

Tender Brief:

Feasibility Study for a Green & Resilient Nature & Heritage Visitor Offer

The Green Estate Community Interest company has an ambition to become a National Demonstrator for Placed Based Urban Resilience focussing on hopeful action which grows green and resilient urban places where people and nature thrive.

We have secured funding from South Yorkshire Mayoral Combined Authority (SYMCA) to explore the feasibility of the key strands that will contribute to this ambition (further information is in appendix 1).

We have recently commissioned a rapid review by the University of Hull to inform our understanding of place based Urban Resilience and are working with our community to co-design and inform our vision. The working definition of Place based Urban Resilience is included in the appendix.

We believe Place-based urban resilience can demonstrate hopeful participatory action to address societal, ecological and climate crises. Resilience offers an opportunity to manage the high levels of uncertainty associated with these challenges, as well as the potential shocks and stresses that may be faced in the future. The place-based focus recognises the unique challenges and opportunities of our site and neighbourhoods and includes a long-term commitment to our place and to a participatory process that focuses on Manor Castle areas assets, resources, needs, and priorities.

Key to developing our Urban Resilience Demonstrator ambition and the focus of this brief is developing a sustainable Visitor Offer focussed on our Manor Lane site and considering our wider community. This should be explored in the context of nature, heritage and resilience exploring the role of heritage in our story and adapting to the future.

1. Background & About Us [The Green Estate Community Interest Company](#)

Since 2023 we've been working to transform green spaces and heritage liabilities into community assets as part of the wider regeneration of Manor Castle. Where there was no-go wasteland with burnt-out cars and antisocial behaviour, there is now Green Flag Award-

winning parklands, beautiful urban meadows, nature-based sustainable urban drainage systems and circular economy green recycling. We've transformed over 42 hectares into vibrant, inclusive spaces.

Our beautiful HQ on Manor Lane is a test and learn site for our Nature based solutions -urban meadows & sustainable drainage designed with nature to increase biodiversity, manage water, be resilient to the changing climate and maximise visual impact to support wellbeing and nature connection. Through our Growing Communities work we increase understanding & connection with urban nature and demonstrate a more nature friendly approach to urban spaces, while supporting wellbeing.

We care for one of Sheffield's most important historic site Sheffield Manor Lodge and Turret House. This scheduled ancient monument is key to the story of Sheffield's changing landscape & fortunes; from medieval deer park to industrial hub with some of the earliest examples of miners' back to backs built amongst the ruins. The remains of a gunnery tell the story of protecting Sheffield Steel. Our heritage reaches as far back as the stone age; in Tudor times it featured Mary Queen of Scots, Bess Hardwick and George Talbot (who built the Sheffield Manor Lodge). In the last 30 years it has been the focus of significant regeneration and entrepreneurial endeavours sparked by the infamous mislabelling of the Manor Castle ward as the worst estate in Britain by Roy Hattersley MP, a challenging time for local communities captured by the documentary 'On the Manor' set in 1987.

During this time our heritage and nature stories and the changing landscape has become entangled as a visitor offer whether that be the biodiverse meadows amongst the ruins, the flower aisle that is used for weddings outside the picturesque Turret House or 'Marvellous Meadows' our popular annual whole site open day. Meanwhile our Pictorial Meadows are used in high profile visitor sites across the country including in the Tower of London Moat for the Platinum Jubilee, the 2012 London Olympic Park and various National Trust sites including local Clumber Park.

Both Sheffield City Council and South Yorkshire Mayoral Combined Authority have recognised the importance of the visitor economy and specifically place, culture, heritage and the environment in their plans and priorities. The new Sheffield Inspires brand has a focus on 'Greener Cities' and features The Green Estate CIC and Grey to Green scheme which Green Estate maintains.

2. The brief

The Green Estate CIC is well established in the Sheffield and South Yorkshire networks and would like to unlock the potential of its unique set of assets (including Pictorial Meadows, Sheffield Manor Lodge, Manor Oaks Farm and Manor Fields Park), partnerships, and experience to demonstrate a scaled-up visitor offer which fits with our wider ambitions to become a nationally significant demonstrator of urban resilience. The offer must be financially and environmentally sustainable, combine nature and heritage and have a positive economic and social impact on our local communities.

Some examples across the country we are inspired by include The Eden Project, Knepp, The Natural History Museum 'Fix our Broken Planet', Centre for Alternative Technology, National Trust Castlefield Viaduct and Civic Square. We are also interested in blending real life with digital and immersive technology to build awareness, empathy and interest in our mission.

To explore this we're commissioning this feasibility study to understand the potential for a nationally significant and locally impactful nature and heritage urban resilience visitor offer using Visitor Experience expertise and visitor offer concept modelling to define the offer and develop a viable business model with clear evidence-based social, environmental and economic impact.

We are seeking to appoint consultants with expertise in the visitor economy to develop a sustainable visitor offer which will transform one of Sheffield's most important heritage sites from a hidden gem into a thriving Place-Based Demonstrator for Urban Resilience which celebrates the heritage, nature and story of Manor Castle ward. It should bring together key aspects of placed based urban resilience including food, climate, water, energy, heritage, nature and personal resilience and wellbeing, weaving together the built and natural assets in our place to tell the story of resilience and adaption and how local people and organisations can develop agency in addressing the impacts of climate change that are already being felt.

We have launched our community co-design [Our Shared Story](#) to understand what our community value about Manor Castle and shape a shared green and resilient future.

The visitor offer should maximise the potential of our site and our assets including our heritage buildings, Discovery Centre, Barn, landscapes and Pictorial Meadows. Using culture and heritage to engage diverse communities seeking to overcome the barriers to connecting with nature and building resilience in communities who more vulnerable to climate change.

We anticipate that our visitor offer will concentrate on our own site but will also include the wider Manor Castle ward, in particular Manor Fields Park.

Principles and considerations you should address

- Our mission to grow green and resilient urban places where people and nature thrive, our values and our wider goal to become a national demonstrator of urban resilience
- Our location and local communities provide opportunities and challenges which need to be taken into consideration. It is important to us that we have a positive social, economic and environmental impact in our local communities
- We are keen to diversify our offer and our audiences to reflect our local communities and the rich vibrancy of multi-cultural societies and visitor offers.
- Our social enterprise model balancing impact, income and influence - We have an impact in our place We innovate and work in 'place' with nature, heritage and communities to improve health, the economy, climate resilience and biodiversity. As a social enterprise we grow our Income to Invest in People, Nature, and Place We generate income through commercial products and services so we can invest in our people, place, and communities. Influence through Demonstration Starting with our site and rippling across Manor Castle, Sheffield and beyond, we shine a light on the art of the possible to influence policy and practice
- Needs to be realistic and achievable.
- Sustainable transport considerations and recommendations
- Planning context
- This should be innovative and forward-looking thinking beyond the status quo and current approaches.
- The feasibility and business planning should support us to attract investment for our site including National Lottery Heritage Fund.

3. Scope of Work & Key Outputs

The development of a unique and nationally relevant visitor offer incorporating nature, heritage and our wider ambition to become a national demonstrator of urban resilience.

- An analysis of our current and potential audiences identifying which audience segments we should be targeting, the potential in terms of income generation, fit with our values and an outline engagement and marketing strategy
- A stakeholder analysis and identification of potential strategic partnerships
- A context and competitor analysis to explore our potential offer at a Sheffield, South Yorkshire and national level
- A detailed analysis and options for a sustainable business model for our visitor offer. This must include income and expenditure assumptions to demonstrate financial viability of the offer including anticipated visitor numbers, visitor spend, running and operating costs.

- A specific analysis and options for the most viable retail, food and beverage offer.
- An assessment of the enablers and barriers and a practical route map to develop the full potential of our visitor offer including potential funding for any capital developments or gaps in revenue income.

Deliverables

- Draft feasibility study including initial analysis and recommendations
- Final feasibility report incorporating feedback and Visitor Offer including
 - Audience analysis and outline marketing strategy
 - Competitor analysis summary
 - Business model -outline investment and operating plan
 - Income and expenditure assumptions and modelling based on above
 - Site and design options
 - Route map to develop, fund and launch visitor offer
 - Risk & mitigation strategy
 - Environmental, social and economic impact assessment
- Presentation to stakeholders/board

4. Timeline

- Brief issued August 2025
- Submission of proposals - 26th Sept
- Interviews 8th October
- Appointment of consultant –9th October 2025
- Kick off mtg & site tour -14th Oct
- Draft report Thurs -15th Jan 26
- Final report & presentation - 26th Jan 26

5. Budget

- In the region of £16,000 + VAT. Payment schedule to be negotiated.

7. Submission Requirements

Proposals should include:

- Approach and methodology
- Work plan and detailed timeline
- Relevant organisational and team experience/CVs
- Budget breakdown

- At least two prior project references and publicly available examples of outputs.

8. Evaluation Criteria

Selection will be based on:

- Expertise and understanding of the Visitor and Heritage Sector and innovative approaches
- Methodology and approach
- Track record, experience and qualifications of the team
- Value for money
- Commitment to inclusivity and sustainability

An initial desk based review of the submissions will be completed and this may result in a follow up interview process before a final decision is made. Interviews will take place week commencing 8th October

9. Contact Details

Submit queries or proposals to Sarah Slowther, Director of Development

Email: sarah.slowther@greenestate.org

For more information about The Green Estate CIC go to www.greenestate.org.uk

Please note I will be on leave from 18th August until 2nd September

Appendix 1

1. Mission & Strategy
2. Our Advanced Urban Resilience Project Work Overview
3. Place Based Urban Resilience working definition

2030 Strategy

Mission

Together
One team and working in partnership

Grow
Increase, develop, nurture

Green
Nature-based solutions, sustainability, regenerative/circular, e.g. Peat-Free Compost, Grey to Green

Together we grow green and resilient urban places for people and nature to thrive

Urban Places
Cities, towns, densely populated areas

People and Nature to thrive
Recognising that we are an entangled with the rest of the natural ecosystem. Focusing on action which enables the whole ecosystem to grow successfully together.

Resilient
Prepared and able to cope with expected and unexpected challenges, e.g. strong community infrastructure and facilities, sustainable drainage systems, renewable energy, skills, etc.



We care for our local roots



We are innovative and impactful



We act with integrity



We are collaborative for the common global good

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2030 Strategy

Goal and Objectives

Thriving Business
Ensuring a healthy working environment & robust governance and management system



Innovative Nature-Based Solutions
Designing innovative & impactful nature-based solutions demonstrated in S2 & delivered through Pictorial Meadows

National Demonstrator
Becoming a nationally renowned urban resilience demonstrator



Our 2030 goal is to become a national urban resilience demonstrator

We will achieve this through demonstration radiating from the grassroots outwards



Effective Team
Developing a high performing effective team

Skilled & Healthy Communities
Co-designing & delivering regenerative, skilled & healthy communities



Inclusive & Impactful Visitor Experiences
Curating inclusive, impactful, and aspirational visitor experiences

2. Urban Resilience Demonstrator Project Overview

The Green Estate CIC is ready to scale up our impact, influence and income and has a goal to become a National Demonstrator for Urban Resilience. We have received funding from South Yorkshire Mayoral Combined Authority (SYMCA) to help towards this. Cornwall has the Eden Project, Birmingham has Civic Square, Wales has the Centre for Alternative Technology, Cambridge has the Cambridge Conservation

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Initiative and David Attenborough Centre. With the Advanced Wellbeing Research Centre (AWRC) and the Advanced Manufacturing Research Centre (AMRC) on our doorstep, the Green Estate has all the right ingredients to host an **Advanced Urban Resilience Centre (AURC)**, a living place-based demonstrator for growing green and resilient urban places for people and nature can thrive. S2 has an abundance of green space and community and entrepreneurial spirit and has had more than its fair share of deep-rooted poverty and disadvantage dating back to the industrial decline and housing demolitions of the 80's and 90's. Without local action the climate crisis will compound the pre-existing profound and long-term inequalities our local Manor Castle community face.

Project Phases include

1. A rapid review into place-based urban resilience (undertaken by University of Hull) complete and policy launch planned for October
2. Stakeholder analysis (undertaken by the Green Estate) ongoing
3. Co-design work with the community to understand what place-based urban resilience means to the community. Consultant appointed and community co-design work launched
4. Masterclasses and showcases on topics related to urban resilience (such as food, energy and water), this work will feed into the community engagement work and vice versa. T3 events have taken place with 3 more planned into 2026

Phase 2 will involve exploring the following:

1. A scoping study of the potential for a nationally significant and locally impactful nature and heritage visitor offer (The focus of this brief)
2. A Manor Castle Ward wide place-based green financing study bringing in external green financing expertise to explore innovative green financing and investor propositions
3. A scoping study bringing in external education and learning consultancy support to produce a viable and collaborative urban resilience inclusive learning pathway offer.

Phase 3 will build on the first two phases to create a vision and masterplan for the site, Manor Castle Ward and Sheffield.

Appendix 3 – Placed Based Urban Resilience Working Definition

Place-based urban resilience is an evolving and complex systems concept. It refers to the capacity and capability of people, organisations and the natural environment within urban areas to resist, respond, recover, adapt, learn, and transform to minimise potential adverse impacts and maximise opportunities for a thriving socio-ecological system in the face of future stresses and shocks.

Central to this concept is 'place' which includes the i) physical location, ii) locale or the human-environment and social interactions embedded in space, and iii) sense of place understood as emotional and symbolic attachment that individuals and communities hold towards their urban area. Place-based urban resilience incorporates the identity, solidarity, wellbeing and values of people and place ensuring that the context, characteristics, needs, and priorities remain central in preparing for stresses and shocks. An important element of the concept is recognising and engaging with the current systemic and power inequalities which adversely impact people and

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the natural environment within urban places. Place-based urban resilience invites critical reflection, reimagining, and restructuring of urban socio-ecological systems to tackle the intersecting climate, ecological and social injustices

