



# FIVE YEAR STRATEGY

## 2025 - 2030



Issued Date for 8 Week Public Consultation: 20<sup>th</sup> January 2025

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## INTRODUCTION

### Welcome to Lymington Harbour Commission's Strategic Plan

Developed by Lymington Harbour Commission's board of commissioners and the senior officer team, this plan sets our positive vision for the management and development of the harbour over the next five years.

Lymington Harbour Commission is a Trust Port, designated and recognised by the Department for Transport (DfT). It is an independent statutory body governed by a board of commissioners for the benefit of stakeholders. We are committed to operating in accordance with government (DfT) guidelines, as set out in the Ports Good Governance Guidance.

Harbour business is conducted in the interests of all stakeholders with openness, transparency and commercial prudence. The DfT requires that Lymington Harbour Commission operates as a commercial business, seeking to generate a surplus from its operations and marine services. Surpluses are reinvested back into the harbour for the benefit of current stakeholders and succeeding generations.

The board of commissioners consists of nine independent non-executive commissioners and the chief executive. The commissioners are appointed on merit on an open recruitment basis to provide Lymington Harbour Commission with the professional skills and experience to determine the policy and business decisions of the harbour.

The commissioners are appointed for a term of three years and can usually serve a maximum of two terms or a third term if one is as the chair. A maximum of two additional commissioners can be coopted at any one time for specific purposes and serve for a period of 12 months.



Photo: Marc Colby



As recommended by the DfT, the Commission consults and seeks guidance from an Advisory Committee whose members represent the stakeholders of Lymington Harbour. The Lymington Harbour Advisory Committee is a key part of good governance, enabling stakeholders to table ideas and raise concerns to the board and senior officer team and assist in the flow of information.

The Committee is consulted on all matters substantially affecting the management, maintenance, improvement, conservation, protection, or regulation of Lymington Harbour and its navigation.

The Advisory Committee meets several times a year and aims to provide an effective two-way communication mechanism between Lymington Harbour Commission and its key stakeholders and harbour users.

Although not an exhaustive list, Ports Good Governance Guidance identifies the following groups as stakeholders or 'beneficiaries' of a trust port:

- The local community and harbour users.
- Local & central government.
- Local economy including local and regional businesses.
- Port employees.
- Related interest groups.

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

Alison Towler  
Chair

Ryan Willegers  
Chief Executive

## VISION, MISSION & STRATEGIC OBJECTIVES

### Vision

To deliver excellent port facilities and services within a thriving natural environment that are accessible to the local community and support the local economy.



### Mission

To provide a high standard of customer service and facilities for stakeholders while providing value for money. Continue to develop harbour infrastructure and facilities, while maintaining and improving the natural environment through sustainable management and conservation of the harbour.



Photo: John Stork

### Key Strategic Objectives

- Maintain a sheltered and protected harbour that is fit for purpose in accordance with LHC's conservancy duty. Monitor the development of the Environment Agency's (EA) flood and coastal risk management strategy for Hurst Spit to Lymington. Independently engage with the EA and respond to consultations as required.
- Protect and improve the environment of the estuary through sustainable management of the harbour and its local environment. Continue to implement plans to halve greenhouse gas emissions (from 2021 levels) by 2030 and achieve net zero by 2050.
- Continue investment into infrastructure, marine based services and harbour facilities. Implement 2022-2032 Harbour Development Plan (HDP).
- Manage the harbour income and asset base to support the delivery of statutory duties and strategic objectives to fund harbour improvements.
- Continue to improve access to the harbour through developing, promoting, or supporting initiatives that improve awareness of, or increase opportunities to get on the water.
- Enable and support the activities of stakeholders including the encouragement of leisure activities, trade and business in the harbour.



## DELIVERY OBJECTIVES 2020-2030

Based on the mission, vision and key strategic objectives, the leadership team will operate to deliver the following objectives:

### Governance & Regulatory

Govern the harbour in an open and accountable manner in accordance with the principles from the Department for Transport's guide to good practice on port marine operations.

- Implement the 2025-2030 Strategic Plan objectives. (ongoing)
- Review and consult on a Strategic Plan for 2030-2035 (2029).
- Review LHC's statutory and constitutional powers to ensure they remain fit for purpose and align with strategic objectives (2026)



Credit: Matthew Furneaux

### Safety & Security

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

- Maintain a safety management system that complies with the Port Marine Safety Code. (ongoing)
- Appoint an independent 'Designated Person' to undertake independent safety audits and report on compliance. (ongoing)
- Implement recommendations arising from Safety Committee findings. (ongoing)
- Conduct an annual review of the Lymington Harbour General Directions and update where necessary. (annual)

- Review the requirement for pilotage in accordance with the pilotage policy. (2025)
- Review harbour security. Where appropriate, make proportionate recommendations for improvement. (2025)
- Liaise with the Police and Border Force on crime prevention and security. (ongoing)
- Maintain and exercise an Emergency Plan and Oil Spill Response Plan. (ongoing)



### Environment & Sustainability

Protect and improve the environment of the estuary through sustainable management of the harbour and its local environment.

- Implement plans to achieve LHC's Climate Change Commitment and Policy to halve greenhouse gas emissions (from 2021 levels) by 2030 and achieve net zero by 2050. (ongoing)
- Maintain a sustainable dredging management plan underpinned by long-term monitoring. Explore opportunities to enhance the existing programme for beneficial use of dredged sediment. (ongoing)
- Review options for and benefits of using hydrotreated vegetable oil (HVO) in place of diesel for harbour vessels and third-party vessels providing contracted dredging services. (2026)
- Explore feasibility with local marinas for providing HVO at their bunkering facilities in place of diesel or as an option. (2026)
- Review options for and benefits of using cleaner or renewable power solutions when replacing harbour vessels. (2026)
- Proactively monitor the development of the Environment Agency's coast defence strategy for Hurst Spit to Lymington. Independently engage with the EA and respond to consultations as required. Based on this

strategy, undertake a flood risk assessment for LHC's assets (2026).

- Review saltmarsh erosion rates and harbour erosion forecasts to update existing assumptions for the timing of future extensions to the rock breakwaters to ensure continued protection of the harbour. Undertake an options analysis based on results. (2025)
- Commission detailed engineering designs for recommended harbour protection works. Commission a qualitative assessor to cost the preferred designs to inform financial planning. (2025)
- Apply for a marine licence for the recommended harbour protection works (2025/2026)
- Review and reduce resource use where practical. (ongoing)
- Continue to explore with environmental agencies and local environmental organisations opportunities for collaborative working on habitat management and improvement initiatives. (ongoing)
- Keep published water quality data from Southern Water and the Environment Agency under review for compliance with their statutory responsibilities for river and estuarine water quality. (ongoing)



Photo: Alina Barsan

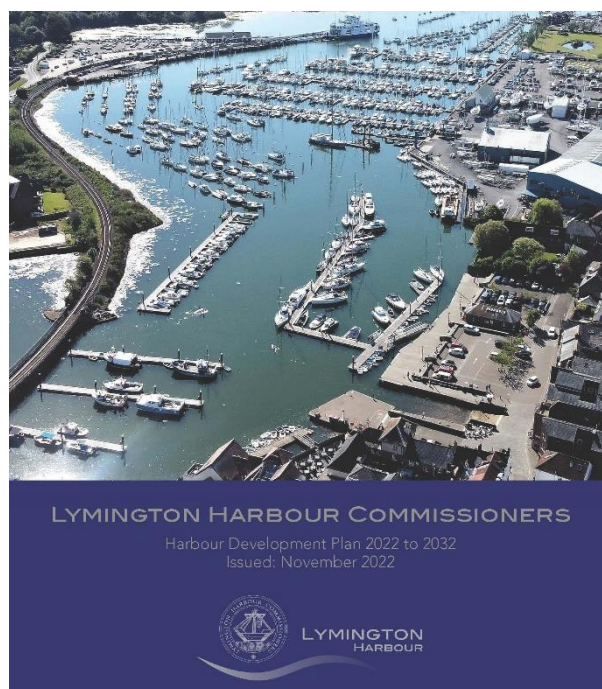


Photo: Martin Bunker

## Port & Harbour Development

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

- Implement 2022-2032 Harbour Development Plan including Fortuna mooring area and Bath Road slipway renewal. (Ongoing)
- Undertake mid-term review of Harbour Development Plan (2027)
- Every 5 years, review mooring infrastructure provision to ensure it is aligned with customer demand. Ensure Harbour Development Plan projects continue to align with findings. (2025 & 2030)
- Conduct a rolling asset replacement and maintenance programme as required. Obtain a bi-annual survey of principal infrastructure. (ongoing)
- Review options to secure long term visitor washroom provision beyond current agreements (by 2027).
- Remove drying out grids at Bath Road in context of low use, future maintenance costs, reducing environmental risk and the alternative provision at Town Quay slipway. In consultation with stakeholders, consider opportunities for alternative use. (2026)
- Keep abreast of changes in the boat ownership market, including take up of electrical propulsion and plan infrastructure provision accordingly. (ongoing)



LYMINGTON HARBOUR COMMISSIONERS

Harbour Development Plan 2022 to 2032  
Issued: November 2022



LYMINGTON  
HARBOUR

## Marketing & Business Development

Provide and invest in marine services, facilities and initiatives that are market led and customer focused, adding long term value to the 'harbour offer' in accordance with Trust Port principles and strategic objectives.

- Implement LHC's marketing plan and review every two years. (review 2026 & 2028)
- Work in partnership with local organisations and businesses to promote Lymington Harbour and local marine services to boost waterborne tourism to the town. (ongoing)
- Improve access to the harbour through developing, promoting, or supporting initiatives that improve awareness of, or increase opportunities to get on the water. (ongoing)
- Invest in IT systems to improve business efficiency and enhance the customer experience. (ongoing)
- Identify and invest in stakeholder benefit initiatives which may not have a commercial return in accordance with government guidance. (ongoing)



Photo: Graham Wiffen



Photo: Alex Wierzbicki

## Financial Management

Ensure that the commercial and financial management is robust, market-led and enables LHC to deliver its statutory duties, strategic objectives and fund harbour improvements.

- Review and approve the annual operating and capital expenditure budget and the rolling ten-year cashflow forecast. (annual)
- Obtain statutory audited financial statements and publish on LHC's website. (annual)
- Seek to identify grant funding and commercial sponsorship to support stakeholder benefit and environmental improvement projects. (ongoing)
- Review and/or retender the external audit contract. (2025)
- Review financial planning for breakwater extension works following a 2025 review of saltmarsh erosion rates and the associated updated assumptions for construction timing, breakwater design, and projected costs. (2025)
- Consider and set long term minimum capital reserve levels. (ongoing)
- Consider potential financing arrangements for long-term projects. (ongoing)



Photo: Graham Wiffen

## HR Management

Ensure LHC's management culture motivates and empowers its team with the training, skills and ethos to deliver our statutory duties, strategic objectives and address the needs of our employees.

- ☐ Continue to invest in staff training and development. (ongoing)
- ☐ Have a succession planning strategy. (ongoing)
- ☐ Review and update employee terms and conditions of employment and job descriptions. (2025 & 2028)
- ☐ Review and update staff handbook incorporating employment policies and procedures. (2025)
- ☐ Undertake a performance appraisal for all staff and set performance objectives where appropriate. (annual)



- ☐ In consultation with the Advisory Committee, undertake a review of stakeholder engagement processes to ensure they remain effective. (2027)
- ☐ Report annually to stakeholders through an annual report and public meeting. (annual)



Photo: Anna Negoescu

## Lymington Harbour Advisory Committee & Stakeholder Relations

Continue to communicate, consult, and engage with stakeholders on the strategic development of the harbour.

- ☐ Utilise all appropriate communications channels to consult widely on all matters substantially affecting the management, maintenance, improvement, conservation or regulation of Lymington Harbour and its navigation. (ongoing)
- ☐ Consult and seek guidance from the Lymington Harbour Advisory Committee whose members represent the stakeholders of Lymington Harbour. (ongoing)
- ☐ Encourage and facilitate wider stakeholder engagement with the Advisory Committee. (ongoing)



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