

# Strategic Plan 2023

## Our Vision:

**Managing Littlehampton Harbour as a thriving and inclusive port which provides high quality and cost-effective services for its leisure and commercial users, whilst seeking to improve the harbour as an environmentally-minded community asset for future generations.**

**To deliver this vision, we will:**

- **Maintain an open port and to act in capacity as a Competent Harbour Authority (CHA)**
- **Manage the harbour cost-effectively, safely and sustainably as a Trust Port in the interest of all its beneficiaries. We will encourage active use of the harbour by all stakeholders including the leisure, commercial, and fishing sectors**
- **Act to protect the marine environment and increase biodiversity within harbour limits and support wider environmental initiatives in local waters**
- **Endeavour to transform the harbour into a thriving leisure destination, creating a variety of new skills, development and business opportunities that are economically sustainable as one part of a holistic approach to regeneration in Littlehampton. The harbour will have attractive and accessible waterfronts that are well connected with the town supporting a harbour that is extensively used by local people and attracts visitors to the area with a range of marine, cultural, heritage and recreational activities**
- **Use all reasonable endeavours to maintain the port as a viable commercial operation for commercial shipping**

### Open port duty

**Aim:** To take reasonable care, so long as the harbour is open for public use, that all who may choose to navigate in it may do so without danger to their lives or property by maintaining harbour infrastructure and the ongoing repair and maintenance of the western breakwater and east and west entrance walls.

#### **Objectives:**

1. To maintain and repair the harbour entrance training arms (West Works and West Training Wall, Dicker Works and East Pier)
2. To maintain a professional and scalable pilotage service in line with current and forecasted demands and to keep under review the requirement for a pilotage service
3. Provide a Town Quay and facilities for visiting yachts and crews and short stay berthing for local fishermen and ferry services
4. Consider applications for local consent for works undertaken in the harbour

### Conservancy duty

**Aim:** To conserve the harbour so that it is fit for use and provide users with adequate information about conditions in the harbour.

#### **Objectives:**

1. Carry out dredging as required to facilitate access to the harbour
2. Survey the harbour and approaches periodically and share this information with the UK Hydrographic Office
3. Act as a Local Lighthouse Authority with responsibility for the maintenance of Aids to Navigation, and reporting of defects with accountability to Trinity House the General Lighthouse Authority
4. Operate a periodic Harbour Radio VHF service
5. To produce an annual port guide for users and provide up to date weather information
6. Set harbour dues on goods, passengers and vessels

### General duty to ensure safe and efficient port marine operations

**Aim:** To consider the efficiency, economy and safety of the services and facilities provided in the harbour and ensure appropriate resources are made available to meet the harbours marine safety obligations.

#### **Objectives:**

1. Maintain and review annually a Marine Safety Management System (SMS) and report Port Marine Safety Code (PMSC) compliance as required to the Department for Transport
2. Engage with marine service providers, organisations and individual users on marine operations and events
3. To provide a flexible and professional local tug/towage capability to facilitate safe berthing of larger commercial vessels, and support local construction and flood defence projects
4. Maintain a patrol presence on the water as required
5. Establish a Water Safety Forum with representatives from Search and Rescue and emergency services to co-ordinate and improve safety in local waters
6. Maintain an enforcement capability and carry out enforcement action where required
7. Set the standard for levels of training and qualification of marine staff in line with national requirements and best practice
8. To conduct incident investigation in line with published MCA and MAIB guidance

### Environmental duty

**Aim:** To have due regard to nature conservation and biodiversity as well as pollution control and response in the harbour and to liaise with relevant authorities for flood defence and coastal management locally.

#### **Objectives:**

1. Maintain adequate Tier 1 pollution response with trained staff and equipment to respond to pollution events
2. Retain a contract with an accredited Tier 2 response organisation and undertake inter-agency exercises in readiness for larger pollution events
3. Support coastal management and flood defence authorities (Environment Agency and Arun District Council) in execution of their plans
4. Develop plans alongside Sussex IFCA, the Marine Management Organisation and Natural England in order to protect designated sites and increase biodiversity in and around the harbour and in local waters
5. Aim for LHB operations to be net zero carbon by 2035

### Responsibility for revising duties and powers

**Aim:** To keep under review the powers and jurisdiction of Littlehampton Harbour in relation to its duties as a statutory harbour authority and to amend statutory powers as and when required.

#### **Objectives:**

1. Keep under review general duties and responsibilities and promote Harbour Revision Orders (HRO) where deficiencies are identified
2. Review and amend the harbour's General Directions as required and consider the use of byelaws
3. To keep under review governance arrangements and policies to be in line with national best practice

### Civil Contingencies and port security duty

**Aim:** To take account of the harbour's responsibility under the Civil Contingencies Act 2004 as a Category 2 response organisation and the and Port Security Regulations 2009, including planning, preparing and co-ordinating responses to emergencies which threaten serious damage to human welfare, the environment or security.

#### **Objectives:**

1. Attend the Local Resilience Forum as a Category 2 organisation
2. Provide a permanent duty point of contact for border security agencies, emergency services and UK Search and Rescue organisations taking actions as required including chairing the Port Security Committee
3. Complete Consolidated European Reporting System (CERS) reporting actions for arriving ships as required
4. Work with tenants to maintain an appropriate security level at the Railway Wharf quaysides as a Port Facility

### Financial responsibility

**Aim:** To generate income through provision of leisure moorings for visiting and residential vessels, letting of property, provision of marine services and gathering harbour dues and to balance income with expenditure so far as reasonably practicable.

#### **Objectives:**

1. Manage the costs of staffing the harbour through periodic staff review and participation in annual British Ports Association salary benchmarking exercise
2. Maximise income through provision of residential and visitor moorings
3. Maximise income through provision of marine services using Harbour staff and vessels to offset operational costs where this is possible and does not impact on conservancy functions
4. Maximise income through development of property holdings and acquisition where aligned with business objectives (including Harbour Office, Workshop/Old Customs House and Railway Wharf sites)
5. Monitor costs of providing a pilotage service passing costs to end users
6. Ensure that income from Harbour Dues forms an appropriate contribution towards the harbour undertaking whilst minimising the impact on the public purse
7. Report deficiencies in income to the Local Authorities by 31st December each year to allow contributions to harbour to be made in time for the next financial year
8. To report un-budgeted overspend or less than budgeted income as soon as possible to the Local Authorities to allow calculation of a precept if required

### Stakeholder engagement responsibility

**Aim:** To engage effectively on significant decisions where appropriate with a wide range of stakeholders through a stakeholder advisory body, AGM of stakeholders and production of an annual report

#### **Objectives:**

1. Continue proactive engagement with the Harbour Advisory Body
2. Hold Annual General Meeting of stakeholders and publish an Annual Report
3. Encourage the formation of user groups and actively engage with these groups
4. Engage with Local Authorities and other land owners where possible to align positions on strategic opportunities for development within the harbour (with reference to Minerals Plan and Local Plan etc.)

### Responsibility to promote and improve the harbour as an asset

**Aim:** To safeguard Littlehampton Harbour as a valuable community asset and to hand it on in the same or better condition to succeeding generations (who's needs could well be very different to today's) through promoting and improve the harbour for commercial and leisure marine sectors.

#### **Objectives:**

1. Promote improvement of facilities for commercial fishing vessels including the option of a centralised hub
2. Promote the improvement of facilities and expansion of moorings for leisure vessels
3. Maintain facilities for commercial marine activity at Railway Wharf
4. Renew entrance infrastructure with aim of improving access to the harbour and co-ordinating with local coastal defence activity
5. Monitor integrity of remaining harbour infrastructure and ensure fit for purpose

## Strategic Priorities from 2023:

1. **Complete Phase 1 of the Harbour Entrance Renewal Scheme with reinstatement of both the West Beach Groyne and the fragile 40 metres of the West Wall during 2023**
2. **Continue to enhance the business case for Phases 2 and 3 of the Harbour Entrance Renewal Scheme; ensuring alignment with local and flood authority plans, and seeking other partnerships and grant funding**
3. **Partner with nearby infrastructure projects, such as the Rampion Windfarm extension and Arundel A27 Bypass, to ensure that harbour users' interests are addressed, and that revenue is generated for the local harbour economy during construction and operation**
4. **Encourage the development of additional moorings capacity through granting new consents where safe for navigation and and continue to support the realisation of the several existing consents**
5. **Modernise the harbour's legislation and governance arrangements with the delivery of a Harbour Revision Order**
6. **Maximise financial and non-financial benefits for harbour users from LHB's property estate (including the shipping wharves, Harbour Office, moorings, the Former Customs House and Workshops)**