



**COWES HARBOUR
COMMISSION**

Five Year Strategy 2022 – 2027





COWES HARBOUR
COMMISSION

Five Year Strategy 2022 – 2027

Contents

Introduction	5
Review of the 2016 - 2021 Strategic Plan	6 - 7
Strategic Plan 2022 - 2027	
<i>Purpose, Values, Mission and Vision</i>	8 - 9
A Joined-up Approach	10 - 11
Strategic Objectives: 2022 - 2027	
<i>Safety & Security</i>	12
<i>Environment & Sustainability</i>	12
<i>Port & Harbour Development</i>	13
<i>Human Resources Management</i>	14
<i>Financial Management</i>	14
<i>Marketing & Business Development</i>	14
<i>Cowes Harbour Advisory Committee & Stakeholder Relations</i>	15

Introduction

Welcome to Cowes Harbour Commission's Strategic Plan

A management and development plan for 2022 - 2027, developed by Cowes Harbour Commission's board of commissioners and the senior leadership team.

Cowes Harbour is a Trust Port, designated and recognised by the Department for Transport (DfT). As such, it is an independent statutory body, run by an independent board of commissioners for the benefit of stakeholders. We are committed to operating within government DfT guidelines, as published in the Ports Good Governance Guidance.

Port business for Cowes Harbour is conducted in the interests of all stakeholders with openness, transparency, accountability and commercial prudence. The DfT requires Cowes Harbour Commission to operate as a commercial business, seeking to generate a surplus from its operations and marine services. Surpluses are then reinvested into the port or otherwise directed towards the interests and benefit of Cowes Harbour stakeholders.

The board of commissioners consists of nine independent non-executive commissioners and the chief executive. The commissioners are appointed on merit on an open recruitment basis to provide Cowes Harbour Commission with the professional skills and experience to determine the policy and business decisions of the organisation. The commissioners are appointed for a term of three years and can usually serve a maximum of two terms. A maximum of two additional commissioners can be co-opted at any one time for specific purposes and serve for a period of 12 months.

As recommended by the DfT, the Commission consults and seeks guidance from an Advisory Committee whose members represent the beneficiaries and stakeholders of Cowes Harbour.

The Cowes Harbour Advisory Committee is a key part of good governance, enabling stakeholders to table ideas and raise concerns to the board and senior leadership team and assist in the flow of information to the Cowes community. The Committee is consulted on all matters substantially affecting the management, maintenance, improvement, conservation, protection, or regulation of Cowes Harbour and its navigation. The Advisory Committee meets several times a year and aims to provide an effective two-way communication mechanism between Cowes Harbour Commission and its key stakeholders and harbour users.

We encourage all stakeholders to provide input and feedback to the Commission or through the Advisory Committee so that we can continue to operate a thriving port that is fit for the future.

Phil Hagen



Chairman

Gary Hall



Chief Executive



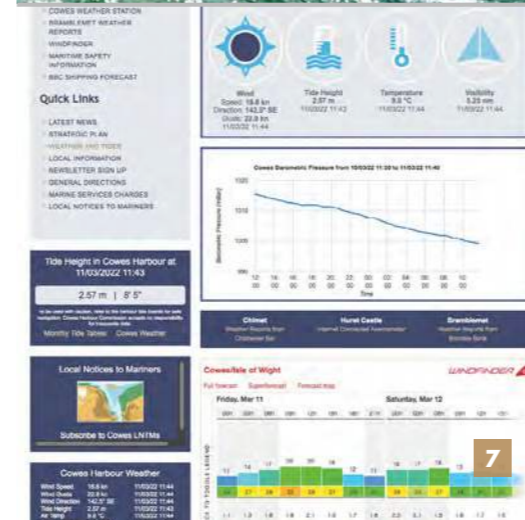
Review of the 2016 – 2021 Strategic Plan

The 2016 – 2021 Strategic Plan set out Cowes Harbour Commission’s responsibilities to provide a safe Harbour, and how the statutory responsibilities and duties would be delivered. It also contained a number of secondary commercial objectives to generate a surplus that could then be used to assist in funding harbour improvements and stakeholder benefits.

In order to ensure that the Commission carried out its statutory duties and complied with the Port Marine Safety Code and the guidelines set out in the Ports Good Governance Guidance, regular external audits were carried out during the period by the Commission’s Designated Person and external organisations such as ABPMer, Trinity House and the Maritime and Coastguard Agency.

Key stakeholder benefits 2016 - 2021

- 1. Covid recovery fund:** Awarded £50,000 to Cowes events and local community groups for Covid recovery
- 2. Free holding tank pump-out:** To encourage responsible actions by boat owners, as part of our commitment to the environment
- 3. Harbour patrol officer:** Assisting leisure users and visitors to the harbour and providing safety and security
- 4. Support for Cowes events:** Subsidised rates for the use of our Sugar Store events centre and Cowes Clubs & Classes Association page on our website
- 5. Cowes Harbour Handbook:** Support for the annual production of the guidebook for all waterborne visitors
- 6. Harbour water taxi:** Subsidy contribution towards the daily service during the sailing season
- 7. Online Cowes weather station:** Providing advanced tide and weather data for leisure and commercial users
- 8. Wessex Cancer Trust:** Free parking at the Harbour Office for patients travelling by Red Jet to Southampton for treatment
- 9. Enhanced CCTV:** For the benefit of all stakeholders



Strategic Plan 2022 - 2027

PURPOSE

Cowes Harbour Commission exists to maintain a thriving port that is fit for the future.

VALUES

The Commission will conduct its business in accordance with the following values:

Safety First

Integrity

Agility

Kindness and
Consideration

Collaboration

Innovation

Sustainability

VISION

In 5 years, Cowes Harbour Commission will ensure that:

Cowes is a safe
and busy harbour

We are a valued
employer

Cowes is a destination
of choice

We are a respected
service provider

We are trusted and valued
by stakeholders

Cowes is a port that
'does it properly'

MISSION

Cowes Harbour Commission will:

Manage the Harbour in accordance with the principles in the DfT's Ports Good Governance Guidance document.

Promote and deliver a safety-first culture ensuring the highest standards in health and safety for our employees and Harbour users whilst complying fully with the Port Marine Safety Code.

Commit to the sustainable management and conservation of the harbour, estuary and local environment.

Promote and deliver sustainable Harbour development policies to safeguard and support new and existing business services, investment and employment.

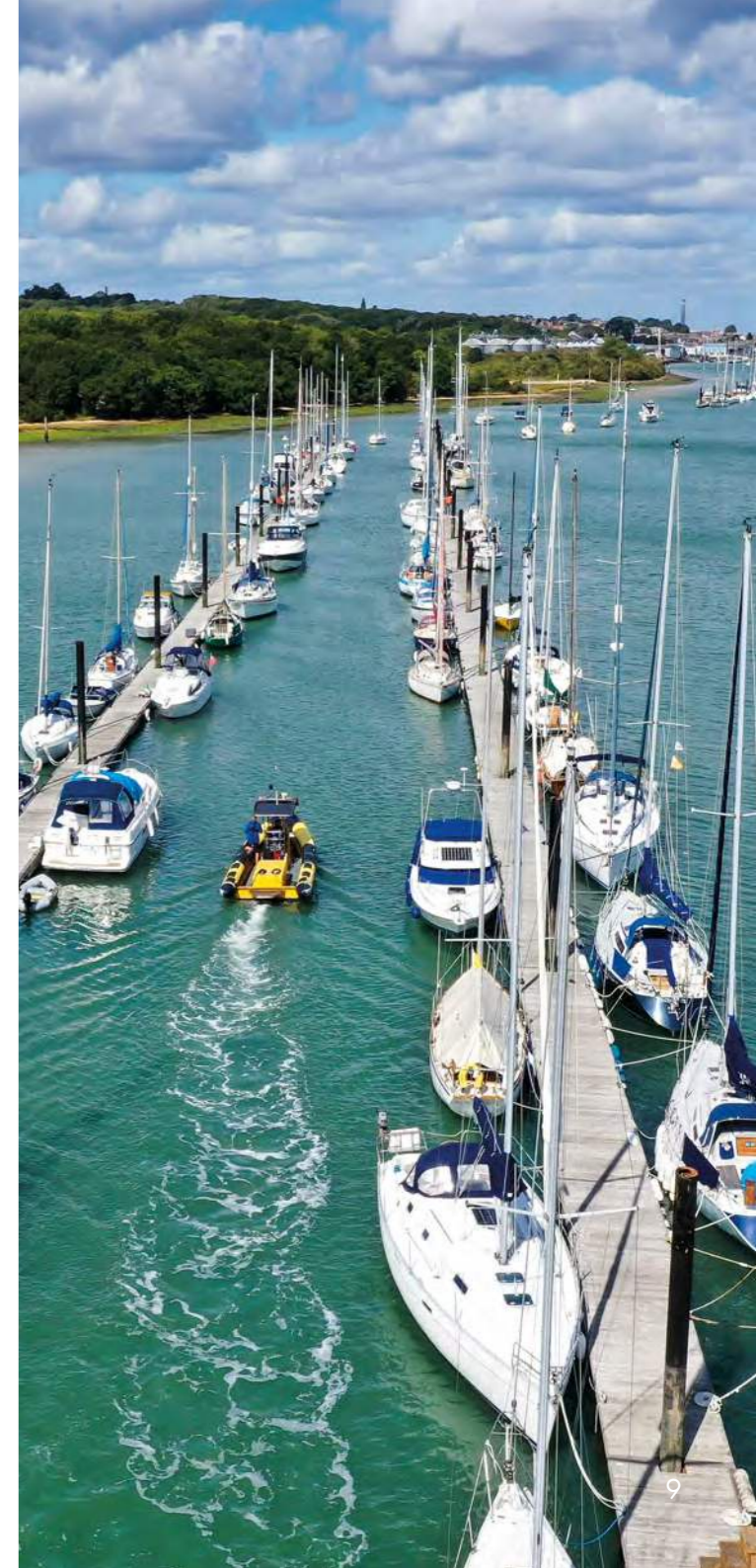
Ensure that commercial and financial management is robust and market-led to enable us to deliver our statutory duties, strategic objectives and to fund Harbour improvements.

Create long-term value by aligning our business development activities, key stakeholder relationships and communications strategy with our strategic goals.

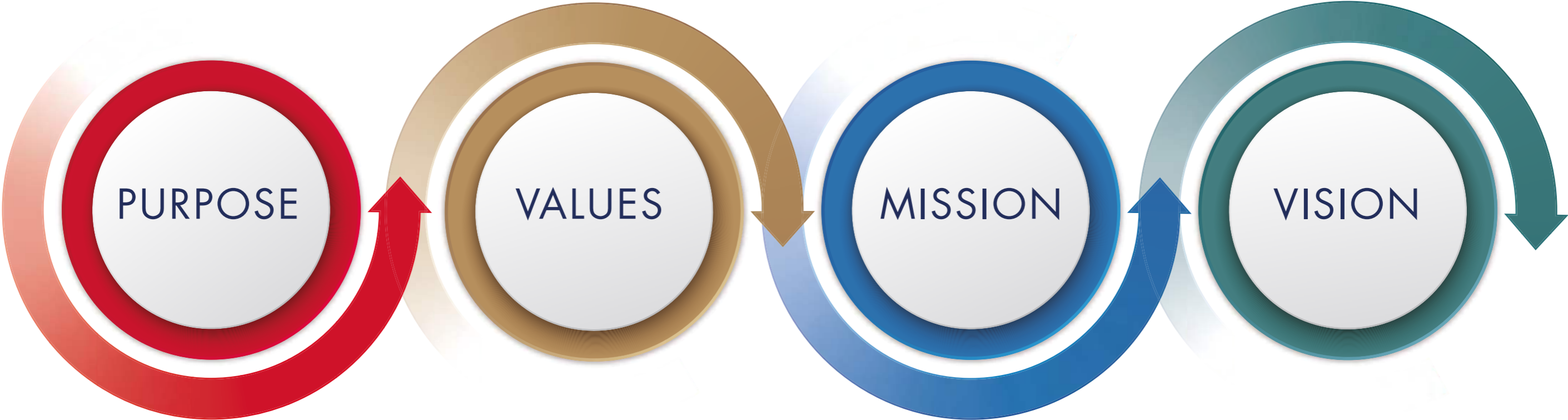
Support and maximise the potential of our employees by implementing policies and procedures that align with our strategic goals and address the needs of our employees and the Harbour.

Continue to communicate and engage with key stakeholders on the strategic development of the Harbour.

Support and develop marine employment.



Objectives Delivered by a Joined-up Approach



KEY OBJECTIVES

Key Objectives: 2022 – 2027

Based on the mission, vision and values, the senior leadership team will operate to achieve the following key objectives:

Safety & Security

Promote and deliver a safety-first culture ensuring the highest standards in health and safety for our employees and Harbour users whilst complying fully with the Port Marine Safety Code:

- Complete independent safety audits.
- Conduct an annual review of aids to navigation and repair/replace where required.
- Implement any new regulations resulting from the consultation on the use of personal watercraft.
- Review the possible role of Cowes Harbour in aiding in the disposal of time-expired pyrotechnics.
- Implement findings from site health and safety audits.
- Identify and manage all Harbour safety risks.
- Conduct an annual review of the Cowes Harbour General Directions and update where necessary.

Environment & Sustainability

Commit to the sustainable management and conservation of the harbour, estuary and local environment:

- Complete, and implement where appropriate, a carbon management plan.
- Investigate the viability of installing electric charging facilities for vessels.
- Review benefits of using alternative fuels, in particular hydrotreated vegetable oil (HVO), in place of diesel for Harbour equipment and vessels.
- Review the options for and benefits of, converting our vessels to alternative power sources.
- Review and develop the use of sustainable moorings.
- Conduct a Sustainable Management Plan for dredging.

Port & Harbour Development

Promote and deliver sustainable Harbour development policies to safeguard existing and support new business, services, investment and employment:

- Continue to progress plans for the development of Kingston Wharf.
- Review options and, if appropriate, develop plans for collaborative working within Cowes.
- Pursue options for improving short-stay mooring and slipway access for RIBs, dinghies and other small craft in Cowes and East Cowes.
- Review the provision of mooring types vs customer need.
- Continue with our rolling programme to upgrade mooring pontoons to reduce future maintenance costs and increase the lifespan of pontoons.
- Conduct a rolling pontoon replacement programme as required.
- Investigate the provision of a specific cruise ship mooring to improve accessibility to the Isle of Wight and maximise revenues.
- Review the viability of extending the capacity of Trinity Landing to provide more visitor moorings.
- Retender water taxi operation and investigate long-term future taxi provision.
- Engage with the Isle of Wight Council and partners where appropriate in the strategic planning for Cowes Harbour and the Medina Valley to future-proof the port's infrastructure, marine services and employment.

Key Objectives: 2022 – 2027

Human Resources Management

Support and maximise the potential of our employees by implementing policies and procedures that align with our strategic goals and address the needs of our employees and the Harbour.

- Implement new contracts of employment and job descriptions that clearly set out the roles and responsibilities of every employee.
- Implement new employment policies and procedures.
- Revise and reissue the staff handbook.
- Develop and introduce a marine-based apprenticeship scheme.
- Continue to invest in staff training and development.

Financial Management

Ensure that commercial and financial management is robust, market-led and enables us to deliver our statutory duties, strategic objectives and to fund Harbour improvements.

- Retender the external audit contract.
- Explore opportunities for external funding to support the development of Kingston Wharf.
- Update the rolling 5-year financial capital and maintenance budget plan linked to the CHC 5-year Strategic Plan.

Marketing & Business Development

Create long-term value by aligning our business development activities, key stakeholder relationships and communications strategy with our strategic goals.

- Improve the Commission's recognition and engagement with all stakeholders by consolidating improvements to our internal and external communications.
- Update cowesharbourcommission.co.uk website.
- Implement an online booking and payment system for customers.
- Improve the use of digital media for all Harbour communications.
- Work in partnership to promote Cowes Harbour, the River Medina and local marine services and facilities.
- Encourage increased subscription to our stakeholder e-newsletters, Notices to Mariners and media communications.

Cowes Harbour Advisory Committee & Stakeholder Relations

Continue to communicate and engage with key stakeholders on the strategic development of the Harbour.

- Utilise all appropriate communication channels to consult widely on all matters substantially affecting the management, maintenance, improvement, conservation, protection or regulation of Cowes Harbour and its navigation.
- Consult and seek guidance from an Advisory Committee whose members represent the stakeholders of Cowes Harbour.
- Ensure the Advisory Committee is made up of representatives from all key stakeholder organisations with a self-appointed chair.
- Encourage and support wider stakeholder engagement with the Advisory Committee.
- Enable stakeholders to table ideas and raise concerns with the senior leadership team and board, and to assist in the flow of information to the Cowes community.
- Consult with Harbour users and stakeholders, declare and share information on stakeholder benefit investments.

Advisory Committee Representatives

Representatives are drawn from organisations operating in the following sectors:

- Medina waterfront freehold residents
- Sailing and training establishments
- Newport Harbour Authority and IW Council
- Cowes Town Council
- East Cowes Town Council
- Red Funnel Group
- Marina operators
- Cowes Town Waterfront Trust
- Business associations
- Cowes Clubs and Classes Association
- Cowes Week Ltd
- Shipyards and wharf operators (Cowes)
- Shipyards and wharf operators (East Cowes)
- Commercial vessel operators
- Commercial fishermen and water taxis
- Cowes RNLI



COWES HARBOUR

a thriving port that
is fit for the future

HARBOUR OFFICE, TOWN QUAY, COWES, ISLE OF WIGHT, PO31 7AS
01983 293952 | chc@cowes.co.uk | cowesharbourcommission.co.uk

VHF Channel 69 - Call sign 'Cowes Harbour Radio' (Not 24hr)

Cowes Harbour Commission includes Cowes Harbour Services and Cowes Harbour Shepards Marina