

**Harbour Board****26 May 2015****Management Accounts for Harbour Board:  
2014/15 – Draft Outturn at Quarter 4****F-024-F****Report Presented by Executive Manager -  
Finance****Corporate Services****1. Summary**

- 1.1 The purpose of this report is to enable the Harbour Board to note the financial performance of services within its remit. This report details the outturn position on net controllable costs for revenue and capital, and will be subject to final accounting and audit adjustments as part of the year end accounts process.
- 1.2 The outturn position for services under the remit of the Board is an increased surplus of £2.408m on revenue and an underspend of £484k on capital against approved budgets.

**2. Decision Required**

2.1 That the Harbour Board RESOLVE to:

- note the Management Accounts showing the draft outturn position; and
- note the proposed budget carry-forwards which will be included in the overall Draft Outturn Report to be presented for approval at Policy & Resources Committee on 27 May 2015.

**3. Detail**

- 3.1 On 11 December 2013 (SIC Min Ref: 109/13) the Council approved the 2014/15 revenue and capital budgets for the Council (including the General Fund, Harbour Account, Housing Revenue Account and Spend to Save) requiring a draw from reserves of £14.793m. This was an unsustainable

draw and therefore it is vital to the economic wellbeing of the organisation that the budget was delivered, as any overspending would result in a further draw on reserves.

## **Revenue**

- 3.2 The revenue outturn position is an increase in surplus of £2.408m (102%) which means that Ports & Harbours Operations will provide a higher surplus to reserves than their Council approved budget. The main reasons for variances are shown on Appendix 1 attached.

## **Capital**

- 3.3 The capital outturn position is an underspend of £484k (52%) which means that Ports & Harbours Operations are on course to spend less than their Council approved budget. The main reasons for variances are shown on Appendix 2 attached.

## **4. Implications**

### Strategic

#### 4.1 Delivery On Corporate Priorities

There is a specific objective within the Corporate Plan to ensure that the Council is “living within our means” with a range of measures which will enable the Council to achieve financial sustainability over the next four years, and line up spending with priorities and continue to have significant reserves.

The Medium Term Financial Plan also includes a stated objective to achieve financial sustainability over the lifetime of the Council.

#### 4.2 Community /Stakeholder Issues – None.

#### 4.3 Policy And/Or Delegated Authority

Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Board may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council. The Council approved both revenue and capital budgets for the 2014/15 financial year. This report provides information to enable the Board to note the financial performance of the services within its remit against the approved budgets.

#### 4.4 Risk Management - None.

#### 4.5 Equalities, Health And Human Rights – None.

#### 4.6 Environmental – None.

## Resources

### 4.7 Financial

- 4.7.1 The 2014/15 Council budget was not sustainable because it required a draw on reserves in excess of the returns that the fund managers can make on average in a year.

For every £1m of reserves spent (in excess of a sustainable level) means that the Council will have to make additional savings of £50,000 each year in the future as a result of not being able to invest that £1m with fund managers to make a return.

It was therefore vital that the Council delivered its 2014/15 budget, as any overspend would result in a further unsustainable draw on reserves which would have the long term consequences as explained above.

- 4.7.2 The outturn revenue position for Ports & Harbours Operations is an increased surplus of £2.408m against approved budget.

- 4.7.3 The outturn capital position for Ports & Harbours Operations is an underspend of £484k against approved budget.

- 4.7.4 In line with the Medium Term Financial Plan Budget Carry Forward Scheme, £484k of the capital underspend is requested to be carried forward into 2015/16 to meet commitments for existing projects which are not yet complete.

- 4.8 Legal – None.

- 4.9 Human Resources – None.

- 4.10 Assets And Property – None.

## **5. Conclusions**

- 5.1 The outturn position for Ports & Harbours Operations is an increased surplus of £2.408m on revenue and an underspend of £484k on capital project spend against approved budget.

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## List of Appendices

Appendix 1 – Harbour Board – Draft Revenue Outturn Position 2014/15

## Appendix 2 – Harbour Board – Draft Capital Outturn Position 2014/15

Background documents:

[SIC Budget Book 2014-15, SIC 11 December 2013](#)

END

## 1. Harbour Board – Draft Revenue Outturn Position 2014/15

Description	Annual Budget 2014/15 £000	Draft Outturn 2014/15 £000	Budget v Draft Outturn Variance (Adv)/ Pos £000
Sullom Voe	(263)	(920)	657
Scalloway	(178)	(1,018)	840
Other Piers	477	29	448
Terminals	(2,260)	(2,708)	448
Contribution from Marine Fund	(138)	(153)	15
<b>Total Controllable Costs</b>	<b>(2,362)</b>	<b>(4,770)</b>	<b>2,408</b>

Explanation of the main variances by service:

### 1.1 Sullom Voe – outturn variance £657k (249%)

- underspending on fuel due to global low fuel price £384k;
- reduction in management & engineering charges due to vacancies relating to competitive job market £350k;
- reduced requirement for revenue contribution to capital rolling programmes mainly due to underspending on Gluss navigational aids which is further explained in Appendix 2 £149k;
- increased income from Harbour throughput agreement due to fluctuating oil price, exchange rate and indices £99k;
- 5 less tanker movements than anticipated resulting in 80 tanker movements in 2014/15 (£354k).

### 1.2 Scalloway – outturn variance £840k (472%)

- increased income from accommodation barge and vessel remaining longer than expected, relating to harbour dues, storage & laydown charges, equipment hire and metered water £658k;
- increased fish and salmon landings due to current general upturn in the fishing industry with higher fish stocks and increased quotas £137k.

### 1.3 Other Piers - outturn variance £448k (94%)

- increased income from fish and salmon landings, annual dues and storage charges at Cullivoe due to the current general upturn in the fishing industry with higher fish stocks and increased quotas £93k;
- increased income from salmon landings at Mid Yell £66k;

- reduction in management and engineering support charges due to vacancies relating to competitive job market £204k;
- scheduled works to Out Skerries navigational aids delayed due to pressure of other priority work £50k.

#### **1.4 Terminals – outturn variance £448k (20%)**

- management changes resulting in delays in work schedule for repairs & maintenance across all terminals £448k.

## 2. Harbour Board – Draft Capital Outturn position 2014/15

Description	Annual Budget 2014/15  £000	Draft Outturn 2014/15  £000	Budget v Draft Outturn Variance (Adv)/ Pos £000
Ports & Harbours	923	439	484
<b>Total Costs</b>	<b>923</b>	<b>439</b>	<b>484</b>
Less budget carry-forwards	484	0	484
<b>Revised Total</b>	<b>439</b>	<b>439</b>	<b>0</b>

Explanation of the main variances:

### 2.1 Ports & Harbours Operations – outturn variance £484k (52%)

- slippage on the Terminals Life Extension programme of £358k, which is ongoing and fully committed and will therefore require to be carried forward to 2015/16;
- slippage on navigational aid works at Gluss due to difficulty in finding a supplier, which has now been resolved, and the project will proceed as planned in 2015/16 requiring a carry forward of £126k.





**Harbour Board****26 May 2015****Pilotage Accounts for Harbour Board:  
2014-15 - Quarter 4 (April 2014 – March 2015)****F-026-F****Report Presented by Executive Manager -  
Finance****Corporate Services****1.0 Summary**

- 1.1 The purpose of this report is to enable the Harbour Board to monitor the financial performance of the pilotage services provided by the Council.
- 1.2 This report presents the outturn position for the 2014/15 year as at the end of the fourth quarter.
- 1.3 The outturn position shows an additional surplus of £43k against annual budget.

**2.0 Decision Required**

- 2.1 That the Harbour Board RESOLVE to review the Pilotage Accounts showing the outturn position at Quarter 4.

**3.0 Detail**

- 3.1 There is a requirement to prepare accounts relating to pilotage under Section 14 of the Pilotage Act 1987.
- 3.2 The details of what must be included in these accounts are set out in regulations (The Statutory Harbour Undertakings (Pilotage Accounts) (Regulations) 1988, SI 1988/2216).

The accounts must show the details of:

- revenue from pilotage charges and details of the use of pilotage exemption certificates; and

- total expenditure incurred in providing the service of a pilot, providing, maintaining and operating any pilot boats and administrative or other associated costs.
- 3.3 These accounts must be available for inspection by the public at the harbour authority's offices. Members of the public shall be able to buy a copy for a reasonable fee.
- 3.4 The Council is also under a duty to keep accounts in respect of the "harbour undertaking" in accordance with section 65 of the Zetland County Council Act 1974, (ZCC Act). Pilotage is part of the harbour undertaking and as such should appear in those accounts. Any surplus on the harbour undertaking is credited to the Reserve Fund set up under Section 67 of the ZCC Act.
- 3.5 The Pilotage Accounts for the period 1 April 2014 to 31 March 2015 are attached as Appendix 1.

## **4.0 Implications**

### Strategic

- 4.1 Delivery On Corporate Priorities  
This report contributes to the Corporate Plan by ensuring that good-quality information is provided regularly.
- 4.2 Community /Stakeholder Issues – None.
- 4.3 Policy And/Or Delegated Authority  
Section 2.1.2(3) of the Council's Scheme of Administration and Delegations states that the Board may exercise and perform all powers and duties of the Council in relation to any function, matter, service or undertaking delegated to it by the Council; more specifically referred to in paragraph 2.7.
- 4.4 Risk Management – Failure to keep Pilotage Accounts would place the Council in breach of its legal duties.
- 4.5 Equalities, Health And Human Rights – None.
- 4.6 Environmental – None.

### Resources

#### 4.7 Financial

The overall outturn position shows an additional surplus of £43k (89%) against annual budget. At Sullom Voe this relates to less tanker traffic than anticipated, no requirement for helicopter use in boarding & landing, and an underspend on training due to delays in implementation to 2015/16. There was a reduced charge for management and engineering support costs at Scalloway due to vacancies.

- 4.8 Legal – The Council has statutory obligations to keep separate accounts in respect of the harbour undertaking and also separate pilotage accounts. Section 3(1) of the ZCC Act states that the harbour undertaking means "the harbour undertaking for the time being of the Council authorised by this Act". This means that the harbour undertaking must be considered only in terms of what the Council is authorised or duty bound to do under the ZCC Act. Pilotage is part of the harbour undertaking and income and expenditure is accounted for accordingly.
- 4.9 Human Resources – None.
- 4.10 Assets And Property – None.

## **5.0 Conclusions**

- 5.1 This report presents the Quarter 4 Pilotage Accounts for 2014/15 to the Board for review. The overall outturn position is an additional surplus of £43k against budget.

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### List of Appendices

Appendix 1 – 2014/15 Quarter 4 Pilotage Accounts

### Background documents:

None

END



	Sullom Voe			Scalloway			Overall		
	Annual Budget	Actual Outturn	Variance (Adv)/Fav	Annual Budget	Actual Outturn	Variance (Adv)/Fav	Annual Budget	Actual Outturn	Variance (Adv)/Fav
	£	£	£	£	£	£	£	£	£
Charges in respect of :									
Boarding & Landing	-448,809	-403,417	(45,392)	-10,676	-18,431	7,755	-459,485	-421,848	(37,637)
Pilotage Services provided as authorised by section 10(1) of the Use of PEC issued as authorised by section 10(3) of the Pilotage Act 1987	-1,047,199	-1,022,138	(25,061)	-48,277	-47,319	(958)	-1,095,476	-1,069,457	(26,019)
	0	0	0	0	0	0	0	0	0
<b>TOTAL INCOME</b>	<b>-1,496,008</b>	<b>-1,425,555</b>	<b>(70,453)</b>	<b>-58,953</b>	<b>-65,750</b>	<b>6,797</b>	<b>-1,554,961</b>	<b>-1,491,305</b>	<b>(63,656)</b>
Boarding & Landing	438,989	432,282	6,707	2,797	2,626	171	441,786	434,908	6,878
Pilotage	693,433	695,883	(2,450)	22,773	24,901	(2,128)	716,208	720,784	(4,578)
<b>Sub-Total Employee Costs</b>	<b>1,132,422</b>	<b>1,128,165</b>	<b>4,257</b>	<b>25,570</b>	<b>27,527</b>	<b>(1,957)</b>	<b>1,157,992</b>	<b>1,155,692</b>	<b>2,300</b>
Boarding & Landing	10,143	6,580	3,563	896	2,717	(1,821)	11,039	9,297	1,742
Pilotage	4,489	3,245	1,244	122	330	(208)	4,611	3,575	1,036
<b>Sub-Total Supplies &amp; Services</b>	<b>14,632</b>	<b>9,825</b>	<b>4,807</b>	<b>1,018</b>	<b>3,047</b>	<b>(2,029)</b>	<b>15,650</b>	<b>12,872</b>	<b>2,778</b>
Boarding & Landing	101,628	59,409	42,219	11,485	7,111	4,374	113,113	66,520	46,593
Pilotage	3,191	1,068	2,123	32	0	32	3,223	1,068	2,155
<b>Sub-Total Transport &amp; Mobile Plant</b>	<b>104,819</b>	<b>60,477</b>	<b>44,342</b>	<b>11,517</b>	<b>7,111</b>	<b>4,406</b>	<b>116,336</b>	<b>67,588</b>	<b>48,748</b>
Boarding & Landing	6,877	6,915	(38)	0	0	0	6,877	6,915	(38)
Pilotage	652	265	387	6	0	6	658	265	393
<b>Sub-Total Property &amp; Fixed Plant</b>	<b>7,529</b>	<b>7,180</b>	<b>349</b>	<b>6</b>	<b>0</b>	<b>6</b>	<b>7,535</b>	<b>7,180</b>	<b>355</b>
Meeting Liabilities under Part III of the Act	0	0	0	0	0	0	0	0	0
Boarding & Landing	137,457	59,820	77,637	210	38	172	137,667	59,858	77,809
Pilotage	44,353	84,905	(40,552)	27,400	12,240	15,160	71,753	97,145	(25,392)
<b>Sub-Total Admin and Other Costs</b>	<b>181,810</b>	<b>144,725</b>	<b>37,085</b>	<b>27,610</b>	<b>12,278</b>	<b>15,332</b>	<b>209,420</b>	<b>157,003</b>	<b>52,417</b>
<b>TOTAL EXPENDITURE</b>	<b>1,441,212</b>	<b>1,350,372</b>	<b>90,840</b>	<b>65,721</b>	<b>49,963</b>	<b>15,758</b>	<b>1,506,933</b>	<b>1,400,335</b>	<b>106,598</b>
<b>NET TOTAL</b>	<b>-54,796</b>	<b>-75,183</b>	<b>20,387</b>	<b>6,768</b>	<b>-15,787</b>	<b>22,555</b>	<b>-48,028</b>	<b>-90,970</b>	<b>42,942</b>



**Harbour Board****26 May 2015****Ports and Harbours Performance Report - 2014/15 - Quarter 4****PH-06-15F****Executive Manager- Change Programme****Infrastructure Services Department****1.0 Summary**

- 1.1 This report summarises the activity and performance of the Ports and Harbours Service for the reporting period above. Progress reports are submitted to the Harbour Board on a quarterly basis to allow Members to monitor the delivery and progress of the plan.

**2.0 Decisions Required**

- 2.1 The Harbour Board should discuss the contents of this report and make any relevant comments on progress against priorities to inform further activity within the remainder of this year, and the planning process for next and future years.

**3.0 Detail**

- 3.1 Progress against the action plan key aims, objectives and actions, core performance measures and key risk management activities of the Service is set out in the Appendices to this report.
- 3.2 The Harbour Board is invited to comment on any issues which they see as significant to sustaining and improving service delivery.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – Consultation with customers and other stakeholders is on-going as an integral part of each aspect of service delivery.
- 4.3 Policy And/Or Delegated Authority –

4.3.1 The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they:

“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”

4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – The actions, measures and risk management described in this report will be delivered within existing approved budgets and are aimed at ensuring delivery of the Council's agreed budget strategy.

4.8 Legal – None.

4.9 Human Resources - None.

4.10 Assets And Property – None.

## **5.0 Conclusion**

5.1 The Ports and Harbours Service Plan is the key performance management document for the Service. It sets out our aims, objectives and actions for the year. This report demonstrates good progress against the priorities identified in the Service Plan.

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14 May 2015

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#### List of Appendices

Appendix 1 – Ports and Harbours Q4 2014/15 - Progress on Actions

Appendix 2 – Ports and Harbours Q4 2014/15 - Performance Indicators



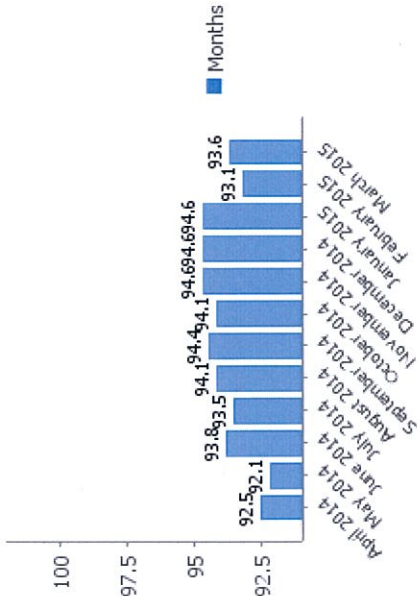


Service		Ports And Harbours								
Area	Business Activity	Action Ref	Aim/Objective	Action	Targets	Time Scales				
							Q1	Q2	Q3	Q4
PHA1	Pilotage Operations, Sullom Voe	1.1	To ensure succession planning in view of age profile of existing pilots	Consider training of new pilots	Succession Plan In Place	Jan-15	g	g	g	g
		1.2	Provide a reliable service	Provide ongoing Pilotage service on request.	95% of service requests met	Mar-15	g	g	g	g
		1.3	Ensure trained and competent Pilots	Undertake VTS and pilotage refresher training	Training completed	Mar-15	g	g	g	g
PHA2	Pilotage operations, Scalloway	2.1	Provide a reliable service	Provide ongoing Pilotage service on request.	95% of service requests met	Mar-15	g	g	g	g
PHA3	Towage services, berthing, sailings, push-up, fire and stand-by	3.1	Bring Solan and Bonxie into full service	Address directional stability issues with Solan and Bonxie.	Vessels Re Introduced	Jun-14	g	g	g	a
		3.2	Provide a reliable service	Ensure availability of 4 tugs for harbour operations	95% of service requests met	Mar-15	g	g	g	g
PHA4	Mooring / pilot boat activities including mooring, unmooring and pollution	4.1	To reduce the difficulties associated with shift change over's	Review System of work to ensure availability of launch service	Improved system of work agreed and implemented	Oct-14	a	a	a	a
		4.2	Provide a reliable service	Ensure availability of Launch Service	95% of service requests met	Mar-15	g	g	g	g
PHA5	Operation of Scalloway port, including Fish Market and pilot support	5.1	Increase Income and safeguard employment opportunities for the future	Implement recommendations of the business development plan for Scalloway	Primary recommendations implemented or reported to Harbour Board / Gateway process as applicable	Mar-15	g	g	g	g
		5.2	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review	Revised SMS and Risk Assessments implemented	Jun-14	a	a	g	g
PHA6	SV Harbour Ops inc VTS	6.1	Ensure continued safe and efficient operation in line with PMSC	Conclude and Implement Navigational Risk Assessment and SMS review	Revised SMS and Risk Assessments implemented	Jun-14	a	a	g	g
		6.2	Provide a reliable service	Ensure Availability of VTS service	100% availability	Mar-15	g	g	g	g
PHA7	Support services, including accounts and reception	7.1	Provide a clear picture of the financial position of the service	Ensure timely processing of financial records	95% of invoices paid within 30 days	Mar-15	g	g	g	g
PHA8	Management function, including Harbourmaster, Port Engineer, Engineer Superintendent etc	8.1	Increase Income and safeguard employment opportunities for the future	Develop and Commission a long term business development plan for Sullom Voe	Consultants commissioned by Dec 13, Study Completed by May 14 Reported to Harbour Board by July 14	Jul-14	a	a	g	g
		8.2	Ensure trained and competent management staff (Harbourmaster and Deputy Harbourmaster	Ensure plans are in place to cover retirement of current HM and future retirement of DHM	New Harbourmaster to be in post to allow appropriate hand-over	Feb-15	g	g	g	g
		8.3	All contracts are let in line with Council procurement procedures	All contracts are let in line with Council procurement procedures	All contracts are compliant	Aug-14	a	a	a	a
		8.4	Increase use of facilities.	Implement Marketing strategy using web site and social media where appropriate	Marketing strategy implemented	Mar-15	g	g	g	g
PHA9	Jetty maintenance	9.1	Jetties continue to be maintained to required standards	Monitor effectiveness of contract for Jetty Maintenance	Monitor effectiveness of contract for Jetty Maintenance	Mar-15	g	g	g	g
		9.2	Jetties continue to be maintained to required standards	undertake life extension works to jetty structures	Life extension works completed on jetty 3	Dec-14	g	g	g	g



PHA10	Maintenance other than tugs	10.1	To reduce the net operating costs of the Service	Review Balta Sound small craft berthing facility	Review recommendations reported to Harbour Board	Jun-14	a	a	g	g
PHA11	Maintenance Team	11.1	Ongoing Maintenance costs are appropriately identified and risks are managed in line with available resources	Develop a 10 year asset management strategy and programme for small	Strategy and programme reported to Council	Mar-15	g	g	g	g
PHA12	Small ports	12.1	To allow for an improvement to the Historic Dock and appropriately manage risks to the Council	Transfer small dock at Symbister to Shetland Amenity Trust	Complete Transfer	Jun-14	r	r	r	r
PHA13	Building maintenance, SV	13.1	To Identify synergies across Infrastructure Services to deliver effective and efficient service.	Monitor Building Maintenance	Monitor Building Maintenance	Mar-15	g	g	g	g
PHA14	Maintenance, other such as nav aids etc	14.1	Replace existing lights and light towers at Gluss with modern LED lighting	Progress discussions with supplier with a view to preparing an application for Capital funding	Complete Gateway process for consideration in a future years capital programme	Nov-14	g	a	a	a
		14.2	Existing VTS radar system obsolete and spares no longer manufactured.	Obtain proposals for replacement within next 5 years	Complete Gateway process for consideration in a future years capital programme	Dec-14	g	r	a	a
PHA15	Maintenance, plant and vehicles	15.1	To maintain the life expectancy of the vessel	Shot Blast and Paint one mooring boat	works completed	Mar-15	g	g	g	g
PHA16	Sella Ness Kitchen	16.1	To provide appropriate welfare facilities for staff without providing subsidised meals.	Ensure that Kitchen operates without subsidy	Kitchen breaks even	Mar-15	g	g	g	g
						Red	1	2	1	1
						Amber	6	7	4	5
						Green	20	18	22	21

# Monthly Performance Indicators - Harbour Master & Port Operations

Generated on: 11 May 2015

Full-time equivalents in Harbour Master & Port Operations - Contracted Hours only																													
	<div>OPI-4A-HM FTE (Contracted Hours) - Harbour Master &amp; Port Operations</div>  <table><caption>OPI-4A-HM FTE (Contracted Hours) - Harbour Master &amp; Port Operations</caption><thead><tr><th>Month</th><th>FTE (Contracted Hours)</th></tr></thead><tbody><tr><td>April 2014</td><td>92.5</td></tr><tr><td>May 2014</td><td>92.1</td></tr><tr><td>June 2014</td><td>93.8</td></tr><tr><td>July 2014</td><td>93.5</td></tr><tr><td>August 2014</td><td>94.1</td></tr><tr><td>September 2014</td><td>94.4</td></tr><tr><td>October 2014</td><td>94.1</td></tr><tr><td>November 2014</td><td>94.6</td></tr><tr><td>December 2014</td><td>94.6</td></tr><tr><td>January 2015</td><td>93.1</td></tr><tr><td>February 2015</td><td>93.6</td></tr><tr><td>March 2015</td><td>93.6</td></tr></tbody></table>			Month	FTE (Contracted Hours)	April 2014	92.5	May 2014	92.1	June 2014	93.8	July 2014	93.5	August 2014	94.1	September 2014	94.4	October 2014	94.1	November 2014	94.6	December 2014	94.6	January 2015	93.1	February 2015	93.6	March 2015	93.6
Month	FTE (Contracted Hours)																												
April 2014	92.5																												
May 2014	92.1																												
June 2014	93.8																												
July 2014	93.5																												
August 2014	94.1																												
September 2014	94.4																												
October 2014	94.1																												
November 2014	94.6																												
December 2014	94.6																												
January 2015	93.1																												
February 2015	93.6																												
March 2015	93.6																												
Note		Short Trend																											
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend																											
	FTE (Contracted Hours) - Infrastructure Directorate	434	<b>Purpose &amp; Guidance</b>																										
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Sick %age - Harbour Master & Port Operations	3.5%	This PI is a measure of headcount, at the moment it only includes contracted hours. It does not include hours worked beyond contract (either straight-time or time-and-a-half overtime). It does not include hours worked by Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.																										



Temporary Staff (FTE) in Harbor Mastr & Port Ops																																
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	March 2015 result 9.5	<div>OPI-4At-HM Temporary Staff (FTE) - Harbor Mastr &amp; Port Ops</div> <table><thead><tr><th>Month</th><th>FTE</th></tr></thead><tbody><tr><td>March 2014</td><td>8.6</td></tr><tr><td>April 2014</td><td>8.6</td></tr><tr><td>May 2014</td><td>8.6</td></tr><tr><td>June 2014</td><td>8.6</td></tr><tr><td>July 2014</td><td>8.9</td></tr><tr><td>August 2014</td><td>9.6</td></tr><tr><td>September 2014</td><td>11.1</td></tr><tr><td>October 2014</td><td>11.1</td></tr><tr><td>November 2014</td><td>12.1</td></tr><tr><td>December 2014</td><td>12.1</td></tr><tr><td>January 2015</td><td>9.9</td></tr><tr><td>February 2015</td><td>9.5</td></tr><tr><td>March 2015</td><td>9.5</td></tr></tbody></table>			Month	FTE	March 2014	8.6	April 2014	8.6	May 2014	8.6	June 2014	8.6	July 2014	8.9	August 2014	9.6	September 2014	11.1	October 2014	11.1	November 2014	12.1	December 2014	12.1	January 2015	9.9	February 2015	9.5	March 2015	9.5
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Service/Directorate	Harbour Master & Port Operations	12-month Trend	Improving	<div>↑</div>																												
	Temporary Staff (FTE) - Infrastructure Directorate			<div>Purpose &amp; Guidance</div> <p>This PI is a measure of the number of FTE staff on temporary contracts. These temporary staff ARE also included in the total FTE (Contracted Hours) PI. It does not include the hours they work beyond their contract (either straight-time or time-and-a-half overtime). It does not include Relief staff, and it does not include hours worked by "passed-to" staff (those staff with multiple contracts who only receive one payslip). Work is ongoing to address these omissions.</p>																												
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Temp Contracts Ending in Harbor Mastr & Port Ops																												
	<div><div>OPI-4AtI-HM Temp Contracts Ending - Harbour Mastr &amp; Port Ops</div><div><div>March 2016 result 0</div><div><table><thead><tr><th>Month</th><th>Count</th></tr></thead><tbody><tr><td>May 2015</td><td>0</td></tr><tr><td>June 2015</td><td>0</td></tr><tr><td>July 2015</td><td>0</td></tr><tr><td>August 2015</td><td>0</td></tr><tr><td>September 2015</td><td>0</td></tr><tr><td>October 2015</td><td>1</td></tr><tr><td>November 2015</td><td>1</td></tr><tr><td>December 2015</td><td>2</td></tr><tr><td>January 2016</td><td>2</td></tr><tr><td>February 2016</td><td>3</td></tr><tr><td>March 2016</td><td>2</td></tr></tbody></table></div></div></div>				Month	Count	May 2015	0	June 2015	0	July 2015	0	August 2015	0	September 2015	0	October 2015	1	November 2015	1	December 2015	2	January 2016	2	February 2016	3	March 2016	2
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Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Temp Contracts Ending - Directorate - Infrastructure Services	0	<b>Purpose &amp; Guidance</b> This PI shows when current temporary contracts are due to end. These temporary staff ARE included in the total FTE (Contracted Hours) PI.																									

Days lost due to sickness in Harbour Master & Port Operations																															
March 2015 result 102	<div>OPI-4B-HM Days Sick - Harbour Master &amp; Port Operations</div> <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>March 2014</td><td>145</td></tr><tr><td>April 2014</td><td>96</td></tr><tr><td>May 2014</td><td>89</td></tr><tr><td>June 2014</td><td>95</td></tr><tr><td>July 2014</td><td>135</td></tr><tr><td>August 2014</td><td>61</td></tr><tr><td>September 2014</td><td>36</td></tr><tr><td>October 2014</td><td>21</td></tr><tr><td>November 2014</td><td>38</td></tr><tr><td>December 2014</td><td>69</td></tr><tr><td>January 2015</td><td>105</td></tr><tr><td>February 2015</td><td>102</td></tr><tr><td>March 2015</td><td>102</td></tr></tbody></table>			Month	Days Sick	March 2014	145	April 2014	96	May 2014	89	June 2014	95	July 2014	135	August 2014	61	September 2014	36	October 2014	21	November 2014	38	December 2014	69	January 2015	105	February 2015	102	March 2015	102
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Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	→																												
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Days Sick - Infrastructure Directorate	440	<b>Purpose &amp; Guidance</b>  This indicator shows the number of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.																												
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Days lost due to long-term sickness in Harbour Master & Port Operations																														
	<div>OPI-4BI-HM Days Sick (Long-term) - Harbour Master &amp; Port Operations</div> <table><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>March 2014</td><td>92.1</td></tr><tr><td>April 2014</td><td>83.4</td></tr><tr><td>May 2014</td><td>88</td></tr><tr><td>June 2014</td><td>114</td></tr><tr><td>July 2014</td><td>114</td></tr><tr><td>August 2014</td><td>39</td></tr><tr><td>September 2014</td><td>30</td></tr><tr><td>October 2014</td><td>9</td></tr><tr><td>November 2014</td><td>30</td></tr><tr><td>December 2014</td><td>56</td></tr><tr><td>January 2015</td><td>84</td></tr><tr><td>February 2015</td><td>114</td></tr></tbody></table>				Month	Days Sick	March 2014	92.1	April 2014	83.4	May 2014	88	June 2014	114	July 2014	114	August 2014	39	September 2014	30	October 2014	9	November 2014	30	December 2014	56	January 2015	84	February 2015	114
Month	Days Sick																													
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Note		Short Trend	Improving	↑																										
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Getting Worse	↓																										
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Days Sick (Long-term) - Infrastructure Directorate	264	<b>Purpose &amp; Guidance</b> This PI measures the number of days, in the overall total number of sick days, that are classed as part of a long-term sickness. Long-term sickness is sickness episode which lasts 4 weeks or more. All Executive Managers should already be aware of absences which last more than 4 weeks.																											

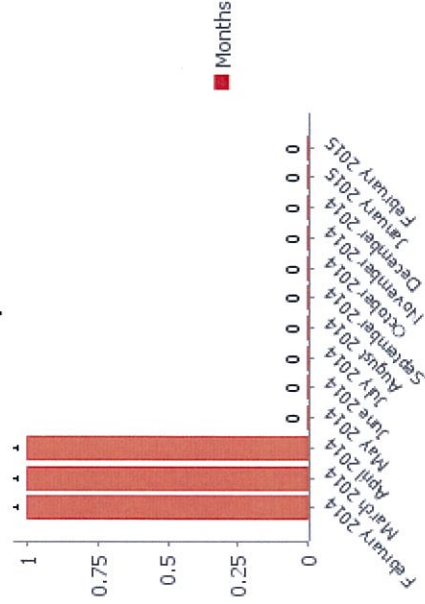


Days lost due to short-term sickness in Harbour Master & Port Operations																														
OPI-4Bs-HM Days Sick (Short-term) - Harbour Master & Port Operations																														
<table><caption>OPI-4Bs-HM Days Sick (Short-term) - Harbour Master &amp; Port Operations</caption><thead><tr><th>Month</th><th>Days Sick</th></tr></thead><tbody><tr><td>March 2014</td><td>4</td></tr><tr><td>April 2014</td><td>6</td></tr><tr><td>May 2014</td><td>7</td></tr><tr><td>June 2014</td><td>22</td></tr><tr><td>July 2014</td><td>21</td></tr><tr><td>August 2014</td><td>22</td></tr><tr><td>September 2014</td><td>6</td></tr><tr><td>October 2014</td><td>12</td></tr><tr><td>November 2014</td><td>8</td></tr><tr><td>December 2014</td><td>13</td></tr><tr><td>January 2015</td><td>21</td></tr><tr><td>February 2015</td><td>32</td></tr></tbody></table>					Month	Days Sick	March 2014	4	April 2014	6	May 2014	7	June 2014	22	July 2014	21	August 2014	22	September 2014	6	October 2014	12	November 2014	8	December 2014	13	January 2015	21	February 2015	32
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Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Days Sick (Short-term) - Infrastructure Directorate	92	Purpose & Guidance	This PI measures the number of days, in the overall total number of sick days, that are classed as part of a short-term sickness. Short-term sickness is sickness episode which lasts less than 4 weeks.																										



# Very Long-term Sick Headcount in Harbour Master & Port Operations

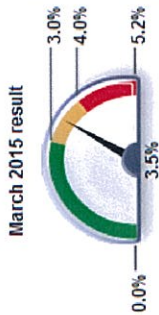
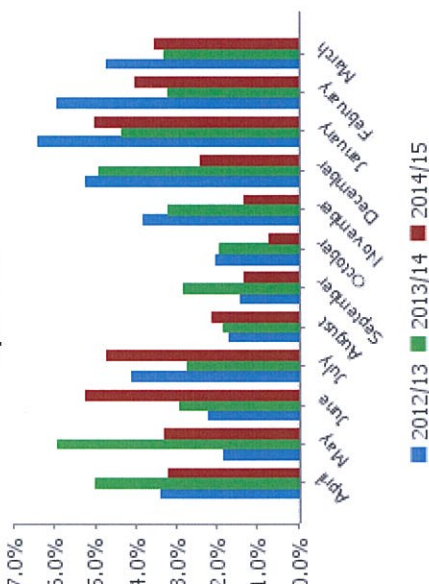
OPI-4Bvl-HM Very Long-term Sick - Harbour Master & Port Operations

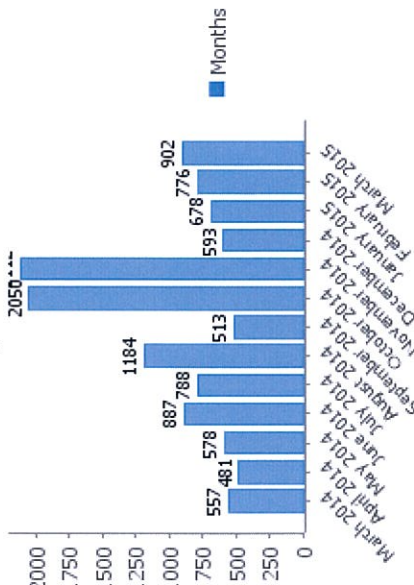


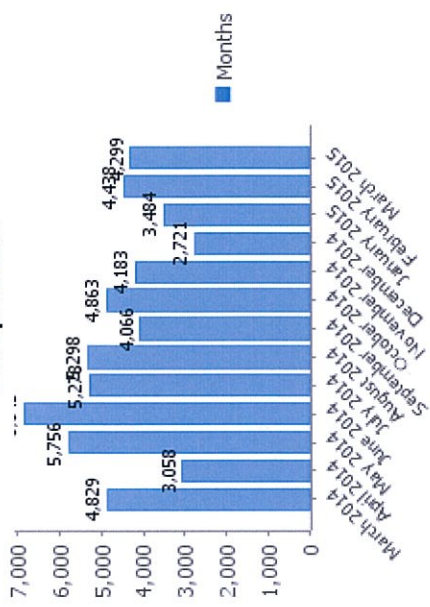
February 2015 result  
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Note		Short Trend	No Change	
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving	↑
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Very Long-term Sick - Infrastructure Directorate	1	<b>Purpose &amp; Guidance</b> This PI measures the number individuals who have been sick for over 6 months. All Executive Managers and Directors should already be aware of staff in their areas that have been absent for extended periods of time.	

## Percentage Rate Of Sickness in Harbour Master & Port Operations

 <p>March 2015 result</p>	<p><b>OPI-4C-HM Sick %age - Harbour Master &amp; Port Operations</b></p>  <p>■ 2012/13 ■ 2013/14 ■ 2014/15</p>		
<b>Note</b>		Improving	↑
<b>Service/Directorate</b>	Harbour Master & Port Operations; Infrastructure Services Directorate	Getting Worse	↓
<b>Linked Performance Indicators (Indicators that affect, and are affected by this indicator)</b>	<b>Short Trend</b>	<b>12-month Trend</b>	<b>Purpose &amp; Guidance</b> This indicator shows the percentage of CALENDAR days that are "absent due to sickness", it does not measure "working days". It does not include compassionate leave, Maternity/Paternity or any other leave other than sickness. It does not take into account whether a person is on full-pay, half-pay or zero-pay.
	FTE (Contracted Hours) - Harbour Master & Port Operations	93.6	
	Days Sick - Harbour Master & Port Operations	102	
	Sick %age - Infrastructure Directorate	4.0%	

Overtime Hours in Harbour Master & Port Operations (non-contractual)																																
March 2015 result 902	<div>OPI-4E-HM Overtime Hours - Harbour Master &amp; Port Operations</div>  <table><caption>Monthly Overtime Hours (March 2014 - March 2015)</caption><thead><tr><th>Month</th><th>Overtime Hours</th></tr></thead><tbody><tr><td>March 2014</td><td>557</td></tr><tr><td>April 2014</td><td>481</td></tr><tr><td>May 2014</td><td>578</td></tr><tr><td>June 2014</td><td>887</td></tr><tr><td>July 2014</td><td>788</td></tr><tr><td>August 2014</td><td>1184</td></tr><tr><td>September 2014</td><td>513</td></tr><tr><td>October 2014</td><td>593</td></tr><tr><td>November 2014</td><td>678</td></tr><tr><td>December 2014</td><td>776</td></tr><tr><td>January 2015</td><td>902</td></tr><tr><td>February 2015</td><td>2050</td></tr><tr><td>March 2015</td><td>902</td></tr></tbody></table> <div>Months</div>				Month	Overtime Hours	March 2014	557	April 2014	481	May 2014	578	June 2014	887	July 2014	788	August 2014	1184	September 2014	513	October 2014	593	November 2014	678	December 2014	776	January 2015	902	February 2015	2050	March 2015	902
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Note		Short Trend	Getting Worse	➡																												
Service/Directorate	Harbour Master & Port Operations; Infrastructure Services Directorate	12-month Trend	Improving	➡																												
Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Overtime Hours - Infrastructure Directorate	5123	<b>Purpose &amp; Guidance</b> This PI measures non-contractual, time-and-a-half, overtime hours. It does not include hours worked beyond contract where these are straight time (e.g. a 20 hour per week person working 30 hours one week). It does not include contractual overtime (e.g. the 5 hours contracted overtime that most ferry staff have).																													

Employee Miles Claimed in Harbour Master & Port Operations																																
<div>March 2015 result 4,299</div>	<div>OPI-4G-HM Employee Miles Claimed - Harbour Master &amp; Port Operations</div>  <table><caption>Monthly Employee Miles Claimed (March 2014 - March 2015)</caption><thead><tr><th>Month</th><th>Miles Claimed</th></tr></thead><tbody><tr><td>March 2014</td><td>4,829</td></tr><tr><td>April 2014</td><td>3,058</td></tr><tr><td>May 2014</td><td>4,829</td></tr><tr><td>June 2014</td><td>5,756</td></tr><tr><td>July 2014</td><td>5,258</td></tr><tr><td>August 2014</td><td>4,863</td></tr><tr><td>September 2014</td><td>4,066</td></tr><tr><td>October 2014</td><td>4,183</td></tr><tr><td>November 2014</td><td>4,438</td></tr><tr><td>December 2014</td><td>3,484</td></tr><tr><td>January 2015</td><td>2,721</td></tr><tr><td>February 2015</td><td>4,438</td></tr><tr><td>March 2015</td><td>4,299</td></tr></tbody></table>				Month	Miles Claimed	March 2014	4,829	April 2014	3,058	May 2014	4,829	June 2014	5,756	July 2014	5,258	August 2014	4,863	September 2014	4,066	October 2014	4,183	November 2014	4,438	December 2014	3,484	January 2015	2,721	February 2015	4,438	March 2015	4,299
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Linked Performance Indicators (Indicators that affect, and are affected by this indicator)	Employee Mileage/Vehicle Cost - Harbour Master & Port Operations	£3,102	<b>Purpose &amp; Guidance</b> This is the number of miles claimed by employees for mileage done in their own vehicles. Some mileage may have been done in earlier months, this is usually due to late mileage claims by employees.																													
	Employee Miles Claimed - Infrastructure Directorate	13,704																														

**Harbour Board****26 May 2015****Ports and Harbours Service Plan – 2015-16****PH-07-15F****Executive Manager- Change Programme****Infrastructure Services  
Department****1.0 Summary**

- 1.1 This report presents the 2015-16 Ports and Harbours Service Plan for Harbour Board member's information and comment.

**2.0 Decisions Required**

- 2.1 The Harbour Board should discuss the contents of this report and make any relevant comments on progress against priorities to further inform the planning process and the actions of Ports and Harbours for this year.

**3.0 Detail**

- 3.1 Aims, objectives and actions, core performance measures and key risk management activities of the Ports and Harbours Service are set out in the Service Plan attached to this report at appendix 1.
- 3.2 The Harbour Board is invited to comment on any aspect of this plan which they see as significant to sustaining and improving service delivery.

**4.0 Implications**Strategic

- 4.1 Delivery On Corporate Priorities – Effective Planning and Performance Management are key features of the Council's Improvement Plan.
- 4.2 Community /Stakeholder Issues – Consultation with customers and other stakeholders is on-going as an integral part of each aspect of service delivery.
- 4.3 Policy And/Or Delegated Authority –



4.3.1 The Council's Constitution – Part C - Scheme of Administration and Delegations provides in its terms of reference for Functional Committees (2.3.1 (2)) that they:

“Monitor and review achievement of key outcomes in the Service Plans within their functional area by ensuring –

- (a) Appropriate performance measures are in place, and to monitor the relevant Planning and Performance Management Framework.
- (b) Best value in the use of resources to achieve these key outcomes is met within a performance culture of continuous improvement and customer focus.”

4.4 Risk Management – Embedding a culture of continuous improvement and customer focus are key aspects of the Council's improvement activity. Effective performance management is an important component of that which requires the production and consideration of these reports. Failure to deliver and embed this increases the risk of the Council working inefficiently, failing to focus on customer needs and being subject to further negative external scrutiny.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – The actions, measures and risk management described in this report will be delivered within existing approved budgets and are aimed at ensuring delivery of the Council's agreed budget strategy.

4.8 Legal – None.

4.9 Human Resources - None.

4.10 Assets And Property – None.

## **5.0 Conclusion**

5.1 The Ports and Harbours Service Plan is the key performance management document for the Service. It sets out our aims, objectives and actions for the year.

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*John Smith, Change Programme*  
01595 744201  
[jrsmith@shetland.gov.uk](mailto:jrsmith@shetland.gov.uk)  
14 May 2015

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#### List of Appendices

Appendix 1 – [Ports and Harbours 2015/16 Service Plan](#)

## Ports and Harbours - 2015-16 Service Plan



Supporting Infrastructure Department's vision:  
**“Securing the Best for Shetland”**

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## Introduction

Every year, each Service within the Council is required to produce a Service Plan for the following year. This Service Plan provides an overview of the Harbour Master & Port Operations Service for 2015/16, the Harbour Master & Port Operations Service is in the Infrastructure Directorate. This plan contains information on major activities, aims, objectives, actions, targets, performance indicators and risks.

Service plans are approved and “signed off” at Director Level as part of the Executive Manager’s Employee Review and Development process.

## Vision Statement

The Harbour Master & Port Operations Service is committed to supporting the Infrastructure Directorate's Vision of "Securing the Best for Shetland" by the provision of a safe, efficient, cost effective port operation service that meets the needs of our customers and stakeholders and provides income to the Shetland Islands Council for the support of Council services.

Our vision is to:

- providing quality services which are reliable and meet the needs of our customers;
- being realistic about the resources we have to deliver our outcomes and manage public expectations about what those resources can achieve;
- delivering Best Value;
- achieving long-term sustainability;
- delivering all our services safely;
- meeting our statutory requirements and delivering compliant services;
- recognising the value and investing in our most important asset - our staff, and providing a positive workplace with training and career development;
- maintaining a 'Can-do' attitude;
- building relationships external to Shetland to promote Shetland's outcomes and develop Shetland based solutions for Shetland issues;
- protecting and improving the environment;
- facilitating change and challenging the way we do things;
- anticipating the future needs of customers and developing our service accordingly using innovation to develop new solutions;
- building positive relationships between Members and Officers in order to work together to deliver Corporate Plan outcomes.

## Drivers for Change

The Service's key aims and priorities for 2015/16 priorities are:

- working safely to protect people, the environment and the larger economy
- maintaining our existing assets and developing long term plans for the provision of safe and effective, best value port services;

- retaining and developing a suitably qualified, trained and motivated work force; so we ensure staff feel valued and supported particularly through periods of challenge and change.
- reducing the environmental impact of our activities and making longer term plans to adapt to climate change.

The loss of key staff and recruitment of suitably qualified and experienced individuals to fill these positions are pressures on Harbour Master and Port Operations; we need to develop service workforce plans that are flexible enough to respond to the current market in particular:

- loss to private sector
- recruitment issues
- age demographic
- sex demographic
- reduced motivation and wellbeing of staff due to new and additional work pressures
- market forces and higher industry standard wages
- local housing issues causing recruitment problems
- perceived lack of career progression
- reduced opportunities for training and development
- perceived loss of job security

The Council needs to achieve financial sustainability and this budget pressure will continue to impact on Harbour Master and Port Operations; so we need to:

- prepare plans for cyclical expenditure – 5 year capital programme;
- develop lifecycle costing for assets and plant;
- achieve a cost recovery plan for replacement and maintenance of assets;
- develop businesses models for asset investment and spend to save over longer periods based on borrowing finance;

As the Directorate delivers a number of statutory services and some highly regulated services and legislative change is an ongoing driver for service change; so in this coming year we need to respond to changes in legislation:

- New qualification regime for marine staff STCW qualification requirement and ongoing revalidation;

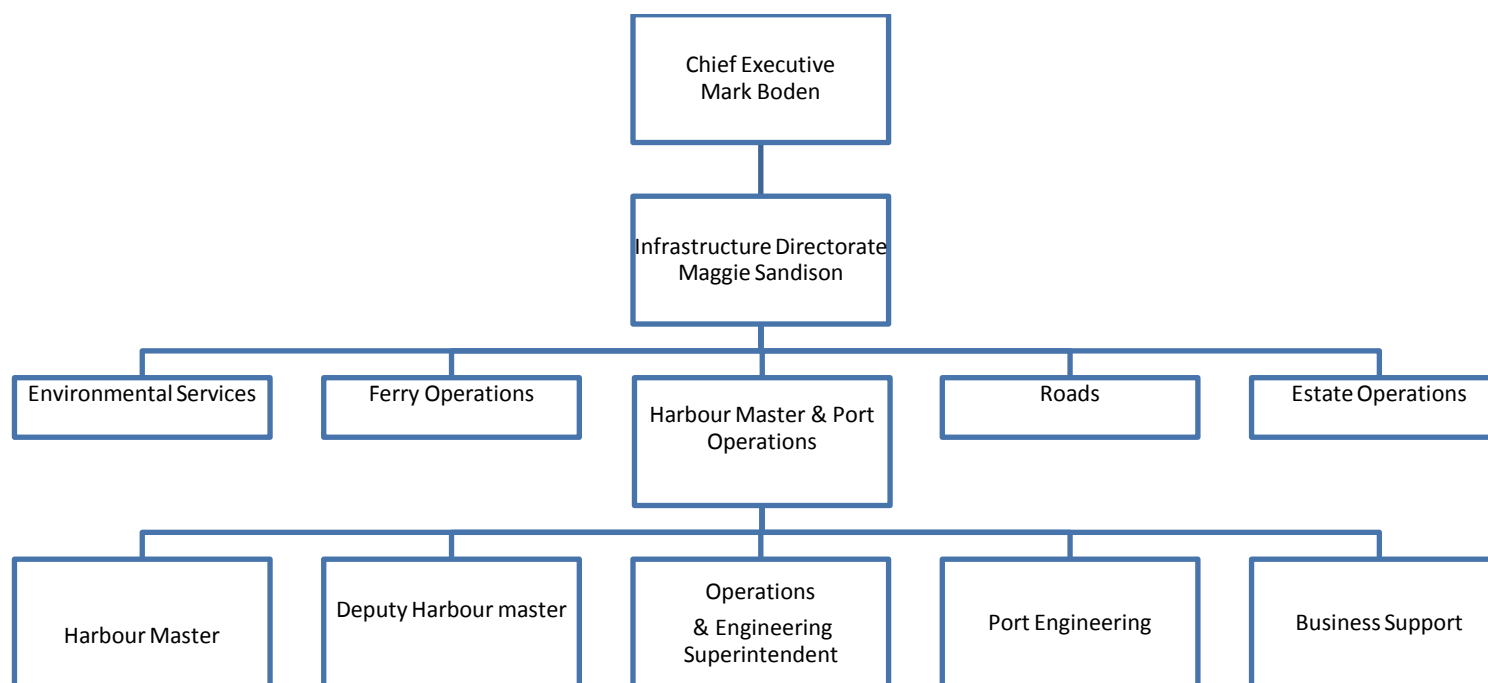
## About Us

The Service has been in place since mid 1970's and was placed in the Infrastructure Department following the Council organisation and management re-structure in 2011.

The Service comprises a statutory and commercial function to operate ports and harbours owned by the Shetland Islands Council

## Who We Are

This Service sits within the Infrastructure Department is lead by the Director of Infrastructure (Maggie Sandison) the following Services are also in the Infrastructure Department: (Environmental Services, Ferry Operations, Roads and Estate Operations) Organisational Chart



Harbour Master – Peter Morgan: 12 Full Time  
Deputy Harbour Master – Paul Bryant: 16 Full Time + 13 Relief  
Port Engineering – Andrew Inkster: 13 Full Time  
Operations & Engineering – David Hopwood: 36 Full Time + 5 Relief  
Business Support – Sheena Summers: 9 Full Time + 16 Part Time + 2 Relief  
Executive Manager – John Smith: 5 Full Time

## **Locations**

The Harbour Master & Port Operations Service main office and facilities are located at Sella Ness with a further office and facilities at Scalloway.

## **Governance**

The Harbour Master & Port Operations Service is part of the Infrastructure Directorate and reports to the Harbour Board.

The Service's performance is reported to the Directorate Management Team monthly and PIs from this plan is reported to the Harbour Board 4 times per year as part of the Department's quarterly performance report.

The "Designated Persons" report is also reported to the Harbour Board quarterly alongside the performance report.

## **Regulation and Compliance**

Shetland Islands Council exercises jurisdiction as a Statutory Harbour Authority and where applicable as Competent Harbour Authority and is required to exercise control of its operations under the Department for Transport 'Port Marine Safety Code' and the International Standards Organization (ISO) 9001:2008 for business Quality Management.

As a ship operator the Shetland Islands Council is required to exercise operational management of its marine assets by use of Safety Management Systems complying with International Safety Management Code and The Code of Practice for the Safety of Small Workboats and Pilot Boats.

The Harbour Master & Port Operations Service operates to be in compliance with applicable codes, guidelines, standards and best practice as recommended by the IMO, MCA, HSE, Government legislation, Classification Societies and the maritime and port industries.

## **What We Do**

Executive Manager is responsible for the safe operation of the ports and harbours under the SIC control;

- Finance, HR, PPMF and other management functions
- Strategic Project definition and leadership

Harbour Master is responsible for the safe operation of the ports and harbours under the SIC control;

- Safety of Navigation within Harbour Area
- Operation of the Pilot service
- Operation of the Vessel Traffic Services
- Safety of Piers, Jetties and Ports
- Management of Scalloway harbour and other SIC small ports

Deputy Harbour Master is responsible for the launch service, audit and risk assessment;

- Operation of the Pilot Launch and Mooring Boat service
- Pollution response
- Incident investigation
- SMS, ISO and ISM vessel audit

Operations and Engineering Superintendant is responsible for the operation and manning, engineering and maintenance on SIC tugs;

- Designated Person Ashore
- Certification for vessels and crew
- MCA liaison
- Charters

Dry docking and refits  
Procurement  
Lloyds liaison  
Contract supervision

Port Engineer is responsible for the maintenance of SIC piers, jetties, ports, infrastructure, nav. aids and harbour craft;

Maintenance contracts  
Procurement  
Plant, vehicles and machinery  
Sella Ness stores and workshop  
ISPS Port Security Officer

Business Support Manager is responsible for the financial and administration support;

Finance, Administration, Reception and Kitchens  
Invoicing  
Nominated insurance person

## **Our Customers**

The Harbour Master and Port Operations Service maintains 19 ports and harbours and 16 dedicated ferry terminals across Shetland. We expect to provide services to 98 tankers in 2015/16 plus numerous other vessels from fishing, aquaculture, offshore oil, supply and general cargoes vessels.

## **Our Costs and Income**

## Harbour Master & Port Operations Service Plan 2015/16

Harbour Account	Number of Staff (FTE)	Gross Expenditure	Income	Net Budget	Capital Budget
Harbour Master and Port Operations	105.35	14,656,912	(21,176,648)	(6,519,736)	320,000
Total Gas Plant Contribution	0	0	(1,349,000)	(1,349,000)	0
<b>Total</b>	<b>105.35</b>	<b>14,656,912</b>	<b>(22,525,648)</b>	<b>(7,868,736)</b>	<b>320,000</b>

### Funding and resources

The infrastructure Directorate has made savings of £6.3 million since 2012/13 including the £320k required for 2015/16. The reduction in savings requirement for 2015/16 was due to the substantial service reviews undertaken in previous years already having delivered the majority of the savings required to achieve the target operating budget set out in the Council's Medium Term Financial Plan. Infrastructure Services accounts for 20% of the overall Council General Fund budget and 100% of the Harbour Account budget.

### Aims and Objectives

Aims/Priorities	Action
Working safely to protect people, the environment and the larger economy of	Maintenance and delivery of safe operating procedures and relevant service maintenance and delivery plans to ensure Ports and Harbours are operated



Aims/Priorities	Action
Shetland	effectively, efficiently and economically.
Maintaining our existing assets to provide services safely, effectively and efficiently now and into the future.	Complete Refendering of Jetty 2 Replace VTS radar at Sullom Voe to maintain safe operations Replace Gluss Lights Review Maintenance planning and recording arrangements for Tugs Develop a Small Ports Maintenance Plan Develop the business case and project plan, to provide suitable fishmarket facilities within Scalloway Harbour
Developing long term plans for the provision of cost effective port services which place our customers' needs at the forefront of our decision making whilst providing best value for the public funds invested in our services and infrastructure;	Achieve a sustainable future for Sullom Voe Harbour in partnership with Government and the Oil industry Deliver a Scalloway Harbour Project plan to develop the harbour infrastructure to support West of Shetland Oil & Gas and other future developments Deliver a marketing strategy for Scalloway Harbour to maximise usage and income
Retaining and developing a suitably qualified, trained and motivated work force and ensure staff feel valued and supported particularly through periods of challenge and change.	Harbour Master appointment Launch Crew Shift pattern New Tugs operations Pilot arrangements Workforce planning Meeting the requirements of a new qualification regime for marine staff STCW qualification requirement and ongoing revalidation
Reducing the environmental impact of our activities and making longer term plans to adapt to climate change.	

<b>Actions for 2015/16</b>					
<b>Title/Heading</b>	<b>Team</b>	<b>Start</b>	<b>End</b>	<b>Output</b>	<b>Supported Aims/Objectives</b>
<b>Effective Management Systems</b>					
Keeping up to date and following safe arrangements to ensure effective, efficient and economic operations.	Harbour Operations	April 2015		All Marine Safety Systems and their effective use have been reviewed and validated	Working safely, delivering best value services.
Ensure renewal of "Designated Person" arrangements.	Harbour Operations	April 2015	May 2015	"Designated Person" and appropriate supporting arrangements and reporting is in place	Working safely, delivering best value services.
Review Maintenance Management arrangements for Tugs.	Towage Operations	April 2015			Working safely, maintain assets and delivering best value services
Ensure all contracts are let in line with Council procurement procedures.	All	April 2015			Delivering best value services
Ensure stores are managed in line with Audit recommendations.	Port Engineering	April 2015			Delivering best value services
<b>Technical Projects</b>					
Complete Refendering of Jetty 2.	Port Engineering	2014	September 2015	Jetty 2 operational	Maintaining assets and delivering best value services
Replace VTS radar at Sullom Voe to maintain safe operations.	Port Engineering	2014	April 2016	New systems in place and operational	Working safely, maintain assets and delivering best value services

<b>Actions for 2015/16</b>					
<b>Title/Heading</b>	<b>Team</b>	<b>Start</b>	<b>End</b>	<b>Output</b>	<b>Supported Aims/Objectives</b>
Replace Gluss Lights.	Port Engineering	May 2015	September 2015	New lights in place and operational	Working safely, maintain assets and delivering best value services
Develop new Tugs usage.	Towage Operations	2012			Working safely, maintain assets and delivering best value services
Undertake essential maintenance at Scalloway Fishmarket.	Port Engineering	April 2015	November 2015	Maintenance works complete	Working safely, maintain assets and delivering best value services
Develop a Small Ports Maintenance Plan and undertake appropriate maintenance	Port Engineering	2014		Plan complete	Working safely, maintain assets and delivering best value services
Transfer small dock at Symbister to Shetland Amenity Trust	Port Engineering	2014		Plan complete	Working safely, maintain assets and delivering best value services
<b>Workforce Planning and Development</b>					
Meeting the requirements of a new qualification regime for marine staff STCW qualification requirement and ongoing revalidation.	Harbour Operations & Towage Operations	April 2015	2016		Working safely, developing our workforce and delivering best value services
Harbourmaster appointment	Harbour Operations	April 2015	August 2015	Harbourmaster in Post	Working safely, developing our workforce and delivering best value services
New Pilot appointment	Harbour Operations	April 2015	August 2015	New Pilot in Post	Working safely, developing our workforce and

<b>Actions for 2015/16</b>					
<b>Title/Heading</b>	<b>Team</b>	<b>Start</b>	<b>End</b>	<b>Output</b>	<b>Supported Aims/Objectives</b>
					delivering best value services
Launch Skipper & Launch Crew Appointments	Harbour Operations	April 2015	August 2015	New Staff in Post	Working safely, developing our workforce and delivering best value services
Pilot Launch shift arrangements	Harbour Operations	-		Issue resolved	Developing our workforce and delivering best value services
VTS Shift Arrangements	Harbour Operations	-		Arrangements reviewed and adapted if recommended	Developing our workforce and delivering best value services
Workforce planning for coming years	All	May 2015	October 2015	Workforce development plan agreed	Working safely, developing our workforce and delivering best value services
<b>Strategic Planning</b>					
Investigate and plan a sustainable future for Sullom Voe Harbour in partnership with Government and the Oil industry	All	2014	December 2015	Preferred Option established and business case documented	Working safely, developing our workforces and developing long term provision of safe and effective best value port services.
Deliver a Scalloway Harbour Project plan to develop the harbour infrastructure to support West of Shetland Oil & Gas and other future	All	2014	September 2015	Preferred Option established and business case documented	Working safely, developing our workforces and developing long term provision of safe and

**Actions for 2015/16**

Title/Heading	Team	Start	End	Output	Supported Aims/Objectives
developments					effective, best value port services.
Small Ports plan developed to decide future of these assets	All	April 2015	Mar 2016	Small Ports Maintenance and development Plan for 5 / 10 / 20 years	Working safely and developing long term provision of safe and effective best value port services.

The Directorate level actions or most strategically significant operational actions to be delivered are set out in the Directorate Plan and will be monitored each quarter by the Directorate Management Team and Committee Members as part of the quarterly reviews. The key actions for this service are set out in this operational Service plans.

**Risks to Delivery & Risk Register**

Almost certain	5	10	15	20	25
Likely	4	8	12	16	20
Possible	3	6	9	12	15
Unlikely	2	4	6	8	10
Rare	1	2	3	4	5

Harbour Master & Port Operations Service Plan 2015/16

	Insignificant	Minor	Significant	Major	Catastrophic
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Rating	Descriptor	Description
5	Almost certain	I would not be at all surprised if this happened within the next few months
4	Unlikely	I would be mildly surprised if this occurred, but cannot entirely rule out the possibility
3		I think this could maybe occur at some point, but not necessarily in the immediate future
2		I think this could occur sometime in the coming year or so
1		I would be very surprised to see this happen, but cannot entirely rule out the possibility

Risk	Details	Residual Likelihood	Residual impact	Residual Risk Rating and Current Risk profile	Current and planned Control Measure	Target Likelihood	Target Impact	Target Risk Rate	Lead Officer
Escape of pollutant	Pollution incident from shore or operations, collision, grounding, uncontrolled release from vessels	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increased cost of working	High (5)	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff, robust emergency response plan	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage	High (5)	Harbour Master / Executive Manager

## Harbour Master &amp; Port Operations Service Plan 2015/16

			>£1m				Financial loss/ increase d cost of working >£1m		
Loss of revenue income	Loss of income from downturn in business	Almost certain (5)	Major (4) Financial loss £500k to £1m	High (20)	Budget controls, monthly monitoring, ongoing attention to markets, working with customers to maintain demand	Possible (3)	Major (4) Financial loss £500k to £1m	High (12)	Harbour Master / Executive Manager
Physical - People / Property - Other	Many ships/ vessels use the port, much of the larger area is of special interest or protected	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increased cost of working >£1m	High (5)	Safety Management System, Vessel Traffic Service, Compulsory pilotage, Qualified and competent staff, robust emergency response plan	Rare (1)	Catastrophic (5) Impact on the whole of Shetland, permanent environmental damage, Financial loss/ increase d cost of working >£1m	High (5)	Harbour Master / Executive Manager
Policies - effect of	Failure to plan for the future investment required in infrastructure replacement, repairs or	Possible (3)	Major (4) Financial loss/ increased	High (12)	SIC Borrowing policy and strategy agreed in December 2013, fleet review ongoing, Infrastructure asset replacement	Unlikely (2)	Significant (3) Financial loss/	Medium (6)	Harbour Master / Executive Manager

Harbour Master & Port Operations Service Plan 2015/16

	maintenance		cost of working £500k to £1m, Impact on several communities		strategy in place and climate change planning being undertaken		increased cost of working £100k to £500k,		
Accidents /Injuries Staff/Pupils/ Clients/ Others	Ports and Harbours delivers a range of heavy engineering and transport services	Likely (4)	Major (4) Major injury to several people or death of an individual, Litigation/ fine £250k to £1m	High (16)	Health and Safety systems, safe systems of work in place, restructure being implemented which will ensure permanent staff are appointed to significant posts which impact on management of health and safety.	Unlikely (2)	Significant (3) Financial loss/ increased cost of working £100k to £500k,	Medium (6)	Harbour Master / Executive Manager
Breach of Legislation - Data Protection, Human Rights, Employment Practice, Health and Safety etc	Failure to deliver a statutory duty or comply with legislation including EU procurement legislation, Carbon reduction	Possible (3)	Major (4) Litigation/ claim/ fine £250k to £1m	High (12)	Awareness raising, training and monitoring in place, staff have a better understanding of requirements, more pre-planning for large expenditure Development of Carbon management plan and climate change planning	Rare (1)	Major (4) Litigation/ claim/ fine £250k to £1m	Low (4)	Harbour Master / Executive Manager
Key staff - loss of	Loss of key staff, failure to recruit to key roles (	Likely (4)	Significant (3) Financial loss/ increased cost of	High (12)	Workforce planning project. Restructure being implemented	Unlikely (2)	Minor (2) Increased cost of working	Low (4)	Harbour Master / Executive Manager



			working £100k to £500k, Impact on a local community, Local press or public interest				£10k to £100k		
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In addition to the information managed through the Councils Corporate Risk Register operational risks are also recorded and managed using the MarNIS Port Assessment Toolkit.

## Performance Indicators

### Performance Indicators from Council Wide Performance Measures

Indicators / Measure	Council		Infrastructure Directorate		Harbour Master & Port Operations Service 2014/15		Performance Statement	Improvement Statement
	2014/15 (Projected)	2015/16 Target	2014/15 (Projected)	2015/16 Target	2014/15 (Projected)	2015/16 Target		
Sickness Absence Rates	3.9%	3.9%	3.6%		5.2%			
Employee Review and Development Meetings	26%	100%	21%	100%	24%	100%		

Indicators / Measure	Council		Infrastructure Directorate		Harbour Master & Port Operations Service 2014/15		Performance Statement	Improvement Statement
held in Policy Period (Mar-May)								
Employee Review and Development Meetings held in the previous 12 months (as at Jan 2015)	57%	100%	60%	100%	59%	100%		
Return to Work Interviews	N/A	100%		100%		100%		

## Key Service Indicators

Ports and Harbours Performance Measures are recorded and reported on the MarNIS Port Assessment Toolkit and reviewed in accordance with the applicable Marine Safety Management System procedure.

	Performance Measure	Performance 2012/13	Performance 2013/14	Performance 2014/15	Target 2015/16	Performance Statement	Improvement Statement
	Number of completed marine incident/accident reports for Sullom Voe and Scalloway Harbour reviewed by the Technical Working Group expressed as a percentage of all			100%	100%	All incidents and accidents must be entered onto the MarNIS Port Assessment Toolkit and reviewed in accordance with the	

	Performance Measure	Performance 2012/13	Performance 2013/14	Performance 2014/15	Target 2015/16	Performance Statement	Improvement Statement
	completed marine incident/accident reports					applicable Marine Safety Management System procedure.	
	Number of hours in which Sullom Voe's Traffic Organisation Service (TOS) VTS functioned as a fully operational service expressed as a percentage of the total number of operational hours.			100%	100%	VTS has functioned continuously as a Traffic Organisation Service (TOS) VTS1 from 00:00 hours on 21 January 2014 to 00:00 hours on 21 January 2015.	
	Number of Marine Risk Assessments for Sullom Voe, Scalloway Harbour and the Small Ports exceeding the review date as a percentage of the total number of marine risk assessments.			100%	100%	All risk assessments for Sullom Voe, Scalloway and the Small Ports have been entered onto the MarNIS Port Assessment Toolkit database. No assessments are overdue.	
	Number of port marine employees with in date qualifications required for			100%	100%	All 37 employees undertaking port marine activities and	

	Performance Measure	Performance 2012/13	Performance 2013/14	Performance 2014/15	Target 2015/16	Performance Statement	Improvement Statement
	their job role, expressed as a percentage of the total number of employees undertaking port marine activities and requiring job specific qualifications.					requiring 'essential' job specific qualifications hold the necessary in-date qualifications.	
	Availability of Aids to Navigation (in three classification bands) expressed as a percentage of total availability over the three year period 21 January 2012 to 21 January 2015			KPI IALA Category 1 Availability 99.94%  KPI IALA Category 2 Availability 99.46%  KPI IALA Category 3 Availability 99.55%	Target 99.80%  Target 99.00%  Target 97.00%	The availability of all aids to navigation exceeds the target set by the Northern Lighthouse Board.	

## Contact Details

Peter Morgan Harbour Master Service 1 Address 1 Address 2 Postcode e-mail Phone Number	Deputy Harbour Master – Paul Bryant Service 2 Address 1 Address 2 Postcode e-mail Phone Number	Port Engineering – Andrew Inkster Service 3 Address 1 Address 2 Postcode e-mail Phone Number	Operations & Engineering – David Hopwood: Service 4 Address 1 Address 2 Postcode e-mail Phone Number	Business Support – Sheena Summers: Service 5 Address 1 Address 2 Postcode e-mail Phone Number	Executive Manager – John Smith: Address 1 Address 2 Postcode e-mail Phone Number
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**Harbour Board****26 May 2015****Harbourmaster's Report****PH-05-15F****Acting Harbourmaster****Infrastructure Services Department****1.0 Summary**

- 1.1 The purpose of this report is to brief and inform the Port Marine Safety Code (PMSC) Duty Holder of the professional concerns and current status as reported by the Harbourmaster.

**2.0 Decision Required**

- 2.1 That the Harbour Board resolve to consider the content of this report in its role as Duty Holder, and note that the necessary management and operational mechanisms are in place to fulfill that function.

**3.0 Detail**

- 3.1 Designated Person. Captain Trevor Auld, appointed as the designated person (Harbour Board Min. ref. 29/12), provides independent assurance directly to the Duty Holder that the marine safety management system, for which the duty holder is responsible, is working effectively. Captain Auld's report is attached as Appendix 1 and he is scheduled to attend the Harbour Board meeting on the 26<sup>th</sup> May 2015.
- 3.2 Incidents. Six incidents were reported since the last report was presented to the Harbour Board on 24 February 2015 and are listed in the table below.

Incident	Date	Vessel	Incident	Examination Panel	Officers Actions	Status
Scalloway	06.02.2015	Ocean Way	Made contact with Gemini	03.03.2015	Reviewed at panel	Closed
Scalloway	22.02.2015	NS Consul	Master's communication skills	30.03.2015	Protest letter to owners through agent  Owners feedback 25.03.2105, Master replaced, vessel now acceptable	Closed

Scalloway	27.02.2015	Umlma	Defective AIS, low L.S. Sulphur bunkers	Due 08.2015	Protest letter to owners through agent	Awaiting feedback
Sullom Voe	28.03.2015	Alfa Britannia	Delay in berthing	Due 08.2015	Independent investigation	
Sullom Voe	16.04.2015	Phoenix Beacon	Delay in sailing due to documentation	Due 08.2015	To report to TWG	
Scalloway	26.04.2015	Vos Fabulous	Made contact with Gemini	Due 08.2015	Reported to MAIB 29.04.2015	

## 4.0 Implications

### Strategic

- 4.1 Delivery On Corporate Priorities – The actions in this report will contribute to the outcomes in the Council’s Corporate Plan 2013/17 of:

“Helping build a healthy economy and strong communities”

“To be able to provide high-quality and cost-effective services to people and communities in Shetland, our organisation has to be run properly”

“We are determined that we will be run to the very highest standards”

- 4.2 Community /Stakeholder Issues – Community and stakeholders have a vested interest in ensuring that port operations are managed and operated safely and in accordance with legislation and industry best practice.

- 4.3 Policy And/Or Delegated Authority – The Scheme of Administration and Delegations states that the role and authority of the Harbour Board is:

4.3.1 Strategic oversight and direction in all aspects of the operation of the Council’s harbour undertaking in accordance with overall Council policy and the requirements of the Port Marine Safety Code; and

4.3.2 Act as Duty Holder required by the Port Marine Safety Code and ensure that the necessary management and operational mechanisms are in place to fulfill that function; and

4.3.3 To consider all development proposals and changes of service level within the harbour undertaking, including dues and charges, and make appropriate recommendations to the Council.

- 4.4 Risk Management – Failure to comply with the requirements of the PMSC could lead to regulatory action.

- 4.4 Equalities, Health And Human Rights – None.

- 4.5 Environmental – None.

### Resources

- 4.6 Financial – There are no direct financial implications to this report.

- 4.7 Legal – None.

- 4.8 Human Resources – None.



4.9 Assets And Property – None.

## **5.0 Conclusion**

5.1 This report is an update of current issues in the operation of Ports and Harbours within Shetland.

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For further information please contact:

*Peter Morgan, Acting Harbourmaster*

*[peter.morgan@shetland.gov.uk](mailto:peter.morgan@shetland.gov.uk)*

14 May 2015

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### List of Appendices

Appendix 1 Designated Person Report – Captain Trevor Auld

Background documents: None



## Designated Person Report – 26 May 2015

This Designated Person report is provided as an independent view on Shetland Islands Council's (SIC) performance against the requirements and standards under the latest edition of the Port Marine Safety Code (PMSC). The report is submitted to the SIC Harbour Board, and copied to the Director of Infrastructure and Acting Harbour Master for information.

### Introduction

Since my written report to the Harbour Board meeting of 24 February 2015 I have maintained a regular dialogue on marine matters with the SIC's Acting Harbour Master through telephone calls and an exchange of emails. I have also monitored both the SIC's website <http://www.shetland.gov.uk> and SIC's ports specific website <http://www.shetland.gov.uk/ports> for items relating to the reported actions, involvement and decisions taken by the Harbour Board and SIC's appointed officers. Prior to writing this report I had a telephone conversation with SIC's Acting Harbour Master in which we discussed, in accordance with an agreed questionnaire: monitoring measures, assessing measures and effectiveness of the current Marine Safety Management System.

### Port Marine Safety Code – Statement of Compliance

It is noted that in full accordance with Section 3.23 of the Port Marine Safety Code, a statement of compliance with the requirements of the Code, signed by the Chairperson of the Harbour Board and Director of Infrastructure on behalf of the Shetland Islands Council, was sent to the Maritime and Coastguard Agency in a letter dated 5 February 2015.

The next PMSC compliance letter is due on, or before the 31 March 2018.

### A Guide to Good Practice on Port Marine Operations

The Harbour Board should be aware that an amendment has been made by the Maritime and Coastguard Agency/Department for Transport (MCA/DfT) to the 2012 edition of the Guide to Good Practice on Port Marine Operations. The amendment [amendment number 3/2015, amendment date 3/2015], adds the following two sub-sections to Section 11.6 Tug Crews. [*Copies of the amended Guide to Good Practice on Port Marine Operations, now dated March 2015, may be downloaded from the [www.gov.uk](http://www.gov.uk) website*]

11.6.3 The STCW deck officer certificates listed above were replaced in June 2013 by:

- Master (Tug) less than 500GT near coastal Reg II/3;
- Master (Tug) less than 3000GT near coastal Reg II/3;
- Officer of the Watch (Tug) less than 500GT near coastal Reg II/3; and
- Officer of the Watch (Tug) less than 3000GT near coastal Reg II/3.

Masters of tugs who have not followed these routes and hold instead some other Certificate of Competency, may in addition hold a Voluntary Towage Endorsement for General, Ship Assist

or Sea Towage as appropriate. Alternatively, those in possession of a Boatmaster's Licence must also have the "towing and pushing" endorsement.

11.6.4 The Tug Engineer Certification Scheme is currently under review with interim arrangements, agreed between the MCA and BTA, in place for:

- Engineer Officer of the Watch (Tug) < 9000kW Reg III/1;
- Chief Engineer Officer (Tug) < 9000kW Reg III/2 134; and
- Chief Engineer (Tug) <3000kW, less than 500GT, Reg III/3.

References: MGN 495 (M+F) Certificate of Competency for Master and Officer of the Watch Tug less than 500GT and 3000GT near coastal and Certificate of Proficiency for Tug Rating, and MGN 468 (M) Voluntary Towage Endorsement Scheme.

In the current Marine Safety Management Systems for Sullom Voe, Scalloway and the Small Ports respectively, towage is considered only in terms of tug utilisation and the safe operation of harbour towage is detailed within the separate Sullom Voe Harbour Towage SMS<sup>1</sup>. The Harbour Board should note however; Section 9.2 of the Guide to Good Practice states that harbour authorities need to consider Crew Competence and Training (specifically: recruitment, training and certification to MCA required standards) when assessing towage operations in port. It is therefore important for the Harbour Board to ensure that the above mentioned amendments are addressed in the Sullom Voe Harbour Towage SMS.

## Monitoring Measures

**Technical Working Group** – The Technical Working Group (TWG) meeting scheduled for 22 January 2015 was cancelled pending formalisation of the new manning arrangements 'Ports and Harbours'. A date has yet to be set for the next meeting.

**Pilot Examination Panel** – The minutes of the Pilot Examination Panel held on 3 March 2015 record a review of the Marine Safety Management System procedure covering emergency anchorages at Sullom Voe and all marine incidents in Sullom Voe, Scalloway and Small Ports since 4 August 2014. Of the nine marine incidents reviewed, six were closed and three identified as requiring further follow-up actions. The minutes also note that the Marine Accident Investigation Branch (MAIB) published a report in February 2015 (Report No.5/2015) on the foundering of the fishing vessel 'Diamond' off West Burrafirth on 25 March 2014, which resulted in the death of a crew member. The MAIB report did not make any recommendations.

**Safety Sub-Committee – Ports** – The minutes of the 65th and 66th meetings of the Safety Sub-Committee 'Ports' held on 5 February 2015 and 23 April 2015 respectively, continues to demonstrate the active involvement of marine personnel in all aspects of port safety.

In the minutes of the meeting held on 5 February 2015, it is noted that minute 8.1: "the Sullom Voe CHA is failing in its duty under the PMSC by continuing to operate an inadequate and at times unsafe pilot

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<sup>1</sup> Section 3.7 Sullom Voe Marine Safety Management System (2013)

boat service". The meeting recorded a lengthy discussion on the current pilot boat service operating systems and agreement that expressed concerns about safety of the service would be taken forward to the Department Safety Forum for further discussion.

In a letter dated 25 February 2015, addressed to the member of staff who first raised concerns about the pilot boat service and copied to the Designated Person, the Chairman of the Safety Sub-Committee 'Ports' stated that in a meeting (the Department Safety Forum) convened on 17 February 2015 it was agreed that: "whilst current arrangements for manning and shift systems in Sullom Voe Harbour are by no means ideal, they are not inherently unsafe, and do not pose a significant risk to the Harbour from a Health and Safety point of view. Modern risk assessment methods are usually based on an ALARP approach, and in this instance, we are agreed that the current situation is acceptable from a reasonable and practicable point of view". The letter also stated that the Marine Safety Management System procedure for man overboard had been altered to reflect current operational capabilities.

In the minutes of the meeting held on 23 April 2015 it is noted in minute 4.6 'Unsafe Pilot Boats Service' that the item is now closed.

Minute 5.2 of the meeting held on 23 April 2015 records that an external investigation into a recent incident in which a tanker could not be brought into Sullom Voe is underway and feedback will be given at a future meeting.

**Towage:** The draft minutes of the tug masters' and chief engineers' meeting held on 10 April 2015 demonstrate, in accordance with Section 9.1 of the Guide to Good Practice, stakeholders' involvement in reviewing operational procedures to ensure continued safe and efficient towage services.

**Accidents and Incidents** – Since the introduction in July 2014 of the MarNIS 'Port Assessment Toolkit', accident and incident records have been recorded within the Toolkit. It is now possible to extract meaningful information by running a Summary Report providing both actual and potential (near miss/close quarters) records from a specified period of time. The report summary is sub-divided into five specific accident/incident categories

- |                                |                     |
|--------------------------------|---------------------|
| 1. Nautical Safety:            | Accidents/Incidents |
| 2. Port Efficiency:            | Accidents/Incidents |
| 3. Environmental Protection:   | Accidents/Incidents |
| 4. Crisis Management:          | Accidents/Incidents |
| 5. Personal and Public Safety: | Accidents/Incidents |

For each port database (Sullom Voe, Scalloway and Small Ports) each of the above categories provides the following summary:

1. A table;
2. A bar chart; and
3. Record details.

The current report covers 01 December 2014 to 31 May 2015 and is attached to this Board Report as Appendix 1.

With reference to the Summary Report: Nautical Safety – ID Code SLW0005REP, the collision between the vessel 'Vos Fabulous' and 'Gemini' at Scalloway on 26 April 2015 has been reported formally to the MAIB. The MAIB has acknowledged receipt of the report but have not, at the time of this report, advised whether they require further information.

**Audits** – No internal or external audits have been completed since Det Norske Verita's (DNV's) audit of the ports ISO certification on 8/9 July 2014.

The Harbour Board should be aware that Section 4.4.13 of the Guide to Good Practice (March 2015) states:

"A systematic audit and review must be carried out to ensure that the SMS is being operated effectively. An internal audit should be carried out [every year], and a statement about the performance standard of the port should be included in the Annual Report. An external audit should take place every three years and a formal review of the whole plan should take place every five years. The designated person will present any findings from the audits to the duty holder as part of the auditing and review process".

It will therefore be necessary for the Harbour Board to make suitable arrangements, on or before November 2015, for an external PMSC audit of Sullom Voe, Scalloway and Small Ports which tests the effectiveness of the Marine Safety Management System.

**Consultation** – Active engagement with port and harbour stakeholders by members of the Harbour Board and its appointed officers continues to provide evidence of SIC's commitment to the importance of meaningful and ongoing consultation with local and national organisations.

Board members, Acting Harbour Master and Deputy Harbour Master continue good lines of communication with attendance at a range of meetings in 2015 as a stakeholder and Harbour Authority representative, these include:

January	Shetland Fishermen's Association
March (and May)	Petrofac – Gemini
March	UK Harbour Masters' Association – Spring seminar
April	Innovation – Water turbines off Cullivoe
April	Garriocks – Ship Waste Management
April	Laggan-Tormore SGP Project – MEG Shipment
April	BP – Proposed pollution response exercise
May	MCA – Marine Safety Committee – Shetland Sub-Committee

**Harbour Board Meetings** – The public agendas for the Harbour Board meetings of 24 February 2015 and 29 April 2015 and the accompanying Decision Notes were posted on the website [www.shetland.gov.uk](http://www.shetland.gov.uk) in a timely manner. A clearly identifiable link has been created on the [www.shetland.gov.uk/ports](http://www.shetland.gov.uk/ports) home page to the Meetings Schedule for Harbour Board pages on the Shetland Islands Council's website [www.shetland.gov.uk](http://www.shetland.gov.uk), providing direct access to the Harbour Board meeting dates, agenda and minutes.

**Training** – The three training matrices continue to be reviewed regularly and updated as staff change, training courses are completed and qualifications are obtained or revalidated. It was noted on review of the matrices that some VTS annual assessments require updating and marine simulator training for all pilots is overdue. On the pilot launch crew matrix one crewman's ML5 renewal date requires updating; however it is noted that the Harbour Authority has submitted the form to the MCA and is waiting for approval.

**Marine Circulars and Notices to Mariners** – Stakeholder information regarding marine and operational safety has been posted in a timely manner through the issue of marine circulars and Notices to Mariners. The latter have been posted and maintained on SIC's ports specific website: <http://www.shetland.gov.uk/ports/notices.asp>. The most recent Notice to Mariners (No 4/2015), dated 30 March 2015, advises mariners of a bathymetric seafloor survey of Sullom Voe.

## Assessing Measures

### Key Performance Indicators (KPI):

- 1 Number of completed marine accident/incident reports for Sullom Voe and Scalloway Harbour reviewed by the Pilot Examination Panel expressed as a percentage of all completed marine incident/accident reports.

All incidents and accidents have been entered onto the MarNIS Port Assessment Toolkit and reviewed in accordance with the applicable Marine Safety Management System procedure.

KPI = 100%

*Note: Following discussion with the Acting Harbour Master the title of this KPI has been amended: reference to the 'Technical Working Group' has been replaced by the 'Pilot Examination Panel'.*

- 2 Number of hours in which Sullom Voe's Traffic Organisation Service (TOS) VTS functioned as a fully operational service expressed as a percentage of the total number of operational hours.

VTS has functioned continuously as a Traffic Organisation Service (TOS) VTS<sup>2</sup> from 00:00 hours on 8 May 2014 to 00:00 hours on 8 May 2015.

KPI = 100%

*Note: As all VTS Officers and Marine Pilots now hold valid V/103 VTS qualifications. There have been no reported power outages at Sella Ness for over two years, this KPI has ceased to be an effective means of assessing performance against the requirements and standards of the PMSC and will, with the agreement of the Acting Harbour Master, be discontinued after this report.*

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<sup>2</sup> TOS = A service to prevent the development of dangerous maritime traffic situations and to provide for the safe and efficient movement of vessel traffic within the VTS area MGN 238 (M+F) Vessel Traffic Services (VTS) and Port Information in the United Kingdom



- 3 Number of Marine Risk Assessments for Sullom Voe, Scalloway Harbour and the Small Ports exceeding the review date as a percentage of the total number of marine risk assessments.

All risk assessments for Sullom Voe, Scalloway and the Small Ports have been entered onto the MarNIS Port Assessment Toolkit database. No assessments are overdue.

KPI = 100%

- 4 Number of port marine employees with in-date qualifications required for their job role, expressed as a percentage of the total number of employees undertaking port marine activities and requiring job specific qualifications.

All 36 employees undertaking port marine activities and requiring 'essential' job specific qualifications hold the necessary in-date qualifications.

KPI = 100%

- 5 Availability of Aids to Navigation (in three classification bands) expressed as a percentage of total availability over the three year period 5 May 2012 to 5 May 2015.

KPI	IALA Category 1	Availability	99.95%	Target	99.80%
KPI	IALA Category 2	Availability	99.74%	Target	99.00%
KPI	IALA Category 3	Availability	99.55%	Target	97.00%

The availability of all aids to navigation exceeds the target set by the Northern Lighthouse Board (NLB).

## Effectiveness of the Marine Safety Management System

The monitoring and assessing measures described above provide assurance that the Marine Safety Management System for Sullom Voe, Scalloway and the Small Ports of West Burra (Hamna Voe); West Burrafirth; Housa Voe, Papa Stour; Mid Yell, Yell; Cullivoe, Baltasound; Unst; Uyeasound, Unst; Hamars Ness, Fetlar; Symbister, Whalsay Out Skerries (two separate areas: West Voe and South North-East Mouth); and North Haven (Fair Isle) are working effectively and in compliance with the Port Marine Safety Code.

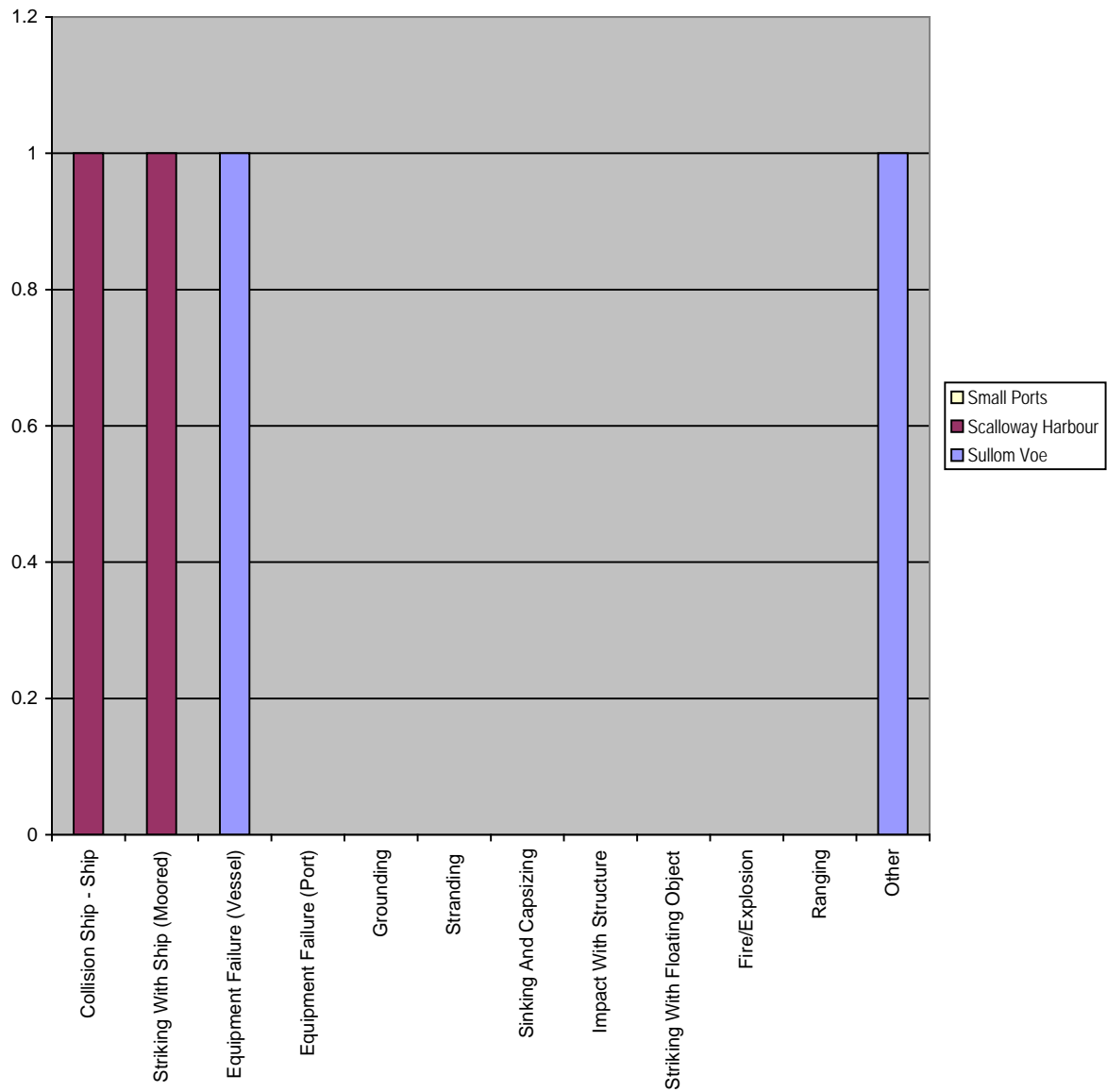
Captain Trevor Auld  
Designated Person (PMSC)

## Appendix 1

### Selected Ports Actual and Potential Incident Report Summary 01 December 2014 to 31 May 2015

#### Nautical Safety - Accidents / Incidents

	Collision Ship - Ship	Striking With Ship (Moored)	Equipment Failure (Vessel)	Equipment Failure (Port)	Grounding	Stranding	Sinking And Capsizing	Impact With Structure	Striking With Floating Object	Fire/Explosion	Ranging	Other
Sullom Voe	0	0	1	0	0	0	0	0	0	0	0	1
Scalloway Harbour	1	1	0	0	0	0	0	0	0	0	0	0
Small Ports	0	0	0	0	0	0	0	0	0	0	0	0



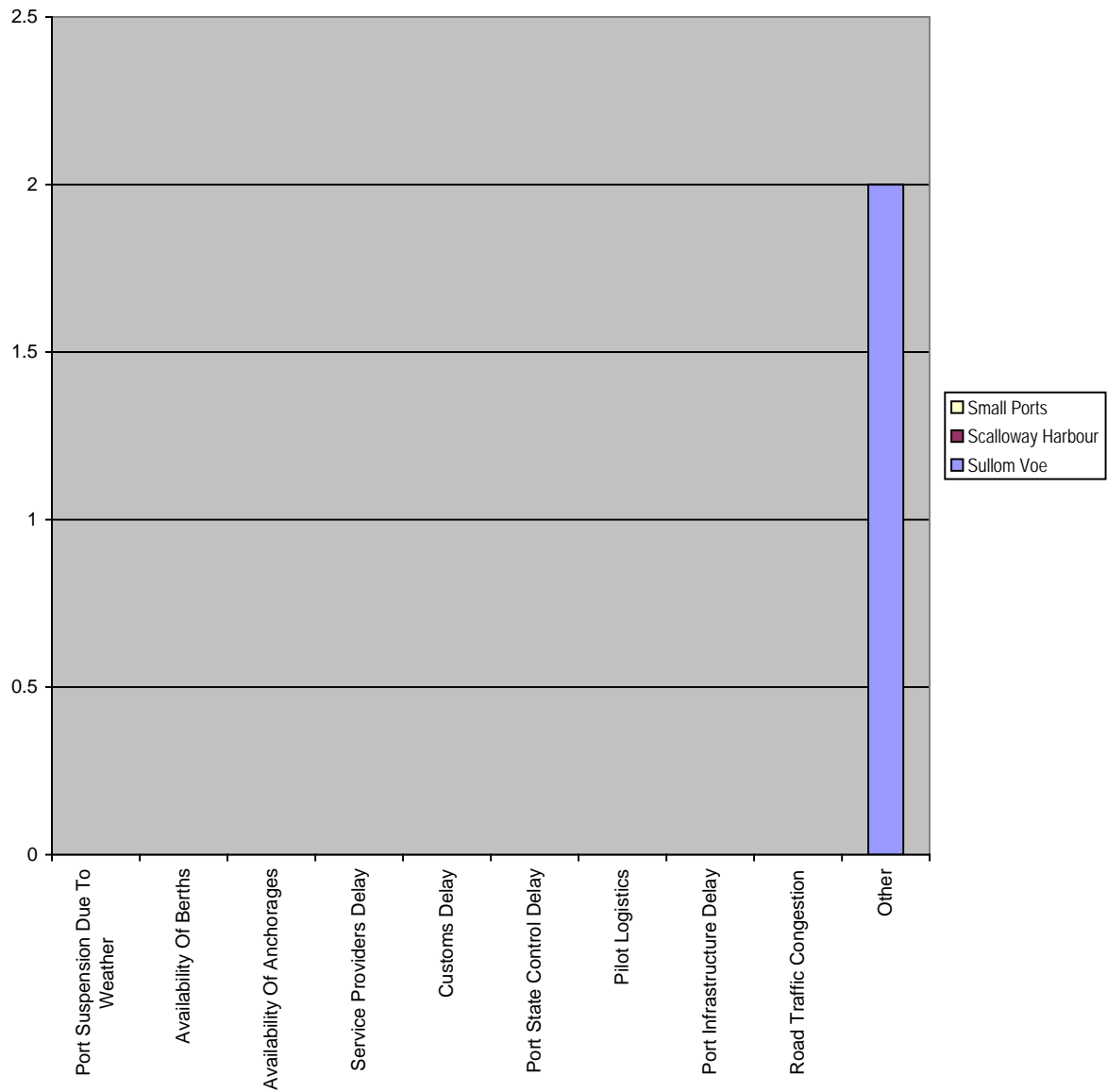
## Accident / Incident Details

Date	ID Code	Incident / Potential	Externally Reported	Accident Category	Name and Detail
06/02/2015	SLW0004ACT	I	N	Collision ship - ship	<p>Ocean Way made contact with Geminii</p> <p>Ocean Way under tow by Norlan with launch Lyrie assisting, made contact with Geminin whilst berthing at SE commercial quay</p> <p>Primary Cause - Berthing manoeuvre miscalculated</p> <p>Consequences (rated 0 to 4) for - People(0)/Property(0)/Planet(0)/Port(0) MAIB Report not applicable</p>
21/02/2015	SUV0023REP	P	N	Communication Issues - Language	<p>Near Miss - During Sailing NS Consul</p> <p>Captain of the NS Consul not following Clear instructions to the endangerment of his vessel</p> <p>Primary Cause - Communication failure - personnel Secondary Cause(s) - 1. Human error/fatigue - Ship Personnel</p> <p>Consequences (rated 0 to 4) for - People(0)/Property(0)/Planet(0)/Port(0)</p>
27/02/2015	SUV0024REP	P	N	Equipment failure (vessel)	<p>Umlma - AIS Un-Serviceable + Low on Low H2s Fuel</p> <p>Vessel reported AIS System un-serviceable on Pre-Arrival.</p> <p>Vessel arrived with low quantities of Low Sulphur Fuel within the Area off Shetland covered by the Merchant Shipping (Prevention of Air Pollution from Ships) Regulations 2008 (as amended)</p> <p>Primary Cause - Communication failure - equipment Secondary Cause(s) - 1. SMS/SOP/safe systems of work, failure to comply</p> <p>Consequences (rated 0 to 4) for - People(0)/Property(0)/Planet(0)/Port(0)</p>
26/04/2015	SLW0005REP	I	Y	Striking with ship (moored)	<p>Vos Fabulous</p> <p>Whilst berthing at west commercial quay Scalloway on the morning of Sunday 26th April 2015, the Vos Fabulous made contact with the bow of Gemini moored at south commercial quay</p> <p>Primary Cause - Human error/fatigue - Ship Personnel Secondary Cause(s) - 1. weather 2. Communication failure - operational/procedural 3. Inadequate bridge resource management</p>

Number of Accidents listed = 4  
For the period 01 December 2014 to 31 May 2015.

### Port Efficiency - Accidents / Incidents

	Port Suspension Due To Weather	Availability Of Berths	Availability Of Anchorages	Service Providers Delay	Customs Delay	Port State Control Delay	Pilot Logistics	Port Infrastructure Delay	Road Traffic Congestion	Other
Sullom Voe	0	0	0	0	0	0	0	0	0	2
Scalloway Harbour	0	0	0	0	0	0	0	0	0	0
Small Ports	0	0	0	0	0	0	0	0	0	0



Accident / Incident Details

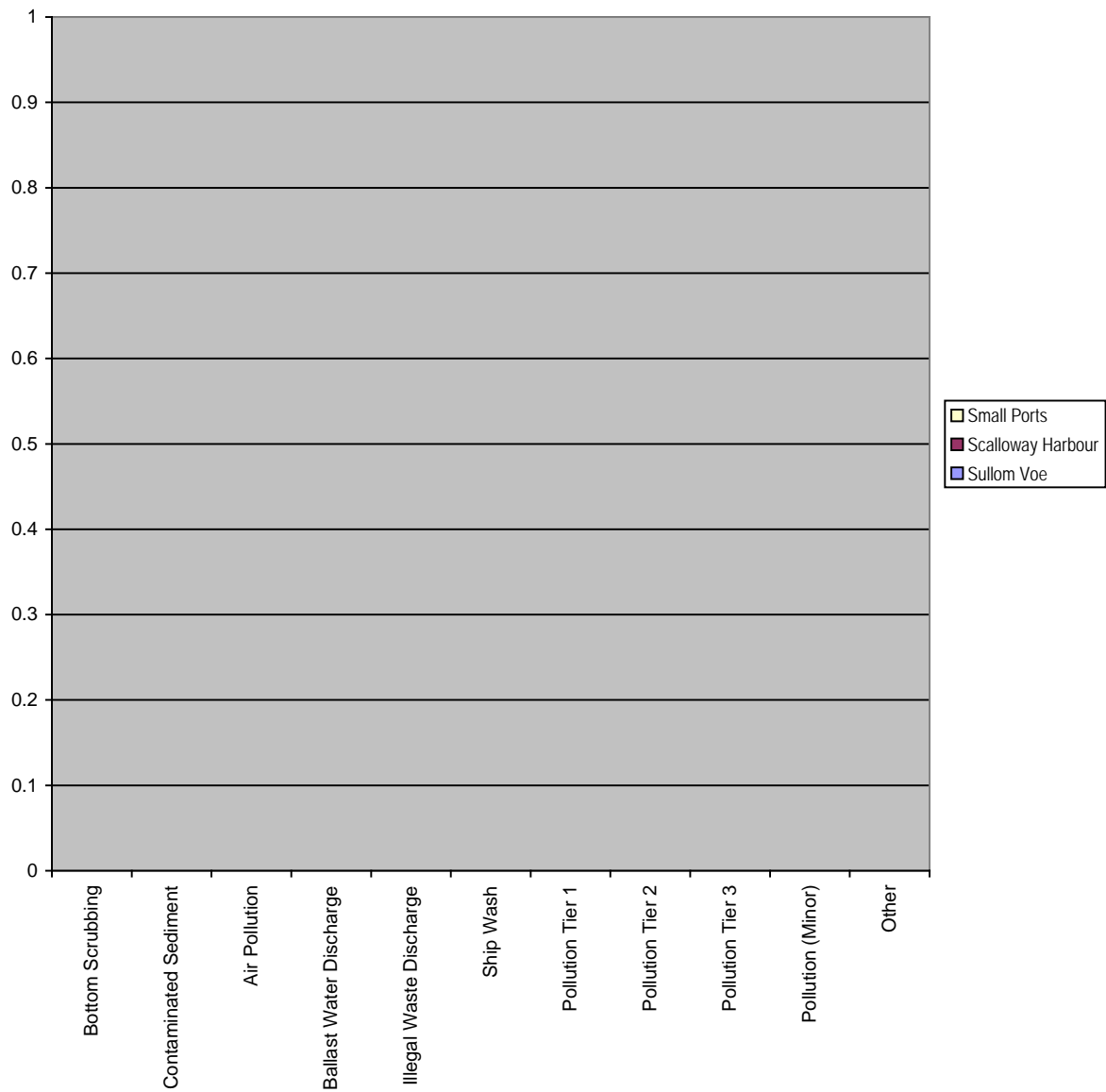
Date	ID Code	Incident / Potential	Externally Reported	Accident Category	Name and Detail
28/03/2015	SUV0025REP	I	N	Management availability and Pi	Alfa Britannia, Delay of berthing Delay of berthing due to Management availability and Pilot issues.  Consequences (rated 0 to 4) for - People(-)/Port(-)
16/04/2015	SUV0026INV	P	N	Documentation delay	Delay in Sailing due to late documentation  Vessel finished cargo at 15.20LT, documents not provided until 20.15LT (1 hours notice for pilot), despite sailing being arranged for 20.15 LT sailing  Discuss at TWG  Consequences (rated 0 to 4) for - People(0)/Property(0)/Planet(0)/Port(0)

Number of Accidents listed = 2  
For the period 01 December 2014 to 31 May 2015.

## Environmental Protection - Accidents / Incidents

	Bottom Scrubbing	Contaminated Sediment	Air Pollution	Ballast Water Discharge	Illegal Waste Discharge	Ship Wash	Pollution Tier 1	Pollution Tier 2	Pollution Tier 3	Pollution (Minor)	Other
Sullom Voe	0	0	0	0	0	0	0	0	0	0	0
Scalloway Harbour	0	0	0	0	0	0	0	0	0	0	0
Small Ports	0	0	0	0	0	0	0	0	0	0	0



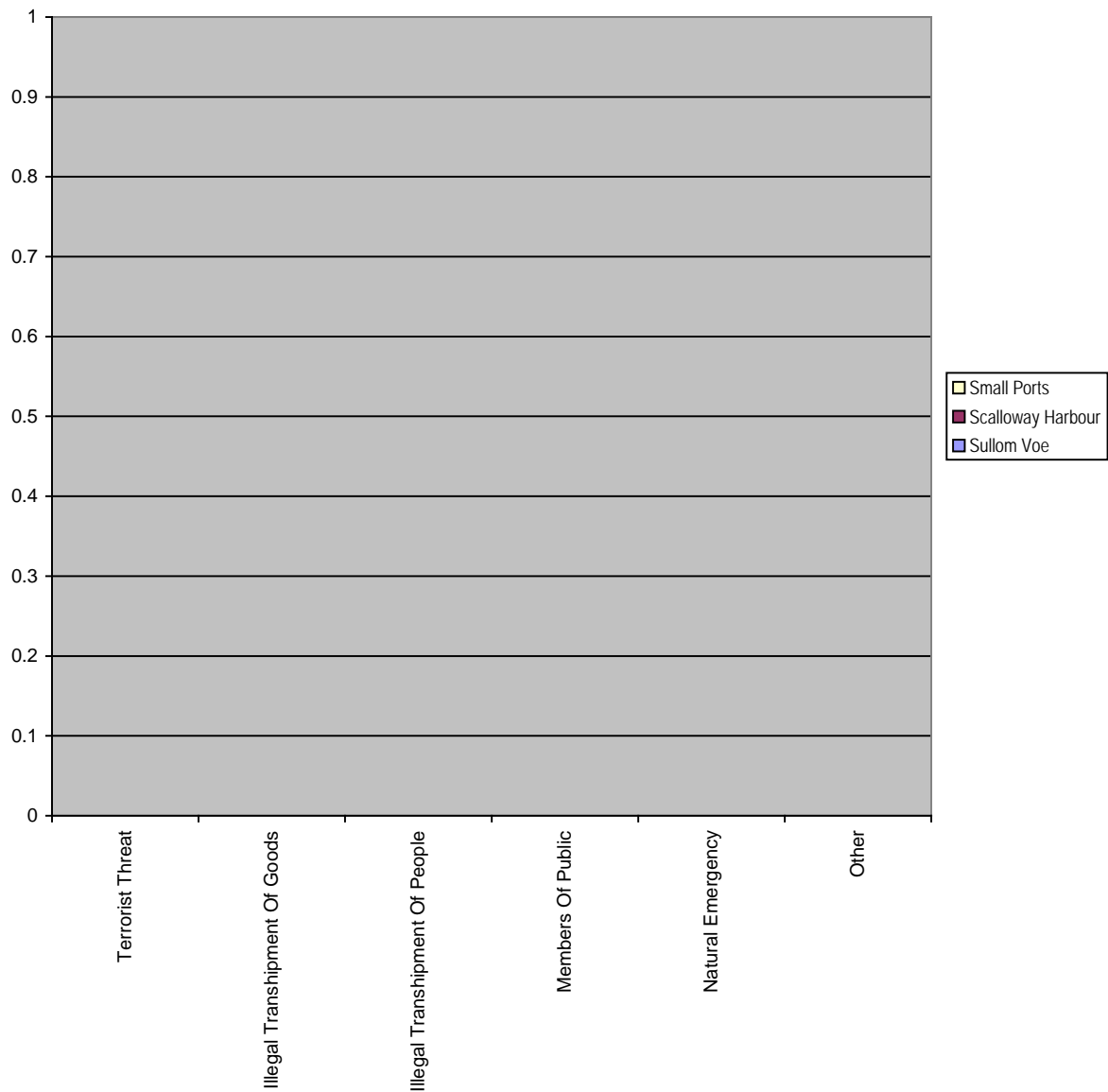


Date	ID Code	Incident / Potential	Externally Reported	Accident Category	Name and Detail
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Number of Accidents listed = 0  
For the period 01 December 2014 to 31 May 2015.

### Crisis Management - Accidents / Incidents

	Terrorist Threat	Illegal Transhipment Of Goods	Illegal Transhipment Of People	Members Of Public	Natural Emergency	Other
Sullom Voe	0	0	0	0	0	0
Scalloway Harbour	0	0	0	0	0	0
Small Ports	0	0	0	0	0	0



## Accident / Incident Details

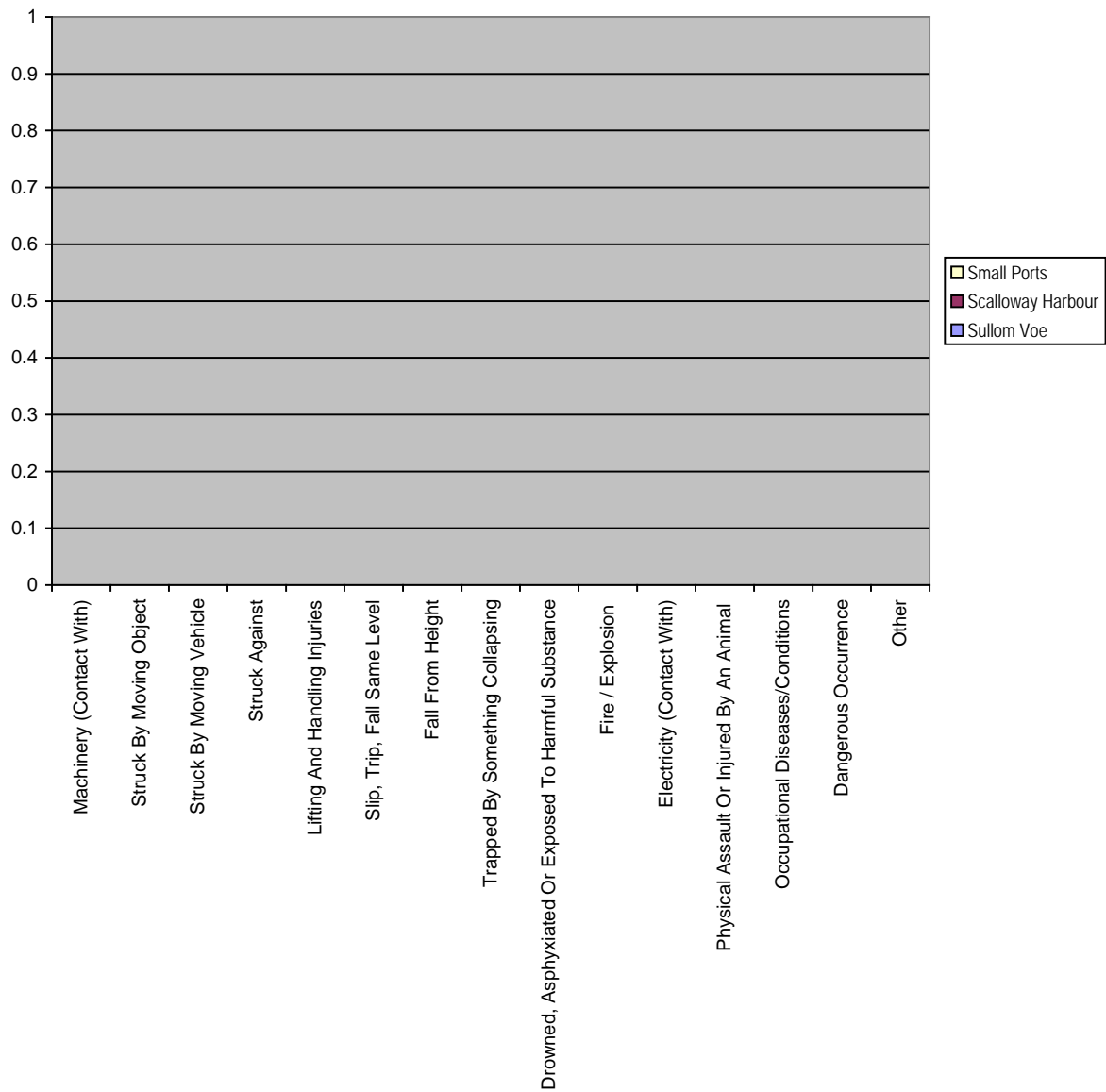
Date	ID Code	Incident / Potential	Externally Reported	Accident Category	Name and Detail
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Number of Accidents listed = 0

For the period 01 December 2014 to 31 May 2015.

### Personnel & Public Safety - Accidents / Incidents

	Machinery (Contact With)	Struck By Moving Object	Struck By Moving Vehicle	Struck Against	Lifting And Handling Injuries	Slip, Trip, Fall Same Level	Fall From Height	Trapped By Something Collapsing	Drowned, Asphyxiated Or Exposed To Harmful Substance	Fire / Explosion	Electricity (Contact With)	Physical Assault Or Injured By An Animal	Occupational Diseases/Conditions	Dangerous Occurrence	Other
Sullom Voe	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Scalloway Harbour	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Small Ports	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0



## Accident / Incident Details

Date	ID Code	Incident / Potential	Externally Reported	Accident Category	Name and Detail
------	---------	-------------------------	------------------------	-------------------	-----------------

Number of Accidents listed = 0

For the period 01 December 2014 to 31 May 2015.





**Harbour Board****26 May 2015**

<b>Harbour Board - Business Programme – 2015/16</b>	
GL-19-15-F	
<b>Team Leader – Administration</b>	<b>Governance and Law Corporate Services</b>

## **1.0 Summary**

- 1.1 The purpose of this report is to inform the Board of the planned business to be presented to Board for the financial year to 31 March 2016 and discuss with Officers any changes or additions required to that programme.

## **2.0 Decision Required**

- 2.1 That the Harbour Board considers its business planned for the financial year to 31 March 2016 and RESOLVES to approve any changes or additions to the Business programme.

## **3.0 Detail**

- 3.1 The Council approved the Council's Meeting Dates and Business Programme 2015/16 at its meeting on 17 December 2014 (Min Ref: 108/14).
- 3.2 It was agreed that the Business Programme would be presented by Committee Services to the Council and each Committee/Board, on a quarterly basis, for discussion and approval.
- 3.3 The manner in which meetings have been scheduled is described below:
- Ordinary meetings have been scheduled, although some have no scheduled business at this stage. Where there is still no scheduled business within 2 weeks of the meeting, the meeting will be cancelled;
  - Special meetings may be called on specific dates for some items – other agenda items can be added, if time permits;
  - PPMF = Planning and Performance Management Framework meetings have been called for all Committees and Council once per

quarter. These meetings are time restricted, with a specific focus on PPMF only, and therefore no other business will be permitted on those agendas;

- Budget = Budget setting meetings – other agenda items can be added, if time permits, or if required as part of the budget setting process; and
- In consultation with the Chair and relevant Members and Officers, and if required according to the circumstances, the time, date, venue and location of any meeting may be changed, or special meetings added.

3.4 The Business Programme for 2015/16 will be presented by Committee Services to the Council and each Committee/Board, on a quarterly basis, for discussion and approval, particularly in relation to the remaining projects and reports which are listed at the end of the business programme page for each Committee/Board, as still to be scheduled.

## **4.0 Implications**

### Strategic

4.1 Delivery On Corporate Priorities – The recommendation in this report is consistent with the following corporate priorities:

#### Our Corporate Plan 2013-17

- To be able to provide high quality and cost effective services to people in Shetland, our organisation has to be run properly.
- Fully align the timetables, time spans and approaches for financial planning relating to the medium term yearly budgeting with Council, directorate and service planning.

4.2 Community /Stakeholder Issues – The Business Plan provides the community and other stakeholders with important information, along with the Council's Corporate and Directorate Plans, as to the planned business for the coming year.

4.3 Policy And/Or Delegated Authority – Maintaining a Business Programme ensures the effectiveness of the Council's planning and performance management framework. The Business Programme supports each Committee/Boards' role, as set out in paragraph 2.3 of the Council's Scheme of Administration and Delegations, in monitoring and reviewing achievements of key outcomes within its functional areas, whilst ensuring best value in the use of resources is met to achieve these outcomes within a performance culture of continuous improvement and customer focus.

4.4 Risk Management – The risks associated with setting the Business Programme are around the challenges for officers meeting the timescales required, and any part of the business programme slipping and causing reputational damage to the Council. Equally, not applying the Business Programme would result in decision making being unplanned and haphazard and aligning the Council's Business Programme with the objectives and actions contained in its corporate plans could mitigate against those risks.

4.5 Equalities, Health And Human Rights – None.

4.6 Environmental – None.

#### Resources

4.7 Financial – There are no direct financial implications in this report, but indirect costs may be avoided by optimising Member and officer time.

4.8 Legal – None.

4.9 Human Resources – None.

4.10 Assets And Property – None.

### **5.0 Conclusions**

5.1 The presentation of the Business Programme 2015/16 on a quarterly basis provides a focussed approach to the business of the Board, and allows senior Officers an opportunity to update the Board on changes and/or additions required to the Business Programme in a planned and measured way.

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For further information please contact:

*Anne Cogle*

*Tel Ext: 4554, email: [anne.cogle@shetland.gov.uk](mailto:anne.cogle@shetland.gov.uk)*

*19 May 2015*

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#### List of Appendices

Appendix 1 – Harbour Board Meeting Dates and Business Programme 2015/16

#### Background documents:

Report GL-20-F: SIC Business Programme and Diary of Meetings 2015/16

<http://www.shetland.gov.uk/coins/Agenda.asp?meetingid=4382>





# **Harbour Board - Meeting Dates and Business Programme 2015/16 as at Tuesday, 19 May 2015**

Harbour Board			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2015 to 30 June 2015	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 29 April 2015 10 a.m.	Scalloway Harbour Business Case Update	D
		Ports & Harbours Management Structure and Harbour Master Recruitment	D
		Sullom Voe Financial & Operating Model.	R SIC 13 May
	<i>PPMF &amp; Ordinary</i> 26 May 2015 2 p.m.	Management Accounts – Quarter 4	D
		Pilotage Accounts – Quarter 4	D
		Harbourmaster's Report	D
		Port and Harbours – Service Plan	D
		Ports and Harbours – Performance Overview – Quarter 4	D
		Harbour Board Business Programme 2015/16	D
	<i>Ordinary</i> 18 June 2015 10 a.m.	Small Ports Survey	D
		Shore Power	D
Quarter 2 1 July 2015 to 30 September 2015	<b>Date of Meeting</b>	<b>Business</b>	
	<i>PPMF &amp; Ordinary</i> 18 August 2015 2 p.m.	Management Accounts – Quarter 1	D
		Pilotage Accounts – Quarter 1	D
		Harbourmaster's Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 1	D
		Small Ports Survey – Conditions Survey and Future Major Maintenance	D
		Scalloway Business Plan	R SIC 22/9
		Sullom Voe Future Operating Models.	R SIC 22/9
		Harbour Board Business Programme 2015/16	D



## Harbour Board - Meeting Dates and Business Programme 2015/16 as at Tuesday, 19 May 2015

Harbour Board - continued			
		<i>D= Delegated R=Referred</i>	
<b>Quarter 3</b> <b>1 October</b> <b>2015</b> <b>to</b> <b>31 December</b> <b>2015</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 7 October 2015 10 am.	TBC	
	<i>PPMF &amp; Ordinary</i> 17 November 2015 2 p.m.	Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 2	D
		Harbour Board Business Programme 2015/16	D
	<i>Budget</i> 25 November 2015 10 a.m.	Management Accounts – Quarter 2	D
		Pilotage Accounts – Quarter 2	D
		2016-17 Budget Proposals and Charges	R P&R 25 Nov
<b>Quarter 4</b> <b>1 January</b> <b>2016</b> <b>to</b> <b>31 March</b> <b>2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 10 February 2016 10 a.m.	TBC	
	<i>PPMF &amp; Ordinary</i> 1 March 2016 2 p.m.	Management Accounts – Quarter 3	D
		Pilotage Accounts – Quarter 3	D
		Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan - Performance Overview Q3	D
		Harbour Board Business Programme 2016/17	D

### Planned Committee business still to be scheduled - as at Tuesday, 19 May 2015

tbc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Tuesday, 19 May 2015



## Harbour Board - Meeting Dates and Business Programme 2015/16 as at Tuesday, 19 May 2015

Harbour Board			
<i>D= Delegated R=Referred</i>			
Quarter 1 1 April 2015 to 30 June 2015	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 29 April 2015 10 a.m.	Scalloway Harbour Business Case Update	D
		Ports & Harbours Management Structure and Harbour Master Recruitment	D
		Sullom Voe Financial & Operating Model.	R SIC 13 May
	<i>PPMF &amp; Ordinary</i> 26 May 2015 2 p.m.	Management Accounts – Quarter 4	D
		Pilotage Accounts – Quarter 4	D
		Harbourmaster's Report	D
		Port and Harbours – Service Plan	D
		Ports and Harbours – Performance Overview – Quarter 4	D
		Harbour Board Business Programme 2015/16	D
	<i>Ordinary</i> 18 June 2015 10 a.m.	Small Ports Survey	D
		Shore Power	D
Quarter 2 1 July 2015 to 30 September 2015	<b>Date of Meeting</b>	<b>Business</b>	
	<i>PPMF &amp; Ordinary</i> 18 August 2015 2 p.m.	Management Accounts – Quarter 1	D
		Pilotage Accounts – Quarter 1	D
		Harbourmaster's Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 1	D
		Small Ports Survey – Conditions Survey and Future Major Maintenance	D
		Scalloway Business Plan	R SIC 22/9
		Sullom Voe Future Operating Models.	R SIC 22/9
		Harbour Board Business Programme 2015/16	D





## Harbour Board - Meeting Dates and Business Programme 2015/16 as at Tuesday, 19 May 2015

Harbour Board - continued			
		<i>D= Delegated R=Referred</i>	
<b>Quarter 3</b> <b>1 October</b> <b>2015</b> <b>to</b> <b>31 December</b> <b>2015</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 7 October 2015 10 am.	TBC	
	<i>PPMF &amp; Ordinary</i> 17 November 2015 2 p.m.	Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan – Performance Overview – Quarter 2	D
		Harbour Board Business Programme 2015/16	D
	<i>Budget</i> 25 November 2015 10 a.m.	Management Accounts – Quarter 2	D
		Pilotage Accounts – Quarter 2	D
		2016-17 Budget Proposals and Charges	R P&R 25 Nov
<b>Quarter 4</b> <b>1 January</b> <b>2016</b> <b>to</b> <b>31 March</b> <b>2016</b>	<b>Date of Meeting</b>	<b>Business</b>	
	<i>Ordinary</i> 10 February 2016 10 a.m.	TBC	
	<i>PPMF &amp; Ordinary</i> 1 March 2016 2 p.m.	Management Accounts – Quarter 3	D
		Pilotage Accounts – Quarter 3	D
		Harbourmaster's Report	D
		Capital and Revenue Project Progress Report	D
		Commercial Report	D
		Ports and Harbours Service Plan - Performance Overview Q3	D
		Harbour Board Business Programme 2016/17	D

### Planned Committee business still to be scheduled - as at Tuesday, 19 May 2015

tbc = to be confirmed

PPMF = Planning and Performance Management Framework meetings – no other business to be added

Budget = Budget setting meetings – other items can be added if time permits

Ordinary = Ordinary meetings – other items can be added

Special = Special meetings arranged for particular item(s) – other items can be added if time permits

END OF BUSINESS PROGRAMME as at Tuesday, 19 May 2015