



Masterplanning Consultant
Period of contract: 1 July 2025 – 29 May 2026

Invitation to Tender (ITT)
for
The Sidney Nolan Trust



Masterplanning Consultant

Submission of Tenders: **5PM Monday 9 June 2025**

Any queries relating to this tender should be submitted via the
Sidney Nolan Trust email - sophie@sidneynolantrust.org

Issue date: 20 May 2025

1.0 Project overview and context

1.1 Introduction

The Sidney Nolan Trust is looking for a **Masterplanning Consultant or Consultant team** to help us deliver our master planning and transformation project. The project is funded by the National Lottery Heritage Fund.

The pieces of work that will pave the way for transformational change are:

- **15-Year Masterplan**
- **Audience and Stakeholder Engagement**
- **Audience Development Plan**
- **Business Case and Feasibility Report**
- **Pilot Activities**
- Building Surveys, Inspections, and Visualisations
- Fundraising Strategy
- Oral History Project
- Evaluation

The Masterplanning consultant/consultancy will join us at the project initiation and work with us, leading on the strands **highlighted in bold above**, through to final reporting, evaluation and completion of the project. Separate budget allowances are made for specialist building surveys, inspections and visualisations that will provide relevant information for the masterplanning work.

A freelance **Project Coordinator** role will also be recruited for the project duration to support project management, delivery, administration, and reporting across all strands. Working with the project team the Project Coordinator will also provide capacity and input to design and deliver pilot activities, and support audience consultation, fundraising and evaluation.

The Fundraising, Oral History and Evaluation strands will be led by specialist consultants recruited for these elements of project delivery.

1.2 Vision, Purpose and Values

Our VISION is to share the character, wildness and beauty of our rural setting on the borders of England and Wales, and the deep history of our sites, working collaboratively to enable powerful and human encounters: with heritage, the creative spirit and the environment.

PURPOSE:

In the ancient and beautiful landscape of the England-Wales borders we enable inspiring encounters with the arts, heritage and our environment inviting the creative spirit in everyone, of all ages and backgrounds.

Fulfilling the visionary legacy of Sir Sidney Nolan, who made The Rodd his final home, we steward and share an internationally significant collection of his art, archive and library.

We offer arts, community, and learning programmes at:

- The Rodd, a 17th century house and grounds that has been a place for artists and creativity for over a hundred years
- The Bleddfa Centre, a place for creativity and community in the remote village of Bleddfa in Powys in Mid Wales

Grounded in our communities and the rich history of our places, we work collaboratively to connect locally, regionally and worldwide, using art and ideas to explore the complexities of the past and present, and address the challenges of the future.

Our VALUES are inspired by the character, convictions, and visionary intentions of Sir Sidney Nolan and Bleddfa founder James Roose-Evans and the ways in which they found meaning

Art and Creativity – to celebrate, explore and enable the practice of art and creativity of all kinds, and to ensure that these qualities inform all our work

Adventure – to be brave and have fun, seeking and sharing new experiences, approaches and perspectives, welcoming challenges and debate

Connection – to bring people together to exchange ideas, knowledge and skills, to contribute to a larger whole through building partnerships and networks

Feeling – to inspire and support the experience of emotion in our places and programmes and aspire to generosity and curiosity in all our encounters

Openness – to encourage insight and understanding through diversity of approach, working across accepted divisions and specialisms

Stewardship – to care for, manage and develop the heritage, collections and landscape we look after for the benefit of present and future generations

1.3 Background information

The Sidney Nolan Trust is a registered charity, founded by the Australian artist Sir Sidney Nolan (1917-1992) in 1985 as a rural centre for the arts in the grounds of his home at The Rodd, a 13th century historic estate on the Herefordshire Wales border. Nolan was a leading artist of the 20th century and an influential pioneer of modernism who settled permanently in the UK from 1953, becoming a major figure in the British art world. Known for his experimental style and use of materials, he explored global themes of place, culture and human experience. The Trust cares for and enables access to an internationally significant collection of Nolan's art, photography, and his extensive archive and library.

As well as the remarkable Jacobean manor house of Rodd Court, the site contains Nolan's studio expertly conserved as it was at his death, 18th century and modern farm buildings, a refurbished barn gallery space, workshops, the Trust's offices, surrounding grounds with kitchen garden and orchard, and one-bedroom 4-star holiday accommodation Orchard Cottage. Rodd Farm and estate extend to 180 acres of farmland, semi-ancient natural woodland and the Hindwell brook. Rodd Court itself has significant ongoing repair and maintenance costs, so is not being utilised to its full potential.

In 2023 Sidney Nolan Trust merged with the Bleddfa Trust, another well-established rural arts charity in the remote village of Bleddfa in Powys, some 10 miles from The Rodd. The Bleddfa Centre was founded in 1974 by award-winning theatre director, priest and author James Roose-Evans (1927-2022) and delivered vibrant arts programmes from concerts to exhibitions and talks. It is an important community and creative hub for a dispersed population and Sidney Nolan Trust is working with the local community and partners to rebuild programmes in the Centre's historic buildings - the former 19th century schoolhouse and a magnificently converted barn event space, both adjacent to the 13th century Church of St Mary Magdalene at the heart of the village.

Both sites have ancient roots which add to their spirit of place. The word Rodd/Rode, meaning in Old English 'a clearing in a wood' has been used to describe this site since the early 13th century. Around the same time, it became the name of a prominent local family and c1600 William Rodd began the construction of what is now Rodd Court. The Rodd is eleven miles from the Walton Basin. Which archaeological excavations suggest was one of the most important Neolithic ritual landscapes in Britain, comparable in date and scale to Stonehenge.

Likewise, Bleddfa's origins date to the medieval period - Blaidffau in Welsh means 'the abode of wolves' and wolves were still to be found in nearby Radnorshire Forest until Tudor times.

The Trust's ambition is to care for, develop and widely share the offer of their sites, grounded in the character and deep history of the England Wales borders. There is significant inherent potential across built, natural and cultural heritage of local, regional and international importance. Alongside this are significant maintenance, underdevelopment and sustainability issues to address in the built and natural heritage to increase access, engagement and positive impact for the organisation. The Trust is looking to build a project team with the skills, experience and motivation to support a robust and transformational masterplanning process that will address the challenges and opportunities to shape a thriving and sustainable future.

1.4 Programme timeline

July 2025 to end of May 2026 – some key activity milestones are set out below

NOTE: we are aware this is a tight timescale for activity delivery and are prepared to have discussions about practical logistics while being keen to commence this important work and working within the Heritage Fund award requirements

Jul 25 – commencement of masterplanning, evaluation, project management, monitoring and reporting systems

Jul-Sep 25 -volunteer recruitment, site/strategy sessions, plan and delivery of pilot activities, fundraising consultancy underway, oral history project commences

Aug 25 – communications plan, site photography and video

Sep-Oct 25 –volunteer/community oral histories, public consultation focus groups, building surveys

Nov 25 – mid-term report to the National Lottery Heritage Fund, comparator site visits, partnership building, fundraising events

Dec 25- Jan 26 – options appraisals prepared and reviewed, delivery of oral history outputs

Feb 26 – impact assessments, design of management, maintenance and ops plan, strategic business planning

Mar 26 – oral history assets uploaded, made available, development strategy and investment planning

Apr 26 – activity strand reports complete, activity and reporting/monitoring completed

May 26 - final reporting, evaluation and completion

2.0 REQUIRED SERVICES

2.1 Masterplanning Consultant

2.1.1 Role, Scope and Responsibilities

The Masterplanning Consultant will be required to work with the Sidney Nolan Trust to develop a comprehensive Masterplan for the development of the Trust and the site and audiences, in line with the National Lottery Heritage Fund guidelines and principles and the ambitions of Trust staff, volunteers, and Trustees. We expect the consultant to work closely and collaboratively with the Sidney Nolan Trust staff and trustees throughout the development and evaluation of the project., taking into account the history, strengths and constraints of the Trust's two sites at The Rodd and the Bleddfa Centre in Powys which merged with the Trust in 2023.

We require the consultant to undertake the following:

- Develop a comprehensive 15 Year Masterplan for both sites with a clear strategy for the Sidney Nolan Trust, focussing on the best use of the sites in line with the Trust's charitable purpose and goals to increase access and the operations of the organisation
- Audience and stakeholder consultation, market analysis and comparator work, including an options appraisal for development and use of different areas across the site comprising Jacobean manor house Rodd Court, historic and modern barn structures, garden and orchard areas, and wider surrounding land including woodland and riverside areas; and the Bleddfa site 10 miles away in Powys
- Develop an Audience Development plan from the findings of consultation and audience research, ensuring that the masterplan is developed based on identified need and opportunities, unlocking commercial opportunities to ensure the future financial sustainability of the Trust
- Undertaking stakeholder engagement, as well as market research and comparator analysis to verify market-tested approaches to heritage site development
- Development of a Business Case and Feasibility Report
- Development of an evidence-based, costed financial model for the preferred options that are taken forward as part of the masterplan and that can be amended and updated as the masterplan progresses

- Undertaking forward business planning and financial modelling, taking into account mitigation of environmental impact/phosphate outputs from development proposals
- Development of costed development proposals and timeline as the basis of the masterplan
- Undertake appropriate; Economic Impact Assessment/Social Impact Assessment/Heritage Impact Assessments
- Liaise with the Fundraising Development Consultant to support development of the case for support and ensuring alignment of this and the fundraising strategy with the direction of the masterplan, business plan and options appraisals
- Preparation of a designed Final Masterplan document appropriate for a range of stakeholders and funders
- Provision of project records and reports, and support of the project evaluation for the Heritage Fund

3.0 GENERAL

Throughout the contract we expect the appointed consultant to:

- Provide regular updates on progress, as agreed at the beginning of the contract
- Attend online and onsite meetings with the project team, as agreed at the beginning of the contract
- Work closely with staff and further consultants at the Trust, including liaison with the Project Coordinator role
- Attend project activities as required to achieve the scope of this contract
- Use qualitative and quantitative methods for evaluation
- Project management and contractor/partner liaison as required to deliver the outputs
- Ensure a thorough understanding of the conservation needs of the site and related ambitions of the Trust

The consultant will report to SNT trustees via the Director Sophie Heath; project management of the masterplanning strand and liaison will be via Sophie Heath with support from the National Lottery Heritage Fund Project Co-ordinator.

The consultant will be expected to provide regular updates to the project team. The frequency of these will be agreed on appointment and in line with project progress.

3.1 Consultant Skills and experience

The consultant is expected to have the following experience, skills, and knowledge:

- The development of Masterplans for significant heritage projects funded by the National Lottery Heritage Fund, including capital development and restoration works, project management, fundraising, and change management
- Extensive experience of managing complex multi-faceted projects
- Preparing summative reports throughout and at the end of a large capital project
- Experience of designing programmes within the heritage sector and environmental sectors
- Excellent interpersonal and written and verbal communication skills

Personal Qualities:

- Passionate about heritage conservation, culture and art
- A strong interest in the environment and nature;
- Proactive and results-oriented
- Ability to inspire and motivate stakeholders, and to build positive and productive relationships
- Flexible and adaptable to changing project needs and challenges
- Strong commitment to the project's goals and values.

4.0 THE APPLICATION PROCESS

Application Requirements:

Proposals should be submitted in an electronic format (i.e. MS Word/PDF) setting out the following:

- Introduction
- Approach and method statement
- Work programme
- Relevant experience
- CVs of key personnel
- Breakdown of costs

All prices must be fixed and firm, quoted in pounds sterling and exclusive of VAT. Tenders should detail any ancillary costs and expenses within the price.

Budget

A budget of £85,000 + VAT has been allocated.

Contact and closing Date:

Consultants applying to undertake this piece of work are required to submit a project proposal in response to this brief by **5pm on the deadline day** via e-mail to admin@sidneynolantrust.org

The shortlisted candidates will be asked to attend an interview **18/19/20/23 June**.

If candidates cannot make any of the interview dates they should state so in their submission.

For more information or for an informal discussion about this brief please contact sophie@sidneynolantrust.org

May 2025
HA-24-01345 - Transforming the Sidney Nolan Trust



NLHF PROJECT MANAGEMENT STRUCTURE

