



Nicholsons

Risk Management

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Capt K P Mowat
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20 November 2014

Dear Kevin,

The “deliverables” from the annual review are the Safety Management System, Issue 13 and the attached certificate of compliance.

For the Safety Management System to be effective it relies heavily on the revised risk assessments, the amended set of risk controls, the new Standard Safe Operating Procedures and the ongoing instruction of staff in their use. As we agreed these are not yet fully implemented and I would therefore recommend that I should audit their implementation early next year.

I would now add some detailed comments arising out of the review process.

Harbour Activities

Activity was at the normal level this year as a wet spring was followed by a good summer. The mix of fishing, commercial, local passenger craft and leisure activities in Tor Bay Harbour remains much as before.

The work to complete the new passenger landing pontoons, both at Torquay and at Brixham, has been completed.

A new commuter ferry service is planned to operate throughout the year, commencing in December 2014.

Legislative Powers

There is no new legislation to effect management of Tor Bay Harbour and there are no obvious changes in accepted best practice.

No application has been made for powers of Harbour Directions, as the existing harbour byelaws have been updated quite recently and the process of acquiring new powers might be time consuming and of little immediate benefit.

Management Review

The posts of Deputy Harbour Master, Brixham, Paignton Harbour Master, Assistant Harbour Master, Torquay and the Assistant Harbour Master Brixham/ Business Manager now all report direct to the Harbour Master.

Quality and Risk Control

The other main change has been the preparation of a set of fresh risk assessments and Standard Safe Operating Procedures [SSOPs]. The risk assessments use the MarNIS software but retain nearly all the same risk controls that were recorded in the previous system. The SSOPs are mainly new and will provide a syllabus for the instruction of each member of staff in core activities.

The Safety Management System now includes an index of the new risk assessments, a list of all the controls and an index of the SSOPs so they are effectively integrated into Tor Bay Harbour's compliance document for the Port Marine Safety Code. The task now is to roll out these controls and use the training programme to help the staff make use of all this documentation to improve the quality of service and risk control.

Accidents and Incidents

For another year there were no fatalities, no fires and no significant environmental accidents or incidents relating to harbour operations. Such pollution as there was came from small and minor diesel spills. There was no incident that merited reporting to the Marine Accident Investigation Branch (MAIB).

The records show no adverse trends and in total there have been less reported accidents this year than last.

The reporting forms are now located within the MarNIS software. This will be adapted to make clear and to record the examination of each incident to see whether it merits any action to prevent a reoccurrence. It will also be modified so that it is only the Harbour Master who can close off the accident record.

A summary of accidents and incidents is published along with the annual Port Marine Safety Code compliance report.

Where actions were identified last year the following have now been completed

1. Review of management structure.
2. Harbour Master has asked Brixham Yacht Club to review the safety of the dinghy slipway with the unprotected edge at the bottom. They have been asked to display a danger warning notice similar in many ways to the one posted at the nearby Oxen Cove slipway.
3. Complete the signage on New Pier Brixham and the passenger ferry landing pontoons. Have safe queuing arrangements. Make sure that the Brixham LPG canister store is safe.
4. Provide a report summarising accidents and incidents at each of the quarterly Harbour Committee Meetings.

5. Emergency Plans:

Full review and re-issue of the Tor Bay Harbour Emergency Plan.

Formally adopt and re-issue the new Tor Bay Harbour Oil Spill Contingency Plan

Policy of continuous improvement,

The following actions have commenced and are ongoing: -

1. Complete a comprehensive set of harbour specific Standard Safe Operating Procedures.
These would consolidate the existing 19 procedures, 3 codes of practice and 3 SMS guidelines and the various Standing Orders – Started but not yet completed.
2. Revise, sign off and re-issue a full set of risk assessments, including ones for fire risk.
3. Update the training records and plans on completion of the Standard Safe Operating Procedures, so each employee is sure to be instructed in the procedures relevant to his work.
4. Consider amending the MarNIS risk assessment software to:-
Display the matrix that shows clearly that the risk is as low as reasonably practical.
Change the descriptions of the controls to those listed in Appendix 2 of the SMS, linking them to Standard Safe Operating Procedures and the specific controls set out in the SMS.
5. Endeavour to have the MarNIS accident reporting software modified to: -
Clarify the need for any further controls and the rule that each report is shown to the Harbour Master and he is the only one able to close off a report.
Have a short form report where there is no ship involved.
6. Promotion of safe seamanship,
There is forever a need to maintain, refresh, improve and emphasise the advice already being given through notices, brochures, emails of Notices to Mariners, the website, in person by harbour staff and through sea schools.
Regularly review how IT developments can improve communications with customers.
Consider ways to promote the identity of Tor Bay Harbour Authority, possibly by expanding the Tor Bay Harbour Visitor Guide and by more use of social media, by improving the web site and providing a clear link to the Safety Management System and compliance with the Port Marine Safety Code. One specific improvement would be to make it clearer on the web how to subscribe to the distribution by email of Notices to Mariners. Links to weather information could readily be improved.
7. Review security measures in place at the Brixham Fish Market.
8. Pilotage:
Finalise the contract between Marine Towage and Salvage [MTS] and T B H A
Pilotage Review Working Party to meet annually.
Consider pilot training needs i.e. Bridge Management and ECDIS.
9. Structural improvement plans are in hand for:-
 - Haldon Pier
 - Brixham Breakwater
 - North Arm Breakwater at Brixham

The following further actions are planned,

1. Review and update where necessary
Tor Bay Harbour Emergency Plan
Local Port Services Policy
Harbour Legislation
2. Consider linking the local authority based induction process (I-Learn) to the new Standard Safe Operating Procedures now being drafted.
3. Undertake a detailed review of the Safety Management System, cross referenced to the MCA aide memoire for inspection, and amend wording accordingly.

Many thanks to you and your staff for your help in undertaking this review.

Yours sincerely,



Peter Nicholson