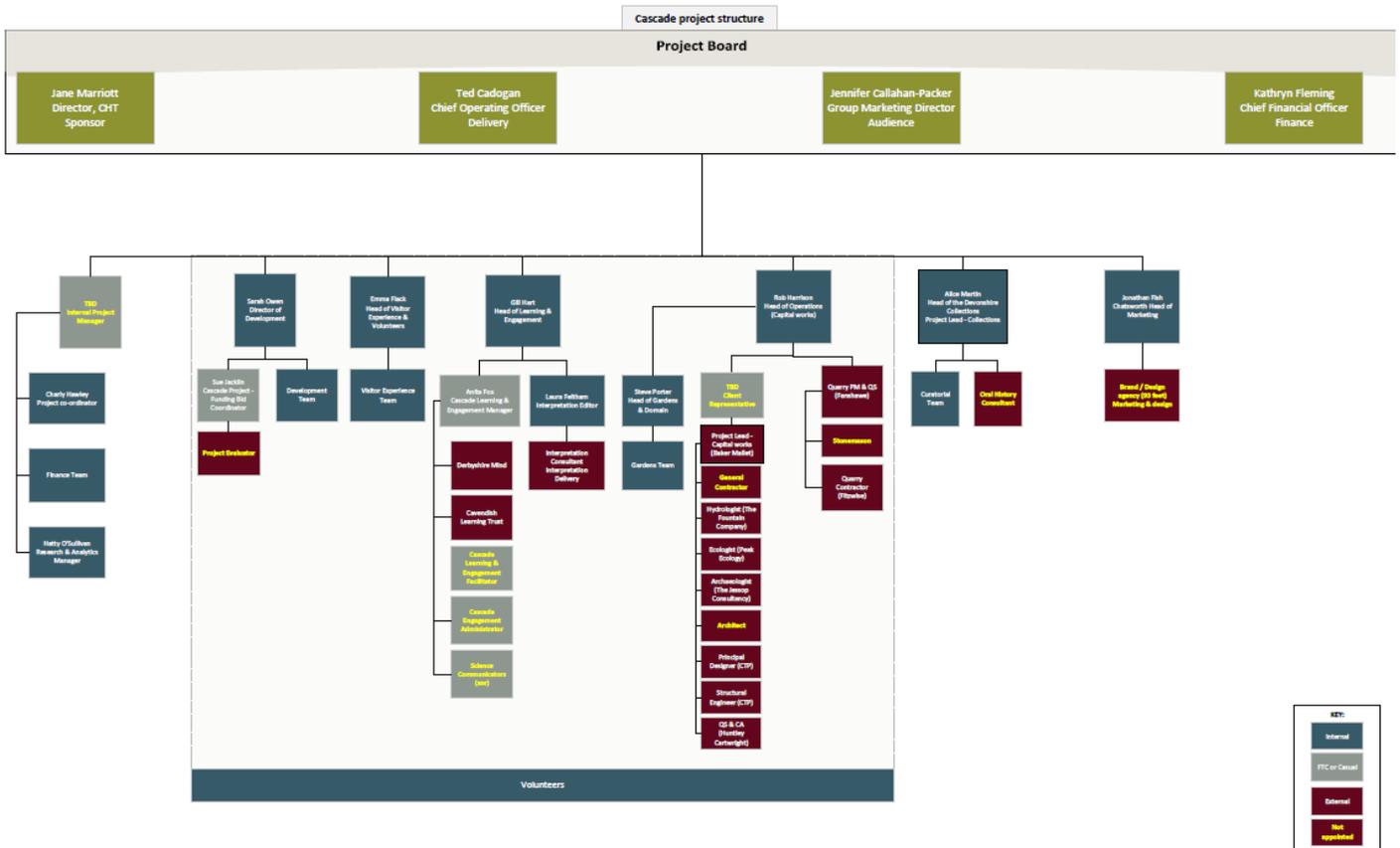


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5 Team

Your main point of contact will be Laura Feltham, Interpretation Editor

The current organisation structure for the project is set out below:





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6 Fees and Insurances

Fees

1. The contract will be awarded on a fixed fee basis.
2. This fee is to include all travel, subsistence, insurance and other costs incurred by the consultant.
3. No additional costs may be charged.

Insurance

The specific minimum insurances required are outlined below:

- Employer's Liability insurance policy with a limit of at least £5 million per claim arising from a single event or series of related events in a single calendar year.
- Public Liability insurance policy with a limit of at least £5million per claim.
- Professional Indemnity insurance policy with a limit of at least £5million per claim.
- Product Liability insurance policy with a limit of at least £5million per claim arising from a single event or series of related events in a single calendar year.

As part of your submission, please state whether you already hold this insurance (state insurer, policy number, extent of cover and expiry date) or if you are willing and able to obtain and maintain these insurances if awarded the contract.

7 Response to brief

Your proposal should include:

- o company information.
- o company values including your EDI policy.
- o relevant social & environmental policies.
- o team/resource working on this project.
- o relevant and current examples and two references ideally of successfully completed similar projects.
- o approach and methodology including key deliverables and how you will co-produce the project in an inclusive manner.
- o approach to developing a digital offer. If sub-contracting digital, please include the details of the digital team and ensure they are able to join at interview to discuss this strand
- o timescales.
- o a proposed schedule for maintenance of physical and digital products.
- o fees and breakdown of costs, responding to the budget of £252,000.
- o any potential conflicts of interest.
- o Acknowledgement of the Supplier Code of Conduct and Payment Terms (see below).
- o Insurance statement.

The RIBA 3 interpretation plan is available to read and respond to in the tender pack. Any questions about this brief should be directed to Laura Feltham (laura.feltham@chatsworth.org) no later than 5pm on 6th February 2026. To arrange a visit to the site in preparation for responding to this brief please contact Laura Feltham.

The closing date for submissions is **23.59 Wednesday 11th February**. Applications received after this date will not be considered.

The submission should be emailed to Laura Feltham (laura.feltham@chatsworth.org) Interviews will be held in the week beginning the 2nd March. The panel consists of Gill Hart, head of learning and engagement, Steve Porter, head of gardens and landscape and Laura Feltham, interpretation editor. The successful candidate will be notified in writing.

8 Evaluation criteria

Applications will be judged on the below criteria.

CRITERIA	Examples
Cost	Commercial comparison. Cost demonstrates value for money and responsible use of public funds.
Relevant Experience	The degree of experience demonstrated in order to successfully complete the work.
Confidence / Fit	To what extent the proposal demonstrates an understanding of the issues related to this brief. Demonstrated mutual values, inclusion and diversity policies.
Scope / Approach	To what extent are the methodology and methods appropriate to the requirements set out in this brief Ability and willingness for collaboration with teams at Chatsworth.
Programme	A clear, logical and deliverable plan that aligns with the stated milestones. How well the has bidder structured a team in order to successfully manage the contract and deliver the required work to the budget and timetable required.
Quality of response	All the required sections fully completed.
Sustainability	Close alignment with the Sustainability criteria documented in section 1.2 The commitment to sustainable, safe, fair and inclusive working practice of the supplier.

9 Available Documentation

- Celebrating the Cascade Summary Interpretation Plan
- Celebrating the Cascade Interpretation Summary Engagement Plan

10 Important Information for potential suppliers

Please note and acknowledge the below Code of Conduct and Payment Terms that will apply.

10.1 Supplier Code of Conduct and Purchase Agreement

Our supplier code of conduct is included in this application pack as well as a copy of our purchase agreement for goods and services.

10.2 Payment Terms & Conditions

1. Invoices will not be accepted without a valid purchase order number.



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2. Orders will be issued on approved ordering stationery, and all orders will be signed by an appropriately authorised individual.
3. Standard payment terms are "net monthly" which means invoices will be paid at the end of the month following the month in which the invoice is received.
4. Payment will be made by BACS transfer.

11 Disclaimer

1. Nothing contained in this document shall constitute an agreement, contract, or representation between Chatsworth and the Consultant.
2. Chatsworth reserves the right to withdraw this document at any time. Should Chatsworth elect to withdraw this document (or for that matter terminate discussions with the Consultant for any reason) the Consultant will destroy this document, along with any related documentation and materials, including any copies that it has made (whether in machine readable or hard copy) immediately.
3. Chatsworth reserves the right to change the tender schedule at any point in the process. Should Chatsworth elect to change the schedule all Consultants will be notified.