

INVITATION TO TENDER

Requirement Title	Fundraising Consultant
Issue Date	18 September 2026
Closing Date of Tender	5 October 2026 12 noon
Contact	Kath Knight Email: kath.k@harewood.org

1. About Harewood House Trust

Harewood House Trust (harewood.org) is an independent charity which engages around 270,000 visitors a year through its built heritage, 140 acres of Grade I listed landscape and an innovative art and learning programme. It is one of England's finest 18th century country houses, with a significant collection of fine and decorative arts; we are an accredited museum, with a nationally Designated Collection, and the family seat of the Earl and Countess of Harewood. Like many estates and establishments of the period, the House was largely built from the proceeds garnered from the Transatlantic trade in enslaved individuals, and this has been prominently acknowledged through our arts programming and community engagement over the last 30 years. To read more about us, please visit our website www.harewood.org

2. Background

HHT is seeking quotes from an experienced Fundraising Consultant to support HHT with the development phase of the Reimagining Harewood project. HHT has been awarded a National Lottery Heritage Fund Stage 1 Development grant for the realisation of this project.

Reimagining Harewood will 'heal the landscape', reestablishing the connection between the House and other important historic buildings and landscape features, creating a beautiful and biodiverse landscape where people can enjoy historic views and gain a better understanding of the site's history. Key to this will be giving a Grade II listed building (the Bakehouse) a new lease of life as a Visitor Centre. This will be the centre of every visit, providing vital and accessible facilities, welcoming and orientating visitors and providing a sense of place by sharing the complex history of the site

A capital fundraising strategy and a case for support for the project has been developed which formed the basis of our application to The Heritage Fund with an associated match funding pipeline identifying priority and potential trust targets, corporate prospects and potential Patrons and major donors. The match funding target is £3 million. The Fundraising Consultant will work with the HHT team to review

and update the Capital Fundraising Strategy, further develop the case for support, interrogate the pipeline to ensure it is comprehensive and up-to-date and support the fundraising team in developing and submitting the applications to trusts and foundations.

3. Instructions to Tender

3.1 General information

All tenders will be in accordance with and subject to these instructions and other documents comprising the Invitation to Tender (ITT).

HHT reserves the right, without prior notice, to change, modify, or withdraw the basis of its request and/or to reject all proposals and terminate negotiations at any time. In no circumstance will HHT incur any liability in respect of time, effort or cost in regard to either discussions, meetings or reviewing and/or responding to this document or subsequent material.

The issue of this ITT does not bind HHT or any official of it to accept any proposal, in whole, or in part, nor does it bind any officials of HHT to provide any explanation or reason for its decision to accept or reject any proposal. Acceptance of a proposal neither commits HHT to award a contract to any Tenderer, even if all requirements stated in this tender are satisfied, nor does it limit HHT's right to negotiate in their best interest. HHT reserves the right to contract with a tenderer for reasons other than lowest cost. Contract award will be post tender process and may be awarded without discussions or negotiations.

For any queries please contact Kath Knight and allow up to 5 working days for a response. Other than those persons identified, no other representative of HHT may make any representation regarding this procurement process.

All tenders are to be valid for 90 days from the end of the tender submission period to allow HHT to undertake review.

3.2 Confidentiality

HHT have issued this ITT to tenderers to inform their preparation of a tender for this requirement and for no other purpose.

HHT gives this ITT and any other documentation on the basis that they remain HHT's property and tenderers must treat the contents as confidential. If tenderers are unable or unwilling to keep to this rule, they:

- Must destroy this ITT and all associated documents at once; and
- Must not keep any electronic or paper copies.

3.3 Preparation of Tender

A Tenderer must inform HHT of its intention to submit a tender at the earliest opportunity by emailing Kath Knight so that HHT may inform the tenderer of any potential changes to timescales etc.

HHT reserves the right to issue additional documentation or information related to the tender at any time. At the discretion of HHT, the closing date may be extended. Tenderers already having submitted a tender at this point may be invited to re-submit their tenders at their discretion.

3.4 Submission of Tender

By submitting a tender, the Tenderer confirms that they are able and willing to enter into a formal contract with HHT if awarded. The tender shall be signed by persons authorised to submit tenders and make contracts for the Tenderer.

Any applications received after the deadline will not be considered unless agreed with HHT prior to the close of the submission period.

3.5 Evaluation criteria and process

HHT will evaluate tenders against the award criteria set out in section 4.

HHT reserve the right to seek clarification from any or all of the tenderers during the evaluation period. This may be in writing or by means of a clarification meeting.

After initial evaluation, a shortlist of tenderers may be invited to an HHT panel (in person or online via Teams). Following this, final evaluations will take place, and a preferred tenderer nominated and offered the contract, subject to checks. The expected timescales are set out in section 3.7.

3.6 Tenderer's Warranties

In submitting its tender, the Tenderer warrants, represents and undertakes to HHT that:

All information, representations and other matters of fact communicated (whether in writing or otherwise) to HHT by the Tenderer, its staff or agents in connection with or arising out of the tender are true, complete and accurate in all respects, both as at the date communicated and as at the date of tender submission;

It has full power and authority to enter into the contract and perform the obligations specified in the contract documents;

It is of sound financial standing and has and will have sufficient working capital, skilled staff, equipment and other resources available to it to perform the obligations specified in the contract;

It shall indemnify and keep indemnified HHT against all actions, claims, demands and expenses incurred or made against the HHT in respect of any loss or damage which arises from any advice given or anything done or omitted to be done under this tender to the extent that such loss or damage is caused by the negligence or other wrongful act of the Tenderer or its agents.

3.7 Timescales

It is intended that the procurements process for this tender will run to the following timetable. Please note that HHT reserves the right to amend the timescales listed below and will inform tendering organisations of any changes.

Activity/Action	Date
ITT issue date	18 September 2026
Closing date	5 October at 12 noon
Initial evaluation	Week beginning 5 October
Shortlisted tender interviews	Week beginning 19 October
Final evaluation and contract award	Week beginning 26 October
Start of service delivery	2 November

4. **Specification**

- 4.1 To support the Tenderer to prepare a tender submission, the following specification has been drafted by HHT.

Required contract start date: 2 November 2026

Contract length: 12 months

This section of the specification outlines the core requirement and expectations of the consultant.

Reimagining Harewood will 'heal the landscape', reestablishing the connection between the House and other important historic buildings and landscape features, creating a beautiful and biodiverse landscape where people can enjoy historic views and gain a better understanding of the site's history. Key to this will be giving a Grade II listed building (the Bakehouse) a new lease of life as a Visitor Centre. This will be the centre of every visit, providing vital and accessible facilities, welcoming and orientating visitors and providing a sense of place by sharing the complex history of the site from the Bronze Age to the present day, including its links to the West Indian sugar trade of plantations, enslavement of people of colour, and ownership of ships and warehouses.

Harewood House, the Courtyard, and the Bakehouse were all designed to be seen and appreciated together. This experience is currently eroded by a piecemeal accumulation of visitor facility paraphernalia which has been added over recent years. We will 'heal the landscape' by removing these modern interventions to the West and South of the House, ensuring that the car park and playground are less visible from the historic buildings and that the routes between the House, Courtyard and Bakehouse are safe, accessible and feel more like those of an historic landscape.

We will move the pay barrier from the current ticket barriers which are unwelcoming and cause long queues on the driveway to the other side of the car park within the

Visitor Centre. We will also dramatically improve parking in both number and quality of spaces and accessibility which will enable us to meet the need at peak times as well as attracting visitors who want to walk in the grounds and not access the House and Gardens, to whom we can provide catering, retail and car parking. The Bakehouse Visitor Centre will give us an ability to interact with all our visitors, to share our history and charitable messaging, encourage donations, retail and ticket sales as well as providing much-needed introduction and wayfinding.

We have already removed the adventure playground which interrupted the views from the Bakehouse to the Courtyard and moved the new playscape to below the eyeline and away from the Pleasure Gardens. This has laid the foundation for this relandscaping and for healing the landscape and restoring these 19th century views and pathways to re-establish connections between these listed buildings and the Lake.

Reimagining Harewood will create a Harewood experience that sets the tone of each visit the moment people arrive on foot, by bike or by car. On arrival at the Lodge entrance, visitors will pass through stunning Capability Brown countryside – unspoilt except for first class wayfinding – towards an accessible, landscaped, EV-friendly car and bike park that, despite its size, feels naturally-placed and sympathetic to the landscape, without interrupting important historic views. The new one-way route in and out of the car park will ensure that cars won't cross pedestrian routes and only our electronic Shuttle buses will be able to access the path down to the Courtyard and Lakeside Garden. This will also move the pay barrier meaning that those who want to walk to All Saint's Church to the north of the House, get refreshments from the Bakehouse Cafe or walk on the wider Harewood Estate can do so without needing to pay to access the House, Gardens and Grounds.

The Visitor Centre will combine a restored Grade II listed building with an accessible and sustainable single storey building extension which complements its historic partner and blends with the landscape. This is the space where Harewood will share the important introduction to every visit, highlighting what's on offer indoors and outdoors from the playground and the gardens through to the art collection and interiors. Critically, this is where visitors will read the whole landscape of Harewood through time from the pre-historic Greystone (scheduled monument) to its inclusion in the Domesday Book, the Church of All Saints and Harewood Castle. This is also where we will share information about our complex history so that every visitor understands that the 18th century House and Grounds were built on the profits from the West Indian sugar trade of plantations, enslavement of people of colour, and ownership of ships and warehouses.

Team members will be able to engage visitors in conversations about the site, the benefits of Membership and/or giving a Gift Aid donation plus how their visit makes a huge difference to Harewood's charitable mission to be a place for everyone. They will have more time and space to show visitors highlights of what's on or how to make the most of their day depending on their interests. They will also be able to support visitors with additional needs.

Everything visitors need to support and maximise their visit in the way of facilities will be in the Bakehouse Visitor Centre with accessible, family friendly toilets (including a Changing Places facility), a grab and go cafe ideal for those using the adventure playscape, and retail. The Bakehouse will become a destination at Harewood and at the centre of every visit, realising the potential of this beautiful historic building and linking it with paths and views to the House and the Courtyard as was originally intended.

4.2 Deliverables

A capital fundraising strategy and a case for support for the project has been developed which formed the basis of our application to The Heritage Fund with an associated match funding pipeline identifying priority and potential trust targets, corporate prospects and potential Patrons and major donors. The match funding target is £3 million. The Fundraising Consultant will work with the HHT team to review and update the Capital Fundraising Strategy, further develop the case for support, interrogate the pipeline to ensure it is comprehensive and up-to-date and support the fundraising team in developing and submitting the applications to trusts and foundations.

The deliverables are:

- Review and update the capital campaign strategy and fundraising plan.
- Refine the Case for Support document.
- Develop and oversee the capital campaign strategy and fundraising plan.
- Identify and develop a pipeline of major donor and principal gift prospects.
- Advise on campaign structure, milestones and governance.
- Draft applications to grant giving bodies and other funders, working with the HHT team.
- Support cultivation strategies and high-value donor meetings.
- Advise on strategic corporate sponsorship opportunities.
- Bring sector knowledge, networks and campaign experience.

4.3 Budget

The budget for this Development Phase work is capped at £30,000 plus VAT. The fee must include travel and subsistence expenses. There may be the opportunity to extend the contract and budget subject to performance and approval by The Heritage Fund.

5. **Terms required within the contract**

Notice period must not be less than 3 months.

Agreed hourly rates required for roles.

6. **Evaluation process**

The evaluation process will be scored by quality and cost using the form and any supporting material that you provide. No tender will be considered until after the tender process closing date.

HHT will evaluate tenders based on cost and quality as follows:

Cost	40%
Quality: Methodology	25%
Quality: Programme	10%
Quality: Experience	20%
Quality: References	5%
Total:	100%

6.1 Cost

Cost will be evaluated on a sliding scale, with a % score awarded as follows: $\text{Score} = (\text{max score}) \times (\text{Lowest Cost}/\text{Actual Cost})$

For example: if cost is weighted as 30% of the overall score - Tender One bids £500, Tender Two bids £750. Tender One scores $30\% \times 500/500$, i.e. 30%. Tender Two scores $30\% \times 500/750$ i.e. 20%.

Tenderers must fill in the Costing Schedule set out in the Tender Submission Form to provide all the obligations under the Contract. Tenderers can add any extra or alternative costing proposals to the end of the costing Schedule with reasons for including these.

Quotes or tenders may be accepted in Pounds Sterling and quotes must include any VAT or other taxes required.

Tenderers must also show all other costs that will be associated with the contract for example rates or expenses. HHT will not consider claims for extra payment for items that have not been specified.

Abnormally low tenders: If, for a given contract, tenders appear to be abnormally low in relation to the goods, works or services, HHT shall, before it may reject those tenders, investigate the elements of the tender which it considers to be unsustainable. If HHT's investigations determine the bid to be unsustainable, HHT may reject the tender from the process.

6.2 Quality

Quality will be scored on a scale of 0 – 10 as follows:

0 - 1	Very limited or no relevant information.
2 - 4	Response is limited or goes part way to demonstrating the ability to deliver against the specification.
5-7	Tenderers show that they understood the specification and can deliver against the contract as required, with limited evidence of successful delivery
8-10	Tenderer strongly demonstrates that they understood the specification,

	can deliver against the contract as required and further demonstrate evidence of added value they can bring and evidence of a strong history of successful delivery.
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If a score of 0-1 is given for any element of the tender, then it will be determined to have failed and may not be considered further.