

GARDEN MUSEUM



Consultant Brief: Fundraising Consultant

Project: 'Benton End Revived' – Renewal and Reimagination of a Historic Arts and Horticultural Site

Client: The Garden Museum

Location: Benton End, Hadleigh, Suffolk

Funded by: The National Lottery Heritage Fund (the Heritage Fund) thanks to National Lottery players

Project Budget: £4.9 million (target), including £2.9 million from Heritage Fund

Contract Period: Development Phase

1. Project Summary

The Garden Museum is seeking an experienced Fundraiser to lead on match-funding a £2.9m Heritage Fund grant for the renewal and redevelopment of Benton End, a Grade II* listed Tudor property with significant artistic, horticultural, and social heritage. The goal is to transform Benton End into a vibrant, accessible, and sustainable arts and learning centre, reimagining the radical spirit of Sir Cedric Morris and Arthur Lett-Haines's art school and garden legacy.

This commission covers the Development Phase of a National Lottery Heritage Fund-supported capital project and the period during which the application is being assessed. The Fundraiser will collaborate closely with the client team, project manager and stakeholders throughout.

2. Project Vision and Objectives

The redevelopment of Benton End seeks to:

- Conserve and restore the Grade II* listed house and associated gardens structures
- Create inclusive and accessible facilities for learning, exhibitions, and residencies
- Respect and celebrate the site's layered heritage, including its significance in queer history
- Embed sustainability and environmental responsibility in all design choices
- Enable operational and financial sustainability through a mixed-use business model

3. Scope of Services

The fundraising consultant will be responsible for raising a total of £2.7m by December 2027. This comprises £1.8m in gifts or pledges in order to match-fund The National Lottery Heritage Fund's Delivery Phase grant of £2.65m; and the remainder to support additional output costs at Benton End. The consultant will be expected to lead on the following areas:

Development Phase

- Review the Fundraising process for the Development Phase of the project in partnership with the client team
- Review the existing Fundraising Strategy submitted to the Heritage Fund
- Re-develop, update and deliver a comprehensive Fundraising Strategy to achieve the necessary match funding for the Delivery Phase of the project including phased targets, pipeline planning, and approach methodology
- Identify potential funding sources, including:
 - Charitable trusts and foundations
 - Major individual donors
 - Philanthropic legacy leads (including those with interests in art, horticulture, LGBTQIA+ causes, and regional heritage)
 - Corporate supporters and in-kind contributors
- Cross check all potential funding sources and potential prospects with the client team, paying particular attention to the Garden Museum's other fundraising programmes, existing funders and live/upcoming campaigns
- Produce a detailed fundraising plan with goals, milestones, specific targets and details of which funding sources will be approached at each stage of the campaign
- Support cultivation of key prospects, including advising on pitches, proposals, and relationship management and leading these where appropriate
- Develop a Case for Support and campaign materials tailored to different audiences
- Work with the client team to ensure fundraising aligns with:
 - Heritage Fund Delivery Phase submission (August 2027)
 - Activity and Interpretation Plans
 - Capital delivery timelines and cash flow needs
- Provide reports on all fundraising activity and data collected, in formats that are compatible with the client team's CRM (Donorfy)
- Support the implementation of the live campaign: tracking targets, overseeing donor communications, and managing asks

4. Experience & Profile Required

The selected consultant should have:

- A strong track record of raising capital funds in the arts, culture, or heritage sector
- Experience working with national funders (e.g. trusts/foundations, High Net Worth Individuals, and corporates)
- Knowledge of Heritage Fund processes and expectations
- Experience in creating compelling cases for support, particularly for multidisciplinary projects (art, heritage, gardens, LGBTQIA+ history)
- Sensitivity to inclusive fundraising and community engagement
- Strategic thinking with a collaborative and proactive working style

5. Timeline

Development Phase: April 2026 – December 2027

Milestones:

- By end June 2026: Fundraising consultant recruited to project
- August 2026: All consultants recruited and begin work on project
- September 2026: Fundraising strategy produced
- October 2026: Detailed fundraising plan produced
- November 2026: Case for Support produced
- December 2026: Client review and sign-off for RIBA stage 2
- March 2027: Development Phase Review with the Heritage Fund
- May 2027: Client review and sign-off for RIBA stage 3
- August 2027: Delivery phase application submitted
- December 2027: Decision from Heritage Fund

Delivery Phase: 2028 – 2031

6. Budget & Fee Proposal

- The Development Phase budget for the fundraising consultant is a maximum of £36,000 excl VAT
- The above includes all travel and expenses
- The consultant will be expected on site regularly at Benton End, Hadleigh, Suffolk

7. Deliverables

- Comprehensive Fundraising Strategy with supporting documents
- Detailed Fundraising Plan
- Matrix of potential funding sources
- Pitches and proposals for use with prospects
- Case for Support and presentation tools (hard copy & digital)
- Pipeline plan of funders with action plan
- Campaign materials tailored to different audiences
- Draft funding applications or letters of approach (for submission by the client team)
- Fundraised income in gifts or pledges of £1.8m to match fund Benton End Revived by December 2027
- Fundraised income of c£1m to support Benton End's other outputs by December 2027
- Reports on fundraising activity
- Fundraising data
- Input to Heritage Fund documentation and business plan as needed
- Regular written updates to the Project Manager and client team

8. Application Requirements

Please supply the following by **5pm on Tuesday 5 May 2026**. Responses should be sent to bentonend@gardenmuseum.org.uk.

Clarifying questions should be sent to bentonend@gardenmuseum.org.uk by **5pm on Tuesday 21 April 2026**.

- Proven example(s) of recent, similar work at an equivalent project value and heritage significance
- CV demonstrating relevant experience and examples of previous projects – if more than one consultant then CVs and highlighted experience of each team member
- Fee proposal for Development Phase
- Outline methodology and approach
- References from comparable heritage or arts capital projects
- Confirmation of insurance (minimum £1 million Professional Indemnity and £1 million Public / Employers Liability cover, or ability and willingness to obtain)

9. Tender evaluation / weighting

Selection of the successful consultant(s) will be based on:

- a) Proven example(s) of recent, similar work at an equivalent project value and heritage significance (25%). Page limit 4 sides of A4. Please note this will represent the first sift and tenderers not meeting this requirement will not progress further. This will be confirmed through reference checking.
- b) CV(s) including previous roles and responsibilities, and any relevant experience not covered by the above. (15%). Page limit of 4 sides of A4, including any supporting imagery
- c) Methodology, including any commentary on the proposed Development Stage programme (20%). Page limit of 4 sides of A4, including any supporting imagery
- d) Understanding of the brief, assessment of key issues and how objectives will be met (10%). Page limit of 4 sides of A4, including any supporting imagery
- e) Value for money (30%)

10. Decision making process

Tenders will be assessed and moderated by members of the Garden Museum Senior Management Team and at least one trustee.

Shortlisted candidates may be invited to interview if any clarification is required.

A final evaluation report with a recommended appointee will be submitted to The National Lottery Heritage Fund for approval.

11. Appendices

- 'Benton End Revived' Procurement Guidelines; containing further information and appendices relevant to the project
- Draft fundraising strategy, May 2025 – see below

Benton End Revived is made possible by The National Lottery Heritage Fund and National Lottery players.



Benton End Revived Fundraising plan: supporting document for National Lottery Heritage Fund Round 1 application

1. Project outline and early campaign proposition

In the forty or so years of its 20th-century heyday, Benton End possessed a special enchantment. That enchantment sprang from the interaction between its rural setting, two remarkable individuals – Cedric Morris and Arthur Lett-Haines – and the pattern of working creatively and living with freedom, invention and expression.

Whereas a friend's gift in 1940 enabled Cedric to buy the house and convert it into an art school open to everyone, another personal gift nearly a century later is allowing the Garden Museum to revive this 'paradise of pollen and paint' for us all today.

The 16th-century house will be restored and converted once more into a fully accessible art and horticultural school, with residencies available for artists who wish to work with plants and nature. We will offer learning in plant science, gardening and food, drawing and painting, while the acres beyond the walled garden will be managed to support biodiversity and wildlife. Residential courses for groups and tours, and planned periods of private hire, will support use by educational audiences.

Our aim is to re-create Benton End as a place of art, learning and horticulture, an environment where young people, students, interested amateurs and professionals can be inspired and supported to learn. Benton End is located near significant pockets of deprivation around the urban centres of Colchester and Ipswich, which has high levels of unemployment and people with few or no qualifications. As well as presenting unique opportunities for schools learning, our project will engage young people in further education through partnerships with art colleges in Colchester and Ipswich, and the horticultural colleges of Writtle University College in Chelmsford, Suffolk Rural (Otley College) and Capel Manor in Enfield.

The 'Benton End Revived' project will cost £4.9 million, and the mainstay of our campaign is the application to The National Lottery Heritage Fund for 60% of that cost. Our project can only be achieved through matched funding from philanthropic contributions, and we have planned a fundraising campaign that will secure grants from trusts and foundations alongside personal gifts and pledges from individuals.

A full Case for Support document will be developed to help shape the various trust applications and donor discussions that are part of this plan.

2. Progress so far

We have assembled an Advisory Board who will be key to our fundraising campaign, by helping us cultivate a broader network of potential funders and donors:

Charles Spicer, Chair

Rajat Jindal

Arne Maynard

Philip Mould

Polly Nicholson

Bridget Pinchbeck

Simon Vincent

Matthew Wilkinson

Award-winning landscape and garden designer, Xa Tollemache, is supporting us as a project ambassador.

Our early fundraising success has secured c.£150,000 over the last 3 years. Contributors include Tanner Trust, J Paul Getty Jnr General Charitable Trust, The Linbury Trust, Project Giving Back and Broadwall Foundation. Once we add in contributions from Benton End patrons, the total is nearer to £200,000. On top of this, we have secured almost £60,000 to support the development of 'Benton End Revived' over the next year; this is being funded by the Pilgrim Trust and four individual donors.

3. Resourcing the campaign

With an experienced Development Team in place at the Garden Museum, the charity has a good track record in securing gifts from individual donors and grant-makers alike. The Director is an experienced senior fundraiser, and the Museum's Trustees take an active role in fundraising by introducing new prospects and helping to sustain existing donor relationships. The Benton End Advisory Board are well-networked locally and among potential individual donors; they will be an important part of our campaign and powerful senior advocates.

The Museum will increase its fundraising capacity to deliver this campaign through the addition of an experienced campaign fundraiser to progress this plan, assuming a favourable outcome from this stage of our Heritage Fund application. The recent appointment of a new Development Director (from September 2025) will ensure robust oversight of the campaign, and regular liaison with the Museum's board of trustees.

4. Campaign plan

The profile of our fundraising campaign prioritises major gifts from individuals and grants from trusts and foundations. Around 55 trusts and foundations supported the development of the Garden

Museum and relationships have been maintained with very many of those earlier supporters. Early research has identified a significant number of trusts and foundations whose grant-giving will align well with the project. These include the Wolfson Foundation and Clore Duffield Foundation, who have already invited an Expression of Interest for the creation of learning spaces. Trusts with whom the Museum already has contact are prioritised, and in particular those who have the capacity to give major grants (around £100,000).

There are clear themes within our project that will align to a range of donor motivations, including saving little-known and inaccessible heritage, community support, regional investment, inclusion and participation, young people's skills development, health and wellbeing through cultural activity. We will work to cultivate the individuals and families in the county with the capacity to give to the campaign, and members of our Advisory Board are able to help us approach individuals who are collectors of Cedric Morris's work.

We have built in plans for sponsored events and appeals in the later stages of the campaign. The Museum has a strong donor base and the last public appeal raised £180,000 from 450 donors.

No corporate sponsorship is projected because of very low potential for capital funds from this source. Corporate support is more likely for opening events and programmes.

Our top line campaign planner is shown below. Our aim is for our working plans to target for more than we need to close the funding gap, recognising that not all applications and donor discussions will be successful. Having more approaches 'in play' will help us mitigate against any that are unsuccessful. Ongoing research and cultivation will focus on bringing additional prospects to the plan.

5. Campaign planner

Development costs		Potential income source	No of gifts	Gift Amount	Amount £	Notes
£490,369	Anchor funder	The Heritage Fund	1	£294,221	£294,221	Development Phase Grant
	Target income sources	Garden Museum cash contribution			£10,000	In 2025/6 Benton End Budget
		Smaller grants	4	£20,000	£80,000	Known contacts, plus individuals giving through family trusts
		Donations	Various	Various	£106,148	
	Match funding total				£196,148	
Main campaign target		Potential income source	No of gifts	Gift Amount	Amount £	Notes
£4,422,056	Anchor funder	The Heritage Fund	1	£2,653,234	£2,653,234	Delivery Phase Grant
	Grants incl T&Fs	Major Grants	2	£150,000	£300,000	
		Other grants	5	£50,000-£75,000	£300,000	
		Smaller grants	8	£20,000	£160,000	Including individuals giving through family trusts
	Major gifts	Principal donors	3	£100,000	£300,000	Trustee and Museum network; naming opportunities
		Major donors	8	£50,000	£400,000	Also individuals giving through family trusts
	Donors	Various donations	Various	£148,500	£148,500	Includes local supporters and on-site giving
	Other	Sponsored events and general appeal	Various	£160,322	£160,322	Could include corporate sponsorship of events
	TOTAL				£4,422,056	
TOTAL FUNDRAISING CAMPAIGN					£4,912,425	

6. Action plan

Development phase fundraising	Actions	Lead	Timescale
INDIVIDUALS AND SMALLER GRANTS	<ul style="list-style-type: none"> • Discussions and meetings with known contacts, for individual donations and grants through family trusts • Targeted fundraising events, in Suffolk and London, to cultivate early donors and pledgers • Pledges initially requested (in advance of Heritage Fund decision at first stage application), followed by confirmation of gifts 	<ul style="list-style-type: none"> • Director • Advisory Board • Project Ambassador • Project Director 	August 2025 to January 2026
Main campaign			
TRUSTS AND FOUNDATIONS	<ul style="list-style-type: none"> • Prospects identified • Exploratory discussions where possible • Applications to be aligned with grant-givers process, some of whom may require planning and listed building consent to be in place before confirming any award 	<ul style="list-style-type: none"> • Director and Trustees as appropriate • Project Director • Development Director • Campaign fundraiser 	October 2025 to May 2027 (or as needed)
MAJOR GIFTS FROM INDIVIDUALS	<ul style="list-style-type: none"> • Cultivation by senior advocates, by personal introduction and at key events • 1:1 discussions • Site visits • Proposal documents 	<ul style="list-style-type: none"> • Director and Trustees as appropriate • Advisory Board • Project Ambassador • Project Director • Development Director • Campaign fundraiser 	October 2025 to May 2027 (or as needed)

OTHER DONORS	<ul style="list-style-type: none"> • Cultivation at key events • Local networking • 1:1 discussions • Site visits 	<ul style="list-style-type: none"> • Director and Trustees as appropriate • Advisory Board • Project Ambassador • Project Director • Development Director • Campaign fundraiser 	June 2026 to May 2027
EVENTS AND APPEALS	<ul style="list-style-type: none"> • Garden Museum special events on site • Local events at shared venues • Online appeals to Museum networks • Other appeals such as The Big Give 	<ul style="list-style-type: none"> • Project Director • Supported by Development team 	March to June 2027 and continuing as needed