

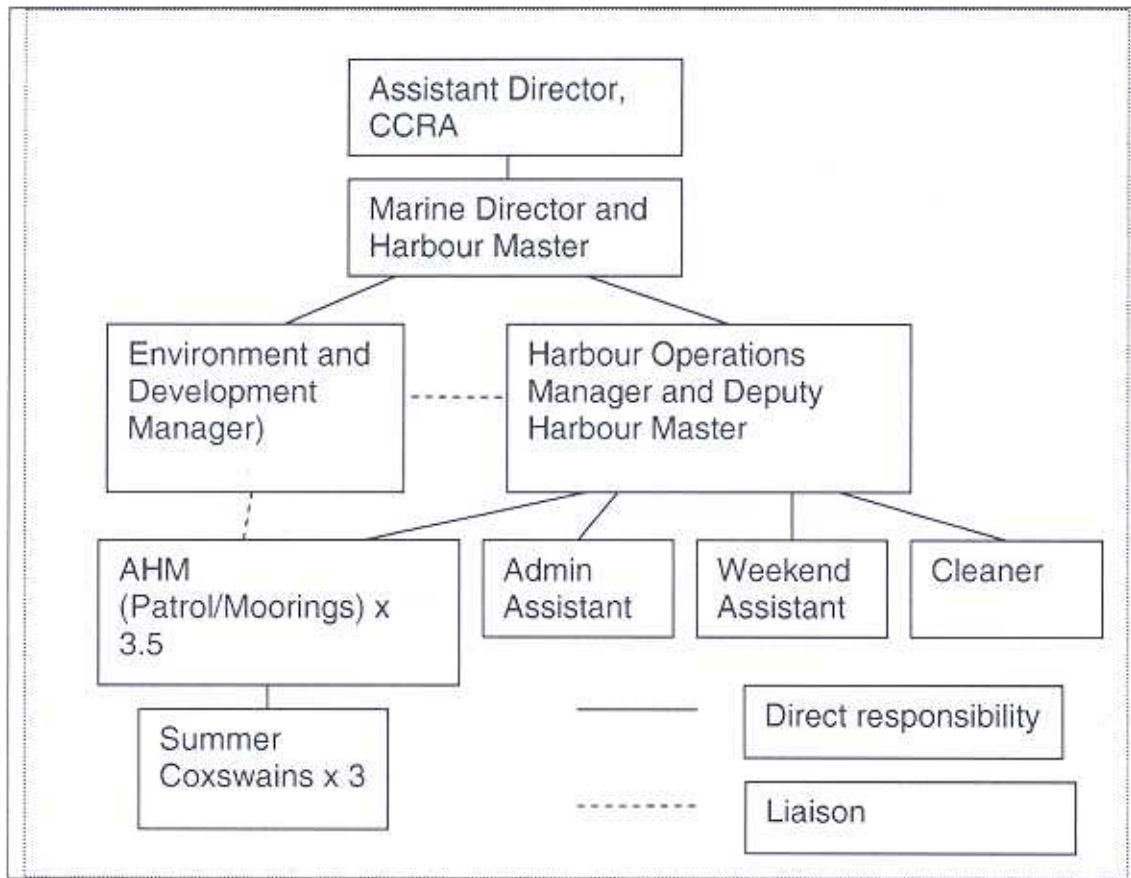
**ROLE PROFILE FORM**

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(See Guidance Notes)

	<b>ROLE PROFILE FORM REF:</b>	
1	<b>DEPARTMENT</b>	Culture, Community & Rural Affairs
2	<b>SECTION</b>	River Hamble Harbour Authority
3	<b>GROUP SPECIALISM</b>	
4	<b>ROLE TITLE IN FULL</b>	Marine Director and Harbour Master
5	<b>SAP ROLE TILE</b> (No greater than 40 characters long)	
6	<b>STATUS OF ROLE PROFILE</b> (i.e. New; revision; generic; challenge; deleted)	
6a	<b>Date of change in status</b>	
7	<b>ROLE REPORTS TO</b> (Supervisor/manager's role title)	Assistant Director CCRA
8	<b>ROLE PURPOSE</b> (Why the role exists)	To be the Marine Director and statutory Harbour Master of the River Hamble, to direct the activities of Harbour Authority staff, as professional head of the organisation and to manage the Harbour Authority business unit. To have overall responsibility for the implementation of the Harbour Board's adopted strategies and policies. To be a member (non-voting) of the Harbour Board.

## 9. ORGANISATION



## 10. Accountabilities

<i>Accountability Heading(s):-</i>	<i>Accountability statement(s):-</i>
<b>Strategic</b>	<p>To lead on strategic planning for the Harbour Authority, by completing and implementing annual and longer term delivery plans (for environmental and business planning) which result in the development and appropriate use of the river facilities, taking account of wildlife, habitats and the needs of river users, sailing users, commercial operators and residents along the river. This includes monitoring and evaluating the success of strategies, policies and practice.</p> <p>To develop policies, strategies and plans for the future management of the harbour, for consideration by the Management Committee and the Harbour Board.</p> <p>To be lead officer at strategy meetings, policy reviews and management meetings as well as other</p>

<p><b>Operational</b></p>	<p>formal and informal forums. Develop networks and work with stakeholders to influence behaviour and thinking so as to support the achievement of these strategies in Hampshire.</p> <p>To be the statutory Harbour Master of the River Hamble Harbour. To have overall responsibility for the Port Marine Safety Code compliance and implementation of the Safety Management System. To liaise with the Designated Person on safety matters. To manage and develop the facilities of the harbour:</p> <ul style="list-style-type: none"> <li>• enhancing the standard of provision resulting in satisfied users and visitors.</li> <li>• ensuring they are safe and secure and are regularly surveyed and patrolled.</li> <li>• encouraging the production of interpretation and safety information for users of the River.</li> </ul> <p>To have overall responsibility for managing the Harbour Authority's works consent process. To identify and solve operational problems as they occur.</p>
<p><b>Management</b></p>	<p>To be a member (non-voting) of the River Hamble Harbour Board. To report to the River Hamble Harbour Board and be responsible to it for the performance, duties and responsibilities of Harbour Office staff. To support and manage the River Hamble governance arrangements, including management of the recruitment process for independent members of the Harbour Board. To ensure that appropriate training is provided for members of the Harbour Board and Management Committee. To promote the policies and achievements of the Harbour Authority and to draft correspondence and press releases for the Chairman of the Harbour Board.</p>
<p><b>Personnel</b></p>	<p>To have overall management responsibility for all Harbour Authority staff and their activities, providing professional advice and information and developing personal skills and knowledge of staff through the IPP process.</p>

	<p>To direct, motivate, manage and develop all staff to ensure that the Harbour Authority operates efficiently and effectively.</p> <p>To be line manager the following staff</p> <ul style="list-style-type: none"> <li>• Harbour Operations Manager /Deputy Harbour Master</li> <li>• Environment and Development Manager</li> </ul> <p>To have overall control of the recruitment and selection of staff.</p> <p>To encourage initiative, innovation and a culture striving for continual improvement and excellence.</p>
<p><b>Financial</b></p>	<p>To have overall responsibility for planning, monitoring and reviewing the Harbour Authority budget and long term financial strategy in accordance with HCC standards.</p> <p>Formulate an annual financial plan to secure sufficient financial resources at a corporate level to meet the need of the Harbour Authority.</p> <p>To ensure that income is collected on time and that expenditure is within the approved budget and procured in line with County Council's rules &amp; regulations.</p>
<p><b>Liaison</b></p>	<p>To develop sound relationships with commercial operators, stakeholders, river users and other interested parties and to promote, encourage and engage in external partnerships with local, national and regional organisations for the environmental, social and economic benefit of the River Hamble and surrounding area.</p> <p>To work in partnership with commercial operators to market the facilities on the river, increasing the use of these services by boat owners and other visitors.</p> <p>To provide advice to/liaise with other key stakeholders including the public, contractors, consultants, Government Departments and interest groups.</p> <p>To lead on relations and negotiations with the Crown Estate and their agents.</p> <p>To be a member of the British Ports Association Municipal Ports Working Group.</p>

<p><b>Environmental</b></p>	<p>To encourage visitors to the River Hamble and the development of yachting tourism in the area.</p> <p>To lead on environmental strategy issues so as to influence and interpret European, National and Regional policies to achieve the environmental and sustainability objectives of the Harbour Authority.</p>
<p><b>Corporate and statutory initiatives – equalities/health &amp; safety/e-government/sustainability.</b></p>	<p>Maintains an awareness of Corporate and Departmental equalities and health and safety policies and procedures and applies them to the day-to-day job requirements.</p>

#### 11. Key Decision Making Areas in the Role

- Make recommendations to members on issues with commercial and political impact on the harbour and its environs
- Influence appropriate marine strategies for HCC and Crown Estate
- Influence decision-making on development proposals which have wider implications for the harbour
- Resource management decisions, relating to financial planning, expenditure and manpower
- Managing and influencing decision-making on environmental protection, including water, wildlife and habitats
- Daily decisions on issues related to effective management of the harbour, within statutory powers as Harbour Master
- Issuing of Harbour Master directions in response to incidents
- Reviewing incidents and implementing changes within the Port Marine Safety Code and Safety Management System.
- Managing the administration of the River Hamble Harbour Authority

#### 11. Role Dimensions – financial (e.g. budgets) and non-financial units (e.g. workload, customers/staff)

- Generating income of £700,000 a year, primarily from harbour dues and visitor fees. This is the basis of the budget with expenditure of about £650,000

- 11 boatyards and marinas, and 3 mooring contractors – all commercially operated
- Management of 630 mid-stream moorings
- 4 major Yacht Clubs have premises
- Several major yachting regattas a year attracting additional boats and visitors (the Hamble is a base for Solent Regattas)
- Number of visitors not measured (in thousands)
- Managing contracts up to £500,000
- 8 permanent staff, plus 4 seasonal staff

## 12. Main Contacts – external/internal customer contacts and purpose

- Crown Estate – the river is leased from The Crown Estate by HCC. The Crown Estate also own the midstream moorings and HCC (Marine Director) is the agent for administration and management of these moorings.
- Yacht Clubs
- British Marine Federation/Royal Yacht Association
- Natural England (environmental aspects), English Heritage
- Environment Agency
- ABP (Associated British Ports) Southampton and other adjacent statutory Harbour Masters
- Local Members (representing constituents interests)
- DFT – Ports Division/DCLG/DEFRA
- Local Boroughs (planning proposals and tourism) and Parish Councils
- Port Health – overseas boats may have animals on board and the Harbour Master function works with this agency on quarantine issues
- Police and Marine Police – for enforcement of bye-laws, statutory requirements and public protection; also maritime and Coastguard Agency for search and rescue operations
- Mooring holders and other boat owners

## 13. Working Conditions – environmental and physical factors, physical effort or strain and frequency of occurrence.

- On call 24 hours a day 365 days a year via pager and mobile phone – called at least monthly.
- On the River – working on boats in all weathers, dealing with heavy objects and pollutants.
- Call out from home by police, Coastguard etc. to attend emergencies on the water

day or night in all weathers – several times a year.

- Occasional abuse/aggressive behaviour from members of the public when enforcing the River Bye-laws

#### **14. Role requirements for operational effectiveness.**

Extensive maritime experience and appropriate qualifications

Experience in personnel and financial management

RYA Power Boat Level 2 or better

VHF Short Range Certificate

First Aid qualified

**ROLE PROFILE FORM**

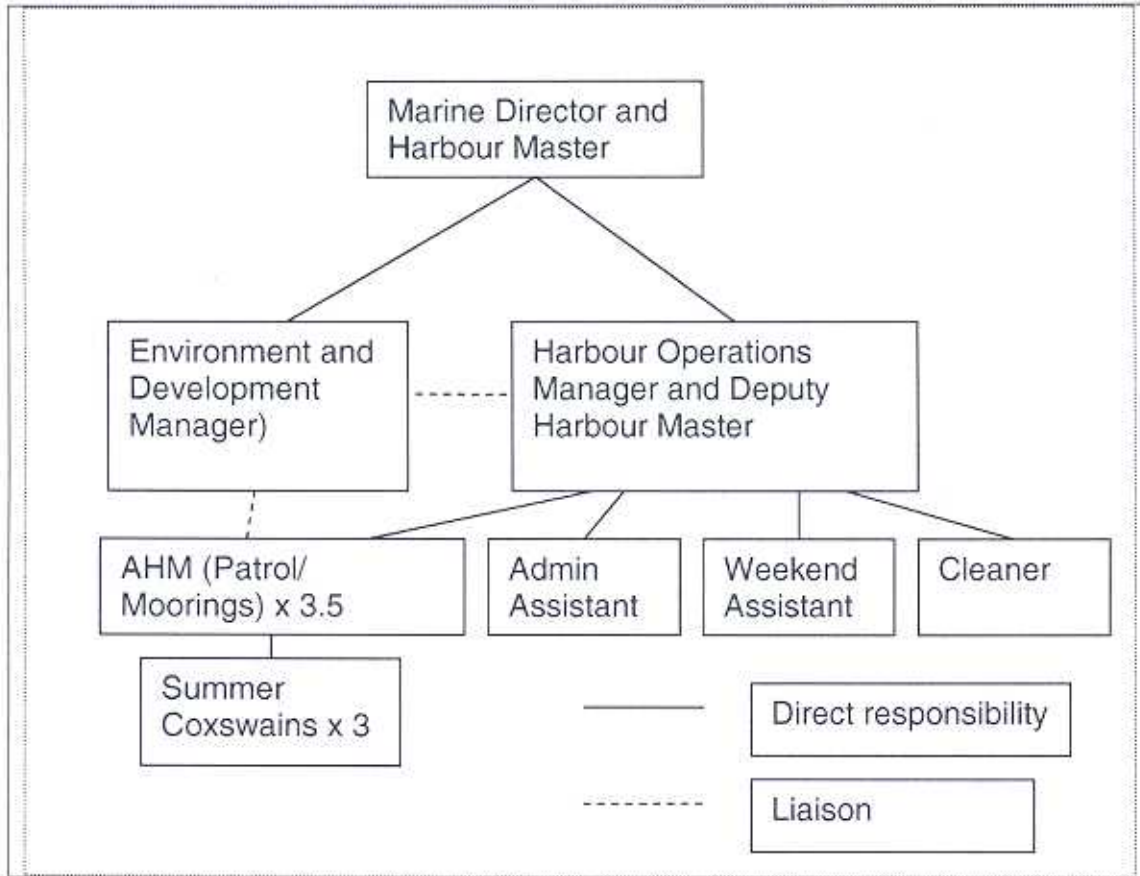
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2	<b>SECTION</b>	River Hamble Harbour Authority
3	<b>GROUP SPECIALISM</b>	
4	<b>ROLE TITLE IN FULL</b>	Harbour Operations Manager and Deputy Harbour Master
5	<b>SAP ROLE TILE</b> (No greater than 40 characters long)	
6	<b>STATUS OF ROLE PROFILE</b> (i.e. New; revision; generic; challenge; deleted)	
6a	<b>Date of change in status</b>	
7	<b>ROLE REPORTS TO</b> (Supervisor/manager's role title)	Marine Director/Harbour Master
8	<b>ROLE PURPOSE</b> (Why the role exists)	To safely and efficiently manage and control the day to day operation and administration of the whole area of jurisdiction on the water of the Hamble Harbour in accordance with the guidance of the Marine Director/Harbour Master.  To deputise for the Marine Director/Harbour Master when required.

### 13. ORGANISATION

Please provide a simple line drawing indicating where the role sits within the organisation. To draw, hold cursor over word toolbar 'diagram icon' & select 'organisation chart'.



### 14. Accountabilities

Accountability Heading(s):-	Accountability statement(s):-
<b>Operational</b>	<p>To manage the day-to-day implementation of the Port Marine Safety Code and Safety Management System for the harbour, and to carry out risk assessments and reviews.</p> <p>To manage the enforcement of harbour bye-laws.</p> <p>To plan and oversee all day-to-day operations on the water, throughout the Harbour.</p> <p>To ensure that all aids to navigation (piles, buoys and lights) are correctly placed and functioning, including upkeep of the PANAR data base for Trinity House.</p> <p>To ensure that all incidents and accidents are correctly recorded and reported.</p>

	<p>To oversee the work of contractors employed on Harbour Authority business afloat.</p> <p>To have a regular presence on the water and to be readily available to harbour users.</p> <p>To take an active role in the provision of advice and information for harbour users.</p> <p>To oversee the supervision of vessels on mid-stream moorings, including monitoring of securing arrangements and fendering.</p> <p>To take the on-the-water lead for dealing with emergencies and accidents.</p> <p>To deputise for the Marine Director/Harbour Master during leave and other absences.</p> <p>To act as an additional Patrol Officer in order to provide cover when required.</p> <p>To monitor day-to-day re-fuelling operations on the River.</p> <p>To lead on the implementation of plans for pile maintenance.</p>
<p><b>Staff Management</b></p>	<p>To form part of the senior management team of the Harbour Office.</p> <p>To be Line Manager for Patrol Officers, seasonal coxswains, admin staff and cleaners (to include induction, IPP, training, assisting with recruitment and selection etc).</p> <p>To produce equitable rosters for the above, taking individual requirements into account where possible.</p> <p>To monitor hours worked, leave taken, overtime and anti-social hours claims for the above, inputting to SAP as required.</p>
<p><b>Office Management</b></p>	<p>To manage the Harbour Office, to include day-to-day delivery of Health and Safety, fire safety, first aid, property maintenance and supervision of administrative procedures.</p> <p>To lead on moorings management, as required by the Crown Estate Management Agreement.</p>
<p><b>Financial</b></p>	<p>To manage a delegated budget for the operational and administrative aspects of the role.</p> <p>To prepare invoices for mooring licences and harbour dues, ensure collection and manage aged debt.</p> <p>To oversee the collection of, and accounting for, visitor fees and harbour dues (daily and annual dry-sailors etc)</p>



**12. Role Dimensions – financial (e.g. budgets) and non-financial units (e.g. workload, customers/staff)**

- Managing a delegated budget of about £100k, and handling income of £700k (plus about £400k on behalf of the Crown Estate)
- 11 boatyards and marinas, and 3 mooring contractors – all commercially operated
- 4 major yacht Clubs have premises
- Several major yachting regattas a year attracting additional boats and visitors (is a base for Solent Regattas)
- Number of visitors not measured (in thousands)
- Managing 6 permanent staff, plus 4 seasonal staff

**13. Main Contacts – external/internal customer contacts and purpose**

- Crown Estate – the river is leased from the Crown Estate by HCC. The Crown estate also own the midstream moorings and HCC (Marine Director) is the agent for administration and maintenance of these moorings. In addition the Crown Estate and HCC are partners in redevelopment of the river.
- Royal Yacht Association
- Port Health – regarding quarantine issues
- Police – for enforcement of bye-laws, statutory requirements and public protection; Maritime and Coastguard Agency for search and rescue operations
- Mooring holders and other boat owners
- Other stakeholders
- CCRA Devolved Finance Unit

**14. Working Conditions – environmental and physical factors, physical effort or strain and frequency of occurrence.**

**On the River**

- Out in all weathers, danger of falling in the water when boarding vessels or securing vessels with moorings warps, dealing with objects in the River, handling emergency situations etc.
- Manual handling of pumps and generators - regularly
- Mooring vessels in all weathers - regularly
- Call out from home by police, Coastguard etc. to attend emergencies on the water day or night in all weathers – several times per year.
- In conjunction with the Marine Director/Harbour Master, to be available on call 24 hours a day via pager and mobile phone – call out about once per month
- Staffing the Harbour Office during normal working hours on approx 12 weekends (Saturday and Sunday) per annum and some Bank Holidays.
- Occasional abuse/aggressive behaviour from members of the public when

enforcing the River Bye-laws.

**15. Role requirements for operational effectiveness.**

- Appropriate marine qualification and experience and/or an appropriate degree level qualification and/or a nationally recognised Harbour Master's Diploma.
- Computer literate, able to use Microsoft products, Word, Excel, Powerpoint, Access, Outlook for e-mail and familiar with the use of the internet to obtain information from websites.
- Good boat handling skills (RYA Powerboat Level 2 or better), VHF Short Range Certificate, First Aid qualified.
- Good at dispute resolution and dealing with difficult situations
- Cost control and management of budgets
- Experience of cash handling and responsibility for cash
- Experience of management of people, supervising staff and dealing with the public
- Innovative, experience of leading change
- Good understanding of Health and Safety at Work legislation
- Excellent inter-personal skills
- Outstanding customer service attitude

Appendix 3

**ROLE PROFILE FORM**

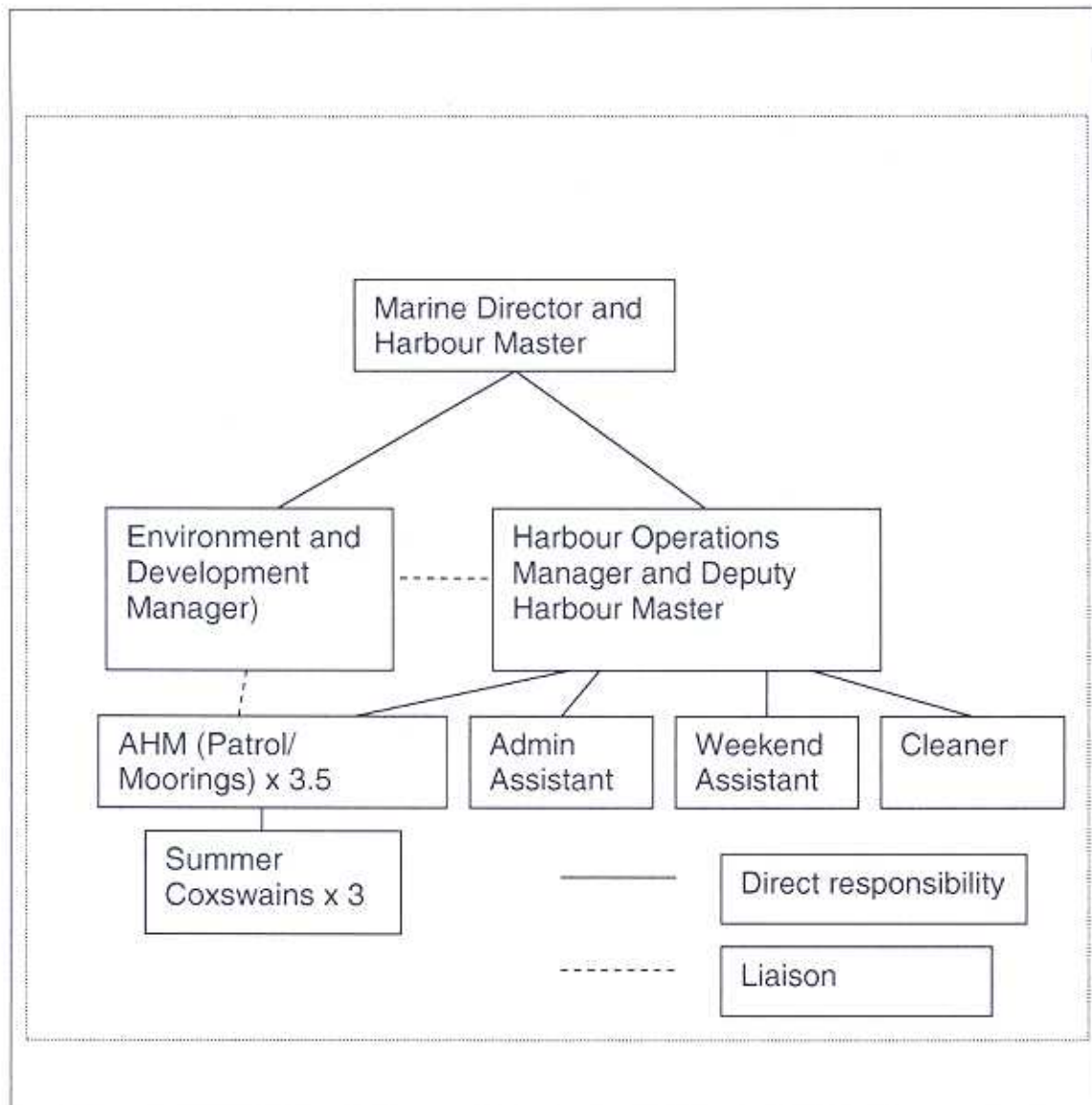
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1	<b>DEPARTMENT</b>	Culture, Communities and Rural Affairs
2	<b>SECTION</b>	River Hamble Harbour Authority
3	<b>GROUP SPECIALISM</b>	
4	<b>ROLE TITLE IN FULL</b>	Environment and Development Manager
5	<b>SAP ROLE TILE (No greater than 40 characters long)</b>	
6	<b>STATUS OF ROLE PROFILE (i.e. New; revision; generic; challenge; deleted)</b>	
6a	<b>Date of change in status / effective date</b>	
7	<b>ROLE REPORTS TO (Supervisor/manager's role title)</b>	Marine Director/Harbour Master

<b>8</b>	<b>ROLE PURPOSE (Why the role exists)</b>
	<p>To be responsible to the Marine Director/Harbour Master and Harbour Board for the sustainable environmental management of the River Hamble, working with statutory agencies and river users to enforce relevant environmental legislation, to manage, maintain and conserve the river and its environs.</p> <p>To manage the Harbour Works Consents process and advise on development proposals on and adjacent to the River.</p> <p>To supervise patrols on the River when required and to enforce the Authority's Bye-laws. Take a full and active part in patrolling and other activities, to include evenings and weekend duties as appropriate.</p> <p>To act as duty manager of the Harbour and deputise for the Marine Director/Harbour Master when required.</p>

## 9. ORGANISATION STRUCTURE



## 10. Accountabilities

- **Environmental Management**

Provide the environmental technical expertise relating to the Harbour to meet the statutory needs of the Marine Director/Harbour Master, Senior Council Officers and Members.

To remain abreast of all relevant environmental legislation and to ensure that the Harbour Authority complies in full, recommending appropriate course of action when required to ensure compliance.

To employ a proactive approach to emerging environmental legislation, strategies, plans and policies, with liaison with senior officers (internal and external), drafting and submitting consultation responses to represent the interests of the Harbour Authority.

To represent the Harbour Authority on the Solent European Marine Sites (SEMS) Management Group, and ensure the Harbour Authority adheres to its duties as a Relevant and Competent Authority in relation to the SEMS.

To develop, deliver and review all statutory and non-statutory environmental management plans and programmes, and undertake associated consultation with statutory authorities and river users.

To implement and regularly review pollution response plans and to manage and undertake appropriate actions when responding to a pollution incident or any other scheduled or unscheduled event or incident in accordance with those plans, and ensure all staff are trained to the appropriate level.

To ensure all Harbour Authority facilities and associated contracts are managed and maintained in line with environmental legislation.

To encourage and promote safe, sound and sustainable environmental practices by all who use the River Hamble.

To deal with all queries on the environmental management of the River either in person, in writing or by telephone.

To run the Hamble Estuary Partnership, undertake all Officer duties and review and facilitate delivery of the Estuary Management Plan. Represent the HEP at the national coastal partnerships annual forum.

To contribute specialist advice to groups and individuals within HCC e.g. through participation in key working groups, sustainability group, bunny meadows inspections etc.

- **Development**

To manage the Harbour Authority's consent process for development and dredging applications, determine the environmental impact, undertake statutory and non-statutory consultation, provide recommendations and report to the Harbour Board.

To be Chairman of the Streamlined Consents Group.

To act as lead as appropriate for Harbour Authority responses to statutory and non-statutory consultations from government departments, other agencies, local planning authorities, developers and consultants for strategies, Local Plans, development applications and projects within or likely to affect the River catchment area.

Contribute to and influence strategic development plans and policies.

To undertake environmental assessments and audits as appropriate.

To liaise with the Marine Director/Harbour Master, County Officers, contractors and sub-contractors to ensure that any maintenance or improvement works are undertaken to a high standard, within agreed specification and having regard for any environmental legislation, restrictions or impacts.

- **Supervision**

To form part of the senior management team of the Harbour Office.

When acting as “deputy” or “duty manager”, ensure that adequate levels of staff are maintained at all times and if required to take a full and active part in patrolling and other activities including evenings, night and weekend duties.

To line manage temporary staff as allocated.

To supervise any full, part time or seasonal staff when allocated to environmental or relevant patrol and other duties.

To train staff and Members in environmental responsibilities of the Harbour Authority and develop staff knowledge of environmental duties and response to environmental incidents.

- **Finance**

To propose and manage the delegated Environment budget.

To manage the financial resources of the Hamble Estuary Partnership.

To manage the Student Research Fund or any project budgets on behalf of the Hamble Estuary Partnership

- **Communication**

To provide a principal point of contact for all environmental enquiries.

Promote and build effective working relationships with regulatory partners and other stakeholders.

To maintain and manage comprehensive records, up-to-date website pages and a library of relevant publications and plans.

To recommend and provide a high standard of informative signage for the benefit of the general and boating public.

To produce newsletters and briefing papers for river users.

To assist with educational visits to the Harbour Office and provide appropriate briefing and material.

- **River Management**

Ensure that incidents are fully investigated and reported to the Marine Director/Harbour Master together with full, correct and prompt information on matters of concern.

Propose and develop initiatives to contribute to efficiencies and business improvements

To carry out delegated Health & Safety and maintenance tasks, as specified by the Marine Director/Harbour Master in the Safety Management System for the River.

Take all reasonable precautions to prevent injury or damage to persons and property.

To be available to provide guidance, advice and assistance to duty staff on environmental matters, responding if appropriate to emergency call out at night and at weekends.

To develop an intimate knowledge of the River Hamble and establish good relations with river users and local residents, providing advice, information and help when required.

To ensure the safe and orderly conduct of all persons using the river and observance of the Harbour Authority's navigational rules, and to ensure the Harbour Authority's bye-laws are enforced by caution or prosecution including the collection of evidence and appearance in court if required.

To liaise with, support and assist Environment Agency, Maritime & Coastguard Agency, Police and other emergency services as required or in an emergency.

When undertaking patrols by launch, to be responsible for its safe and seamanlike operation.

To operate VHF radio, closed circuit television, computer equipment and any other equipment installed by the Harbour Authority.

- **Corporate & statutory initiatives**

Maintain an awareness of Corporate and Departmental equalities and Health and Safety policies and procedures and apply them to the day-to-day job requirements.

## 11. Key Decision Making Areas in the Role

Inform and influence management decisions as part of the Harbour Office senior management team.

Contribute to development of long term strategic and corporate proposals for the River through means of the River Hamble Strategic Plan, the Estuary Management Plan and other strategic and business plans.

To manage the Harbour Authority's consent process for development and dredging applications, determine the environmental impact, undertake statutory and non-statutory consultation, provide recommendations and report to the Harbour Board.

To take the planning lead for oil spill response.

Making day-to-day environmental management decisions about the River.

Propose and manage the budget for environmental projects/work on behalf of the Marine Director/Harbour Master, ensuring that spending falls within approved limits.

Make recommendations to Members to inform their decision making.

## 12. Role Dimensions – financial (e.g . annual revenue budgets) and non-financial units (e.g. workload, customers/staff)

- Managing a delegated budget of about £15k.
- Managing temporary and seasonal staff as required.
- Managing responsibilities associated with the variety of nature conservation designations including 1 site of international importance, 2 European sites, 3 national sites and 9 local sites.
- Manage a very wide variety of environmental duties and tasks.
- 11 boatyards and marinas, and 3 mooring contractors – all commercially operated
- 4 major yacht Clubs have premises.
- Several major yachting regattas a year attracting additional boats and visitors (is a base for Solent Regattas).
- Number of visitors not measured (in thousands)

## 13. Main Contacts – external/internal customer contacts and purpose- Frequency & level of contact may also be relevant.

- Internal

- Other sections of HCC – routine exchange of information – weekly
- County Councillors – exchange of information – monthly
- Harbour Board and Management Committee - bi-monthly

- External

- Natural England, Environment Agency, Wildlife Trust, English Heritage, Trust for Maritime Archaeology - daily
- Department for Transport, Department for Environment, Food & Rural Affairs, and other Government bodies – weekly.
- MCA (Coastguard) – incidents and day-to-day operational matters
- Crown Estate (owns River and mid-stream moorings) - the County Council acts as agent for administration and maintenance - monthly
- Solent Forum – bi-monthly
- Members (representing constituents interests) and the Chairman of the Management Committee and Harbour Board – monthly.
- Commercial operators from boatyards and marinas – weekly
- Yacht Clubs & Royal Yachting Association – monthly
- Applicants and consultants requesting consents – weekly
- All 36 member organisations of the Hamble Estuary Partnership – monthly
- Commercial Fishermen of the River Hamble - monthly

#### 14. Working Conditions

- Out in all weather, danger of falling in the water when boarding vessels or securing vessels with mooring warps, dealing with objects in the River, handling emergency situations etc - regularly.
- Manual handling of pumps and generators - occasionally
- Mooring vessels in all weathers - occasionally
- Occasional abuse/aggressive behaviour from members of the public when enforcing the River Bye-laws
- Stress associated with lone working, adverse weather, challenging decision making, enforcement and dealing with 'difficult' customers.

#### 15. Role requirements for operational effectiveness.

*Essential:*

Education to at least degree level (e.g. Environmental Science or similar).

At least 3 years experience of environmental management.

Good understanding of a variety of environmental legislation, and the objectives and policies of external environmental authorities.

Experience in determining applications for planning or other environmental consents, preferably within a coastal concept.

Experience in formulating, writing and delivering management plans.

Excellent verbal and written communication skills with the ability to communicate at all levels with tact and diplomacy.

Ability to manage numerous tasks simultaneously.

Ability to work unsupervised, along with a strong team work ethic.

Excellent interpersonal skills.

Ability to swim, physical fitness and ability to undertake outdoor work if required.

*Desirable:*

Experience of partnership working and stakeholder liaison.

Strong practical skills in field of river/estuary work.

VHF short range radio licence.

RYA Level II powerboat (or equivalent).

## **16. Context/Additional Information**

- The River Hamble Harbour Authority complies with all legal requirements and aims to meet the national requirements of the Port Marine Safety Code and to follow the guidance in the Guide to Good Practice on Port Marine Operations.
- The Harbour Authority is committed to the safety of those who use and work in the harbour, preserving the environment and maintaining pollution and nature conservation measures, providing and maintaining harbour facilities, and regulating the activities of users and enforcing the applicable laws where appropriate.