



ENGLISH RIVIERA UNESCO GLOBAL GEOPARK

COMMISSIONING BRIEF

Title: Revenue Resilience

Project: TerraFirma

Commissioner: English Riviera UNESCO Global Geopark

Contract Period: 12th May 2025 to March 2026

Closing date: 2 May 2025

Client Contact: Melanie Border, Coordinator English Riviera UNESCO Global Geopark

Overview: About the English Riviera UNESCO Global Geopark

The English Riviera UNESCO Global Geopark (ERUGGp), the Geopark, is one of Earth's extraordinary places, covering the whole of the unitary authority of Torbay. The Geopark, incorporating the three towns of Torquay, Paignton and Brixham, celebrates, conserves, enhances, and protects the unique and diverse natural and cultural heritage of this naturally inspiring area of South Devon. Working with multiple local and regional partners it is a driver for community education and engagement, expansion of the tourism offers, and sympathetic regeneration through sustainable social and economic development.

The Geopark aims to reconnect human society at all levels to the local area, to the wider environment, and to celebrate how Torbay's 400-million-year long history has shaped every aspect of our lives and our societies - past, present and future. Mindful of the climate and ecological emergencies, it seeks to raise awareness and lead by example, supporting our communities to value, protect and engage with our natural environment.

The Geopark encompasses a landscape of international geological significance, holistically managed across protection, education and sustainable development. It is one of 213 UNESCO Global Geoparks across 48 countries (9 in the UK). 46% of our Geopark is undeveloped, incorporating the whole of Torbay: 64.2km² of land and 42.5km² of marine environment. The designation is based upon international importance of 32 geosites and their significant historical contributions to geological and archaeological sciences. Designated collections at Torquay Museum, alongside finds held in National collections, evidence earliest modern humans in north-west Europe; human settlements shaped by geological foundations, natural harbours leading to growth of fishing industries, providing safety for naval fleets, a catalyst for building Napoleonic Forts at Berry Head; extensive sandstone and limestone quarrying, marble and terracotta industries. Built heritage assets, many hewn from extraordinary coastal and inland quarries, are testament to Torbay's

diverse geology, cultural past and inhabitants. The landscape has shaped intangible heritage that root the collective past through stories, memories and ways of life. The English Riviera UNESCO Global Geopark is not a standalone organisation. Its activities are delivered collaboratively by Core Partners and supported by Associate Partners, a combination of public, private and voluntary organisations. The English Riviera Geopark Organisation Ltd (ERGO Ltd) is the over-arching body responsible for the management of the Geopark. All Core Partners have a seat on the Geopark Management Group (GMG) - the decision-making body. The Geopark has a ten-year Management Plan 2023-2033 with five key objectives:

1. Ensure compliance with UGGp Statutes and Guidelines for the retention of the UNESCO recognition for Torbay
2. Review and act to focus the effectiveness of operations, partnerships, and programs to meet the vision
3. Broaden the reach of the ERUGGp in order to maximise the benefit of the designation to the local area socially, economically and environmentally
4. Increase opportunities for public awareness and involvement
5. Embed the principals of the Sustainable Development Goals and support Torbay's ambition to be Carbon Neutral by 2030

The full, two part Geopark Management Plan is available [here](#) which provides further detail of the ERUGGp's governance and management structure, funding, partners, activities and operations.

About the Project

Project TerraFirma is made possible with The National Lottery Heritage Fund. Thanks to the National Lottery Players we will be able to strengthen the foundations of the English Riviera UNESCO Global Geopark to achieve a more resilient organisation, creating a clear roadmap and delivery structure, robust business model and effective leadership for a 20+ year vision, within the framework of the Geopark Management Plan.

The project is an in depth analyse of the Geopark and how it can become effective to support the local community and partners. It will also address new engagement strategies and resources including: website development, volunteer engagement, education provision, interpretation tools, each informed from in-depth analysis and feasibility work.

TerraFirma will include three key strands of work:

- 1) Organisational Resilience
 - Design and implementation of a new governance and management framework;
 - Establishment of the new leadership group, diversifying and upskilling the Board;
 - Financial modelling to analyse and articulate the true cost and value of the Geopark;
 - Review/recommendations on diversifying and growing the income portfolio towards financial sustainability.

2) Engaging Communities & Audiences:

- Development of a new website with pathways accessible for general/educational audiences and scientific community;
- Social media campaign work to grow and diversify audiences;
- An Education & Interpretation Strategy with Enabling Toolkit, focusing on youth & underserved communities, with a pilot engagement phase prior to implementation.

3) Developing People & Partnerships:

- Give & Gain analysis to inform a roadmap for sustainable volunteer engagement;
- Volunteering & Skills Coordination, embedding engagement, skills & opportunities;
- Fundraising support to secure key roles/activity beyond project duration;
- Opportunities for practice exchange with UNESCO partners and global comparators;
- Rigorous, transparent, inclusive evaluation, feeding into network learning.

About the Commission: Revenue Resilience

The successful consultant will have extensive experience in income diversification and revenue resilience ideally in organisations serving a public benefit remit over natural and environmental heritage. They will be able to demonstrate successful delivery of long-term resilience in other organisations and articulate the change management process required to achieve the necessary revenue resilience. They will be familiar with setting SMART targets over an extended period of time.

The consultant may wish to consider other TerraFirma commissioning briefs which may align to this commissioning:

- Organisational structure
- Financial Modelling
- Professional support on recruitment of Board members
- Scoping a Geopark Interpretation and/or Visitor Centre

The Revenue Resilience consultant carry out a research and development stage over a two month period, report the Project Board when they will set out recommendations and a plan for a 5-year income strategy. Activation of core recommendations until the end of 2025. Identify areas of support needed prior to incoming fundraising support.

Key Relationships

To deliver the brief successfully, the contractor will engage with:

- ERGO Ltd board, Strategic Oversight board

- Geopark Coordinator
- Geopark Core Partners
- Commissioned project consultants
- Geopark Associate partners, including ambassador artists
- Torbay Council, various Divisions/Service groups including: Destination Management Group; Principal Historic Environment Officer (Heritage Places)
- Geopark Management Group and any subcommittees
- UNESCO Global Geoparks Network, UNESCO UK, other UNESCO SW sites

Scope of Activity

The main tasks are:

- Assessing the organisation's need and readiness for change.
- An evaluation of income diversification and a broad range of options, of which the following should be considered:
 - Membership model
 - Loyalty schemes
 - Legacies and fundraising
 - Events and festivals
 - Products and experience development
 - Retailing
 - Visitor centre opportunities
 - Corporate sponsorship (ESG)
 - Payback/offset schemes
 - Other income generation schemes
- An assessment of corporate structures to deliver maximum returns
- Scoping and testing markets
- Critical review of the benefits and drawbacks from different revenue operating models.
- Analysis of best practise in similar organisations.
- Assessment of the tax implications (gift aid, other reliefs) and other cost implications of the various options

Project Deliverables

The key deliverables are:

- A route map/action plan to secure the organisation's resilience and future sustainability
- Interim report to the Project Board with recommendations for a 5-year strategy founded on SMART targets

- Report on governance and other organisational infrastructure requirements to best deliver the revenue resilience plan
- Terms of reference to support the organisation during the implementation of the route map/action plan for three years.

Contracts and Payments

There is a total allocation of £10,000 inclusive of VAT and inclusive of travel and expenses.

The payment schedule will be:

Estimated Date	Amount	Milestone/Deliverables required at payment point.
May 2025	2000	R&D Context, opportunities with partners/teams
September 2025	3000	Recommendation and plan with SMART targets for 5-year period with live opportunities/routes identified and agreed by Project Board
Dec 2025	3000	Activation of core recommendations and Progress review
April 2026	2000	Support for continuing activity Progress review
Total	£10,000	

The Contractor is required to have relevant insurances in place including Professional Indemnity and Public Liability Insurance to the value of £5,000,000 and, if appropriate, Employers' Liability Insurance as required by law.

On appointment, the contractor will need to provide a statement about how they manage personal data to GDPR standards.

Please note, if they are unable to perform the services themselves, the successful contractor will be expected to provide (at their cost) a suitably skilled and qualified substitute to perform the services on their behalf to comply with the terms of the contract.

The substitute must be able to meet all the criteria of this brief and be approved in writing by the ERGO Ltd

The commissioning contract will contain the below clauses:

Copyright and Ownership

The copyright and all intellectual property rights in the works will remain vested in the contractor or the person responsible for the production (as the case may be).

The contractor grants to the Client a perpetual, irrevocable, non exclusive royalty free licence to copy, use and to reproduce all the submitted proposals, designs and associated Intellectual Property Rights produced and/or provided by the contractor in the connection with the performance of Services for any purpose.

Digital Outputs must be shared under a Creative Commons Attribution 4.0 International licence or equivalent.

Insurances

Third Party Liability Insurance: The minimum limit of indemnity for insurance in respect of loss of or damage to property and liability for bodily injury to or death of a person (not an employee of the contractor) caused by activity in connection with this contract for any one event is £5,000,000 (five million pounds sterling) each and every claim or series of claims arising out of one occurrence.

Tax Liabilities

The Contractor will be responsible for all income tax liabilities and National Insurance or similar contributions relating to the Payments and Employees of the Supplier.

Submission Requirements

Your Expression of Interest should be sent as a PDF to enquiries@rivierageopark.org.uk via email by 5pm on Monday 28th April. The submission should include:

- An up-to-date CV for individual and/or team members allocated to the project.
- Your proposal on how you will approach the brief.
- Statement confirming that you would be able to complete the project within the timescale stated and attend interview on 6th May by Zoom/Teams.
- A cost/fee proposal with confirmation of the daily charge rate of individual staff involved.

Award Criteria

Criteria for selection will be:

1. Quality of previous work and relevant experience (40%)
2. Proposal outlining approach & working practice and how it addresses the project aims (60%)

Procurement

The procurement timetable will be:

2 May 2025	Application deadline
5 May	Shortlisting
6 May	Successful candidates invited to interview by
9, 12,13May	Interviews held
14 May	Candidates informed of outcome
19 May	Contracting period
19 May	Contract start

Contact details

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