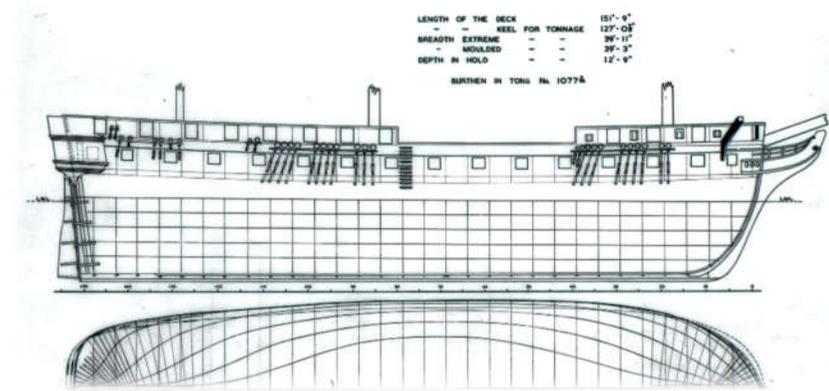




Unicorn Preservation Society: 2025 a sustainable future delivered

DRAUGHT OF THE FRIGATES OF 46 GUNS BUILDING AT HIS MAJESTY'S DOCK-YARD AT CHATHAM, THE DIANA AND LATONA.



Introduction

HMS Unicorn is one of the few unreconstructed wooden warships in the UK and the only one present in Scotland. Launched in 1824, at a time when Britain was not engaged in any major wars, by the time the country needed a navy again she was redundant.

Unlike most other such ships the Unicorn was not broken up but was towed to Dundee in 1873 to be used as a training ship, for what became the Royal Naval Reserve. She has remained in the city ever since. The heritage of the ship is, therefore, largely associated with Dundee and she is an integral part of the history of the town. She is also an integral to Scottish naval history.

Vessels named 'Unicorn' were the flagship of the Scottish navy before 1544 when the then 'Unicorn' was captured during an English raid. This Unicorn became the first of 15 ships in the Royal Navy to bear this name.

The Unicorn Preservation Society was formed in 1968 with backing from the Royal Navy with the specific intention of preserving the ship and her heritage as a visitor attraction. That responsibility has now passed to our generation and we have ambitious plans to secure her future:

Through conserving the most original wooden ship, we will deliver a world class museum experience

Our vision for the future

HMS Unicorn has had a fascinating past and we wish her to have a glorious future. Work is in hand to ensure that future happens.

We will ensure the conservation and interpretation of HMS Unicorn within a maritime heritage visitor attraction as part of a group within the Dundee Waterfront and the wider Tayside region.



Our maritime heritage facility will act as a catalyst for learning, engagement and citizen participation within the wider community

It is our responsibility to deliver this vision in the most expeditious manner with what we consider to be the best outcomes for the ship, HMS Unicorn, at its heart.

HMS Unicorn and her proposed new home in the background



Fix & Protect
0 to 2 years

Protect & Conserve
2 to 5 years

Transform
5 to 10 years

Conserving the ship

Interim conservation work
Surveys, East Graving Dock (EGD) preparation, cradle design, docking, securing

Engaging Stakeholders

Partnerships
Political,
Public

Heritage Centre

Governance, Planning, Design, Consents,
Stakeholders and Users, Delivery, Acceptance, Fitting out, Launch

Sustainable future

Preliminary fundraising for preparatory work, major bid submission –
TCD, HLF, operational funding

Making a difference

Ongoing operations, Community engagement, Education, Museum, Interpretation, Outreach, Ongoing maintenance, and conservation

Implementation complexity

Implementation timeline

Progress



Significant progress has been made in laying the foundations for successful delivery of this strategy.

Improving the ship

Replacing the roof over the foc's'le during 2017 has materially remediated damage which was being caused by rainwater falling and pooling on the unprotected structures. Internally, ship has been decluttered with much waste material being removed and presentation of genuine artefacts significantly improved. Much work remains to be done with further short- to medium-term measures planned for early 2018 which have been funded through a Regeneration Capital Grant and which sees administration, toilets and catering superstructure moved shoreside, the electrical infrastructure completely refreshed and windows overhauled.

Improving the sustainability

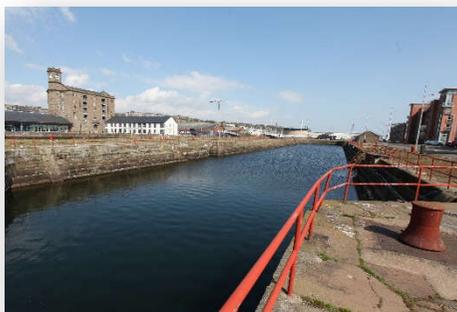
Grant income has grown year on year for the past three years after reaching an all-time low in 2014. We are exceptionally grateful to our funders who have enabled the building blocks for the future to be put in place. Due to improved governance and direction our funds are now being deployed on the future security of the ship rather than the issues of the past.

Improving utilisation

Much work has gone into improving the quality of the infrastructure required to facilitate the Unicorn's utilisation as a community hub, venue for social gatherings and to support the Society's aspirations for ship-related events. This culminated in 2017 in the receipt of two significant awards: Family Friendly Visitor Attraction and the National Historic Ships Mash Award for the Conservation Volunteer of the Year.

Improving the staffing

Our staffing profile has been evolved to become fit for purpose for a 21st Century heritage attraction. We now have a full-time education officer supporting outreach and schools' activities so raising our profile. We are also developing our front of house capability to develop our museum objective and our maintenance capacity to address routine matters.



Improving the governance

Feedback received in respect of previous large-scale funding applications to secure the conservation of the ship was that they failed due in part to the poor standards of governance of the Society. The Society now meets current standards of good governance and the Board aspires to continue to improve in all aspects of its work. The Board is balanced in skills and There is a more focussed direction of travel which looks beyond

And so, to the future...

Future

Whilst we consider there to have been significant progress achieved over the three years since our tactical plan was put in place in 2014, it was largely focussed on stabilising the organisation and providing a basis on which to move forward. We believe that the following core objectives across five principal work-streams will significantly advance ship and Society towards achieving the purposes for which the charity was established in 1968 of saving the ship.

Conserving the ship	Sustainable future	Engaging stakeholders	Making a difference	Heritage Centre
<p>We are engaging programme support to develop options for how the move to the EGD is achieved and for the funding of that.</p> <p>Enabling works are essential and we shall support DCC in ensuring that these deliver a fit-for-purpose berth for HMS Unicorn.</p> <p>Laser and sonar scans, digitisation of plans and similar strategic precursors will be developed and deployed to support development of a long-term conservation management plan (CMP).</p> <p>Plans will develop to support the transfer of the ship (cradling, docking, supporting, etc.) to the EGD in readiness for the actual move.</p> <p>Work to deliver the phased long-term conservation of the ship will begin and be progressed.</p>	<p>Preliminary fundraising will take place to secure funding to deliver the programme support as a necessary precursor to the long-term security of both Society and ship.</p> <p>Operational fundraising is required to meet the costs of support activities (reactive conservation, museum, education, community)</p> <p>Strategic fundraising will establish the funding necessary to meet the cost of moving HMS Unicorn to the EGD in an appropriate manner and her subsequent conservation in accordance with the CMP.</p>	<p>Arrangements are sought with partners organisations experienced in conservation of historic ships.</p> <p>Our volunteer programme will be expanded to promote inclusivity, employability and the preservation of craft skills as well as providing general delivery support to our staff.</p> <p>Engaging stakeholders will be critical to the success of all plans for the conservation of the ship and securing its future.</p> <p>Local, central and national political support will be engendered to support the conservation of the ship and the development of a Heritage Centre.</p> <p>Public communications campaigns will be delivered as a prelude to, and part of, fundraising campaigns</p>	<p>UPS will achieve its aspiration to be a leading local employer, employer of choice in the heritage sector and for the lower earning employees, a living wage employer.</p> <p>Our outreach and education programmes will be consolidated and developed.</p> <p>Short-term programmes will be established to achieve Visit Scotland endorsement and Museum accreditation as facilitators of the longer-term role of the ship as a museum visitor attraction.</p> <p>Unicorn’s role as a community facility will be embedded through development and implementation of local integration plans</p>	<p>Plans will be established for the proposed maritime heritage centre in which UPS will play a material role and in which HMS Unicorn will form the anchor asset.</p> <p>The centre will be developed so as to permit semi-permanent and visiting exhibitions of partner organisations.</p> <p>Once the relevant consents have been received UPS will form part of the delivery oversight of the Centre and co-ordinate the input of other participating partners.</p>



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