



Project Director Opportunity

The Unicorn Preservation Society (UPS) wishes to commission a Project Director to lead on time-critical preliminary works to enable the commencement Project Safe Haven (PSH) and on the development of a long-term Masterplan for HMS Unicorn. The successful individual will provide strategic leadership and direction for PSH, as well as oversight of preparation works and management of PSH in conjunction with the Museum & Development Director, UPS Trustees, and the Project Board.

This is a contracted role subject to funding, with the possibility of being extended. The Trustees are happy to consider individuals or organisations for this role, and who fit the criteria detailed below.

Overview

The Unicorn Preservation Society (UPS) was formed in 1968 and is charged with the conservation and preservation of HMS Unicorn as a Museum and Heritage Asset. The Society is a registered charity in Scotland, registration number SC002771 and is constituted as a Company Limited by Guarantee, registration number SC046145.

Our mission is to deliver a world class museum experience, work continuously to safeguard the future of HMS Unicorn, and care for our collections while making them accessible to all.

Our vision is to inspire those who visit and work with us, offering lifelong learning and engagement opportunities for our local communities and beyond.

HMS Unicorn is one of the oldest ships still afloat anywhere in the world. Launched at Chatham in 1824, HMS Unicorn was constructed as a 46-gun frigate. After being laid up “in ordinary”, HMS Unicorn arrived in Dundee in 1873 and was used as a training ship for the Royal Naval Reserves until the 1960s. HMS Unicorn has been berthed in Victoria Dock since 1963. The Ministry of Defence gave the ship to UPS in 1969, and HMS Unicorn has been open to the public since 1975. Previously used as a venue for parties and weddings, many people have fond memories of good times spent on board.

However, the past 200 years have taken their toll on HMS Unicorn, and the ship is in urgent need of a comprehensive programme of preservation works, and a new berth that will provide additional structural support for this historic vessel.

Project Safe Haven (PSH) describes the multi-phased Master Plan to permanently relocate HMS Unicorn into dry dock for sustainable long-term preservation, and the creation of a shoreside facility to optimise access for all, enabling UPS to appropriately care for the Ship and her collections, and offer a visitor experience commensurate with Unicorn’s recognised global significance.

The phases and other associated works are summarised overleaf.



- **Phase 0 (2024-2025):** Emergency hull repairs
- **Phase 1 (2025-2030):** The East Graving Dock (dry dock) will be made watertight and structurally sound to receive the ship in a first cradle, and a scaffolding/portal frame-style enclosure to protect the ship from rainwater, offering a stable environment and access to fully assess long-term preservation options for the ship. In parallel with this work and readiness for its completion, the ship will be made ready for being moved into the dock. Also, provision of a cost-effective small-scale temporary Visitor Centre with a focus on conservation works, public access and skills development.
- **Phase 2:** Further dock stabilisation, repair and groundwork to enable additional building capacity for the construction of a permanent Visitor Centre/Museum. Partial construction of the Visitor Centre to increase capacity and introduce interpretation on completed research. Drying out of the ship and long-term conservation begin.
- **Phase 3:** Continued and reviewed conservation of the ship in its long-term cradle. Dock, or an element of the dock, can be partially filled/emptied as required. Completion of Visitor Centre/Museum, and completion of Project Safe Haven.

UPS is progressing an application to the National Lottery Heritage Fund (NLHF) for Phase 1 of Project Safe Haven in August 2024. If successful (Decision in December 2024), the NLHF Development Phase of PSH Phase 1 will start in Spring 2025.

Additional funding for the initial contract period proposed here (to March 2025) is pending, also from the National Lottery Heritage Fund (NLHF) to deliver a programme of Bicentenary celebrations for HMS Unicorn, which launches a major planned campaign for the future delivery of Project Safe Haven. UPS has also been awarded a £1.1 million grant from the National Heritage Memorial Fund to undertake emergency strengthening works to the ship in the same period. Project Safe Haven is also a keystone development within the multi-million-pound Culture & Tourism portfolio of the Tay Cities Deal, to 2030.

Summary

The Project Director will be expected to:

- Provide strategic leadership and direction to the Project Board and Project team;
- Coordinate the Phases of PSH, from conception to completion, including leading the Project team through the NLHF permission to start process (subject to successful grant application, December 2024);
- Co-ordinate and manage PSH (i.e. project timelines, budgets, risk register, and resources);
- Provide UPS with the technical supervision of externally commissioned work, critical to the success of Project Safe Haven; also general advice on externally commissioned work whether or not already in place;
- Monitor the progress of the project and related phases to ensure completion on time and within budget;



- Facilitate Project Board governance and reporting to the Board of Trustees;
- Communicate regularly with key stakeholders, senior management and Trustees on the project status, risks and changes;
- Ensure that Project Safe Haven Master Plan and other project activities are development and managed in line with best practice and ensure compliance with relevant regulations and industry standards.

Deliverables

The success of this role will be measured on the following deliverables:

- Development of a Master Plan for Project Safe Haven and creation of an actionable a Project Execution Plan;
- Commissioning of an updated Conservation Management Plan for HMS Unicorn, an Options Appraisal for the drying-out of her original historic fabric, and other relevant reports and surveys;
- Progressing essential lease arrangements for the East Graving Dock;
- Ensuring all risks associated with the overall programme are identified and managed;
- Managing tendering for PSH in-line with related guidelines;
- Management of PSH contractors, and line management of PSH staff;
- Attending online and in-person meetings with the Board of Trustees, the project Board, the Project team, external contractors, funders and other stakeholders;
- Preparation and maintenance of comprehensive project documentation.

Criteria

Those interested in this position should demonstrate the following experience:

Essential

Share the values and objectives of the Unicorn Preservation Society;

Recognised qualification or equivalent experience in major Project Management (ie. PRINCE2, APM);

Successfully leading and delivering complex, high-risk, and multi-phased engineering/construction projects within the maritime, heritage, or construction sectors;

Experience of project management tools, software, methodologies, and best practice;

Awareness of visitor attractions and heritage sites, and the various technologies and requirements necessary to make a modern visitor experience ;

Successful delivery of multi-phase projects on time and within budget;

Strong analytical, problem-solving, and organizational abilities.

Excellent skills in report writing, communication (written and verbal), negotiation, and diplomacy;



Desirable

- Knowledge and technical proficiency in structural engineering, naval architecture, shipwright or maritime heritage;
- Experience of working on projects funded by public sector organisations, local authorities, charitable partners, or high net worth supporters (i.e. NLHF, HES, local authorities, Museums & Galleries Scotland);
- Experience of leading projects with multiple funding streams;
- An interest in heritage, maritime or otherwise;
- An understanding of the challenges facing the museum and maritime heritage sectors within Scotland.

Contract Details

UPS requires an individual to undertake the role of Project Director, however the Trustees are open to this work being undertaken by an organisation if they meet the criteria above, and are able to fulfil the requirements of the role. For the purposes of funding, a named individual within the organisation will be required, and will need to act as the primary point of contact for UPS and stakeholders.

The Project Director will report to the Chair of the Project Board, with day to day line management of the role undertaken by the Museum & Development Director. The Project Director will also be accountable to the Board of Trustees through the Chair, and the appropriate sub-committees (currently the UPS Finance Committee and the PSH Project Board).

For the early stages of PSH, there will be hybrid working arrangements for the Project Director. This role could therefore be undertaken by someone working elsewhere in Scotland, or elsewhere in the UK, subject to agreement with the Chair of the Trustees and the Museum & Development Director. However, it is expected that the Project Director will need to spend time in Dundee, both working at HMS Unicorn and the PSH site, and when meeting key stakeholders and partners. Work and travel arrangements, and expenses will be discussed on appointment.

The work will commence July 2024 and be completed by March 2025. It is envisaged that the post can be worked on an hours per month basis and need not be full time, with details being agreed in discussion with the Management Team and relevant Trustees.

Costs should be presented excluding VAT, with expenses stated separately.

Payment Schedule

Payment will be made within 28 days of receipt of a valid VAT invoice. Invoices must be received by UPS no more than three days after the date on the invoice.



Application Process

A proposal for undertaking the work should include:

1. Details of how an individual or organisation meets the person specification;
2. A statement of your experience in providing Project Director services to engineering, maritime, construction or heritage projects;
3. Details of staff allocated to the project (if any), together with experience of the contractor and staff members in carrying out similar projects. The project manager / lead contact should be identified;
4. An estimate of the number of assignment days and their allocation between members of the team (as appropriate);
5. The proposed hourly charge rates to be used for supporting the charity;
6. An assignment schedule;
7. An overall cost for the work.

Proposals submitted will be assessed by UPS against the following questions:

1. To what extent does the proposal demonstrate an understanding of the issues (including social values) related to this brief? (20%)
2. To what extent are the methodology and methods appropriate to the requirements set out in this brief? (20%)
3. What degree of experience does the bidder demonstrate in order to successfully complete the work? (20%)
4. How well has the bidder structured a team in order to successfully manage the contract and deliver the required work to the budget and timetable required? (10%)
5. Cost (30%)

Procurement Schedule

Questions may be submitted to UPS by email	Up to 5pm on 15 August 2024 (one week before tender deadline)
Proposals to be received by UPS	22 August 2024
Clarification meetings (online or in person)	w/c 8 August 2024
UPS to notify bidders of our procurement decision	w/c 29 August 2024



Proposals should be sent to Director – Museum and Development Matthew Bellhouse Moran by email matthew@hmsunicorn.org.uk, and must be received by the deadline as shown in the table above.

Any questions/queries regarding the brief should be sent to the above via email, to be received no later than 1 August 2024. UPS aims to respond to any queries within two working days of receipt.