

SUPPLIER ENGAGEMENT BRIEF

Celebrating the Cascade: Cultural Producer



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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, an 1,822-acre park, a farmyard and adventure playground, and one of Europe's most significant private art collections.

Chatsworth is cared for by a registered charity: Chatsworth House Trust (CHT) which is dedicated to looking after the house, collections, garden, and parkland, for everyone. Visitor income and donations fund 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.

1.1 Our Vision and Values

In addition to being an independent registered charity, Chatsworth House Trust is also a vitally important component of the Devonshire Group – the charities, businesses and assets in the care of the Cavendish 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.

1.3 Diversity and Inclusion Statement

At the Devonshire Group and Chatsworth House Trust, 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 Chatsworth House Trust, 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 Overall 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 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.
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.

Understanding our Audiences

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.

2.2 Cultural Producer Role

In 2028 we will celebrate the reopening of the Cascade with a cultural programme taking its inspiration from the theme of water (Workstream 9). Central to this cultural programme will be a contemporary artist commission that will respond to the Cascade. Chatsworth House Trust are seeking an experienced professional Cultural Producer to oversee and coordinate all aspects of this artist commission including:

- To help recruit and engage a contemporary artist practitioner to produce a new work of art responding to the Cascade in celebration of the reopening.
- To work with the artist to produce a production schedule for the artwork, installation, public programme and deinstallation
- To work with the artist and Chatsworth House Trust to deliver the commission on time and to budget.
- To work with potential partners, and in liaison with the Learning team, to deliver a supplementary Public Programme both on and offsite.
- To develop a digital strategy to enhance the audience experience of the installation at Chatsworth.
- To liaise with the marketing team and PR company in promoting the commission.
- To support the Development team in securing any additional fundraising needed to deliver the commission.

Artist Commission

The contemporary artistic commission will respond to the Cascade, celebrating the restoration and reopening of this most significant feature in the Grade 1 listed gardens at Chatsworth. The artist commission will engage new and more diverse audiences both onsite and online. Artists will be invited to create a site-specific commission, celebrating the musicality and atmosphere of the cascade, inviting new contemporary responses that will not obscure or visually disrupt the restoration.

We will work with an internationally renowned artist and to celebrate the Cascade restoration through a commission. The commission could include a range of artistic mediums such as audio, spoken word, poetry and music which to encourage new interpretations and fresh understanding of the Cascade, its architectural features and its importance and relevance to people today. It may be a physical artwork that responds to the Cascade and will be developed with the artist through the process of the commission. This commission will form part of our programme, raising awareness of the project, providing a platform for the artist and helping to increasing our reach and widen engagement of who we welcome to Chatsworth. The commissions will be launched to the public in spring 2028 with the reopening of the Cascade and celebrated throughout the season onsite and through our digital platforms, extending the reach and impact, nationally and internationally. We will seek to develop partnerships beyond Chatsworth to expand the impact of the commission. The commission will sit within a broader cultural programme at Chatsworth across 2028.

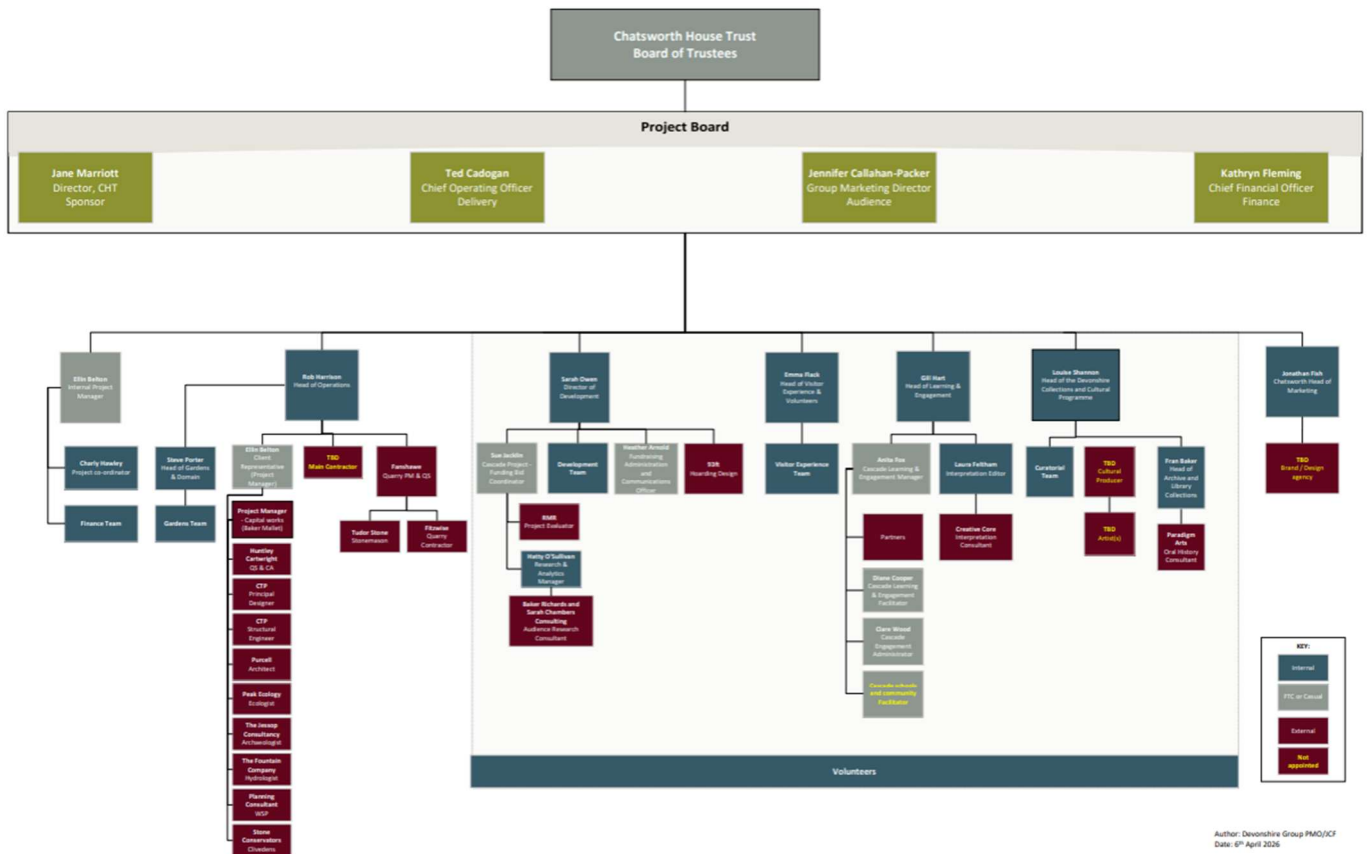
2.3 Key players

Louise Shannon, Head of Collections and Cultural Programme

Appointed artist

Senior internal stakeholders; including Learning and Engagement Team, Development Team, Marketing and Digital Team.

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



Author: Devonshire Group PMO/JCF
Date: 6th April 2026

2.4 Draft approach / timelines

Milestone	Start Date	Completed by
Finalisation of process for shortlisting artists.	August 2026	August 2026
Prepare and issuing of the brief	August 2026	September 2026
Feasibility studies and appointment of selected artist	September 2026	January 2027
Concept refinement	January 2027	March 2027
Detailed design	March 2027	June 2027
Production	July 2027	December 2027
Tech testing	January 2028	February 2028
Installation	February 2028	March 2028
Open to public	June 2028	October 2028
Public programme and partnership work	March 2028	October 2028

3 Scope of services

We are asking our supplier to deliver the following.

Activities:

- Liaise with Chatsworth's Head of Cultural Programme to devise a shortlist of artists to invite to respond to a creative brief
- Draft and edit creative brief ahead of distribution
- Contributing to additional funding pitches and presentations
- Liaise with production companies for quotes for installation
- Manage the project delivery of the commission both on and offsite
- Manage relationships with the artist and their representative.
- To advise and draft contract for the artist and any partnerships
- To advise on technical specifications of installation and production
- To advise on legal and copyright clauses for commission
- To liaise on all public communications via the marketing team

Outputs:

- A high-quality artistic commission celebrating the Cascade appealing to the 3 audience segments identified in the CHT research.
- Good working relationships across the project and the organisation.
- Possible offsite activity at partner festivals or organisations.

4 Fees and Insurances

Fees

1. The contract will be awarded on a fixed fee basis. We have a budget of £25,000, excluding VAT available for this commission.
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 cover to at least the level required by law
- Public liability cover to £5,000,000 in respect of any one claim; no annual or total cap
- Professional indemnity cover to £1,000,000 in respect of any one claim; no annual or total cap

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.

5 Response to brief

Please include the following in your response proposal:

- company information, including company values and relevant social and environmental policies
- details of the people who will be working with us
- relevant and current examples of similar projects you have delivered and any recent testimonials
- your approach and methodology for the project
- details of projects that collaborative working
- timescales
- fees and breakdown
- any potential conflicts of interest
- agreement to the Supplier Code of Conduct or provision of an equitable alternative
- agreement to the Payment Terms (see below)
- insurance statement
- other value for money / improvement opportunities / differentiating factors

Any questions about this brief should be directed to Louise Shannon, Head of Collection and Cultural Programme, (louise.shannon@chatsworth.org)

The closing date for your response is 24 July Please email your response to (louise.shannon@chatsworth.org)

6 Evaluation criteria

Applications will be judged on the below criteria.

CRITERIA	Examples
Cost	Commercial comparison
Relevant Experience	A track record of commissioning and delivering music commissions in a cultural context
Confidence / Fit	Experience of artist liaison and music management Production of new music working with artists and stakeholders Experience of music production and project delivery Experience of working within historical cultural settings Demonstrated mutual values, inclusion and diversity policies
Scope / Approach	All the requirements are met A clear and logical methodology
Programme	A clear, logical and deliverable plan that aligns with the stated milestones.
Quality of response	All the required sections fully completed
Sustainability	Close alignment with the Sustainability criteria documented in section 1.2

7 Disclaimer

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