

Appendix 8: Strategic Plan

1 INTRODUCTION

“A trust port, in common with any commercial undertaking, requires effective strategic direction based on a complete understanding of the direction being taken and its associated opportunities and risks.”¹

This document sets out the broad strategic direction to be followed by the Gloucester Harbour Trustees (GHT) for the benefit and wellbeing of the harbour, its users, stakeholders and beneficiaries.

2 PURPOSE

To manage and regulate a safe, efficient, cost-effective and sustainable harbour operation for the benefit of all harbour users and the wider community.

3 OBJECTIVES

- To maintain the national standards prescribed for trust ports and the requirements of the Port Marine Safety Code to which GHT first certified compliance in January 2002 and regularly confirms continuing compliance as required by the MCA, most recently in January 2012.
- To fulfil its statutory responsibilities whilst meeting the changing needs of all users of the Gloucester Harbour.
- To maximise the quality and value for money of its services and maintain its conservancy dues and pilotage charges at a competitive level.

4 POLICIES

In order to achieve its purpose and strategic objectives GHT has established the following policies. These are dealt with in greater detail in the Gloucester Harbour Management Plan.

5 SAFETY

GHT will follow best practice in safely managing the harbour by meeting the national standards for safety as laid down in the Port Marine Safety Code and incorporated in GHT's own Safety Management Plan.

Key Policies

- To make byelaws and promulgate pilotage directions, general directions, notices to mariners and make this and other guidance notes widely available to ensure the safety of navigation within the Gloucester Harbour

¹ The Trust Port Review: National Standards of Accountability for Trust Port Members published by the Department for the Environment, Transport and the Regions (DETR)

- To review all legislation, byelaws and directions on a regular basis to ensure they are fit for purpose
- To protect the general public, as far as is reasonably practicable, from any danger arising from marine activities within the Gloucester Harbour
- To ensure, so far as is reasonably practicable, the safety at work of its employees and others affected by its activities
- To review regularly the risks and hazards and establish control measures to reduce risks to as low as reasonably practicable (ALARP)
- To appoint a 'designated person' to be responsible for auditing GHT's safety policies and plans.

6 PILOTAGE

GHT will maintain the pilotage services necessary to meet the navigational needs of vessels subject to compulsory pilotage using the Gloucester Harbour, as safely, efficiently and economically as practicable. Other vessels including leisure craft may be offered such services on request.

Key Policies

- To examine and licence pilots in full compliance with the Pilotage Act 1987, the Port Marine Safety Code and the National Occupational Standards for Marine Pilots
- To promote close working between the pilots and the officers of GHT
- To keep the requirements of the pilotage service under regular review including the professional standards, training and authorisation of pilots and pilotage exemption certificate holders
- To provide a safe boarding and landing service for the pilots together with appropriate rest facilities.

7 CONSERVANCY

GHT will provide, maintain and update navigation aids to facilitate the safe passage of vessels within the Gloucester Harbour.

Key Policies

- To ensure that all its navigation aids are maintained to the relevant standards
- To add or update navigation aids where this improves navigational safety or increases operational efficiency, complies with modern health and safety standards and/or reduces operating costs

- To pursue modern cost-effective methods in maintenance activities including hydrographic surveying and, if necessary, dredging.

8 ENVIRONMENTAL PROTECTION

In carrying out its statutory duties both of a specific and general nature, GHT will have regard to its duty to fulfil its various environmental responsibilities.

Key Policies

- To demonstrate that GHT has properly considered environmental issues when licensing (or otherwise approving) or undertaking activities which 'require a decision to be made' through use of an environmental checklist
- To protect as far as is reasonably practicable within the powers and resources available to the Trustees the environment of the Gloucester Harbour
- To liaise with other statutory and non-statutory environmental agencies in relation to environmental matters within the Gloucester Harbour
- To promote environmental awareness among its officers, the Gloucester Pilots and harbour users.

9 GENERAL MANAGEMENT

GHT will support commercial activity within the Gloucester Harbour through the provision of pilotage and conservancy services at competitive cost, and the regulation of shipping within the Gloucester Harbour limits.

Key Policies

- To implement the provisions of the Trust Port Review, the Guide to Good Governance and Modernising Trusts Ports 2
- To ensure that proper emergency and contingency procedures are in place
- To manage the assets of GHT effectively and efficiently
- To recruit appropriately qualified staff and ensure that they receive relevant training to maintain satisfactory standards of competence
- To take account of anti-discrimination legislation in its activities

10 FINANCE

GHT will fix its charges annually so as to cover its costs and provide reasonable reserves to meet unforeseen contingencies. These charges will be reviewed at regular intervals through the year to ensure that GHT's financial position remains stable.

Pilotage - Key Policy

- To fix pilotage charges at a level which will produce sufficient income to finance a safe, efficient and cost effective pilotage service and provide a reasonable reserve fund.

Conservancy – Key Policy

- To fix conservancy dues at a level which will finance the cost of providing, maintaining and updating navigation aids to the highest reasonable standards and provide a reasonable reserve fund after taking into account the contributions received towards these costs from other sources.

11 CONSULTATION

GHT will promote the concept of openness and accountability embodied in the Trust Port Review Standards and Modernising Trust Ports 2.

Key Policies

- To provide information about the Trustees and their work on the Trustees' website
- To promote the work of the Advisory Body which represents local interest groups within the Gloucester Harbour
- To host an annual lunch when stakeholders will have an opportunity to meet the Trustees and discuss matters of mutual interest.

12 MONITORING

GHT will monitor the implementation of its Key Policies and take appropriate steps to correct any non-compliance or reduction in performance and will receive regular reports from its officers on all aspects of its work at its bi-monthly meetings.

13 REVIEW

This document will be reviewed regularly by the Trustees and, if necessary, amended so that it remains relevant and meets the changing needs of the harbour, its stakeholders and beneficiaries.

Further information can be accessed via GHT's web site: www.gloucesterharbourtrustees.org.uk or GHT's office: Navigation House, The Docks, Sharpness, Berkeley, GL13 9UD: 01453 811913.