



## **Steamship Shieldhall – Steaming Towards a Resilient Future**



**Project Manager**

**Professional Services Brief**



**The Solent Steam Packet Ltd**

## **Steamship Shieldhall- Steaming Towards a Resilient Future**

### **1.0 Introduction**

The Solent Steam Packet Ltd (TSSP) wishes to appoint a consultant Project Manager for its *Steamship Shieldhall – Steaming towards a Resilient Future* project. In April 2019 TSSP was awarded a Resilient Heritage grant by the National Lottery Heritage Fund (NLHF) towards the costs of this project, which is described in greater detail in Section 3.0.

Steamship Shieldhall is located at 110 Berth, Western Avenue, Western Docks, Southampton, S015 0HH.

The Project Manager will be appointed on a consultancy basis and will be responsible for their own tax reporting. The consultant will not be an employee of TSSP.

#### **The Solent Steam Packet Ltd**

TSSP was formed when Steamship Shieldhall was suddenly laid up by Southern Water in 1985 and a number of passionate enthusiasts joined forces with Southampton City Council to save her from the scrap yard. This group of enthusiasts established TSSP with the express purpose of purchasing Shieldhall and preserving her for future generations.

Since taking ownership of Shieldhall in 1988 we have returned her to operational condition and continue to maintain and operate her, opening her to the public and providing opportunities for volunteers to maintain and crew her.

The overarching objective of TSSP is:

***To restore, maintain, exhibit and operate SS Shieldhall  
for the benefit of the public***

TSSP is an entirely volunteer-led, membership organisation. We have no paid members of staff and all activities, at all levels, are carried out by our committed and energetic volunteer members.

We have a membership of around 800 people, of which around 60 currently take an active role. From day-to-day ship maintenance and repair, to manning our shop, financial management, crewing and setting operational strategy, our dedicated volunteers give willingly of their time and expertise to keep Shieldhall afloat and operational.

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## Governance & Management

TSSP is a charitable Community Benefit Society. The organisation is divided into two parts, the charity, which is the umbrella body with overarching responsibility for Shieldhall and her future, and a Trading Company:



## Steamship Shieldhall

The steamship Shieldhall is the country's last and largest operational steam-powered cargo and passenger ship. Shieldhall is unique and of recognised national significance as one of just 200 vessels forming the National Historic Fleet. As a member of the Fleet she is acknowledged by National Historic Ships as being of pre-eminent significance, providing an insight into the UK's maritime history and technology and meriting the highest priority for long term preservation. In 2009 Shieldhall was the first ever recipient of the National Historic Ship's Flagship of the Year award.

Built by Lobnitz & co Ltd of Renfrew in 1955 for the Glasgow Corporation, she was constructed to the classic lines of a pre-World War 2 steam ship, more evocative of the 1920s than the 1950s. She is, therefore, an important connection with steam ships and the Merchant Navy of the pre-WW2 era. Over 80m in length and a gross tonnage of 1,792, she has two scotch boilers and two triple-expansion steam engines which drive her twin screws.

Shieldhall was built for the specific purpose of carrying sewage sludge for disposal at sea. However, following a unique tradition of the Glasgow Corporation, she was designed to carry a second, very different cargo - day passengers - on her runs to sea and so her design also incorporates passenger accommodation.

Between 1955 and 1976 Shieldhall transported her sewage sludge cargo from Glasgow to the limits of the Clyde for discharge into deeper water. In 1976 she was sold to Southern Water, who operated her out of Southampton until 1985 when rising fuel costs and new legislation made her unviable to continue to run.

Her heritage value was recognised and she was rescued from the scrapyards and eventually purchased by the Solent Steam Packet in 1988. TSSP returned her to operational condition in 1991 and since this time she has been taking passengers on board for a unique programme of steam-powered excursions.

## 2.0 The Challenge

Shieldhall's future is now at risk. Since purchase, TSSP has benefited from the generosity of our landlord, Associated British Ports, to provide us with a free berth in Southampton Docks. For many years this has been at berth 48; adjacent to Ocean Terminal (the main cruise ship terminal) in the most accessible area of the docks. This position was ideal for easy passenger boarding, parking and for Shieldhall's profile, since everyone coming to or from Ocean Terminal could see her.

New priorities at ABP has seen our main mooring point move to Berth 110; located at considerable distance from any of the dock gates in an unattractive and industrial part of the docks with no public access. Continued passenger pick-up from berth 48 has allowed us to maintain our core excursion programme (and main source of income) but proposed new developments have placed even this at risk and we must now face the very real possibility that operating out of Southampton will become unfeasible.

In 2017, The Solent Steam Packet completed the Heritage Lottery Fund (now National Lottery Heritage Fund)-funded *Saving Shieldhall* project - this was our most successful year ever with a doubling of visitor numbers and the beginnings of a successful programme of corporate and event bookings. This should have been a catalyst in changing our approach to audience engagement and income generation. However the subsequent changes within Southampton port have undermined these successes and placed Shieldhall's future at considerable risk.

## 3.0 Resilient Heritage

In order to address the issues identified, we have been successful in securing a Resilient Heritage Grant from NLHF in order to:

1. Commission a **Business Development Plan** based on a full situation review, market analysis, and new research into potential income streams, to develop a sustainable 5 year business plan for SS Shieldhall.
2. The Business Development Plan needs to include an **Options Study** to consider whether Southampton remains the right location for the ship, or, if appropriate identify potential alternative locations for the ship to operate from. As part of this study the successful consultants must work with us to carry out a series of exchange visits with other historic ship organisations and learn from the range of NLHF/HLF-funded business plans, governance reviews etc to identify a sustainable way forward for our organisation. We also expect the successful consultants to allow for up to 4 post project meetings to assist with initial implementation of the business plan.
3. At the end of the work we will deliver a **networking and learning event** for charitable/not-for-profit organisations operating historic vessels. We also hope that the outcome will benefit the sector as a whole.

4. Commission a **Governance Review and Succession Plan** to ensure that the right structure and people are in place to implement and maximise opportunities identified through the Business Plan. This will include recruiting a new chairman and members to fill identified gaps. The successful consultants will also be expected to deliver training on good governance, key aspects of strategic planning and management, recommendations on business plan monitoring and review.
5. Undertake **Volunteer training** to meet the future needs of our organisation in promotion, marketing, events management; archiving and fundraising with the latter leading to establishment of a Fundraising Committee and development of an in-house fundraising capacity.

### 4.0 Project Manager Remit

As an organisation TSSP has strong capital project management experience, having successfully delivered, on time and to budget, two previous large capital driven HLF-funded projects. Overall project direction for our Resilient Heritage project will be the responsibility of Graham Mackenzie, currently the ship's Chief Engineer. Graham will be supported by James Robson (Chief Officer), who also has extensive experience of delivering projects in the commercial sector.

We recognise that this business and engagement driven project will require a different range of coordination and consultant management experience across a number of different disciplines, therefore TSSP wish to appoint a professional external project manager to support Graham and James. The PM will lead on procurement, cross-consultant coordination, NLHF reporting and production of the final NLHF evaluation report.

#### *Key project tasks:*

- Finalise briefs for Business Plan, Governance Review and Succession Plan
- Procure and manage consultants for the above work
- Monitor progress of the above work streams
- Report monthly to the client on overall project progress and take corrective action as appropriate
- Compile quarterly progress reports and grant drawdown applications to NLHF
- Provide support to the TSSP Fundraising Lead in setting up the new TSSP Fundraising Committee
- Monitor and control project expenditure in consultation with the Project Director
- Check and approve all project invoices
- Assist the Project Director and other volunteers with planning, co-ordination and running of the end of project network and learning event. Develop and implement

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a simple but appropriate evaluation mechanism for the project and compile the final Evaluation Report to submit to NLHF at the end of the project

- Compile and submit NLHF Project Completion documentation

### *Exclusions*

The project manager is not expected to provide general meeting or administrative support to TSSP although they will be expected to produce brief minutes of any project board or project team meetings.

### *Expectations*

For the purposes of costing it is anticipated that the project manager will need to commit an average of 4 days per month to ensure the successful completion of the project. It is recognised that the actual number of days committed per month may vary from month to month depending on the demands of the project at any time.

The project manager will be expected to attend site (Shieldhall) at least twice per month, usually on a Wednesday which is the ship's main volunteer work day. On occasion the work may require the project manager to attend the proposed consultation visits with other heritage ships operators.

Shieldhall is located at 110 Berth, Western Avenue, Western Docks, Southampton, S015 0HH.

### *Experience & Qualities*

The successful consultant **must** be able to demonstrate suitable experience and skills in the following areas:

#### Essential

- Successful track record in project delivery and relevant project management qualification
- Previous NLHF experience and a sound understanding of its processes
- Understanding of the historic ships sector and the challenges therein
- Experience of working with volunteers
- Excellent communication and presentation skills
- Experience of undertaking project evaluation and producing evaluation reports in line with NLHF/HLF guidance

#### Desirable

Context: understanding or previous experience of the heritage sector in Southampton

**Note that the successful consultant will not be an employee of the TSSP and will be responsible for their own tax reporting.**

## 5.0 Fees and timescales

There is a total maximum fee for this work of circa £29,000 including all expenses but excluding VAT.

The contract for this work is anticipated to run from June 2019 and is not expected to exceed 18 months in duration.

We reserve the right to alter the value of this contract to a greater or lesser degree to be balanced across the total grant. This will be very much dependant on the skills demonstrated by the successful candidate once in post.

## 6.0 Project Completion Criteria

To ensure that both parties agree that the project has been completed, the following criteria will be applied:

1. Business Development Plan delivered and accepted.
2. Options Study delivered and accepted. Exchange visits successfully achieved and assistance given to implement the initial stages of the business plan.
3. Networking and Learning event delivered and completed.
4. Governance Review completed and Succession Plan delivered and accepted. Chairman to be in place.
5. Volunteer Training delivered and accepted.

Final payment will be made once all of these criteria have been achieved.

## 7.0 Tender requirements

Tenders, on not more than 5 sides of A4, should be submitted to Graham Mackenzie by **5.00pm on Friday 31 May 2019**. The tender should include information on:

- Details of the tendering individual/company including: name; legal status (e.g. Sole Trader, Limited Company etc); head office address; address from which the work will be carried out; name and contact details for the tender (including telephone number and email address)
- Relevant experience and skills of the project manager who will undertake the work
- Two case studies of similar work including contact details for references
- Identification of key issues and challenges to be addressed
- A lump sum fixed fee for the work. Day rates should be clearly stated.
- CV(s)
- Details of relevant insurance(s)
- Applicants should define the amount of time that would be committed to this project for the stated fee.

## 8.0 Tender Assessment

Tenders will be assessed against the criteria stated below:

Criteria	Weighting
Price (note maximum fee for this work of circa £29,000 including all expenses but excluding VAT)	20%
Recent relevant project management experience, skills and qualifications including experience of working on projects involving volunteers	40%
Knowledge of National Lottery Heritage Fund processes and requirements	15%
Previous experience/understanding of working within the historic ships sector	15%
Project evaluation experience	10%

TSSP reserves the right to interview selected candidates only following a desktop assessment.

## 9.0 Submission of Tenders

(i) Tenders must be submitted no later than **5.00pm on Friday 31 May 2019**.

Tenders should be submitted electronically as follows:

**Email to Graham Mackenzie at [graham@ss-shieldhall.co.uk](mailto:graham@ss-shieldhall.co.uk)**

Subject header: Tender Proposal: Project Manager, Steamship Shieldhall

(ii) During the tender period, should the tenderer wish to present questions or seek clarification, requests will only be considered by email at the following:  
[graham@ss-shieldhall.co.uk](mailto:graham@ss-shieldhall.co.uk)

(iii) **Interviews:** TSSP reserves the right to interview selected candidates only following a desktop assessment. Interviews will take place in w/c 10 June 2019.

(iv) Tender Key Dates

Closing date for submission of tenders	5.00pm on Friday 31 May 2019
Interviews	w/c 10 June 2019
Indicative Appointment Date	w/c 17 June 2019
Project Completion	31 <sup>st</sup> December 2020 (anticipated)