

Strategic Framework Summary

PLA Ten-Year Strategic Framework Summary

The Port of London Authority (PLA) is a self-financing public trust set up by an act of Parliament to manage a range of responsibilities along the tidal Thames. Our principal responsibility is safety of navigation along 95 miles of the tidal Thames, from the Estuary in the east to Teddington in the west. We actively promote the use of the tidal Thames, work to ensure security of port operations and are also responsible for protecting its marine environment.

*This summary document sets out the organisation's ten-year plan and its annual objectives aimed at achieving it.
We will publicly report progress on these objectives each year.*

Core purpose

Our core purpose is:

“to be the leader in the management of port navigation services and the marine environment of the tidal River Thames, promoting its safe and sustainable use for trade, transport, leisure and events.”

Underpinning priorities

To secure our core purpose, our priorities are to ensure that we:

- have a highly effective navigational safety management system
- are enlightened stewards of the environment – both of the tidal Thames and in the way we work
- have good and constructive relations with our many customers and stakeholders
- are efficient in the provision of quality services to customers and users
- support the development of trade on the tidal Thames
- work to safeguard and ensure the full utilisation of the port's terminals and associated supporting infrastructure
- have a well motivated and trained workforce
- have good internal and external communications.

In summary, our focus is on:

Safety ● Environment ● Service ● Staff

We apply the business principles of sound financial management and service to customers and stakeholders to deliver our statutory responsibilities.



We apply the
business principles
of sound financial
management and
service to customers
and stakeholders
to deliver
our statutory
responsibilities

Trade prospects

The trade prospects for the Port of London over the next ten years are very exciting and will potentially transform the Port and the Authority. On existing operations we should expect to see underlying growth of around two per cent per annum.

With consent granted for the London Gateway port and prospects for the development of a replacement power station at Tilbury, we can reasonably expect a near doubling of tonnage through the Port over the next ten years. With this level of growth, London should once again be the UK's largest port in terms of tonnage.

Supporting trade development

To secure the trade, London needs to remain competitive, both in terms of cost and quality of service. For PLA, that primarily means keeping our charges for conservancy and pilotage competitive, continuing to ensure the timely provision of pilots and sustaining the main access channels to the Port. Our key pilotage challenge is to match our resource to the fast changing profile of ships using the Port.

Using the river to move freight

The environmental sustainability agenda is making water transport an increasingly viable economic option. The tidal river is ideally placed as an environmentally friendly transport corridor for intra-port freight and passenger travel. Our aim is to help capitalise on this asset and see intraport tonnage double to four million tonnes over the next ten years.

Investment

The next few years will be demanding on PLA resources as we invest in the core infrastructure of the Port, including:

- widening and deepening of the main Channels to the Port
- securing the core infrastructure along the river necessary for its long-term development.

Additionally, we will maintain a prudent reserve to ensure we have the flexibility to respond promptly to emerging opportunities.



To secure the trade,
London needs to
remain competitive,
both in terms of cost
and quality of service

Main operational priorities

Our main priorities in running our operations are split over the following three main areas:

1. Developing the use of the River

- a. Secure sufficient efficiencies on an annual basis to enable us to continue with progressively decreasing the real cost of using the Port - capping conservancy charge increases to one per cent below inflation (RPI).
- b. Work closely with customers on trade development to the terminals and support the growth of intraport freight and passenger traffic.
- c. Plan to ensure we meet the demand for pilots with minimum delays and at a competitive cost.
- d. Support moves towards greater sustainability by helping existing and potential users make the most of the tidal Thames as a low-carbon highway for goods and people.
- e. Work with the relevant regional, local and city authorities to ensure infrastructure essential to operations on the tidal Thames is clearly identified, safeguarded and maintained.

2. Delivering on major development projects

- a. Complete the Princes Channel dredge and maintain momentum on the examination of possible operational changes consequent on the dredge.
- b. Ensure we are well prepared to support the development of the London Gateway port.
- c. Play a full role in support of the Olympics at each stage of the project and seek to secure a legacy in terms of greater use of the tidal Thames as a means of transport for London.
- d. Continue the development of Thames AIS as an aid to safe navigation in London.

3. Organisational development

- a. The safety of operations based on a strong safety culture throughout the PLA.
- b. Prepare a plan for a material reduction of our carbon footprint.
- c. Continue to develop our capability and reputation for responsible management of those aspects of the Thames environment for which we are responsible.
- d. Achieve material improvements in our internal and external communications.
- e. Continued, regular dialogue with stakeholders to enable us, as far as possible, to reflect the needs of all parts of the River community in the work we do
- f. Consult with staff on the terms of the Pension Schemes with the objective of securing their sustainability in the long term.
- g. Seek further opportunities to develop third-party revenues from PLA's capabilities and use of its surplus capacity.

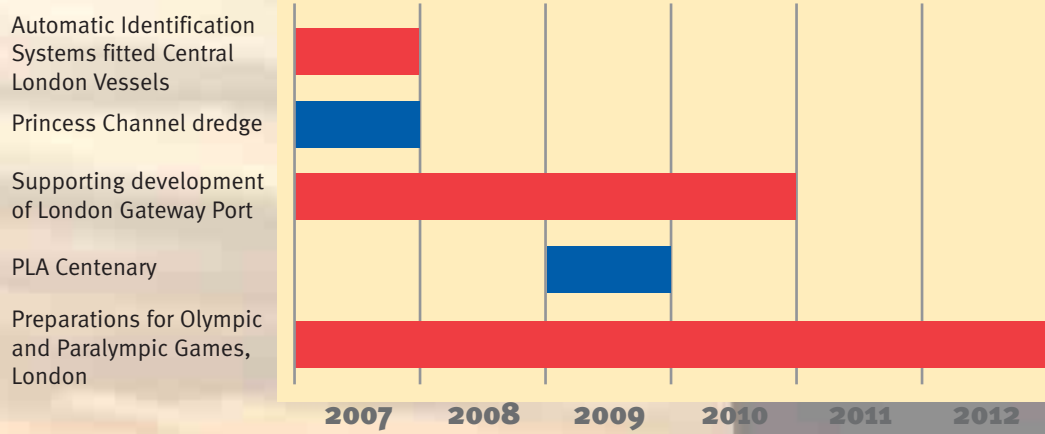
Employee Development

The PLA will need to develop all aspects of its capabilities to manage growth effectively. A Key aspect will be developing the capabilities and commitment of our people through a structured training programme.



**Make the most
of the tidal
Thames as a
low-carbon
highway for
goods and
people**

Timeline for key PLA projects



The Port of London Authority
London River House
Royal Pier Road
Gravesend DA12 2BG
Telephone +44 (0) 1474 562200
Fax +44 1474 562281
www.portoflondon.co.uk