



## PROCUREMENT BRIEF

**Lead Development Partner for Clyde Naval Heritage (HMS Ambuscade/PNS Tariq)**  
**SCIO: Institutional and Individual Fundraising, Project Development and Regeneration Services**

**Issued by:** Clyde Naval Heritage (HMS Ambuscade/PNS Tariq) SCIO: (SC052802)  
<https://clydenaval.org/>

**Date of Issue:** 18/04/2025

**Contract Duration:** May 2025- March 2032 (with break clauses at end of RIBA Stage 2 and RIBA Stage 4)

**Contract Type:** Services – Open Tender (Procurement Act 2023 compliant)

### **Estimated Contract Value:**

- Phase 1 - Sub-£250,000 application and match funding strategy
- Phase 2 - Sub-£250,000 consultancy and pilot project delivery
- Phase 3 - Development Phase including applications to Government of Scotland, Glasgow Council, relevant regeneration authorities, National Lottery Heritage Fund and National Heritage Memorial Fund. with scope for long-term strategic partnership subject to funding.

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## OVERVIEW AND PROCUREMENT APPROACH

### **1. Introduction and Purpose**

Clyde Naval Heritage is seeking to appoint a Lead Development Partner to support the delivery of a sub-£250,000 Development Phase application to The National Lottery Heritage Fund (NLHF). As part of the overall delivery contract we are looking for a partner willing to invest, unpaid, in the initial upfront NLHF Sub bid, with a view to unlocking capital from HNWI / Major Donor campaigns for the return of HMS Ambuscade /PNS Tariq to the Clyde and the establishment of an interactive Clyde Naval Heritage Centre and Falklands War Museum.

Project management and professional support will also be required as part of contract.

This appointment is for a development partner with the vision, expertise, and capacity to co-lead the transformation of this nationally significant maritime heritage asset into a successful, sustainable visitor destination and regeneration catalyst for the Clyde and the wider riverfront.

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## **2. Background and Vision**

HMS Ambuscade (PNS Tariq) is a Type 21 frigate built on the Clyde and served in both the Royal Navy and Pakistan Navy. She is the last in her class and a Cold War/Falklands veteran of international importance.

This project will:

- Return the vessel to the Clyde
- Establish a new Clyde Naval Heritage Centre
- Deliver a transformational cultural and economic anchor for Glasgow's waterfront areas.

The Clyde Naval Heritage site may include:

- HMS Ambuscade/PNS Tariq as the centrepiece
  - Repatriated Clyde-built ships or artefacts
  - Pop-up visitor village, heritage interpretation, and modular exhibition infrastructure focusing on shipbuilding on the Clyde and the political, social and military impact of the 1982 Falklands War on Great Britain, Argentina and the wider world.
  - Exhibition of the ships service life as PNS Tariq offering the South Asian community a major UK landmark.
  - Infrastructure investment across multiple RIBA stages
  - Programmes in heritage learning, cross-cultural engagement, STEM skills, creative industries, and international diplomacy
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## **3. Scope of Services**

The successful bidder will be expected to:

Items are deliverable as noted.

### **Sub-£250,000 Project Development Phase**

**May 2025 to June 2025**

- Lead the preparation and submission of a sub-£250,000 NLHF application (including EoI if required)- Key deliverable

- Coordinate stakeholder engagement across NLHF, Glasgow City Council, Scottish Government, National Historic Ships UK, NMRN, and Inverclyde partners- deliverable as a report to the board
- Provide lead fundraising strategy for £1.2m Phase 1 capital (HMS Ambuscade repatriation.) – Key deliverable

## **Sub-£250,000 Project Delivery Phase**

### **August 2025 – April 2026 - Conditional on NLHF grant:**

- Achieve initial seed funding from NLHF and rescue funding for Ambuscade / PNS Tariq. – Deliverable
- Develop an Outline Activity Plan, Conservation Management inputs, fundraising strategy, business plan and capital delivery roadmap including story and engagement strategy based off pilots- Reports deliverable to the board
- Identify future partners for the Heritage Centre both in terms of heritage conservation but also commercial and visitor engagement- deliverable report
- Lead engagement with new and additional diaspora and international philanthropic funders (UK, Pakistan, Gulf, US, Falkland Islands and Argentina).- Deliverable report
- Advise on early-stage procurement, legal, and site negotiation strategy.
- Produce outline operational model, phasing plan, and impact forecasts for Clyde Naval Heritage Centre. - Deliverable
- Run pilot sessions with communities in Glasgow and outlying areas re oral histories on the shipbuilding heritage of the Clyde; work in partnership with existing attractions on site to develop holistic, attractive and mutually beneficial engagement strategy. This will include sessions with veterans throughout UK and Pakistan. - Deliverable, complete record and report
- Ongoing Support

Clyde Naval Heritage will retain ownership of all Intellectual Property in all data and deliverables during the course of the contract.

### **May 2026 onwards - Conditional on sourcing ongoing funding:**

- Deliver/oversee future RIBA stages (1–4+) across multiple sub-projects, including site development, vessel conservation, visitor centre, exhibitions, and associated infrastructure- Deliverable -Project documentation
- Provide strategic oversight and coordination across diverse project partners and funders
- Lead or support long-term fundraising across public, private, and philanthropic sectors

- Advise on commercial, legal, and governance arrangements for Clyde Heritage Centre delivery vehicle (e.g. JV, trading subsidiary, etc.)
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#### **4. Required Skills and Experience**

The appointed organisation/team must demonstrate:

- Successful delivery of Development Phase applications to NLHF (sub-£250k and major grant levels)
  - Proven track record in heritage-led regeneration and capital fundraising, especially maritime or historic asset projects
  - Experience managing multi-partner programmes with charity, private and public sector stakeholders
  - Architectural and master planning experience or direct partnership with qualified practices (RIBA Stages 1–4)
  - Understanding of public procurement compliance, quality control, and financial management
  - Demonstrable commercial and business planning expertise, including visitor attractions and capital project delivery
  - Curatorial or conservation experience in maritime heritage, including historic ship operations
  - Experience delivering projects involving international logistics, diplomacy, and/or cultural exchange preferred
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#### **5. Contractual and Procurement Details**

- This is a single open tender in line with the Procurement Act 2023. The contract will begin in May 2025 subject to funding confirmation.
  - Break clauses will be applied at the end of RIBA Stage 2 and RIBA Stage 4
  - The successful partner will enter into a services contract with Clyde Naval Heritage SCIO, covering all development and delivery phases across the lifetime of the Clyde Naval Heritage programme.
  - The contract will encompass multiple sub-projects delivered at varying RIBA stages but must be managed under a unified framework, timespan and cost.
  - The successful applicant will report to the board throughout the contract on a regular basis to be agreed with the board. Reporting can take the form of bullet points relating to progress achieved, however any slippage to planned timescales and budget must be highlighted with corrective actions outlined.
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#### **6. Submission Requirements**

Applicants should submit the following:

- A cover letter outlining your interest and strategic fit (max 2 pages)
- Relevant experience and team structure (max 4 pages)
- Proposed methodology and approach to delivering the NLHF Development Phase (max 4 pages)
- Fee proposal with day rates, project budget breakdown, and availability
- Innovation proposals (max 4 pages) with clear benefits realisation plans
- Two references from similar projects
- CV's for Team Members

## 7. Evaluation Criteria

Submissions will be assessed using the following weighted criteria:

Criteria	Weighting
Relevant Experience and Track Record	25%
Quality of Methodology and Approach	25%
Team Structure and Leadership	10%
Cost and Value for Money	25%
Innovation and Added Value	15%

## 8. Timeline

- Issue Date: (Amended date) 18.04.2025
- Deadline for Questions: Noon 30.04.2025
- Tender Submission Deadline: Noon 07.05.2025
- Appointment Notification: 14.05.2025
- Contract Start: May 2025

## **Contact for Clarification**

All queries and tender submissions should be directed to:

Mrs Catherine O'Neill

e-mail: [procurement@clydenaval.org](mailto:procurement@clydenaval.org)

Subject line: Tender: Lead Development Partner – Clyde Naval Heritage