

Invitation to Tender (ITT)

A 10-Year Transformation Vision and Route Map Masterplan

Advanced Urban Resilience Demonstrator

1. Introduction

The Green Estate CIC invites proposals from suitably qualified multi-disciplinary teams to develop a Masterplan that will guide the transformation of our collective assets to become a nationally recognised 'Advanced Urban Resilience Demonstrator'.

The commission, funded by South Yorkshire Mayoral Combined Authority, will establish a clear strategic framework to 2036, identifying how The Green Estate CIC can maximise its social, environmental, economic and place-based impact while supporting its ambition to become a national demonstrator of urban resilience.

The Green Estate CIC has spent the last two years carrying out extensive investigations, feasibility studies, surveys and co-design work alongside building strong partnerships with key stakeholders. It also has a three-year Roots to Resilience Growth Plan which is the precursor for the Masterplan.

This work will be focused on synthesising all of this work and co-designing a practical ten-year Masterplan, set of visuals, a route map and a set of component investable propositions.

We do not expect any further primary research or external consultation other than testing the final draft and we do expect the appointed consultants to work closely with our project team of specialists (staff and associates).

To note:

- The project must be delivered by **30 November 2026**
- The project must be delivered within the **total cost (including VAT) of £30,000**
- There will be a requirement to sign an NDA and all IP will belong to The Green Estate CIC
- This is not a traditional or full Master Planning Exercise. A significant amount of the investigative work is already complete and the commissioning organisation wishes to be part of the delivery team and has set up a Project Task and Finish group to aid this requirement.

2. About The Green Estate CIC

The Green Estate CIC is an award winning international social enterprise with a mission to grow green and resilient urban places for people and nature to thrive.

Over 20 plus years, through innovative landscape transformation, community building, heritage stewardship, education and training and enterprise and environmental innovation, The Green Estate CIC has established a unique portfolio of assets and programmes that together showcases the art of the possible in urban resilience.

We recognise that the world is facing unprecedented uncertainty and challenge and wish to play our role in ensuring communities and places like ours can become more resilient and adaptable working with nature to build a better future.

There is more information on [our story](#), [our impact](#) and our business plan 'Roots to Resilience' on our [website](#).

This commission is an important step in our journey. It will provide a strategic framework for the next decade, ensuring that future investment and development activities are aligned around a shared vision and deliverable route map.

3. Project Purpose

The purpose of this commission is to produce a transformational 10 Year Masterplan for an Advanced Urban Resilience Centre.

The Masterplan must be:

- **Coherent:** Bring together all of our previous work into one coherent vision and plan
- **Unique:** Make the most of and be specific to our set of assets, ideas and partnerships
- **Ambitious:** Blend a bold set of interconnected regenerative, commercial, heritage and environmental ideas which showcase a just transition.
- **Realisable:** The plan must be financially and otherwise possible with options to be delivered quickly with capital investment, with component parts to be able to respond to opportunities and be possible to deliver more slowly without large-scale external investment.
- **Nested:** The plan must sit within and be connected to the wider context in Sheffield, South Yorkshire and beyond enabling a clear rationale for investment and partnerships

The outputs are:

- **10-Year Visuals:** A compelling and evidence-based vision, set of high quality visuals and design language describing the future role, function and impact of the Advanced Urban Resilience Demonstrator by 2036.
- **Route Map:** A spatial, operational and strategic framework identifying opportunities for growth, enhancement, investment and partnership with a phased implementation plan that demonstrates how the vision can be delivered through a series of realistic and achievable actions over the next ten years.
- **Component Investable Propositions:** A set of inter-related component investable propositions which The Green Estate CIC can use to engage investors and other partners in realising the vision. These must include mapping with investor/partner priorities identified.

4. Scope of Services

The appointed consultant team will undertake the following work packages (some of which will need to run concurrently).

Work Package One – Project Inception

The successful consultant shall:

- Undertake a project initiation workshop.
- Confirm methodology, programme and governance arrangements.
- Review project objectives.
- Develop a communications and engagement plan.

Work Package Two – Evidence Review and Analysis

A significant element of the commission will be the review, analysis and synthesis of existing material. The consultant team will be required to undertake a detailed assessment of:

- Roots to Resilience Three-Year Growth Plan (Plan)
- Feasibility Studies on Visitor Offer, Green Finance and Skills Hub, Community Energy (Reports)
- Global Research on Place-based Urban Resilience (Paper)
- Open Manor Co-design 'Green print' (Report)
- A series of urban resilience demonstrator Masterclasses and Showcases funded by UKRI (Summaries)
- The design of a commercial 'Demonstrator Garden' showcasing our Pictorial Meadows and Grey to Green Productions and Services (Plans/Conversation)
- An emerging Plan to achieve ISO14001 including Environmental Management System (Plan/Framework)
- The development of our site to achieve Green Flag (Plan/Framework)
- A Heritage Statement and Heritage Survey of the Scheduled Ancient Monument (Statement and Survey)
- Planning and Leasehold Requirements (Summary/Conversation)
- A piece of work with Natural England, the Environment Agency and 3Keel to explore a Business Resilience Coalition in the Lower Don Valley (Summary/Conversation/Paper)
- Existing onsite Community Enterprises (Summary/Conversation)

It is also expected that the consultant will map the Masterplan against key local, regional, national and international priorities and plans relating to climate, resilience and nature, young people, skills and education, urban planning, growth and culture including the Sheffield City Goals, the South Yorkshire LNRS and Growth Plan, Yorkshire Climate Commission Action Plan, A Well Adapted UK and the Sustainable Development Goals.

The purpose of this work will be to:

- Identify and articulate key components of the transformation individually and the intersection between them.
- Identify key themes, opportunities and challenges and how those challenges could be overcome.
- Avoid duplication of previous work.
- Establish a robust evidence base.
- Create a consolidated baseline position.
- Use these component parts to bring together a coherent vision and plan

Outputs:

- Synthesis of the existing studies, reports, plans and frameworks identified above
- Mapping of the synthesis against key relevant local, regional, national and international priorities and plans
- Interim report and slide deck of initial thoughts on vision, plan, key themes etc to be shared with the Task and Finish Project Group

Work Package Three – Co-design of Masterplan & Design Language

A key requirement of this commission will be engagement with a dedicated Project Task and Finish Team comprising representatives from The Green Estate Staff Team and Associates to co-design the outputs.

The Green Estate CIC will identify a key contact to act as the internal co-ordinator and a small number (around 10) of internal staff and associates to participate in the Project Task and Finish Team.

We have experts in landscape architecture, community co-design, volunteering, heritage and visitor experience, people and operations, planning, commercial landscaping, finance, regenerative approaches and policy and regeneration.

The consultant will be expected to use an agile and collaborative co-design approach working with the team to develop the outputs of this project. This should include:

- Utilising the skills, knowledge and talents of the team to co-design the outputs
- Collaborative digital tools to project manage and develop the outputs
- Something similar to the agile '[scrum](#)' approach with 2 weekly time boxed sessions with the team
- Testing and iterating emerging options and consensus working through the team to link back to wider internal external stakeholders
- Using the group as a critical friend throughout the project.

Outputs:

- Draft Masterplan ready for consultation
- Stakeholder analysis
- Plan for creative and engaging internal and external key stakeholders' consultation

Work Package Four – Embedding the Masterplan

Once the draft Masterplan outputs have been produced, there will be a short process of consultation leading to a revised final version. The consultants will then need to work with the Project Task and Finish Team to ensure the Masterplan is embedded and fully owned by the organisation and its stakeholders.

We anticipate the appointed consultants will design a creative and engaging conversational approach to presenting the draft Masterplan to the wider staff and volunteers, the Board and potential investors e.g. SYMCA, the NHLF and Sheffield City Council and partners e.g. Manor Castle Development Trust, Sheffield Hallam University and Friends of Sheffield Manor Lodge. There will be

an internal staff event on 4 Dec which the consultants will be expected to present a full complete draft of the Master Plan.

Outputs:

- Delivery of consultation plan
- Production of consultation results report

Work Package 5 – Final Outputs

The appointed consultant will work with the Project Task and Finish Team to produce the final outputs which as mentioned above are:

10 year Visuals:

- Coherent narrative for the site that articulates the vision for the Advanced Urban Resilience Demonstrator
- Masterplan diagram with key interventions identified
- Design language that translates the vision into a distinctive site identity including proposals for early interventions like entrances, footpaths and signage and imaginative ideas for interpretation.

Route Map:

- A proposed hierarchy & sequence of interventions over the next 10 years that will match funding/ investment opportunities with community & commercial impact i.e. identify interventions that are critical to realising the vision and narrative & the order in which they should be delivered to create a sustainable demonstrator.
- The route map should be clear, accessible and professionally designed and include:
 - ◆ The journey from current position to 2036
 - ◆ Large scale external capital funding and slower internally funded options.
 - ◆ Key milestones.
 - ◆ Demonstration of dependencies including planning and other legal requirements
 - ◆ Highlighting key investment stage
 - ◆ Quick wins and catalytic projects
 - ◆ Measurable outcome linked to activities

Component Investable Propositions:

- The case for investment for the key components that can form the basis for funding bids and approaches to investors and partners based on mapping of investor/partner priorities.
- Component investable propositions should:
 - ◆ Be targeted to specific investors
 - ◆ Have a clear rationale/business case and expected outputs and outcomes which are relevant to the specific funder
 - ◆ Include capital projects

- ◆ Include private, public and philanthropic investment opportunities

All outputs should be of a high quality, visual and suitable for use in investment applications.

The final commission must be highly visual and suitable for presentation to funders, stakeholders and partners.

All products should be provided in editable format and PDF format.

To note consultants will be required to sign an NDA and all IP generated will belong to The Green Estate CIC

Tender Response Required Details

We expect the Tender Response to include:

- Details of the individuals who will be delivering the work – please detail days, rates and roles
- Timetable including key milestones
- Risk Register
- Track record of relevant projects and references

Please keep tender responses focused. It is not necessary to repeat what we have put in this brief.

Consultant Team Requirements

The Green Estate CIC is seeking a team with demonstrable expertise in:

- Place-based master planning
- Landscape architecture.
- Planning.
- Green infrastructure.
- Heritage and cultural assets.
- Stakeholder engagement and facilitation.
- Delivery planning and investment strategies.

Experience of working with environmentally focused social enterprises, community interest companies and place-based regeneration programmes will be advantageous.

Evaluation Criteria

- Understanding of purpose of work and brief
- Proposed methodology
- Ability to deliver
- Approach to working in partnership and co-design
- Relevant experience and track record
- Quality of visualisation and communication approach
- Value for money

Timescales

6 August: Tender Invitation Open



4 Sept:	(9 am) Deadline for Responses
11 Sept:	Possible Interviews
14 Sept:	Work Starts
23 Nov:	First Full Draft Complete
4 Dec:	Staff and Board Presentation
11 Dec:	Works Complete and submitted to SYMCA

Key Submission Information:

- If you have any questions regarding the Tender send them to Jenny Nuttall
jenny.nuttall@greenestate.org
- Please send full Tender Responses with read requests as detailed above to by 9am, Friday 4th September to Jenny Nuttall jenny.nuttall@greenestate.org