

Harbour Safety Plan

ISO 9001

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Revision History

Document Revision Record					Approval
Rev	Date	Description	Prep	Check	Harbourmaster
Ver 1	02/2020	Document created. Includes new material and elements previously found in the harbour activity plan and the harbour safety management system.	LGR	JEV	02/2020

All accepted issues and versions of this document will be stored in the Councils ISO system. The Harbourmaster is the only authorised editor for this manual.

Vision Statement

Provide a local maritime regulatory system that consistently delivers safe, navigable and clean waterways to the users of the Marlborough Harbour and upholds the rights of freedom of navigation and supports the spirit of exploration.

Mission Statement

Proactively encourage and facilitate the reduction of all maritime risk in the region to a level that generally meets or exceeds statutory and social obligations as pertain to the Harbourmasters function and generally meets or exceeds the reasonable expectations of harbour users.

Introduction

This plan aims to;

Clarify the role and responsibilities of the Harbourmaster in reference to the Maritime Transport Act and the New Zealand Port and Harbour Safety Code.

Demonstrate the manner and means by which the Harbourmaster supports the provision of safe clean and navigable waterways in the region.

Illustrate how the processes of risk assessment and incident management are interlinked and critical to the work of the Harbourmaster.

Identify and explain the specific work activities and tasks undertaken by the Harbourmaster and show the particular maritime risks these activities and tasks seek to address.

Demonstrate Councils efforts to meet its obligations as a harbour authority under the Maritime Transport Act and in particular, to demonstrate consistency with the Port and Harbour Safety Code.

A Function of Risk

The statutory function of the Harbourmaster is to manage maritime risk.

Maritime safety is a Regional Council function and is set out in Section 33C of the Maritime Transport Act 1994 (the Act) as follows:

“For the purpose of ensuring maritime safety in their regions, regional councils may regulate-

- a) The ports, harbours, and waters in their regions; and*
- b) Maritime related activities in their regions.”*

Maritime safety is the term used in the Act to refer to the safe conduct of activities related to all aspects of the operation of ships. However, it is important to note that under the Act ‘a ship’ means every boat or craft used in navigation (whether or not it has any means of propulsion). The term navigation is not defined in the Act and the common meaning can be assumed.

This implies that Council has a duty of care toward all harbour users and a degree of responsibility to ensure the provision of safe and navigable harbour. Although the exact legal extent of that responsibility is uncertain, significant liability may arise if a Council is found to be negligent in its efforts to ensure maritime safety.

The Act provides the following mechanisms which a Council may use to meet its obligations; specifically a council may;

- Create navigation safety bylaws.
- Appoint a Harbourmaster for any port, harbour, or waters in its region.

Once appointed, the Act provides Harbourmasters with a range of powers for the purposes of ensuring maritime safety, or enforcing navigation bylaws regulations and rules made under the Act.

The Marlborough District Council has created navigation safety bylaws and appointed a Harbourmaster, Captain Luke Grogan. The Harbourmasters office is located in Picton and is staffed as follows;

Harbourmaster – Captain Luke Grogan

Deputy Harbourmaster – Captain Jan Eveleens

Harbour Protection Officer – Jason Moore

Maritime Officer – Alex Moore

Administrator/Office Manager – Julie Moorehead

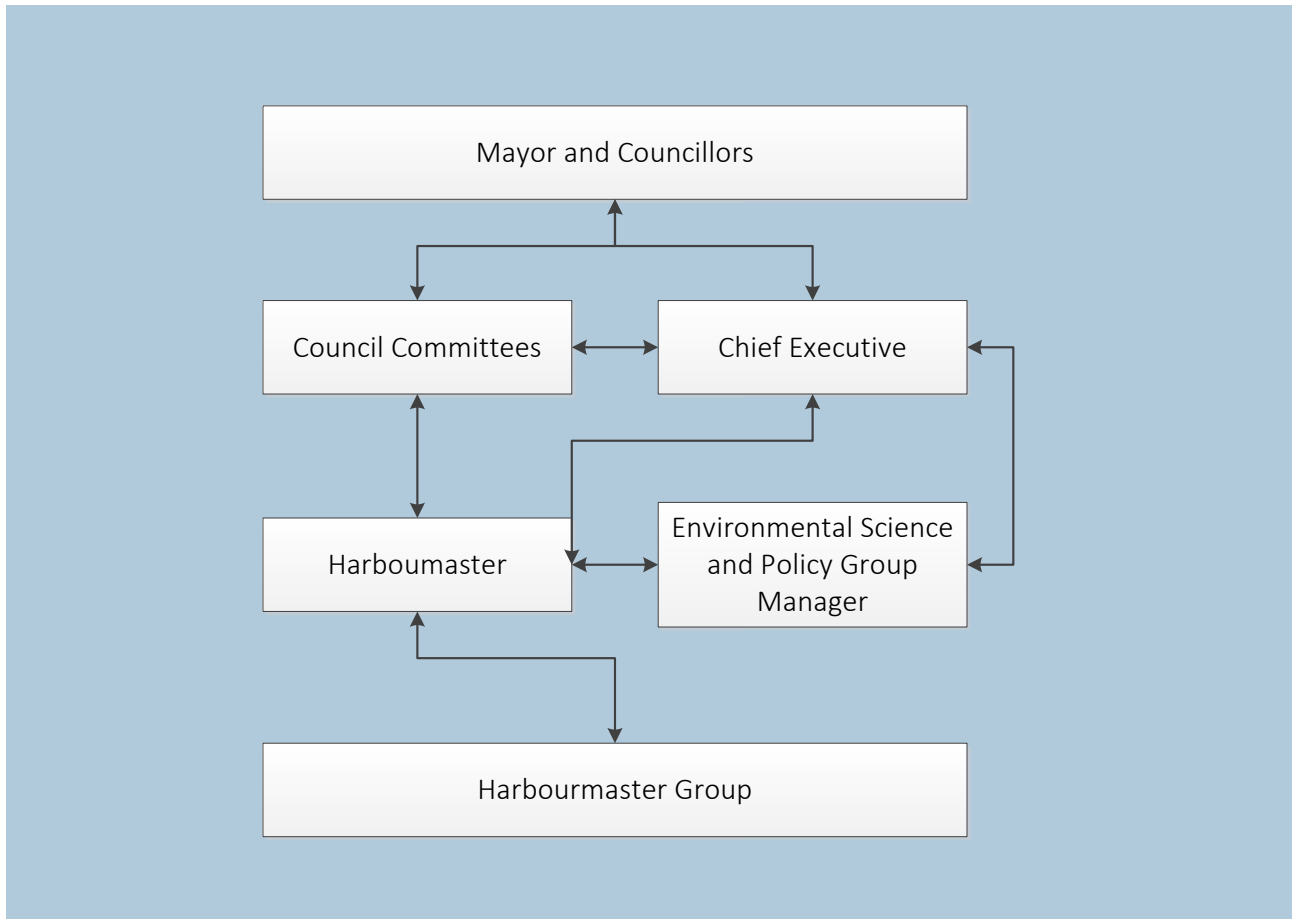
Maritime Officer Trainee – Alex Aldridge

Additional harbour patrol skippers and crew are appointed on casual contracts as required.

Internal Reporting Structure

The Harbourmaster Group is part of the Environmental Science and Policy Group:

The relationship between the Harbourmasters Group, the Chief Executive and elected officials is shown in the following diagram.



Port and Harbour Marine Safety Code

The Port and Harbour Safety Code is a Partnership arrangement between Maritime NZ, port operators & regional councils that aims to ensure maritime risks are identified and managed to a recognizable standard of good practice.

The forerunner of the current Code was prompted by groundings such as the *Jody F Millennium* and *Tai Ping* in 2002 but was closely reviewed following the *Rena* grounding in 2011. The 2016 Code continues to promote a systems approach to safety management.

The code requires that all code members (ports and harbours) carry out a code application assessment to determine the areas in which the Code should apply. A formal risk assessment is then conducted for these areas and a safety management system developed to ensure all identified risks are being properly managed.

The code applies to all waters within the Marlborough harbour limits and the Harbourmaster is the person with the responsibility for ensuring its implementation.

Maritime Safety Management System

The Maritime Safety Management System defines the arrangements in place to monitor, promote and proactively manage maritime activities. The system is designed to deliver the relevant requirements of the Code and is subject to external peer review. A fundamental pillar of the safety management system is the harbour risk assessment.

The Marlborough Harbour Safety Management System Manual has been extensively revised over recent years alongside changes to risk management processes and the harbour risk assessment. An explanation follows.

A brief history of risk assessment in Marlborough

Risk assessments have been carried out extensively in the Marlborough Harbour with comprehensive risk assessment completed as follows;

2006 – Marico Marine (Harbour)

2009 – Marico Marine (Harbour)

2013 – Marico Marine - PEC licensing

These risk assessments closely followed a risk assessment approach as outlined in the Maritime Safety Authority (now Maritime New Zealand) Guidelines for Port and Harbour Risk Assessment and Safety Management Systems 2004. This approach was a useful first step toward understanding and managing harbour risk in Marlborough.

In 2015 the Marlborough District Council was found to be code consistent following a peer review by Port and Harbour Safety Code panel members. However, a recommendation in the review noted;

...the Port Risk Assessment has different scoring and thresholds to the MDC Harbour Risk Assessment and they do not obviously appear to mesh, which may be problematic... MDC and PMNZ should work toward greater integration of their respective risk assessments...

At the time of the recommendation the Harbourmaster had recently commissioned a new formal harbour risk assessment and it was expected that this would provide an opportunity to pursue greater integration between port and harbour. Unfortunately however, the selected provider services was unable to complete the risk assessment or associated risk report.

Further, in January 2016, the Cruise Vessel Azamara Quest grounded in Tory Channel and subsequent Transport Accident Investigation Commission report made the following finding;

Port Marlborough's port risk assessment and Marlborough District Council's harbour risk assessment could not be easily integrated, making it difficult to have one integrated risk assessment for the Harbour.

This underlined the importance integrating the port and harbour risk assessments and since that time both Port Marlborough and MDC have been working hard to ensure a shared understanding of risk. To date, significant progress has been made by both organizations.

2018 Harbour Risk Assessment

In early 2018 the Harbourmaster began working with GBT International to better understand risk in the Marlborough Harbour and improve risk management systems.

In 2018 GBT International was engaged to review the existing harbour risk assessment, risk management processes and the Harbour Safety Management System (SMS) and to propose appropriate improvements.

A key objective was to establish a systematic risk management process to ensure that;

- Risks are identified
- Risks are sufficiently assessed, properly managed and controlled
- Risks are reduced so far as is reasonably practicable
- Risk controls are selected in accordance with an appropriate hierarchy of risk controls

Accordingly a new Maritime Risk Standard was developed in consultation with the Harbourmaster and the previous Marico risk assessments were reviewed using the new Maritime Risk Standard to provide a good, current, snap-shot-in-time of harbour risk. A harbour risk assessment report was delivered in January of 2019.

In addition, a revised version of the Harbour Safety Management System was drafted was consistent with the Port and Harbour Marine Safety Code. This will serve as a good practice administrative tool to assure the continuous improvement of risk management.

Systems thinking

A key part of the Harbourmasters efforts toward improving risk management is to build systems that are tolerant to error, including human error and, sensitive to variance. These systems are controls that should be designed specifically to target risks as identified in the harbour risk assessment.

Systems thinking means that the Harbourmaster must give due consideration to non-maritime risks such as corporate, resourcing and political risks. This is because failure to understand risk in these areas may impact on the control of maritime risks and vice versa.

In applying the tools of systems thinking the Harbourmaster identified in 2018/19 the following risks pertaining to the Harbours function.

1. Insufficient staff resources for compliance monitoring and investigations (MTA and Bylaws)
2. An inefficient incident management system

These risks have now largely addressed with the addition of one additional FTE to the Harbourmasters team and the development of a digital incident database, due to be operational 2020.

The corporate risk assessment as relates to the Harbourmasters function is contained in the councils content management system in the following location; CM Ref: 2012762

Maritime Risks

The harbour risk assessment identifies seven primary user group categories which are then subdivided into more than twenty distinct user group categories. The eight primary user group categories are listed below and the full list of distinct user group categories can be viewed in the harbour risk assessment.

- Port Marlborough (includes all ships)
- Ferries
- Recreational
- Commercial (excluding ships)
- Community
- Agencies
- Aquaculture

The geographic area of the harbour is also divided into eight operational areas containing twelve sub areas. These sub areas can be further refined to bay level discrimination. The eight operational are listed below.

- Tory Channel
- Pelorus Sound
- d'Urville Island
- Croiselles Harbour
- Port Underwood
- Cloudy Bay
- Port Gore
- Harbour Limits

The basic concept of the harbour risk assessment is that each user group and area combination is considered with a view to identifying the maritime incidents that might reasonably be expected to occur.

It should be noted that the term incident is used to encompass all accidents and events that may cause harm. This is a broader application of the term incident than its definition in the Act however, the advantage of using the term in this way is that the risk assessment can be easily integrated with the incident register. In essence, the harbour risk assessment captures what we think might happen whereas the incident register records what is actually occurring within the harbour.

The list of incidents that might reasonably be expected to occur in Marlborough have been arranged into four main incident categories ship, shore, environment and general. Related incident categories and subcategories have also been determined and are displayed in the table below.

These same incident categories as used in risk assessment are also used to record actual incidents that occur in the harbor. This ensures that incident data can be seamlessly integrated into risk reviews and future risk assessments.

Incidents as categorized in the Marlborough Harbour Risk Assessment and Risk Register.

Ship Incidents	Incident Sub Category
Critical Incident	Fire/Explosion Grounding Foundering/Sinking Contact/Allison Collision Flooding
Loss of Position	Anchoring Mooring Berthing Navigating
Ship Equipment Failure	Propulsion Manouvering Navigation Anchoring Pilot/Personnel Transfers Mooring/towing SOLAS FFA
Breach of MTA	Direction Section 65 Other
Breach of Bylaw	Speed Dive Ops PFD's Navigation lights Water skiing and Towing Vessel Name Other
Pollution Wake	Oil Spill Other

Shore Incidents	Incident Sub Category
Harbour Control Failure	AtoN Data, Instruments and Network Local Port Service Regulatory Tools Policy, Process, Proceedure Plant and Machinery
Port Equipment Failure	Plant and Machinery Tugs Pilot Equipment Comms
Port Emergency	

Environmental Incidents	Incident Sub Category
Navigation Hazard	
Seismic Activity /Tsunami	
Severe Weather	

General Incidents	Incident Sub Category
Injury or death (H&S)	
Search and Rescue	
Criminal Activity	
Other	

Risk Treatment and Controls

Risk treatments and controls can be determined by reviewing the compiled list of incidents that we want to prevent from occurring. This is best done in a risk management workshop with suitably informed personnel such as relevant stakeholders and members of the harbourmasters team. In determining treatments and controls it is useful to consider the maximum credible event (MCE) for each incident subcategory (i.e. the MCE for grounding) as this helps to ensure the risk is not underestimated (or overestimated) and the selected controls are appropriate.

The Marlborough operational maritime risk register incorporates all incident categories, maximum credible events and controls and can be referenced for further information.

Risk treatment is the decision about the approach to be taken. Treatment might involve modifying the risk and putting in place risk controls or accepting the level of risk (the residual risk) and focusing on response and recovery measures. Decisions regarding how to treat a risk are determined during the risk assessment process.

Control of risk or a risk control is one or more measure(s) that modifies a risk.

A control might be a new or improved process, policy, device or practice. A control might simply maintain a level of risk or contain a contributing factor. The table below sets out the risk controls in place to ensure maritime safety in the harbour. The table only contains maritime risk controls that are the responsibility of the Harbourmasters group. Clearly, all harbour user and stakeholders will have their own controls.

For example, Port Marlborough has its own risk assessment and has determined necessary controls. Likewise, Maritime New Zealand contributes to controlling maritime risk through regulatory measures such as port state control of ships, certification and licensing and Marine Transport Operator Plans.

All risk controls applied by the Harbourmaster can be assigned to one of the following categories;

- Risk management
- Incident Management
- Compliance
- Harbour Assets and Services

To assist with the processes of risk assessment and incident management these control categories are divided into subcategories and thereafter specific controls. These specific controls reflect the work and tasks the Harbourmaster undertakes to manage maritime risk.

Control Category: Risk Management

Subcategory	Specific Controls
Audit and Verification	Navigation safety assessments Marine farm lighting Salmon farm anchoring and mooring AtoNs ISO compliance
Harbour Information	Pre arrival information Navigation warnings Website Cruise guide Safe Boating and Tides Publications (Admiralty etc.)
Permits and Exemptions	Hotwork Engine immobilisation Events on water Drone Operations Bylaw exemption Diving Ops
Pilots and PEC	Passage Plan Review PEC Training and Proficiency Plan review Pilot Training and proficiency Plan review PEC licensing Pilot licensing
Policy and Strategy	Asset maintenance Compliance Strategy Hydrographic Policy Local port service SLA Passage Planning Policy Pilot and PEC plans Personnel training Reporting (to Council) Works in Harbour Strategy Wrecks, derelict vessels and abandoned ships
Risk Assessment	General harbour risk assessment Subject specific risk assessment Risk Review Meetings

Control Category: Harbour Assets and Services

Subcategory	Specific Controls
Stakeholder ISM/SMS	Wave, tide AIS Network
Monitoring Network	Vessels Fixed Speed Cameras Weather Stations AIS/VHF and Data Network
Aids to Navigation	Buoys, lights, beacons 5 knot buoys Ski lanes Signage

Control Category: Compliance

Subcategory	Specific Controls
Regulation	Bylaws Directions Resource consent monitoring (nav safety)
Education	Safer boating workshops Jet ski safety programme Safe boating and tides brochure Boat ramp safety days Media messaging Harbour Patrol
Enforcement	No excuses campaigns Investigation Infringements and prosecution

Control Category: Response

Subcategory	Specific Controls
Response Plans and Drills	Fire on ship Fire at a Maritime Facility Ship Collision/Grounding/Foundering Hazardous Goods Spill Unstable Vessel Mass Rescue Operation Bomb Threat (ship) Tsunamis Oil Spill Response
Harbourmaster Availability	Duty Roster to ensure 24/7 Harbourmaster access Call Care Service
Incident Management	Incident response Incident register Analysis and lessons learned Media Messaging

Control Activity Detail:

Summary detail of the work undertaken by the Harbourmaster for each control activity is provided below. Comprehensive procedures and processes are available for many activities and available in the ISO system.

Risk Management

Subcategory: Audit and Verification

Control Activity	Activity Detail	Frequency
Navigation safety assessments	Formal navigation safety assessments are conducted by a person appointed by the Harbourmaster to assess the standard of navigational practices on-board ships. This pertains primarily to bridge operations. The deputy Harbourmaster has completed the Nautical Institutes Navigation Assessor Course.	As required Proposed: Annually for all pilots and PEC Masters.
Marine farm lighting	Visit all 600+ marine farms and check compliance with the lighting plan	All farms every 3 years
Salmon farm anchoring and mooring	Visit all Salmon Farm sites and assess compliance with the mooring maintenance policy, navigation management plan and oil transfer plans. Need to establish an ISO process	All farms at least one visit annually.
AtoNs	Visit all aids to navigation (buoys lights and beacons) that have been gazetted in the Nautical Almanac and ensure each is maintained as per IALA guidelines (international association of lighthouse authorities) and ISO process.	Annual visit to each AtoN (minimum).
Picton Harbour Radio	Asses activity within Picton Harbour Radio to verify alignment of practice with service level agreement	Annual review
ISO compliance	All critical documents are maintained in an ISO system. This includes standard operating procedures, the marine operator safety system (MOSS) , the harbour safety management plan and this activity plan. Contents of harbour ISO system need review.	Present: As per ISO audit schedule.

Subcategory: Harbour Information

Control Activity	Activity Detail	Frequency
Pre arrival information Requires review	Provides information to the ship to enhance safe navigation, for example radio calling requirements. Seeks a declaration from ship as to: <ul style="list-style-type: none"> To establish whether a ship is safe to enter the harbour To establish whether the intended destination of that ship is suitable to accept that ship To establish that all marine services used by the ship are of an acceptable standard 	Every visit of every ship over 500GT except ferries. For example all cruise ships and log ships.
Navigation warnings	Issued as required for VHF radio broadcast under agreement when uncharted hazards have been identified or conditions arise that may affect safe navigation	As required.
Website	An additional means to promulgate port and harbour information including navigation warnings, directions and documents such as bylaws and the harbour safety management system.	Updated as required.
Cruise guide app	Focussed on providing useful information to recreational harbour users to facilitate safer boating. Contains safe boating guidance and an easy process to report incidents to the Harbourmaster.	Continuously maintained monitored and updated.
Safe Boating and Tides	Annual publication proving boat safety information to recreational harbour users including tides	7000 copies published and distributed annually
Publications (Admiralty etc)	Pilot books, sailing directions, port guide etc	Information updated upon request

Subcategory: Permits and Exemptions

Control Activity	Activity Detail	Frequency
Hotwork	As per navigation bylaws permit is required from the Harbourmaster to undertake hot work (welding and cutting) on any vessel within harbour limits.	As required by harbour users.
Engine immobilisation	Engine immobilisation permit is required prior to disabling ships engine (>500GT) for repairs.	As required
Events on water	As per navigation bylaws event permit is required for any event that will occur within harbour limits that may impact navigation safety.	As required
Drone Operations	Pictou harbour is an official aerodrome. Permission must be granted from Harbourmaster to fly within 4km of the aerodrome.	As required
Bylaw exemption	Provision exists in the bylaws for the Harbourmaster to exempt any person from a specific bylaw.	A required
Diving Ops	Permission to dive in and around high risk areas such as port wharves and marinas requires agreement from the Harbourmaster.	As required

Subcategory: Pilots and PEC

Control Activity	Activity Detail	Frequency
Passage Plan Review	New or amended passage plans of ferry operators and pilots must be submitted to the Harbourmaster for review.	As required
PEC Training and Proficiency Plan review	As per Maritime Rule 90.102(c) the Harbourmaster must be consulted on new or amended PEC plans. SOP required	As required for external plans Annually for MDC PEC Plan
Pilot Training and Proficiency Plan review	As per Maritime Rule 90.102(c) the Harbourmaster must be consulted on new or amended PEC plans.	As required
PEC licensing	Under delegation from MNZ, the Harbourmaster conducts examinations of all candidates seeking pilot exemption licences for the gazetted pilotage areas. A PEC exam preparation pack is also provided.	As required
Pilot licensing	As per Maritime Rule 90.112 the Harbourmaster required to examine candidates for the issuance of a pilots licence.	As required

Subcategory: Policy and Strategy

Control Activity	Activity Detail	Frequency
Compliance Strategy	This strategy outlines how the Harbourmaster encourages compliance in the maritime space and aligns with MNZ compliance strategy. It is the overarching document for compliance activity.	Annual review
Hydrographic Policy	Outlines the Harbourmasters responsibilities and activities as pertain to collection and distribution of hydrographic data.	Annual review
Picton Harbour Radio service level agreement	Defines the relationship between Picton Harbour Radio and the Harbourmaster. Specifically, the issuing of navigation warnings and radio protocols.	Annual review
Passage planning	Defines the expectations of the Harbourmaster as to the standard of passage plans that are submitted for review.	Annual review
Personnel training	Defines training and experience requirements for each role within the harbours function and encourages professional development.	Annual Review
Harbour User Engagement Strategy	This strategy outlines how the Harbourmaster engages with each harbour user group, the mechanisms used and the frequency	To be created
Reporting (to Council)	Preparation of reports for the environment committee and audit and risk committees. Preparation of reports to management meetings	AS required All management meetings
Works in Harbour Policy	Policy outlining how the process for conducting harbour works.	Annual review
Wrecks, derelict vessels and abandoned ships	Policy outlining how the Harbourmaster deals with wrecks, derelict vessels and abandoned ships.	Annual review

Subcategory: Risk Assessment

Control Activity	Activity Detail	Frequency
General harbour risk assessment	Asses risk in the harbour via an intensive process to maintain an overall awareness of maritime risk and the effectiveness of controls. Process should align with the PHSC risk management guidelines.	Continuous
Port Risk Assessment	Engage with port and ensure full and complete understanding of port risk assessment	Annual
Subject specific risk assessment	Risk assessments for subjects that require a finer scrutiny than is available via harbour risk assessment. Recent examples: Ngakuta Bay, Tory Channel, Northern Entrance (PEC licencing), Admiralty Bay	As required
Risk Review Meetings	Focus groups composed of relevant persons are assembled to discuss specific risks or concerns relating to maritime risks.	As required

Harbour Assets/Services

Subcategory: Monitoring

Activity	Activity Detail	Frequency
Weather, wave, tide and current (environmental data)	Provide weather, wave, tide and current Data from all necessary strategic locations so as to generate data of sufficient quality and reliability to support safe shipping.	Continuous monitoring, attend and repair as required. Regular review of sites.
AIS/VHF	Capture and provide real-time AIS data to facilitate monitoring of ships, incident investigation, compliance, geo-fence triggers and virtual AtoNs.	Ongoing
Data Network	Install, expand and upgrade harbours network to ensure effective transmission of environmental and AIS data to harbour users form remote sites	Ongoing
Fixed Speed Cameras	Install speed and monitoring cameras at strategic locations to encourage compliance and increase understanding of vessel traffic profiles.	Ongoing
Vessels	Vessels providing acceptability to all on water and remote assets. Must be maintained as per Marine Operator Safety Plan.	Annual Review, 5 yearly MNZ audit.

Subcategory: Maintenance

Activity	Activity Detail	Frequency
Vessels	Maintain as per marine operator safety system plan	Annual internal review 5 yearly MNZ audit
Fixed Speed Cameras	Maintain in operation condition	Continuous monitoring, attend and repair as required. Unknown quantity
Weather Stations	Maintain to a standard that ensures reliability of accurate data.	Annual visit and constant monitoring
AIS Radio and Data Network	Maintain to a standard that ensures reliability of accurate data.	Annual visit and constant monitoring

Subcategory: Aids to Navigation

Activity	Activity Detail	Frequency
Buoys light and beacons	Provision of lights to IALA standard	Respond to all failures in specified IALA time-frames
5 knot buoys	Provision of 5 Knot buoys so as to ensure public safety in high risk areas	Bi-annual clean or as required
Ski lanes	Maintain buoyage and signage to ensue visibility of lane and encourage compliance with ski lane rule	Regular visits during summer patrols
Signage	Install and maintain signage at strategic locations to enhance boating safety. My be standard signs or electronic signs such as in Picton and Havelock	Constant Monitoring

Response

Subcategory: Emergency Response Plans and Drills

Activity	Activity Detail	Frequency
Marine Emergency Drills	Drill for Marine Emergencies; Fire on ship, Fire at a Maritime Facility, Hazardous Goods Spill, Tsunamis, Ship Collision/Grounding/Foundering, Unstable Vessel, Mass Rescue Operation, Bomb Threat (ship)	Annual drill
Marine Emergency Plan	Review plan for all emergency scenarios	Annual review

Subcategory: Harbourmaster Oil Spill Response

Activity	Activity Detail	Frequency
Oil Spill Response Team Drills	Regional oil spill response drills team drills	Quarterly
Oil Spill Equipment Maintenance	Maintain all tier 2 oil spill equipment to a standard as agreed with Maritime New Zealand Oil Pollution Response Service	Quarterly
Oil Transfer Sites	Certify sites in Marlborough and Audit as required	Certificates every three years, annual audits for sites
Oil Spill Response	Respond to oil pollution events as per plan	As required
Oil Spill Investigation	Conduct investigations into marine oil spills	As required

Subcategory: Harbourmaster Availability

Activity	Activity Detail	Frequency
Harbourmaster available 24/7	Maintain an on call duty roster such that the Harbourmaster services can be mobilised at any time	Roster issued fortnightly
Duty Officer Manual	Provide a duty officer manual to guide immediate actions of duty officer on receipt of a call	Annual review

Subcategory: Incident Management

Activity	Activity Detail	Frequency
Incident response	Respond in a timely manner to all incidents that require the services of the Harbourmaster and/or could impact on maritime safety in the harbour	As required
Incident register	Maintain an incident register of all incidents that occur and are relevant to understanding the harbour risk profile.	As required
Analysis and Lessons Learned	Convene a meeting with all relevant stakeholders to de-brief incident and evaluate response with a view to encouraging continuous improvement.	As required

Compliance

Subcategory: Regulation

Activity	Activity Detail	Frequency
Bylaws	Establish and maintain navigation bylaws that are fit for purpose and meet the requirements of the LGA and MTA	Every five years.
Directions	Issue Direction as required to ensure maritime safety in a manner that meets the requirements of the MTA.	As required. Review annually at a minimum
Resource consent monitoring	Provide comment on navigation safety matters for resource consent applications, hearings and environment court as required. Typically includes moorings, marine farms, structures and works.	As required

Subcategory: Education

Activity	Activity Detail	Frequency
Safer boating workshops	Provide an opportunity for recreational boat users to upskill their boating safety knowledge	5 courses annually
Jet ski safety programme	Provide an opportunity for Jet Ski users to upskill their safety knowledge and encourage a safe culture	To be established 20/21
Safe boating and tides brochure	Publish and distribute 7000 brochures annually so as to provide useful knowledge to harbour users.	Annual publication. Year round distribution
Boat ramp safety days	Undertake boat ramp safety education days to encourage safe boating in the region.	Three ramp days per year
Media messaging	Provide editorial comment, issue press releases and advertise in print and digital media to spread safe boating messages.	Fortnightly during summer. As required at all other times
Harbour Patrol	Maintain an effective and efficient harbour patrol and presence on the water throughout the summer months.	At least 100 days of harbour patrols over the boating season.

Harbour Patrol

Subcategory: Enforcement

Activity	Activity Detail	Frequency
No excuses campaigns	Undertake 'no excuses' campaign days targeting problem areas and/or user groups. As many as possible should involve Maritime New Zealand.	10 no excuses days per year
Infringements and prosecution	Issue infringements and take prosecutions as necessary in accordance with the compliance policy.	As required
Incident Investigation	Investigate incidents as required to enable an understanding of what occurred and how to prevent it from re-occurring. Collect evidence for to a standard sufficiently robust to enable enforcement action as required.	As required

Program of Future Work

The Marlborough operational maritime risk assessment assists the Harbourmaster to evaluate the risk of incidents occurring and evaluate the effectiveness of the controls in place. Through consideration of each incident category, its risk value and the controls in place to prevent its occurrence, decisions can be made about adjustments and/or additions to risk controls. This enables a program of future work to be defined and the timely completion of this work demonstrates effective risk management. The program of future work is contained in CM within the operational maritime risk assessment.

Key Performance Targets

Key performance targets are established as part of the Long Term Plan process and revised as part of the annual plan process. Each key performance target has a clearly defined methodology describing how it is measured and assessed. The present harbours key performance targets and methodology sheets are available in the council's content management system in the folder CM F230-A20-08-03.

Communications and Engagement

Consultation is an important aspect of risk management and should include any stakeholder potentially impacted by another stakeholder's activity. The results of the risk management process are communicated to all affected parties. It is very important that those personnel exposed to risks have the appropriate information about the risks communicated to them and that records of this communication are maintained.

The methods the Harbourmaster uses to achieve effective communication and engagement with harbour stakeholders are defined in the Harbour Safety Management System.

Health and Safety

The harbours group complies with the requirements of the Health and Safety at Work Act at all times. A robust health and safety regime based on staff participation and accountability within the group is in place. Specifically, the group seeks to ensure that all known risks in the workplace are understood by all personnel and the level of risks is reduced to as low as is reasonable and practicable.

The Group performs tasks, functions and duties within an office environment, an industrial workshop in Lagoon Road and within the greater Marlborough Sounds area, both ashore and afloat.

Within all work environments, staff health and safety is governed by the Council's Health and Safety Operational Plan for Harbours. This plan is located in the council's content management system C500-005-005-19

One Harbourmaster Group staff member is also a member of the Council's Health and Safety Committee.

Health and safety of vessel operations is incorporated into the Maritime Operators Safety System (MOSS) the regulatory regime applicable to commercial vessels operating in New Zealand waters. The Harbourmasters vessels operate under a valid MOSS certificate issued by Maritime New Zealand and the system is subjected to regular audit by Maritime New Zealand.

Safe work practices are embedded in operational activity through standard operating procedures and practices including;

- Job safety analysis for all high risk work
- Tool box meetings for every job.
- A hazard observation, reporting and management system
- Health and Safety is a fixed agenda item for Group Staff meetings

All records relating to Health and Safety activities are located in CM H100-021

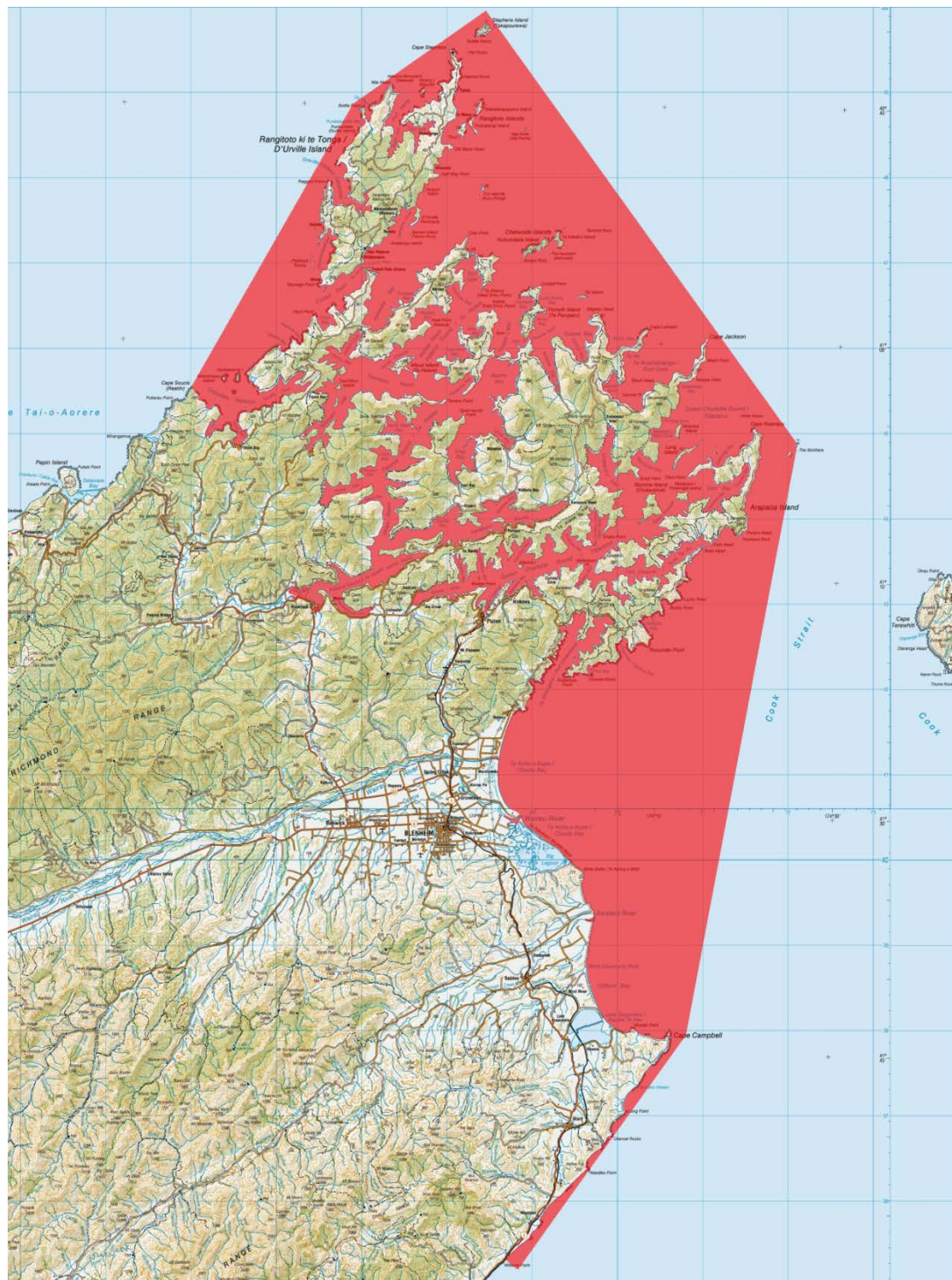
Budget

Information as to the Harbourmasters group budget is contained within the Councils Annual Plan document.

Harbour Limits

The limits of the Marlborough Harbour are shown below. A precise description is provided in the Marlborough Navigation Safety Bylaws.

Marlborough Harbour Limits



Legend

 Marlborough Harbour Limits

