

**Project Manager**

**Period of contract:** Development Phase (RIBA Stages 2-3) and Delivery Phase (RIBA Stages 4-7)



**Invitation to Tender**  
**for**  
**Guns on the Plain**  
**Project Manager**  
**Professional Services**

**Submission of Tenders: Tuesday 9 June 2026**

Any clarification questions relating to this tender must be submitted by email no later than Tuesday 26 May 2026 to:

Mr Martin Harvey

*info@royalartillerymuseum.com*

# 1. Introduction

- 1.1 **Client:** Royal Artillery Museum
- 1.2 **Project Name:** Guns on the Plain
- 1.3 **Project Location:** Land Near Larkhill Artillery Barracks, Salisbury
- 1.4 **Approximate Construction Value:** £11 million (*excluding professional fees*)
- 1.5 **Form of Contract:** To Be Confirmed
- 1.6 The Royal Artillery Museum (RAM) is developing a new museum on land near Larkhill Artillery Barracks, creating a modern visitor destination that showcases the history, heritage, and global contributions of the Royal Artillery (hereafter referred to as 'the Project').
- 1.7 The Project will:
- Create a sustainable, purpose-built museum and collection centre - rooted in Salisbury Plain, environmentally responsible by design, defined by integrity, inclusion and community connection.
  - Engage new audiences, diversifying participation by age, gender and background.
  - Offer new volunteering, training, and research opportunities, strengthening social value and heritage skills.
  - Create new exhibitions, as well as an accessible conservation workshop, giving visitors greater access to the collection.
  - Deliver flexible learning, archive and research facilities and community spaces.
  - Provide secure, environmentally appropriate storage for the nationally significant collection, improving conservation and collections management.
  - Enhance the local environment through landscape restoration, biodiversity planting and outdoor interpretation, linking heritage and ecology on Salisbury Plain.
  - Strengthen organisational resilience, increasing earned income and volunteer capacity, reducing carbon impact.
  - Support wider cultural, educational, economic and community cohesion priorities for Wiltshire and the Army.
- 1.8 The Project has been awarded a Development Grant by The National Lottery Heritage Fund. The Development Phase will comprise RIBA Stages 2-3 design work, along with associated planning, surveys, exhibition design, activity planning, business planning, and consultation.
- 1.9 RAM invites Tenders from suitably qualified and experienced Project Managers to support the Project through RIBA Stages 2-7.
- 1.10 There will be a break clause after RIBA Stage 3 as the next phase is dependent on a successful Delivery Phase application to The National Lottery Heritage Fund.
- 1.11 This Invitation to Tender (ITT) outlines:
- the Project and its objectives
  - the scope of services
  - tendering instructions
  - evaluation criteria
  - procurement timetable

1.12 A detailed design and delivery programme will be developed in consultation with RAM.

1.13 Indicative durations per stage are as follows:

<b>Stage</b>	<b>Description</b>	<b>Duration (weeks)</b>
Development Phase		
RIBA Stage 2	Concept Design	48
RIBA Stage 3	Design Development	51
Delivery Phase		
RIBA Stage 4	Technical Design	63
RIBA Stage 5	Construction Phase Services	80
RIBA Stage 6	Project Completion / Handover	25
RIBA Stage 7	Use	-

1.14 **Please note: Delivery Phase services (RIBA Stages 4-7) are not guaranteed and will depend on future funding and approvals.**

## 2. Project Background and Vision

### 2.1 The Collection

2.1.1 RAM holds one of the oldest and most important military collections in the UK and perhaps the finest collection of artillery pieces in the world. Founded in 1778, it embodies the international story of artillery, its use and impact, as well as the 300-year history of the Royal Artillery.

2.1.2 The collection includes:

- Over 800 artillery pieces from around the world, from medieval cannon to guided missile system;
- 2,500 projectiles;
- 800 models demonstrating artillery and associated technology;
- Regimental artefacts such as uniforms, equipment, artworks and personal items;
- Over 11,000 medals, including 24 of the 62 Victoria Crosses awarded to Gunners;
- The largest Regimental archive in the British Army, and a library of around 17,000 books.

2.1.3 It is one of only three Army collections to have been awarded Designated Collection status by Arts Council England in recognition of its national significance.

### 2.2 Project Aims

2.2.1 This project will bring together military, veteran and civilian communities through a dynamic, accessible and sustainable museum and collection centre at Larkhill, home of the Royal Artillery.

2.2.2 Rooted in the unique sense of place of Salisbury Plain, where artillery training has shaped local identity for over 125 years, the museum will become a welcoming cultural and learning resource at the heart of its community.

2.2.3 Passive storage environments, conservation facilities and flexible spaces for display, learning and community activities will significantly increase access to our designated collection, transforming its care and interpretation.

2.2.4 Engaging displays and Gunners' voices will share stories of technology, innovation and lived experience. Schools, families, volunteers and under-served groups will be supported to participate, learn skills and help shape developments. Outdoor space for play and reflection will connect the museum to its military setting.

2.2.5 This project addresses the urgent need to return the Royal Artillery Museum's nationally significant collection to public access, and to provide it with a long-term, sustainable home. Re-established at the centre of regimental life, it will revitalise the original educational purpose for which the collection was established, serving as a living link between today's soldiers and their heritage, fostering pride, learning and public understanding of the Royal Artillery's continuing role in national defence.

### 2.3 Project Outline

2.3.1 Following the agreement of a 75-year lease with the Army in 2025, plans have been developed to create a new museum and collection centre on a 25-acre site at Larkhill, with a target opening date of 2031.

2.3.2 A Development Grant of £286,999 has been received from The National Lottery Heritage Fund towards the cost of the Development Phase of the project (broadly RIBA Stage 2 to RIBA Stage 3). This will lead to an application for Delivery Funding of around £4.6m.

- 2.3.3 New environmentally sustainable buildings of approximately 4,375m<sup>2</sup> will accommodate collections and archive stores, library and research room, and a conservation workshop where visitors can see and engage with volunteers and specialists at work, will enable us to care for and actively manage our collection to the highest professional standards. Passively climate-controlled storage and conservation spaces will ensure long-term sustainability, whilst flexible accommodation will support displays, learning, events and community activities.
- 2.3.4 Authenticity will be a guiding principle and the museum's largest display building will echo the gun sheds that define Larkhill, embedding the museum within the living military landscape of Salisbury Plain.
- 2.3.5 The scope of the construction work includes, but is not limited to, the following elements:
- Building accommodation:
    - Display space including introduction gallery and temporary exhibition gallery;
    - Collections stores;
    - Conservation workshop;
    - Archive store and research room;
    - Visitor reception and retail area;
    - Café, kitchen and catering stores;
    - Operational, retail and general storage;
    - Offices and staff/volunteer lunch room.
  - Outdoor areas:
    - Car park with accessible spaces, motorcycle spaces, cycle stands and coach spaces;
    - Outdoor seating area adjacent to café;
    - Children's play area;
    - Outdoor space for external exhibits and display/storage of large items;
    - Landscaping;
    - Access roads.
- 2.3.6 In addition to these works, the project includes exhibition and interpretation elements and a range of learning, outreach and events forming the Activity Plan supported by The National Lottery Heritage Fund.

## 2.4 Project Structure

- 2.4.1 The project is overseen by a Project Board which has delegated authority from the RAM Board of Trustees. The Project Board is chaired by the RAM Chairman, Major General Nick Eeles.
- 2.4.2 The day to day running of the project is the responsibility of the RAM Manager, Martin Harvey.
- 2.4.3 Other members of the existing RAM staff will assist with specific areas of the project where required, for example the selection and preparation of artefacts for display at the new museum.
- 2.4.4 A new Project Officer will be appointed to the RAM team to assist with the administration and coordination of the project. They will report to the RAM Manager, as will a new Activity Plan Consultant.
- 2.4.5 Other consultants (including the Design Team, Planning Consultant and Exhibition/Interpretation Designer) will report to the consultant Project Manager, who will, in turn, report to the RAM Manager.

# 3. Scope of Services - Project Manager

## 3.1 Support for The National Lottery Heritage Fund Process

3.1.1 The Project Manager shall support RAM in all aspects of The National Lottery Heritage Fund application, assessment, and delivery process, ensuring alignment with the Fund’s requirements, guidance, and deadlines.

3.1.2 Activities shall include, but are not limited to:

- Providing strategic advice on project structuring, eligibility, and alignment with The National Lottery Heritage Fund priorities.
- Advising on and managing procurement of Design Team and other consultants in line with all The National Lottery Heritage Fund requirements.
- Coordinating input from all members of the Design Team, consultants, and stakeholders to prepare necessary application documentation.
- Assisting with the preparation of project management plans, programme schedules, cost plans, and risk registers in the format required by The National Lottery Heritage Fund.
- Supporting RAM in the preparation of Development and Delivery Phase submissions.
- Reviewing and advising on supporting evidence, including heritage statements, conservation management plans, and community engagement strategies.
- Liaising with The National Lottery Heritage Fund officers, providing clarifications, and facilitating responses to requests for additional information.
- Advising on reporting and governance requirements to meet The National Lottery Heritage Fund funding conditions throughout project delivery.
- Monitoring progress against milestones and ensuring design, procurement, and delivery plans are structured to comply with The National Lottery Heritage Fund expectations.

3.1.3 Ensure all communications, reports, and documentation submitted to The National Lottery Heritage Fund are consistent with the project objectives, Strategic Brief, and funding requirements.

3.1.4 Maintain records of all The National Lottery Heritage Fund related decisions, approvals, and correspondence, and provide RAM with regular updates on the status of the funding process.

3.1.5 Advise RAM on risks and opportunities associated with funding, including implications for budget, programme, and design, and propose mitigation strategies where appropriate.

## 3.2 Support and Reporting to RAM

3.2.1 The Project Manager shall provide full support to the Project Board in overseeing the project, ensuring that RAM’s strategic objectives, programme, budget, and quality requirements are met.

3.2.2 Activities shall include, but are not limited to:

- Preparing and issuing regular Project Board papers, reports, and supporting documentation in advance of Project Board meetings.
- Providing clear, concise, and accurate updates on project progress, including key milestones, deliverables, programme status, budget performance, and risk management.
- Highlighting critical issues, potential delays, cost variances, and proposed mitigation strategies for consideration and approval by the Project Board.

- Advising on decision-making requirements, dependencies, and implications of key choices on project outcomes.
  - Coordinating input from the Design Team, Quantity Surveyor, contractors, and other consultants to ensure the Project Board receives comprehensive, up-to-date information.
  - Ensuring all Project Board actions, decisions, and approvals are formally recorded, tracked, and communicated to relevant project stakeholders.
  - Providing strategic advice and recommendations to support informed decision-making by the Project Board.
  - Understand RAM's internal procurement, reporting, and payment procedures.
- 3.2.3 Attend all Project Board meetings as required, presenting updates, facilitating discussions, and ensuring the Board has the necessary information to review and approve project deliverables, budgets, and programme adjustments.
- 3.2.4 Maintain a Project Board log or dashboard summarising decisions, actions, risks, and issues, and provide periodic reporting to RAM and Project Board members between formal meetings as necessary.
- 3.2.5 Support the Project Board in ensuring compliance with governance standards, project assurance frameworks, and reporting requirements throughout the lifecycle of the project.

### 3.3 Capital Works

- 3.3.1 Provide all Services required to achieve the Project objectives in accordance with the agreed programme.
- 3.3.2 Perform all Services reasonably expected of a Project Manager engaged on a project of this nature, scale, and complexity.
- 3.3.3 Deliver the Services to support completion of the development on time, within budget, and to the quality standards defined in the Strategic Brief or otherwise agreed in writing.
- 3.3.4 Coordinate with the Design Team, Cost Consultant, Contractor, and other stakeholders to ensure all required information is produced in line with this Scope and the Project Brief.
- 3.3.5 Develop and maintain the Project Programme, including scheduling protocols, monitoring procedures, and reporting templates.
- 3.3.6 Ensure timely decision-making and issue of project information to meet key programme milestones.
- 3.3.7 Oversee coordination of all project disciplines to ensure a fully integrated, efficient, and cost-effective delivery that maximises project value.
- 3.3.8 Maintain the project risk register and manage changes through an agreed control process.
- 3.3.9 Maintain overall responsibility for project coordination and management, ensuring all team members operate effectively.
- 3.3.10 Monitor and challenge project progress, coordinate with the Design Team and Contractor, and ensure timely delivery of programme milestones.
- 3.3.11 Submit monthly progress reports to RAM, highlighting key issues, risks, and upcoming tasks.
- 3.3.12 Confirm the procurement route as defined in the Project Details. RAM reserves the right to review and adjust fees if the procurement strategy changes during design development.
- 3.3.13 Conduct an initial appraisal of project requirements, review site information, and identify any potential risks, constraints, or compliance issues.

- 3.3.14 Obtain from RAM all relevant project information, including site boundaries, encumbrances, and contractual constraints.
- 3.3.15 Oversee the preparation of tender documentation, procurement of construction packages, and coordination across all disciplines.
- 3.3.16 Undertake site inspections as required to monitor progress, assess constraints, and verify project information.
- 3.3.17 Attend all required project meetings, typically including:
- Project Board Meetings – quarterly (Client chaired)
  - Capital Works Team Meetings – monthly (Project Manager chaired)
  - Design Team Meetings – bi-weekly (Consultant chaired)
  - Design Workshops – as required
  - Procurement and tender review meetings as required
- 3.3.18 Support public consultation events as required and direct all external communications to RAM's nominated public relations representative.
- 3.3.19 Comply with the Construction (Design and Management) Regulations 2015 insofar as they relate to this scope of services.

## 3.4 Specific Scope of Services

### 3.4.1 Development Phase

#### *RIBA Stage 2 - Concept Design*

- Prepare a preliminary project execution plan outlining roles, responsibilities, and procedures.
- Advise RAM on procurement strategies and consultant appointments.
- Assist with assembling the consultant / design team, including; preparing tender documentation for professional services, contacting potential tenderers and managing tender process (review, reconciliation, interviews and appointments).
- Set up communication, document control, and reporting systems.
- Manage and coordinate the consultant team during concept design development.
- Review feasibility, budget, and risk assessments prepared by the consultants.
- Monitor design progress and ensure alignment with project objectives.
- Facilitate design and value management workshops.
- Establish preliminary project program and cost plan.
- Report regularly to RAM on progress, risks, and decisions required.

#### *RIBA Stage 3 - Design Development*

- Manage the integrated design process across all disciplines.
- Oversee design development to ensure compliance with budget, program, and quality standards.
- Coordinate the preparation of documentation for planning and regulatory approvals.
- Review and update project risk register.
- Implement design review and change management procedures.
- Facilitate coordination meetings between RAM, Architect, and consultants.
- Maintain continuous monitoring of project costs and schedule performance.

### 3.4.2 Delivery Phase

#### *RIBA Stage 4 - Technical Design*

- Advise on and manage the agreed procurement strategy.
- Prepare tender documentation and evaluation criteria.
- Manage the tender process, including issuing, receiving, and evaluating tenders.
- Conduct tender clarification meetings and recommend preferred contractor(s).
- Assist in contract negotiations and appointment of the contractor.
- Ensure that all contractual documentation is executed correctly.
- Update project program and cash flow forecasts following award.

#### *RIBA Stage 5 - Construction Phase Services*

- Act as RAM's representative during the construction phase.
- Monitor construction progress against approved program and budget.
- Chair and document regular site and project meetings.
- Manage and track design changes, variations, and claims.
- Oversee the quality management process and ensure adherence to contract requirements.
- Monitor contractor performance, safety, and environmental compliance.
- Provide regular reports on progress, risks, and financial status.
- Coordinate communication between RAM, contractor, and consultants.

#### *RIBA Stage 6 - Project Completion / Handover*

- Manage the completion process, including inspections, testing, and commissioning.
- Ensure rectification of defects prior to handover.
- Facilitate the preparation and submission of as-built documentation, manuals, and certificates.
- Coordinate final accounts and financial close-out.
- Confirm practical completion and manage the transition to occupancy.
- Lead post-completion review and lessons-learned reporting.

# 4. Instructions to Tenderers

## 4.1 Submission Format

4.1.1 Tenderers should submit a single PDF attachment including the following sections listed at Section 5 of this ITT.

## 4.2 Submission Deadline

4.2.1 Tenders should be submitted by email no later than Tuesday 9 June 2026 at 12:00 hrs to:

info@royalartillerymuseum.com

## 4.3 Clarification Process

4.3.1 Clarification questions must be submitted by email no later than Tuesday 26 May 2026.

4.3.2 All clarification requests must be submitted in writing to:

info@royalartillerymuseum.com

4.3.3 Clarifications may be shared anonymously with all Tenderers if relevant.

4.3.4 RAM is not obliged to respond after the clarification deadline.

## 4.4 Confidentiality Requirements

4.4.1 All ITT documents and submitted Tenders are confidential. Tenderers must not:

- disclose their participation
- share ITT contents or submissions
- contact staff, consultants, or contractors about other Tenders
- enter into agreements restricting competition

4.4.2 Failure to comply may result in rejection of the Tender and exclusion from future procurements.

## 4.5 Fees and Payments

4.5.1 Fees shall cover all services described herein.

4.5.2 Disbursements and reimbursable expenses shall be identified separately.

# 5. Tender Submission Requirements

<b>Section</b>	<b>Page Limit</b>	<b>Required Evidence</b>
1. Understanding of the Project & Risks	2 pages	Narrative demonstrating knowledge of project aims, context, challenges, opportunities, and risks
2. Relevant Experience / Case Studies	2-3 pages	2-3 examples of similar projects delivered in the last 5 years
3. Project Team	2 pages	Team bios, CVs, roles, and relevant experience
4. Methodology and Programme	3 pages	Proposed approach, project timeline, milestones, and outputs
5. Stakeholder and Community Engagement	2 pages	Strategy for engaging stakeholders and community groups
6. Insurance	-	Confirmation of insurance: Employer's Liability, £5m Professional Indemnity, £5m Public Liability
7. Resource Allocation and Time Commitment	1 page	Summary of resources and anticipated time on site

*Tenderers must follow the format and order above. Submissions that do not comply may be rejected.*

# 6. Evaluation Criteria

## 6.1 Evaluation Process

- 6.1.1 The contract will be awarded to the Tenderer whose submission represents the Most Advantageous Tender, based on the combined assessment of Quality (60%) and Price (40%).
- 6.1.2 Depending on the number of compliant tenders received, RAM may undertake a shortlisting stage prior to interviews. Shortlisting will be based on the highest combined Quality and Price scores achieved at the initial evaluation stage. RAM anticipates inviting no more than three of the highest-scoring Tenderers to attend an interview.

## 6.2 Quality Evaluation (60%)

Question	What We Are Looking For	Weighting	Max Score (0-5)
1. Understanding of the Project	Demonstrates clear understanding of project aims, context, challenges, opportunities, and risks	10%	5
2. Relevant Experience / Case Studies	Evidence of delivering similar projects	10%	5
3. Project Team	Skills, experience, and suitability of the proposed team	10%	5
4. Methodology and Programme	Clear, realistic approach with milestones and deliverables	5%	5
5. Stakeholder and Community Engagement	Practical approach to engaging stakeholders and community	5%	5

### 6.2.1 Scoring Scale

Score	Description
0	Non-compliant or incapable of evaluation
1	Poor - very limited understanding, significant weaknesses
2	Weak - partial response, lacking detail or confidence
3	Acceptable - meets requirements
4	Good - strong and convincing response
5	Excellent - comprehensive, highly convincing response

### 6.2.2 Minimum Quality Threshold

- 6.2.2.1 Any Tender with two or more scores of 2 or below, or any score of 0, will be excluded from further evaluation.

## 6.3 Price Evaluation (40%)

- 6.3.1 The lowest compliant Tender receives the maximum price score (40%).
- 6.3.2 Other Tenders are scored proportionally:
- 6.3.3 **Score = (Lowest Tender Price ÷ Tenderer Price) × Max Price Score**

## 6.4 Interviews / Presentations

6.4.1 As part of the tender evaluation process, shortlisted Tenderers may be invited to attend an interview with the evaluation panel. Interviews will be used to further assess the Tenderer's capability, approach, and understanding of the Project.

6.4.2 Interviews will be evaluated using the two criteria below, with a combined weighting of 30% of the overall tender score:

<b>Question</b>	<b>What We Are Looking For</b>	<b>Weighting</b>	<b>Max Score (0-5)</b>
1. Understanding of the Project	An understanding of how the Project will address RAM's objectives, as well as the investment principles and processes of The National Lottery Heritage Fund.	10%	5
2. Approach to the Project	Clear understanding of how the Tenderer intends to deliver the services, manage workflow, collaborate with RAM and project partners, and ensure quality, communication, and programme control	10%	5
3. Understanding of Risks	An understanding of key project and programme risks, and the Tenderer's approach to risk mitigation	10%	5

6.4.3 Interview responses will be scored using the same 0–5 qualitative scale applied to written quality questions.

6.4.4 The interview score will be added to the Tenderer's existing Quality and Price scores to calculate their final overall score.

6.4.5 Scores from written submissions may be moderated following the interview stage.

6.4.6 Where a Tenderer is invited to interview but fails to attend without prior notification and acceptance of an alternative arrangement, the Tenderer may be deemed non-compliant and removed from the evaluation process.

# 7. Procurement Timetable

<b>Milestone</b>	<b>Target Date</b>
ITT Published	20 May 2026
Clarification Deadline	26 May 2026
Tender Submission Deadline	9 June 2026
Interviews (if required)	15 June 2026 - 19 June 2026
Notification of Outcome	30 June 2026
Estimated Contract Award	7 July 2026

*Dates are indicative and may be amended at the discretion of RAM.*

# 8. Contract and Conditions

- 8.1 This ITT does not constitute an offer, and RAM may accept a Tender in whole or in part.
- 8.2 Tenderers are responsible for all costs incurred in preparing submissions.
- 8.3 RAM is not liable for the accuracy or completeness of information provided.
- 8.4 The appointment will be under a professional services consultancy contract / appointment.
- 8.5 The successful Tenderer must hold:
  - Employer’s Liability Insurance
  - £5m Professional Indemnity Insurance (each and every claim)
  - £5m Public Liability Insurance
- 8.6 Tenderers must provide two referees for similar projects.
- 8.7 Key personnel named in the Tender are expected to deliver the Project. Any changes require written approval.
- 8.8 RAM reserves the right to pause, suspend, or terminate the appointment of the Project Manager at the completion of any project stage, or at any time upon written notice.
- 8.9 In such cases:
  - RAM shall have no obligation to proceed to subsequent stages.
  - The Consultant shall be entitled to payment for all completed services and deliverables up to the date of termination or suspension.
  - Any recommencement of services shall be subject to mutual agreement of revised scope, timing, and fees.