



# Marine Strategic Plan 2025-2028

Find out more at  
[peelports.com](https://www.peelports.com)

Peel Ports Group  
**More Than Ports**

# Contents

National Guidance	3
Group Harbour Master's Vision	4
Strategic Objectives	6
Operational Objectives	9
Duty Holder	10
Designated Person	11
Legislation	12
Duties & Powers	13
Risk Assessment	14
Marine Safety Management System	15
Review & Audit	16
Competence	17
Plan	18
Conservancy Duty	19
Local Port Strategic Objectives	20
Marine Policies	22

## National Guidance

This Strategic Plan sets out a three-year vision for the continued development and enhancement of the Peel Ports Group Marine Safety Management System (MSMS). It reflects our commitment to maintaining the highest standards of port marine safety and ensuring full alignment with the Ports and Marine Facilities Safety Code (the Code), A Guide to Good Practice on Port and Marine Operations (GtGP), and the relevant provisions of the Approved Code of Practice (ACOP) for dock operations.

Peel Ports Group operates Six Statutory Harbour Authorities and acts as agent for a Seventh, the Great Yarmouth Port Authority, alongside four logistics terminals across the Group operated by Peel Ports Logistics (PPL). This diverse operational footprint requires a robust, adaptable, and consistently applied safety framework. The Code provides this foundation, offering a flexible national standard that can be tailored to the needs of ports and marine facilities of any scale. The GtGP and ACOP further strengthen this framework by providing detailed guidance on safe port and dockside operations.

Our strategic direction is centred on continuous improvement, ensuring that our policies, systems, and operational practices evolve in line with industry expectations, regulatory requirements, and emerging best practice. Over recent years, our approach has been recognised by the National Regulatory Authority and external auditors as exemplary within the sector. This plan builds on that foundation, reinforcing our commitment to operational integrity, transparency, and accountability — ensuring that we consistently say what we do and do what we say.

Through targeted development of the MSMS, strengthened governance, and a proactive safety culture, this Strategic Plan positions Peel Ports Group to meet future challenges confidently whilst maintaining the highest standards of marine and dockside safety across all of our operations.



# Group Harbour Master's Vision

As the Group Harbour Master, my vision for our Marine Team over the next three years is to create a cohesive, highly credible, safety and delivery focused Marine Team, recognised both internally and externally as a benchmark for operational excellence.

By streamlining our approach and consolidating our expertise, we are moving towards a singular, cohesive 'One Marine Team' ethos. This foundational shift will enable the Marine Senior Leadership Team to elevate our focus from tactical necessities to strategic foresight.

## Core Pillars:

### Enhance Visibility & Credibility:

We will champion the expertise and professionalism within our Marine Team, significantly enhancing our profile and reputation across the business and wider industry.

### Standardisation:

We will develop management of all marine training and competence, while standardising Policies and procedures across every Port and Terminal. This alignment is enshrined within this comprehensive Marine Strategic Plan, which incorporates the Marine Safety Plans for each Port and Terminal, and is fully compliant with the Ports and Marine Facilities Safety Code.

### Optimisation and Innovation:

By standardising and streamlining key administrative tasks, we will free up vital capacity, enabling our teams to look up from routine operations and towards long-term innovation.

The Marine Senior Leadership Team is fully empowered and committed to driving this vision forward, ensuring its successful implementation and enduring impact across all of Peel Ports Group's Ports and Terminals.



# Strategic Objectives

Number	Objective
Strategic 1	Standardise documentation and processes across Marine
Strategic 2	Align documentation and processes with EHS (where possible)
Strategic 3	Standardise and validate Port Emergency Plans
Strategic 4	Standardise Oil Spill Contingency Plans
Strategic 5	Review and improve Vessel Management System Processes including data integrity
Strategic 6	Improve internal and external Image and credibility of Marine Team
Strategic 7	Realign Pilot Authorisation and Pilot Exemption Certification Process Against 2013 Marine Navigation Act
Strategic 8	Improve marine support to projects

Number	Objective
Strategic 9	Develop Marine Asset Decarbonisation and Replacement Strategy
Strategic 10	Establish off-site Group Port Control Resilience Centre
Strategic 11	Improve internal communication across Marine
Strategic 12	Conduct full review of Explosive Licences
Strategic 13	Achieve and maintain DGHAR Compliance
Strategic 14	Implement Quayside Safety Campaign
Strategic 15	Full implementation ArcGIS Maritime
Strategic 16	Review Marine Fatigue Management Policy



# Operational objectives

Having established the strategic objectives the following sections are aligned with the Ports & Marine Facilities Safety Code and are focused on operational delivery of a safe marine environment.



This will be a collaborative effort across the entirety of the marine team.

## Duty Holder

Formally identify and designate the duty holder, whose members are individually and collectively accountable for compliance with the Code, and their performance in ensuring safe marine operations in the harbour and its approaches.

Number	Objective
1.1	Establish baseline Ports and Marine Facilities Safety Code Training / Knowledge Requirements for Port Directors and Deputy Port Directors
1.2	Establish Marine Communication Strategy for Duty Holders and Deputy Port Directors
1.3	Report Ports and Marine Facilities Safety Code Compliance to MCA
1.4	Articulate all roles and responsibilities associated with the Ports and Marine Facilities Safety Code

## Designated Person

A 'designated person' must be appointed to provide independent assurance about the operation of the marine safety management system. The designated person must have direct access to the duty holder.

Number	Objective
2.1	Complete 3-yearly external audit by Designated Person
2.2	Complete external audit by Designated Person of Peel Ports Logistics
2.3	Re-tender Designated Person Contract

# Legislation

The duty holder must review and be aware of their existing powers based on local and national legislation, seeking additional powers if required in order to promote safe navigation.

Number	Objective
3.1	Complete Modernisation of Legislation Review
3.2	Introduce Marine Licencing and Registration Online Management System
3.3	Introduce Standardised Leisure User Guide

# Duties & Powers

Comply with the duties and powers under existing legislation, as appropriate.

Number	Objective
4.1	Develop and implement Digital Pilot Allocation System
4.2	Develop an Environmental Compliance and Risk Matrix
4.3	Implement strategies to improve Marine Biodiversity and Biosecurity
4.4	Initiate local environmental improvement schemes

# Risk Assessment

Ensure that marine risks are formally assessed and are eliminated or reduced to the lowest possible level, so far as is reasonably practicable, in accordance with good practice.

Number	Objective
5.1	Review Marine Risk Assessment Policy and review processes
5.2	Review and implement a standardised list of Marine Risk Assessments
5.3	Standardise Marine Risk Assessment Control Measures
5.4	Establish baseline Marine Risk Assessments for Peel Ports Logistics Terminals

# Marine Safety Management System

Operate an effective MSMS which has been developed after consultation, is based on formal risk assessment and refers to an appropriate approach to incident investigation.

Number	Objective
6.1	Restructure and simplify Marine Safety Management System
6.2	Issue PMSC compliance letter to all eligible neighbouring/nested Harbour Authorities, Terminals and Marine Facilities within each Statutory Harbour Authority
6.3	Work with Industry to Establish 'Industry Standard' Bridging Document
6.4	Establish Bridging Documents with Neighbouring/Nested Statutory Harbour Authorities, Terminals and Marine Facilities

## Review & Audit

Monitor, review and audit the risk assessment and MSMS on a regular basis – the independent designated person has a key role in providing assurance for the duty holder.

Number	Objective
7.1	Standardise Internal Audit reporting language across Marine and EHS
7.2	Establish Ports and Marine Facilities Safety Code audit requirements at headquarters and local Levels
7.3	Standardise and formalise service requirements of LPS/VTS and Planning Functions

## Competence

Use competent people (who are trained, qualified and experienced) in positions of responsibility for managing marine and navigation safety.

Number	Objective
8.1	Review and standardise Marine training matrix
8.2	Centralise marine training and competency management
8.3	Assess suitability of Risk Assessment training
8.4	Develop and deliver organic VTS training

# Plan

Publish a safety plan showing how the standards in the Code will be met and produce a report assessing performance against that plan at least every 3 years.

Number	Objective
9.1	Consolidate individual 'Marine Safety Plans' into 'Marine Strategic Plan'
9.2	Produce Annual Report of Marine Safety Management System Performance
9.3	Produce 3-yearly Report against Marine Strategic Plan

# Conservancy Duty

Comply with directions from the General Lighthouse Authorities and supply information & returns as required. Ensure facilities are fit for purpose and ensure any vessel can utilise them safely.

Number	Objective
10.1	Replace Royal Charter Survey Vessel
10.2	Achieve UKHO recognised to CATZOC A1 standard for Survey Data
10.3	Transition to remote operation of survey USV
10.4	Develop Aids to Navigation mapping on GIS
10.5	Develop standardised Port Passage Plans

# Local Port Strategic Objectives

## Clydeport

Number	Complete Modernisation of Legislation Review
Clyde 1	Develop and deliver a series of leisure engagement products
Clyde 2	Implement Licensing for Towage
Clyde 3	Implement Licensing for Mooring Providers
Clyde 4	Investigate Opinions for External Safety Observation / Incident Reporting Portals

## Mersey

Number	Complete Modernisation of Legislation Review
Mersey Cluster 1	Develop Manchester Ship Canal Tug replacement programme
Mersey Cluster 2	Develop and deliver Gig Boat replacement programme
Mersey Cluster 3	Establish Port / Berth Fender inspection and standards regime
Mersey Cluster 4	Complete full review of Mersey Pilot launch operation model
Mersey Cluster 5	Enhance local Marine Team resilience through operational and commercial training

## South East

Plan Section	Complete Modernisation of Legislation Review
South East 1	Agree and implement MOU (Section 11) with Port of London Authority
South East 2	Standardise Great Yarmouth Standard Operating Procedures
South East 3	Review local VTS / LPS resilience requirement
South East 4	Visit and Audit All Large Terminal Operators within Medway
South East 5	Identify, visit and audit berth operators in Great Yarmouth

## Peel Ports Logistics

Plan Section	Complete Modernisation of Legislation Review
PPL 1	Achieve full compliance with PMSC across Peel Ports Logistics Terminals
PPL 2	Review and Implement PMSC Training requirements across Peel Ports Logistics
PPL 3	Conduct full safety assessment of Humber Bulk terminal fendering

# Group Port Marine Policies

Peel Ports Group has a range of Policies covering marine requirements. These Policies apply to employees, third party labour personnel, visitors and contractors when working on our sites.

These policies are reviewed annually and can be found at the link below or by scanning QR code.



## Captain Susan Cloggie-Holden MNM

Group Harbour Master, Marine Director

T: +44 (0)151 949 6096

M: +44 (0)738 568 8690

E: [susan.cloggie-holden@peelports.com](mailto:susan.cloggie-holden@peelports.com)

