

# BRITAIN'S TOP PORT



## LERWICK PORT AUTHORITY

**Strategy &  
Business Plan  
2008/09**



Fluctuations in our marketplace, due to external factors, reinforce the requirement for Lerwick Port Authority to be proactive and committed in ensuring the harbour's future through a clear strategy meeting the changing needs of the maritime industry and Shetland.

The Authority's recent performance, along with the activities of the many port users, means that we are strongly positioned to move forward in 2008 and beyond.

This is given added importance by the fact that, while the longer-term forecast for future traffic and income is good, slower growth is being predicted for 2009 because of specific circumstances in several sectors.

Meanwhile, through efficient operations, infrastructure development, investment and marketing, and working closely with third parties, we will continue to lay the groundwork for the challenges ahead. The scale of the current capital programme means it will take several years to be fully delivered, while projects in planning also contribute to this significant time in the successful evolution of the port.

The way forward is frame-worked in a mission statement, key strategic objectives and focussed plans, all outlining our main goals in the various core aspects of the port's operation and management.

The Authority is open and accountable in its operations and the Strategy and Business Plan is available on our website, as well as distributed to a wide range of relevant parties.



Brian Anderson  
Chairman

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## THE AUTHORITY

Lerwick Port Authority was established (as Lerwick Harbour Trust) by Act of Parliament in 1877 and is an independent statutory body governed by its own legislation. It is directed by eleven Board Members, nine of whom are appointed by the local community and harbour users.



*Pictured above are non-executive Board Members, from left to right, Bobby Polson, Jim Henry, Caroline Miller, Brian Anderson (Chairman), Harry Jamieson (Deputy Chairman), George Anderson, Ronnie Gair and Davie Hutchison. Missing from the picture is Jim Budge.*



The Chief Executive and Deputy Chief Executive of the Authority are ex-officio Board Members.

*Pictured left is the Authority's senior management team, Chief Executive Sandra Laurenson, Deputy Chief Executive Victor Sandison and Harbourmaster Captain Calum Grains.*

As well as being a harbour authority, the Authority is a self-financing business depending like any other commercial concern on cash flow and profits for its successful operation. The Authority continues to invest its profits back into the port in order to continue developing a high standard of infrastructure for the benefit of its users. Over £60M has been invested in port assets over the years.

The Authority has to keep planning ahead to keep pace with the changing needs of port users and the Shetland community. To do so, it must keep close to industry - fishing, oil, ferries and tourism - to anticipate and assess opportunities for either investment in facilities or further diversification. The port also has to continue to operate efficiently and provide its customers with good value for money for services, reducing unit costs where possible.

This document summarises the Authority's strategy and operating plan for the years 2008-2009.



## INTRODUCTION

Four main industry sectors operate at the port of Lerwick – fishing; offshore oil (including decommissioning); ferries and cargo; and tourism through cruise ships and yachts.

Provision of port infrastructure and services to customers in each of the industry sectors is the core business of Lerwick Port Authority.

To support this core business, Lerwick Port Authority also invests in onshore properties and operating companies where necessary.

Early in 2007, a report entitled “Economic Impact Assessment of Lerwick Harbour on the Shetland Economy” was published. The report was commissioned to update previous studies done.

The report highlighted that Lerwick Port Authority had made significant progress in the 21st century in turning the decline of the 1990’s into growth and diversification. Income was now better spread across more sectors and Lerwick was a favoured port of call to a range of vessels.

The 2007 report confirmed that the Authority generated £11.4M annually in the local economy, with 77% of its income coming from external sources and with 80% of its expenditure made locally.

2007 was a landmark year for the Authority in many ways. The year started with a Court decision in favour of the Authority regarding its proposals to dredge the harbour. Court action had led to a dredging project in 2005 being abandoned. This had resulted in a pause in the Authority’s capital programme which is now moving forward again in 2008.

2007 also saw the first major offshore decommissioning project handled at Greenhead Base in Lerwick – a giant modules support frame weighing 8,800 tonnes from the Frigg field. It is hoped that this successful decommissioning project is the first of many for Lerwick.

A very satisfactory operational performance in 2007 helped the Authority to set an exceptional financial return for the year. A resurgence in the white fish sector and the offshore oil traffic and decommissioning sector each showed growth. Ferries, freight and tourism all remained stable as did the pelagic fish sector although there is ongoing fragility in this sector with restricted raw material availability. The Authority’s retained profit for the year was also helped by a one-off write back of deferred tax provisions from previous years due to the abolition of Industrial Buildings Allowances.

This provides an excellent platform for the Authority to move forward in 2008 onwards.

Forecasts for the immediate future indicate a slowing of activity and income for 2009. This is due to no major offshore decommissioning projects programmed for the year and a continuing limitation on availability of pelagic fish. However, overall predictions on activity and income for the future remain good.

**A summary of Key Harbour Information can be found at Appendix 1.**



## MISSION STATEMENT

The longer-term aim of the Authority is set out in its Mission Statement:-

“The Authority aims to run an efficient, cost-effective port operation involving the management, maintenance and regulation of its activities and shipping to the port for the benefit of the Shetland community and businesses for the foreseeable future. In so doing it will strive to invest in new facilities and to maximise the quality and value for money of its services in order to maintain existing and attract new business to the port. It will diversify its involvement in port related facilities where this supports and strengthens its core harbour activity.”

This aim is broken down into strategic objectives providing a clear framework for plans to help exploit the potential of the port and overcome any obstacles to future development, allowing the provision of first class services and facilities for customers.



## STRATEGIC OBJECTIVES

The **key strategic objectives** of the Authority are:-

- The management, maintenance and regulation of Lerwick Harbour.
- To continuously improve its environmental performance.
- To invest in new port facilities where a need is identified. To diversify its portfolio of investments and sources of income, especially where this also supports and strengthens its core harbour activity.
- To attract new businesses and ensure the continued satisfaction of existing customers and users, and to defend the port against unfair competition and anti-competitive practices.
- To maximise quality and value for money in all its services through continually endeavouring to make its operations cost-effective, efficient and streamlined while maintaining high standards.
- To maintain existing buildings, plant and equipment and harbour facilities in a safe and serviceable order.
- To operate safely with particular regard to ensuring compliance with any new legislative requirements within required timescales.

These objectives provide the basis for ten action plans that are now summarised.



# 1. CONSERVANCY PLAN

The board of Lerwick Port Authority will continue to fulfil its paramount statutory duty to conserve the harbour in order to ensure its continued safe and efficient operation. It shall do this by:

- finding, marking and monitoring channels;
- providing adequate and sufficient aids to navigation;
- adequately identifying wrecks and other hazards;
- maintaining berths and anchorages;
- collecting hydrographic information;
- furnishing information for Admiralty Charts;
- providing relevant information to users about the conditions in the harbour.

All of these shall be routinely reviewed, any significant changes identified, and any relevant information shall be published and disseminated to users. The same shall apply following any work undertaken in the harbour.

Lerwick Port Authority shall continue to use the Department for Transport “A Guide to Good Practice on Port Marine Operations” (Section 6, Conservancy) as a guide to the conservation of Lerwick Harbour.





## 2. ENVIRONMENTAL PLAN

As a statutory harbour authority and major land owner, Lerwick Port Authority has environmental duties under the Harbours Act 1964 (as amended by the Transport and Works Act 1992) and other relevant legislation. In 2008, the Authority successfully achieved certification to the internationally recognised Environmental Standard BS EN ISO 14001:2004.

Certification ensures that the Authority continues to provide a high standard of service to its customers, who can now be assured that the Authority's environmental status can match the standards required in their own operations.

Certification requires the identification and assessment of all significant environmental aspects of harbour operations which have the potential to cause pollution. The 'Aspects Register' allows the Authority to efficiently control and manage its environmental impact through a series of documented procedures and control measures including:-

- operational control;
- the setting of objectives;
- monitoring;
- emergency response.

These procedures and processes are drawn together with the existing BS ISO 9001:2000 Quality Assurance System (held by the Authority since 1995) to create a fully Integrated Management System (IMS).

The Authority's objective is to preserve the balance in the harbour between commercial, recreational and environmental interests, at the same time maintaining a sustainable and commercially viable port. In order to achieve this, a philosophy of continuous review will be adopted in all aspects of the business, with a view to identifying opportunities for improving environmental effects. All reasonable efforts will be made to realise any potential improvements.

The aims of the Authority are as follows:-

- to strategically plan all aspects of its operations and activities in order to minimise their impact on the environment;
- to train staff in the environmental aspects of the work they do and communicate regularly and effectively with them to achieve the desired environmental performance;
- to comply with all legal and legislative requirements and pursue a programme of progressive improvement to these standards;
- to control the use of non-renewable raw materials and where possible to continuously seek alternatives;
- to reduce the consumption of resources and all forms of waste;
- to reduce the level of controlled and uncontrolled emissions and discharges to the environment.





### 3. HARBOUR INFRASTRUCTURE PLAN

The Board of Lerwick Port Authority has a Capital Programme of planned new investment which will take several years to deliver. The Authority is conscious of its customers needs and strives to provide the infrastructure necessary to allow the industries using the port to flourish. 2008/09 is an exciting time with many projects on the drawing board and challenges ahead to prioritise these in an affordable manner.

A brief overview of some of these projects are outlined here:

#### (i) 2008 Dredging Project

The 2008 dredging project at a total cost of £12M is the largest single investment in the port to date. Dredging to nine metres water depth will bring a range of significant benefits, particularly to the pelagic fishing and offshore oil sectors. These include wider and deeper access to Greenhead Base, an improved alignment of a new deep-water north channel and will enable access and berthing for larger vessels at the Shetland Catch pier. Also included has been deepening of the landing berth at Heogan to eight metres and deepening an area at Mair's Yard, north of Holmsgarth for a future quay.

The dredged spoil has been used to create land reclamation north of Greenhead Base and this will be used to expand the activities at the base – most probably to suit the offshore decommissioning activity.

The dredging project is due for completion in autumn 2008.



Lightest areas in photomontage above are dredged to 9 metres.  
The reclamation area in foreground extends to 14.4 acres.

## (ii) Future Quay Development projects

Following completion of the dredging project, the Authority plans to commence quay development projects. Work started in 2007 with Site Investigations and an Environmental Impact Assessment is underway to submit with an application for a Harbour Revision Order which is necessary to authorise the works. Consultations have been held with various bodies and it is envisaged that four schemes will be developed.

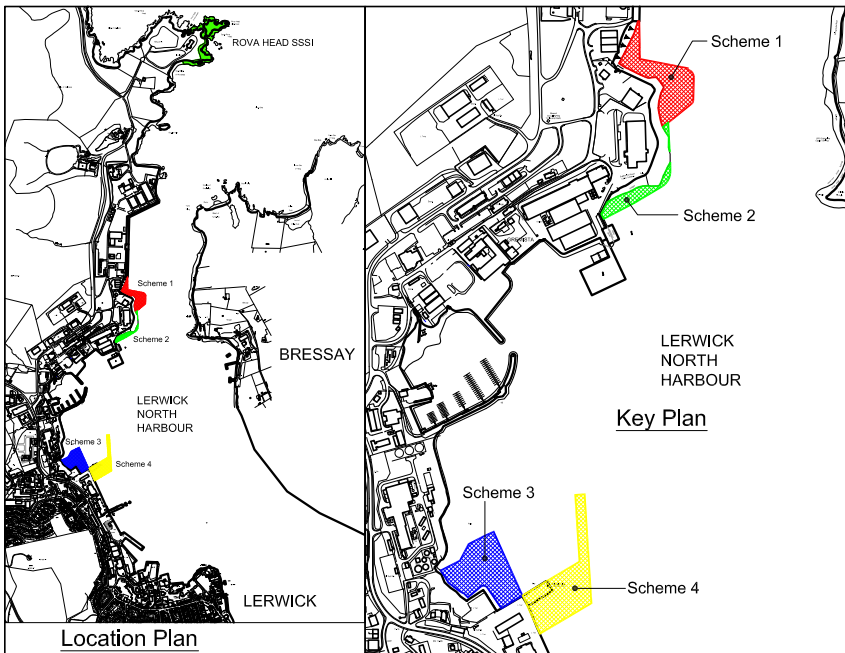
**Scheme 1** is for an extension of Greenhead Base to the south with two deep-water berths. The berths will suit offshore oil industry projects and reefer vessels loading product from Shetland Catch.

**Scheme 2** is a land reclamation project around Point of Scattland to provide improved access for the major fish processors in that location.

**Scheme 3** is a proposed quayside extension at Mair's Yard north of Holmsgarth. This is presently the favoured site for a new white fish market for Lerwick.

Consultation has taken place with the market users on the size and shape of a future market and this has assisted the design of the new quay. The proposed berth has been dredged to six metres depth.

**Scheme 4** is a proposed extension of the existing Holmsgarth north jetty to provide more lay down area for the fishing fleet and deeper berthing. The project will be phased with a possible future arm extension to the north to provide a sheltered dock.



### (iii) Building Projects

#### Harbour House

Building projects underway in 2008 include the redevelopment of Harbour House – a joint project with Shetland Islands Council to also create new public toilets in the yard adjacent to the House.

Work started in August 2008 for completion by the busy summer season in 2009. The Authority will redevelop the listed building as offices available for let. The adjacent new public toilets will be an improved amenity in the town centre.



#### Town Centre

On completion of the Harbour House project, Lerwick Port Authority will obtain the former public toilets on the Esplanade. Plans are being developed to demolish the block and provide a new “welcome ashore” building for cruise ship passengers, marine tourism and other maritime events.



### (iii) Building Projects (cont'd)

2009 should also see the first phase of redevelopment of the Sea Wall at the small boat harbour to improve amenity of the area with a walkway. Complementary to this, the Authority is jointly exploring with Lerwick Boating Club the replacement of the wooden deck at the small boat harbour to improve safety and enlarge the deck which is extensively used by junior sailors.



View of existing wooden boat deck



Image of planned future deck

### Fishmarket

Consultation with fishmarket users has been undertaken to determine the requirements for a new fishmarket at a new location in the harbour. A preferred site at Mair's Yard north of Holmsgarth has been identified and the first step is to build a new quay and associated road infrastructure.

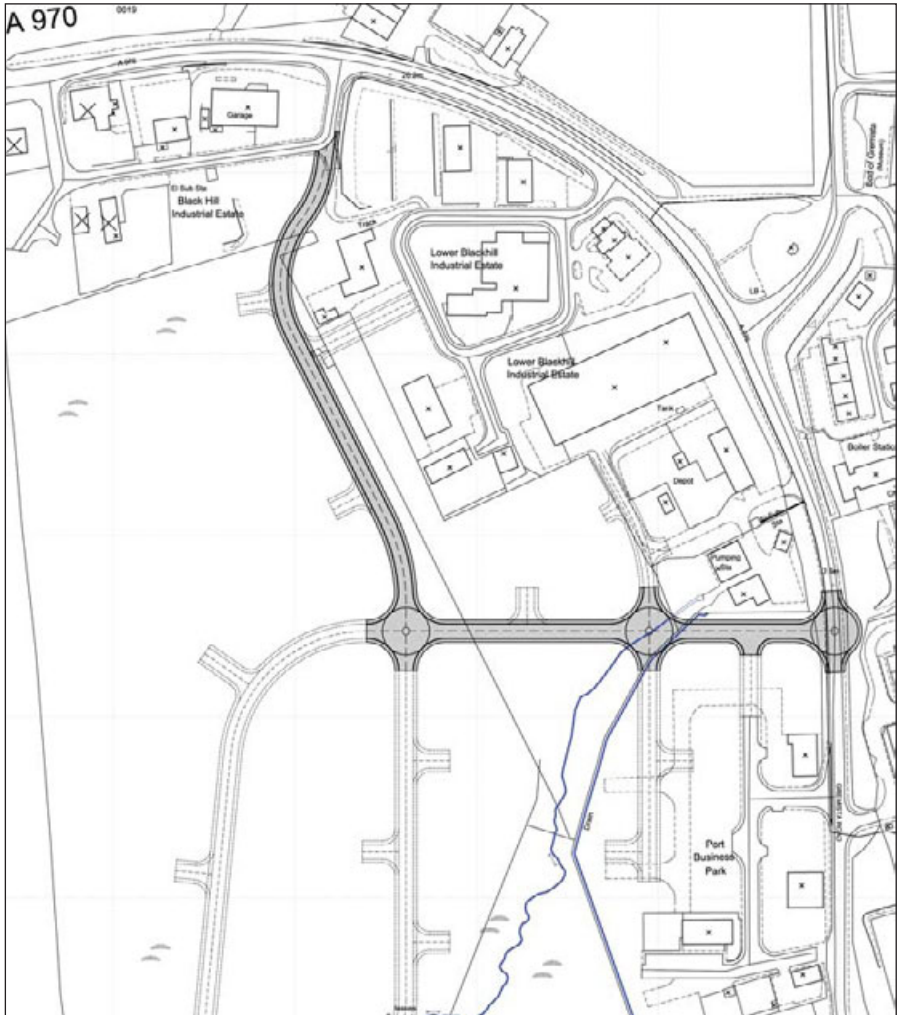
The fishmarket design will be developed over the forthcoming term but the initial plans are for a single-storey energy efficient building with the electronic auction hall and supplementary offices in a separate adjacent building. Only those buildings that have to be essentially located on the quayside will use that valuable space.

As this means that a new fishmarket is still a few years away, an extension to the existing fishmarket is underway in 2008. This will assist in the short-term with the volume of landings now attracted to the port.

#### (iv) Industrial Land

The port's estate includes valuable industrial land and rental income is a key economic cornerstone for the Authority. A number of enquiries for future industrial project sites resulted in the Authority producing a concept plan of a new road to enhance and expand existing estates. It is hoped that the new Local Development Plan for the area will incorporate the opportunities afforded by this concept plan.

The Authority co-owns Black Hill Industrial Estate Limited – and this company is responsive to customer-led enquiries to further develop its own estate.



Concept plan showing possible future roadway linking Black Hill Industrial Estate and Port Business Park



## (v) Future Capital Projects

Future capital projects have been identified and will be developed further as the demands of the various industry sectors and affordability dictates.

Some of these projects are:

- Improvements to ro/ro infrastructure to suit the anticipated newer generation of ro/ro vessels. A new deck and fendering for the existing ro/ro pier is planned together with replacement of the freight linkspan.
- Future deep-water decommissioning berths for single-lift craft. Concept drawings have been prepared to demonstrate how Lerwick has the capability to provide 20 metre deep berths for future single-lift craft being developed for the offshore decommissioning sector.
- Town Centre deep-water berth. Once the fishmarket is relocated from Lerwick town centre, there is an opportunity to reclaim land to the seaward of the market to quickly gain a long 10 metre deep berth. This would be ideal for cruise ships.
- Arlanda/Gremista Quay redevelopment. Consent has already been obtained to reclaim land from north of Gremista Marina to Gremista Quay. This work is required in the medium term due to the condition of Gremista Quay. Should a suitable quayside project be identified for this site, the project will be prioritised.
- Replace “Kebister”. This vessel is now 18 years old and in the medium term it is hoped to replace her with a vessel similar to the very successful “Knab” that was delivered in 2006.





## 4. INVESTMENT PLAN

Lerwick Port Authority will continue to review all opportunities for development of harbour facilities and also the potential for stimulating trade in the port to fully utilise capacity.

In support of core business, the Authority also has invested in companies that can provide harbour traffic and operational income to the Authority.

The Authority currently has shareholdings in the following active companies:

Shetland Catch Limited – owning 38.8% of the shares, the Authority is the single largest shareholder of the company. The Authority invested £1M in the company in 2007 to safeguard this important activity at Lerwick.

Black Hill Industrial Estate Limited – owning 51% of the shares, the company is also managed by the Authority.

SFP (Shetland Fish Products) Limited – owning 11.1% of the shares, the company operates the fish meal and oil plant at Heogan, Bressay.

Shetland Seafood Auctions Limited – owning 26.5% of the shares, the company provides services and the electronic auction equipment at Lerwick fishmarket.

Recent examples of other investment include:

- Commercial fuel facility. The Authority provided the civil works leased to a tenant for their fuel distribution business allowing them to relocate from another harbour property.
- Car parking at Holmsgarth. £140k was invested in 2008 to provide 50 new long-stay car parking spaces at Holmsgarth to assist with the demand by ferry passengers.
- Fish processing. Completed during 2008 was a significant investment in a secondary processing extension for a tenant's factory.
- Pelagic landing berth. £171,000 was invested at Gremista Quay to adapt the quay face to complement the newly deepened landing berth.
- Industrial buildings. To gain control of land and property adjacent to the foreshore, over £370,000 has been invested in industrial property to let combined with foreshore access improvements in a strategic location at Arlanda.

The aforementioned projects continue the Authority's investment strategy of maintaining its present market whilst providing expansion opportunities. During 2008/2009, any investment opportunities presented will be considered in regard to both the fit with core business for the Authority and the level of return achievable.





## 5. EVENTS MANAGEMENT PLAN

In accordance with the Authority's Marketing Plan (section 6), the Authority will continue to successfully work in partnership with many organising bodies (local, national and international) to assist in promoting maritime events both on and off the water.

Some activities include:

**Shetland Museum and Archives:-** Opened in 2007, the Authority sponsored the project by £150k which has provided exhibits and an ongoing research project for the Archives. The Museum and Archives is a stunning visitor attraction preserving a part of Lerwick's historic waterfront.

**Tall Ships Races 2011:-** Lerwick will again be a host port for the Tall Ships Races in 2011, working together with the other four ports making up the race series. The Authority was pleased to work in partnership with Shetland Islands Council to win the event and will be involved with this significant project.

**Annual yacht races:-** At midsummer, two major yacht races call at Lerwick – the annual Bergen-Shetland Race and the 1000 Mile Race that starts in Holland. The yachts provide colour in the harbour. The Race weekend has in recent years been complemented by the Flavour of Shetland event on a site provided by the Authority at Victoria Pier.

**In 2009, Lerwick will welcome its 1000<sup>th</sup> cruise ship:-** A celebration is being planned to mark this milestone – just over 80 years since the first recorded cruise ship arrival in the port's records in July 1928.

**Shetland Sail Training Scheme:-** In 2006, Lerwick Port Authority and Shetland Islands Council jointly supported seven sail trainees from Shetland to take part in the 50th Anniversary Tall Ships' Races. Building on the success of this scheme, the initiative was repeated again in 2008 when a further five trainees took part in the Races. As Lerwick is a Host Port for the Tall Ships' Races in 2011, the local community is expected to find and fund a large number of sail trainees to participate. An annual sail training scheme will be developed to provide further opportunities for young people from Shetland to enjoy the sail training experience in the build up to the 2011 Races and beyond.



## 6. MARKETING PLAN

Marketing of the port is ever more important in a competitive environment. Marketing to specific industry groups will continue in a manner most appropriate to the particular sector.

For example there are established contacts to the mature cruise ships sector, there are tourism related events to support the ferries and sailing sector, the fishing sector generic “Land in Shetland” campaign was successful and the oil industry needs constant awareness with new project-specific teams perhaps never having considered Lerwick before. Offshore decommissioning is an exciting new opportunity for marketing.

In addition to marketing to customers, the Authority markets to the local community to maintain awareness of the Authority’s activities and seek involvement in and support of many projects and events in the harbour.

The Authority concentrates on retaining existing customers, attracting new business and generally improving the image of the port. This is done by:

- Producing updated promotional literature.
- Updating the Lerwick Port Authority website on a regular basis.
- Attending industry-specific trade events and exhibitions.
- Working closely with appropriate trade groups and organisations.
- Utilising the services of a PR/marketing agency.
- Arranging meetings with key personnel and hosting visits to the port.
- Investigating new promotional ideas and supporting the marketing efforts of port-related businesses.

Recent examples of the Authority’s marketing strategy are:

- (i) Production of a DVD for cruise ship operators and for use onboard cruise ships visiting Lerwick.
- (ii) Production of a series of Bulletins related to ferries (2007), offshore decommissioning (2007), cruise ships (2007), fishing (2008).
- (iii) Awarding a tender to completely renew the Authority’s website. The new site will be active in 2008.
- (iv) Exhibiting at cruise events together with other Scottish Ports.
- (v) Attendance at the annual Fishing exhibition and entry into the Fishing News Awards, Fishing Port of the Year competition (winner of this award in 2007).
- (vi) Presence at Offshore Europe 2007 together with other Shetland partners, and attendance at various decommissioning seminars and events.
- (vii) A partner in hosting visits to the decommissioning site at Lerwick.
- (viii) A partner in hosting the Tall Ships Races at Lerwick in 2011.



## 7. MANAGEMENT AND PERSONNEL PLAN

At Board level, the most recent review of the Authority's constitution took place in 2003 and a Constitution Order came into force that year. This Order ensures that Board Members' appointments comply with Government guidelines.

The Board comprises of nine non-executive Board Members remunerated on an attendance allowance basis plus two ex-officio Board Members in the Chief Executive and Deputy Chief Executive.

Following retirements in 2007, a new organisational structure was implemented as shown at Appendix 2. The total complement of employees is unchanged and the busy operational period has meant that this is kept under constant review.

The Authority's staff members are a valuable asset with a wealth of knowledge and experience. Staff training of the workforce continues with a high standard of health, safety and environmental compliance in all departments. Opportunities for training and education are taken when appropriate and an average of £415 per employee was spent on training in 2007.

Safety/Management meetings continue to be held with all staff members on a quarterly basis with many important issues and constructive ideas being raised and acted on as a result of these meetings.

The complement of staff members of Lerwick Port Authority is as follows:-

● Chief Executive/Deputy Chief Executive	2
● Harbourmaster/Operations	3
● Administration/Finance/Compliance	7
● Pilots	3
● Port Controllers	5
● Superintendents	2
● Boat Crews	9
● Operations Personnel	15
● Part time (Clerical)	2

<b>Total</b>	<b>48</b>
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<b>Full-time Equivalent</b>	<b>46</b>
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## 8. QUALITY ASSURANCE AND VALUE FOR MONEY PLAN

Lerwick Port Authority remains fully committed to the continuous improvement and development of its quality system. A fully integrated Management System linking both the Environmental Standard BS EN ISO 14001:2004 and the Authority's existing BS EN 9001:2000 Quality Assurance System has been created.

As a result of the growing legislative demands on the port, continuous assessment of the Authority's quality systems demonstrates its determination to improve quality, reliability and the safety of its services to meet the demands of the varying industry sectors and its customers.

This policy will continue to be implemented by:-

- Encouraging staff to take part in education and training.
- Establishing and maintaining close working relationships with suppliers.
- Keeping up to date with legislative requirements.
- Holding regular discussions with customers to identify their needs.
- Carrying out regular internal audits.
- Continuing to operate to quality and environmental standards.

In order to ensure that it continues to provide a cost-effective and value for money service to its customers, the Authority will continue to look for ways to minimise costs and adopt any efficiency measures identified. These will include:-

- Reviewing all operating costs in order to identify potential cost savings
- Maximising income from its assets and investments.
- Reviewing procedures involving target setting, assessment of financial performance, refining forecasting methods, budgeting and contingency planning.



**Gary Cooper, Lerwick Port Authority's Systems/Compliance Manager, receives the Environmental Standard BS EN ISO 14001:2004 Certificate of Registration from HIE Shetland Area Manager, Dr. Ann Black.**



## 9. REPAIR AND MAINTENANCE PLAN

The Authority continues its programme of ongoing repair and maintenance. An annual budget of £400,000 is allocated for repairs and general maintenance of the Authority's docks, extensive property holding, boats, plant and equipment.

Efforts are being made on inspections and a planned maintenance programme to minimise non-planned expenditure. Accelerated low water corrosion of steel quay structures has been addressed with cathodic protection now installed and surveyed annually by the Authority's trained staff.

A rolling programme of fender repair and replacement is underway to suit the ever-larger craft visiting the port. Dive surveys are regularly done to examine sub-sea structures and remove debris. For a number of the properties owned by the Authority, replacement of profile sheet cladding and replacement of copper plumbing systems are among the issues dealt with.

Examples of some of the repair projects which took place in 2007 include:-

### PROJECT ONE

Pile repairs at Lerwick Fishmarket

**Outcome**

Patching work complete and anode performance inspected

**Date of Completion**

May 2007

**Budget Implications**

£72,000

### PROJECT TWO

Road surfacing at Holmsgarth and Shearers Quay

**Outcome**

All repairs complete using bitmac surfacing

**Date of completion**

July 2007

**Budget Implications**

£132,000

### PROJECT THREE

Re-roofing of workshops at Dales Voe Base

**Outcome**

Work completed successfully and inspected.

**Date of Completion**

November 2007

**Budget Implications**

£143,000



## 10. HEALTH & SAFETY PLAN

Lerwick Port Authority is fully committed to Health and Safety, in particular, the requirements laid down in the Port Marine Safety Code.

During 2008, the Authority's Health and Safety Management System was completely reviewed and updated, to develop a new bespoke system integrating the Port Marine Safety Code with the fundamental requirements of the Authority's Quality and Environmental Management System. This system includes the Authority's Port Marine Safety Code Policy Strategies and a Policy Statement encompassing all operational activities.

The main objectives of the Health and Safety Management System now in place are to provide assurance that:

- All significant risks have been identified and evaluated.
- Suitable controls are in place to manage these risks and maintain them at a level which is demonstrated to be 'As Low As Reasonably Practicable' (ALARP)
- The risk controls are effective at all times.

In order to ensure that it continues to effectively manage the safety of its operations, the Authority will continue to monitor its activities, measure its performance against defined standards, and shall publish these results periodically. It shall adopt a proactive approach to all safety matters and look for ways to ensure the safety of its operations and implement any safety measures required by:-

- Basing the Health and Safety Management System on a formal safety risk assessment.
- Ensuring that personnel are continually consulted on safety matters and are aware of their safety responsibilities.
- Providing personnel with suitable training to ensure they maintain the required level of competence to discharge their duties safely.
- Identifying the needs of harbour users and other interested parties through consultation.



## PROFIT & LOSS ACCOUNT

Year ended 31 December 2008

	<u>2008</u>	<u>2007</u>
	£000	£000
<b>TURNOVER</b>	8,188	7,848
Cost of sales	(4,365)	(4,575)
<b>GROSS PROFIT</b>	3,823	3,273
Administrative expenses	(800)	(797)
<b>OPERATING PROFIT</b>	3,023	2,476
Profit on sale of fixed asset	–	–
Investment income	74	110
Interest payable	(190)	(13)
<b>PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION</b>	2,907	2,573
Taxation	(899)	180
<b>PROFIT ON ORDINARY ACTIVITIES AFTER TAXATION</b>	<u>2,008</u>	<u>2,753</u>
<b>RETAINED PROFIT FOR THE FINANCIAL YEAR</b>	<u>2,008</u>	<u>2,753</u>





# BALANCE SHEET

Year ended 31 December 2008

	<u>2008</u>		<u>2007</u>	
	£000	£000	£000	£000
<b>FIXED ASSETS</b>				
Tangible assets		43,085		31,521
Investments		<u>1,846</u>		<u>1,841</u>
		44,931		33,362
<b>CURRENT ASSETS</b>				
Debtors		2,564		2,241
Cash at bank and in hand		<u>1</u>		<u>806</u>
		2,565		3,047
<b>CREDITORS: amounts falling due within one year</b>		<u>(10,974)</u>		<u>(1,645)</u>
<b>NET CURRENT ASSETS/(LIABILITIES)</b>		<u>(8,409)</u>		<u>1,402</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		36,522		34,764
<b>CREDITORS: amounts falling due after more than one year</b>		(559)		(614)
<b>PROVISION FOR LIABILITIES AND CHARGES</b>		(1,351)		(1,133)
<b>DEFERRED INCOME</b>		<u>(7,135)</u>		<u>(7,536)</u>
<b>Pension liability</b>		<u>(1,063)</u>		<u>(660)</u>
		<u>26,414</u>		<u>24,821</u>
<b>CAPITAL AND RESERVES</b>				
Sinking fund		2		2
Savings fund		70		70
Profit and loss account		27,405		25,409
Pension liability		(1,063)		(660)
		<u>26,414</u>		<u>24,821</u>



## APPENDIX 1 KEY HARBOUR INFORMATION 2008

■ Number of vessel arrivals	5,550
■ Gross tonnage of vessel arrivals	9,578,068
■ Passengers	130,715
■ Cargo	945,319 tonnes
■ Amount of Fish landed	113,421 tonnes
■ Value of Fish landed	£63.6M
■ Number of Pilotage jobs	1,234
■ Number of properties rented	182
■ Number of tenants	115
■ Gross Annual Turnover	£8.1M
■ Number of Staff (Full time equivalent)	46
■ Size of Harbour (North to South Limits)	9 Nautical Miles
■ Size of Harbour (Inner Harbour)	3 Nautical Miles
■ Total length of quays	3,495 metres
■ Maximum depth alongside	12.5 metres

### **Lerwick Harbour is:-**

A 24-hour all weather port with two entrances.

Certified to the British Standards BS EN ISO 9001:2000 and BS EN ISO 14001:2004 and operates a fully integrated Quality Assurance and Environmental Management System which is also compliant with the Port Marine Safety Code (PMSC).

Fully compliant with the International Ship and Port Facility Security Code (ISPS).

An international Port approved by H.M. Revenue & Customs & H.M. Immigration.

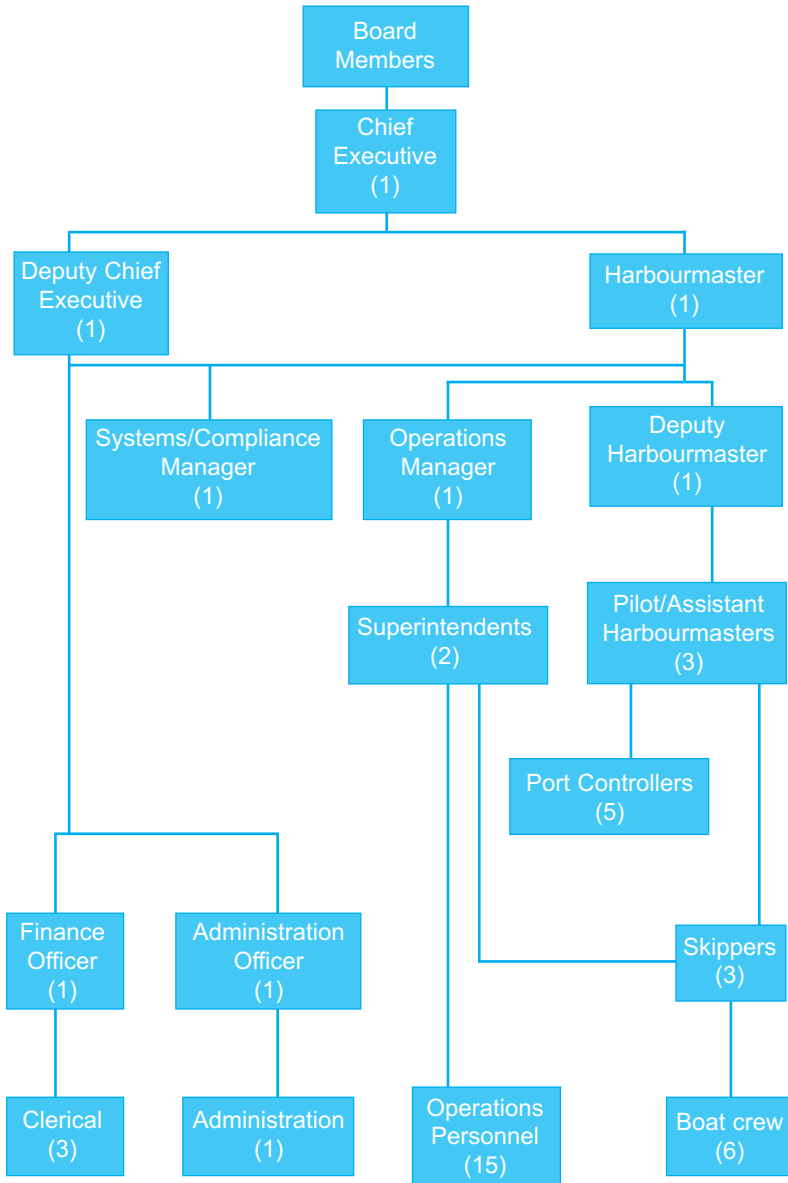
### **Lerwick Port Authority Publications (Approved by Maritime & Coastguard Agency)**

Port Waste Management Plan for Port of Lerwick (December 2005)

Oil Spill Contingency Plan for Port of Lerwick (March 2006)



## APPENDIX 2 ORGANISATIONAL STRUCTURE





## APPENDIX 3 ADDRESS & CONTACTS

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Shetland  
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Port Control  
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DALES VOE BASE

SHETLAND ISLANDS  
COUNCIL INCINERATOR  
WASTE-TO-ENERGY PLANT

SCOMI OILTOOLS  
RECYCLING PLANT  
OFFSHORE DRILL CUTTINGS

PETERSON-SBS  
GREENHEAD BASE

DREDGED TO 8.0m

SHETLAND CATCH  
GREMISTA QUAY  
FISH PROCESSING

DREDGED TO 9.0m

HEOGAN FISHMEAL  
& OIL FACTORY  
FISH PROCESSING

BRESSAY

NORTH  
HARBOUR

HOLMSGARTH  
JETTY

FISHING BOAT QUAY

HOLMSGARTH QUAY

RO-RO TERMINAL - NORTHLINK  
CARGO JETTY  
BUNKERING

MORRISON DOCK

FISHING  
BOAT QUAY

SHEARER'S QUAY

STREAMLINE  
CARGO JETTY  
ICE PLANT

HAY'S WHARF

CARGO JETTY

LAURENSON QUAY

BUNKERING  
SHIP REPAIR  
FISHMARKET

ALEXANDRA WHARF

FISHING BOAT QUAY

LERWICK PORT AUTHORITY

ALBERT WHARF

YACHT PONTOON

SMALL DOCK

LIFEBOAT STATION

FERRY TO BRESSAY

MARYFIELD  
FERRY TERMINAL

LERWICK

SOUTH  
HARBOUR

BRESSAY SOUND

COASTGUARD  
STATION

BREI WICK

The Knab