

# REPORT

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It's time to...

# ***TURBO-CHARGE TRADE***

In this issue

Welcome to the Autumn 2019 edition of Report magazine.

I am delighted to introduce to you this special issue dedicated to London International Shipping Week (LISW) and looking to the future of trade.

Among many highlights are a piece by the UK Maritime Minister, Nusrat Ghani, discussing the key achievements of the sector and an article by the Director for Maritime at the Department for Transport, Roger Hargreaves, outlining the Government's ambitious goals for the future.

As our new Prime Minister, Boris Johnson, takes the helm determined to chart a successful course towards EU exit, ABP has worked closely with industry and customs experts to put together a simple 'Get Set for Brexit' guide for businesses, featured on p.18.

Preparations for leaving the EU under a no deal Brexit can offer longer-term benefits for the economy regardless of the final outcome of negotiations, as highlighted in our piece on p.8, 'It's time to turbo-charge trade'. These include significant environmental benefits that can be achieved by diverting EU trade from Dover to the Humber.

Looking to the future, there is a need for government, ports and industry to embrace a shared agenda to boost trade, as we highlight on p.14.

Finally, as this is the last issue of Report that will be edited by me, I would like to thank my colleagues for their support since we launched the magazine in 2017. It has been a privilege to work with so many wonderful people and I hope that Report will continue to be enjoyed by our readers for many years to come.



David Leighton  
Group Head of Corporate Affairs and Marketing

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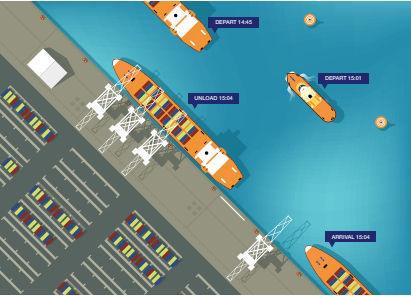
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## UK Maritime Minister on London International Shipping Week



UK Maritime Minister Nusrat Ghani MP outlines some of the key features London International Shipping Week visitors can look forward to this year.

As Maritime Minister I count myself privileged to represent an industry that excites, inspires and astounds in equal measure. There can be few other sectors that provide such an immense contribution to our country.

Maritime not only supports hundreds of thousands of jobs, transports 95% of our exports and imports and adds £14.5 billion to our economy every year. It is also our gateway to the world, enabling international trade and friendships to flourish.

It is only right that we celebrate every aspect of this extraordinary industry – from our thriving ports and respected flag to maritime's passionate and committed workforce – including, of course, ABP employees.

I'm therefore delighted that at London International Shipping Week (LISW), we have the opportunity to showcase everything UK maritime has to offer to the world. This year's event is outstanding, as it includes talks by experts from every sphere of the industry – covering everything from port infrastructure, trade and green finance to offshore energy.

It's also a chance to underline how, thanks to our trusted legal system, modern regulatory framework and geographical position, the UK is the natural place to do maritime business.

But LISW is not only a fantastic opportunity to demonstrate the very best of the UK maritime industry.

*“Thanks to our trusted legal system, modern regulatory framework and geographical position, the UK is the natural place to do maritime business.”*

This is also very much a global event. LISW 2019 will welcome 20,000 guests from across the world, as well as over 150 international maritime organisations to London – impressive figures that clearly demonstrate how this country is open for business.

Together, we will spend the week exploring this year's theme, 'Global Trade in a Changing World'. It's an apt title, reflecting the challenges shifts in trade, technological and geopolitical trends could pose for maritime in the coming years.

But it's a theme that also evokes the new horizons that will open up for the sector, as we leave the European Union and forge a new path in the world.

Whatever the future holds – the UK Government will support the maritime industry every step of the way.

Earlier this year we demonstrated this long term commitment with the launch of our Maritime 2050 strategy – our vision for the sector over the next three decades.

It sets out how we will ready the industry for the challenges and opportunities of the years to come.



*“This is also very much a global event. LISW 2019 will welcome 20,000 guests from across the world, as well as over 150 international maritime organisations to London.”*

In addition, the Clean Maritime Plan, launched by the Government in July, explains our plans to enable the industry to meet its environmental obligations over the years ahead. It also describes how we will turn this country into a hub for green maritime technologies.

The importance of nurturing and harnessing innovation is a common theme of both these documents. And the UK has been home to some major progress on this front in recent months.

Earlier this year Essex-based company, Sea Kit, designed the first autonomous vessel to cross the North Sea. A remarkable achievement that was supported by the Maritime and Coastguard Agency and the Foreign and Commonwealth Office.

And of course technology will also be a major theme at LISW. In fact it's my hope that this year's event might help stimulate the innovation of tomorrow.

That's because London International Shipping Week has an important role to play in sowing the seeds that will help the maritime industry to flourish in future - whether that's inspiring the development of new technology or creating trade partnerships.

So I urge you to join me at what will be an extraordinary week. Take this opportunity to build new relationships, learn new things and prepare for a bright and exciting maritime future. 





# Maritime 2050: turning a bold vision into reality



Roger Hargreaves, Director of Maritime at the Department for Transport, discusses the ongoing importance of the maritime sector to the UK economy and some of the strides made by government in recent months towards achieving key strategic goals.



The maritime sector plays an integral role in the UK's success.

It not only provides the lifeblood of this country's economy – it is our gateway to the world.

And of course our ports – from Immingham to Southampton – are at the heart of that success.

They keep the wheels of international trade turning 24/7 – they keep food in the shops, fuel in our cars and enable UK products to reach the rest of the globe.

It is therefore crucial that our ports and the wider maritime sector have the right tools to thrive – not just today but tomorrow too.

That's why in January we launched our Maritime 2050 Strategy, laying out our vision for the industry over the next 30 years.

This bold and far reaching plan spans a huge range of areas. It covers everything

from how best to harness technology and improve our infrastructure to the steps the industry must take to benefit from clean growth.

Maritime 2050 is undoubtedly ambitious in its scope, but its goals are purposely designed to be achievable.

At the heart of this document are some key aims.

Firstly, we want to enable the UK to remain a global leader in all aspects of maritime, from innovation and research to clean growth and security.

Next, we want to position this country as an international role model. This involves promoting a liberalised trading regime, building a diverse and skilled workforce, setting exemplary safety standards and taking the lead on our environmental obligations.

Finally, Maritime 2050 sets out our determination to demonstrate to the world

that the UK is the place to do maritime business by highlighting our unique selling points. That of course includes our renowned professional services industry and our maritime clusters with their areas of industry specialism throughout the country.

And of course, next month we will have a fantastic opportunity to further showcase the UK's maritime industry to a global audience at London International Shipping Week.

Undoubtedly it will take time to turn Maritime 2050's bold vision into a reality.

However, there have been some exciting early signs of progress.

In July we launched our Clean Maritime Plan, laying out how we will achieve the Strategy's environmental goals, as well as turning the UK into a global hub for green maritime innovation.

And our ports are also increasingly utilising automation, ensuring that freight is handled

• **ENABLE THE UK TO REMAIN A GLOBAL LEADER IN ALL ASPECTS OF MARITIME**

• **POSITION THIS COUNTRY AS AN INTERNATIONAL ROLE MODEL**

• **PROMOTE A LIBERALISED TRADING REGIME, BUILD A DIVERSE & SKILLED WORKFORCE, SET EXEMPLARY SAFETY STANDARDS & TAKE THE LEAD ON OUR ENVIRONMENTAL OBLIGATIONS**

• **DEMONSTRATE TO THE WORLD THAT THE UK IS THE PLACE TO DO MARITIME BUSINESS**

in a way that is even more efficient and secure.

I know through my work at the Department for Transport that there are many other exciting initiatives underway the length and breadth of the country.

It's crucial that we maintain this dynamic approach if we are to keep pace with the rest of the world.

Forecasts for the continued growth of global maritime trade mean that there will be numerous opportunities for ports and the UK shipping industry over the next decades. It is vital that we are every bit as ready as our international competitors to seize them.

But while the coming years are exciting, they will undoubtedly contain challenges too, as trading patterns and geo-politics shift and new technology emerges.

Maritime 2050 lays the crucial groundwork that will position this country not only to


be ready to meet these challenges but embrace them too and secure our place at the forefront of this global sector.

However, it's also important to point out that while Maritime 2050 has been carefully developed, its scope can be adapted so we are able to contend with new issues as they emerge.

It's equally vital to highlight that this strategy is very much a shared endeavour between Government and industry.

I know that representatives from across the sector have devoted many hours to its development and I'd like to thank them for those efforts.

We must continue in that same spirit of the collaboration and cooperation over the years to come.

By working together to achieve the ambitions set out in Maritime 2050 we will ensure this sector not only thrives today but also enjoys an even brighter future. 

2050-MARITIME

## It's time to turbo-charge trade



As the UK begins a new phase in its journey towards delivering Brexit, the Government's intention to "turbo-charge" the nation's preparations for no deal has been made clear. Whilst leaving the EU without a deal is not a desirable outcome for many, it is vital that British businesses make sure they are thoroughly prepared. ☑

# TURBO-

# CHARGE

It is also vital to look beyond Brexit and to turbo-charge the nation's capacity to export and trade, and preparing for no deal can be part of that.

As the UK's leading port operator, handling one quarter of the nation's seaborne trade, ABP remains committed to making sure our ports are ready for a no deal Brexit, in particular offering our Humber ports as alternatives to Dover where the risk of disruption is greatest. Since 2016 ABP has invested more than £250 million across its network of 21 ports around Britain, including the expansion of our container facilities on the Humber at Immingham and Hull. As well as working closely with government and customers, ABP has deepened co-operation with other European ports connected with the Humber who share our determination to keep trade moving efficiently.

Importantly, ABP's approach offers longer-term benefits for businesses and the economy. Because the Humber is closer to many of the UK's principal centres for

*“It is also vital to look beyond Brexit and to turbo-charge the nation's capacity to export and trade, and preparing for no deal can be part of that.”*

manufacturing and distribution, making greater use of its ports for EU trade can facilitate easier and more resilient access to export markets. In addition, by enabling a significant reduction in distances travelled by HGVs on Britain's roads, there is an opportunity to improve safety and cut CO2 emissions to help tackle climate change. Research by the University of Hull Logistics Institute has demonstrated that moving just 10% of cargo from Dover to the Humber, destined for distribution hubs in the North and Midlands, can save 100,000 tonnes of CO2e every year.

But ramping up the UK's wider preparations for a no deal Brexit can also deliver longer-term benefits, boosting the nation's exports and trade.

One of the potential gaps in the UK's no deal readiness is that too few businesses trading with the EU are registered to make customs declarations; recent reports indicate that only one third of the estimated 240,000 EU-trading UK firms have signed up for so-called 'EORI status'. Further, customs processes are currently not all that easy to swiftly get to grips with. Consequently, there is an urgent need for a high profile campaign to encourage more businesses to prepare for no deal and to direct those businesses to a source of information that offers simplified, straightforward guidance about what they need to do.

Encouraging more businesses to prepare for no deal by acquiring the capability to deal with customs procedures is just one of the ways we can strengthen the UK's no deal readiness and, at the same time, help ☑

“We need to build a shared agenda capable of making sure the UK continues to strengthen its position as a world-leading exporter.”

*“Delivering real success in boosting exports and trade also depends on a much bolder, long term and inspiring vision for the economy with exports and trade at its heart.”*

increase the nation's capacity to export to growth markets across the world, one part of achieving 'Global Britain'.

Another important policy priority to help prepare for no deal, as well as enhance the competitiveness of the UK's ports outside the Customs Union, is to drive the establishment of free ports. Free ports enable goods to move in and out of ports without requiring the payment of customs duty, as long as the goods remain inside specially designated zones. Free ports can therefore attract more trade and create jobs, but not solely in port or logistics operations. Many ports and sites located adjacent to ports, such as Port Talbot and the Humber International Enterprise Park, offer large areas of development land close to deep water, ideal for facilitating the efficient import of raw materials or components and export of finished products. Free ports can capitalise on these advantages and make these sites even more attractive for investment in new

manufacturing. A 2016 report authored by Chief Secretary of the Treasury, Rishi Sunak, indicated that free ports can deliver 86,000 new jobs and in areas where jobs are most needed. The report notes that of the UK's 30 largest ports, 17 are in the bottom quartile of Local Authorities when ranked by the ONS' Index of Multiple Deprivation. Free ports is a further example of a policy that can both underpin no deal readiness and support longer term growth in exports and trade, as well as helping transform Britain's hard-pressed coastal communities.

Vigorous debate and disagreement about a more determined approach to no deal Brexit will continue. Yet it remains the case that lying within this endeavour there are actions that Government can take that will deliver longer term benefits whatever the outcome of the Brexit negotiations.

There are of course many other steps which need be taken to increase Britain's



exports and trade. For the ports sector, which handles 95% of the UK's trade in goods, they include prioritising investment in transport infrastructure connecting ports to make sure businesses have the best possible access to global markets. It is also important to enable ports to develop and grow to meet customer demand. One example is the Port of Southampton, the UK's number one export port.

Every year the port handles £40 billion of exports, including £36 billion destined for countries outside the EU. Major British manufacturers such as JLR rely on the port's infrastructure to export their products all over the world, which is why some 11,700 jobs in the automotive sector rely on the port in the West Midlands alone. Making sure the port is well-connected and can continue to grow is fundamental to the future success and competitiveness of exporters throughout the country.

Ultimately, delivering real success in boosting exports and trade also depends

on a much bolder, long-term and inspiring vision for the economy with exports and trade at its heart; it demands genuinely ambitious goals; and it requires a much broader strategy. In 2017 ABP published a policy paper advocating a 'Trade First' review of government policy, cutting across all relevant government departments.

The purpose of the review would be to make sure policy across Whitehall is aligned with the goal of increasing exports and trade. Its scope would need to include departments such as education in order to excite new generations to export and trade across the world, and to equip them with the skills they need to achieve that. We need to build a shared agenda capable of making sure the UK continues to strengthen its position as a world-leading exporter, eliminating the trade deficit and creating a stronger foundation for the nation's long-term prosperity. That work needs to start now. It's time to turbo-charge trade. **■**



# UK Ports: a shared agenda

**01 Deliver free ports to drive exports and create jobs**

Drive the creation of free ports to attract new investment and create new jobs where they are most needed. Many ports such as Port Talbot and Hull offer ideal locations for new manufacturing and can help increase Britain's exports.

**02 Support resilient and sustainable supply chains**

Humber ports can help businesses avoid Brexit disruption at Dover. By increasing the amount of EU trade using Humber ports we can reduce the number of HGVs on Britain's roads, improving safety and reducing CO2 to help tackle climate change.

**03 Make sure more businesses are ready for Brexit**

An insufficient number of businesses trading with the EU are equipped to deal with customs procedures. A major campaign is needed to promote awareness about what businesses need to do and provide simplified guidance.

**04 Give businesses the best access to global markets**

Help businesses to trade and increase exports by prioritising investment in transport links to ports and make sure ports can grow. The Port of Southampton is the UK's number one export port so making sure it can continue to offer the best access to global markets is vital for our economy.

**05 Build a stronger vision for trade**

The UK needs a bolder vision for trade and exports to rally behind. A comprehensive review of Government policy is needed to make sure the nation is equipped to deliver ambitious goals by promoting skills, sustainability and innovation.



# British exporters: navigating a new trading reality

UK businesses need more proactive support to achieve long-term export success in light of unprecedented levels of political uncertainty and barriers to trade, write Marcus Dolman and Geoffrey de Mowbray, Co-Chairmen of the British Exporters Association (BExA).



The potential implications of Brexit on tariffs, customs charges and procedures, exchange rates, and the free movement of people and supply chains has resulted in protracted uncertainty for the UK's exporters.

As an independent trade association that represents the interests of the UK's exporting community – both exporting companies and the service providers that support them – the British Exporters Association (BExA) is acutely aware of the many pain points associated with trading overseas. In a recent survey of our membership, we found that some

of the top barriers to exporting include knowledge of customs and tariffs; identifying opportunities to export; and suitability of financial support provided by UK Export Finance (UKEF, the state-backed credit agency).

As part of our remit as the voice of British exporters, BExA actively monitors and engages with many government departments and committees to help our members overcome these challenges and drive forward the country's trade agenda.

The good news is that there have been a number of new governmental initiatives over the past year – many of which BExA has lobbied for – and all of which have been welcomed by the association and our members.

For one, in August last year, the Department for International Trade (DIT) unveiled its new Export Strategy, which sets out its ambition to increase exports as a proportion of GDP from 30% to 35% and to produce more tailored support to UK companies.

We have also welcomed the recent boosts to UKEF's financing power, most notably the increases to its Direct Lending Facility, with two additions of £1bn for the next two financial years; the announcement of a

new General Export Facility (GEF), which will support exporters' overall working capital requirements rather than linking finance to specific export contracts; and the launch of the Small Deals Initiative, a new buyer finance offering to support export contracts of smaller values.

But there's still more work to be done. Disappointingly, since the launch of the DIT's new Export Strategy, Brexit delays have diverted attention away from this important initiative, implementation of which needs to move forward regardless of what's happening on the political front. With the knowledge that almost half a million UK businesses who classify themselves as potentially able to export don't do so, BExA looks forward to working with the new government to implement the Export Strategy for the benefit of the UK's existing – and new – exporting businesses.

In terms of access to funding, although government has ramped up support for SMEs through various initiatives, for many small businesses finance for trade remains an endless struggle – reflected in figures from UK Finance, which show that the amount of loans and credit outstanding to SMEs has fallen by nearly £6bn in the past five years. As such, BExA would welcome additional

support from UKEF to meet market demands and support smaller projects that the banks are reluctant to back.

**Maintaining a competitive edge**

With Brexit still looming, and the terms of an exit deal unclear at the time of writing, businesses remain in the dark on what trade will look like between the UK, the EU and its partners in the future. Any increases in costs, combined with a lack of investment, will likely reduce the number of exports coming out of the UK and affect the UK's competitiveness on the international stage.

The potential loss of free trade agreements (FTAs) – 40 of which the UK is automatically part of as a European Union member – is a cause of great concern for the exporting community.

Although EU rules provide that the UK may not commence FTA negotiations with third-party countries until after Brexit, government has been working on securing bilateral agreements that reflect the existing EU trade agreements.

As of late July, it has agreed trade 'continuity' agreements with 12 countries and regions to allow businesses to keep trading freely after Brexit. At this stage, the list does not include some of the largest



*“Any increases in costs, combined with a lack of investment, will likely reduce the number of exports coming out of the UK and affect the UK's competitiveness on the international stage.”*

free trade deals that the UK has through the EU, such as Japan and Turkey, and an in-principle agreement inked with South Korea in June is subject to final checks before it is formally signed. The UK has also put in place post-Brexit deals with the US, Australia and New Zealand, but these are mutual recognition agreements and not free trade agreements.

Reduced trade with the EU is also a worry for UK businesses, and a 2019 Santander Trade Barometer reveals that exporters' general anxiety about Brexit has now given way to specific concerns about supply chain links to EU countries and tariffs on EU sales.

It's our hope that businesses will soon have more clarity on this situation so that

they can take mitigating steps out of the frustrating limbo in which they have been stranded for too long, ready themselves for post-Brexit trade, and take advantage of any new opportunities.

For our part, BExA is involved in shaping the UK's international trade policy at the highest level and has been invited to join the newly-formed DIT Customs Expert Trade Advisory Group (ETAG) which will operate as an informal network for DIT policy officers to discuss customs and trade facilitation with business. We have already updated our members with the fruitful discussions that took place at the first meeting of the Group and will keep them informed of developments.

This is just one of the many initiatives that BExA is engaged in as we help British exporters prepare for a post-Brexit trading reality, addressing both day-to-day concerns and wider policy issues.

The success of UK businesses overseas is a critical pillar of the health of the UK economy, and companies need to export more to improve the country's balance of payments. To this end, BExA is aligned with the new Prime Minister's aim of making Great Britain proud of its businesses and exports. **1**



# Get set for Brexit

## Here are some simple tips:

If the UK leaves the European Union (EU) without a deal, businesses currently buying goods from or selling goods to countries in the EU will need to comply with customs regulations.

The Government is currently assuming the UK will leave without a deal on 31 October. Although this is not the outcome it wants, businesses need to prepare *now*. If businesses are not prepared they will *not* be able to buy goods from or sell them to countries inside the EU.

So, it's better to be safe than sorry and make sure your firm is ready for no deal.



### 01 Got your number?

To buy goods from or sell goods to EU countries, firms will need to register for a special number. It's called an EORI code. You can register for an EORI number at [www.gov.uk/eori](http://www.gov.uk/eori)

### 03 How will my goods arrive or depart the UK?

How your goods will be transported when they leave the EU border and arrive at the UK border, or vice versa, is important. So it's going to be one of three options: sea, air or rail (that's for goods transiting the Channel Tunnel). Again, you need to know as the customs processes for each different type of transport can differ.

### 05 What now?

If you normally use a freight forwarder or transport company to move the goods you are buying from or selling to the EU then they can help complete the necessary paperwork based on the information above but first you must have your EORI code.

### 02 What goods am I buying or selling?

Sounds like a silly question but different information may be needed depending on what type of goods you are buying or selling, so it's important to be clear.

### 04 Where will my goods arrive?

Where your goods arrive in the UK or EU can also change what type of customs processes will need to be followed. Will they arrive at your own business address or another business address in the UK? Will you be sending goods to the same business address as the company you are selling to or will they be sent to another business address?

**If your freight forwarder or transport company cannot help or you want to administer your own customs arrangements, help is available.**

**The following organisations can offer assistance, including online training:**

**Strong and Herd LLP**  
[strongandherd.co.uk](http://strongandherd.co.uk)

**British International Freight Association**  
[bifa.org](http://bifa.org)

**Institute of Export and International Trade**  
[export.org.uk](http://export.org.uk)

**British Chambers of Commerce**  
[britishchambers.org.uk](http://britishchambers.org.uk)

**British Exporters Association**  
[bexa.co.uk](http://bexa.co.uk)

**Customs agents can also take the strain. A list of customs agents is available at:**

**British International Freight Association**  
[bifa.org](http://bifa.org)



**Moving 10% of cargo from the Port of Dover to the Humber could save in the region of 100,000 tonnes of CO2e every year when travelling to locations within the Central East-West Corridor.**

# Think  
Humber

Since 2017, the number of shipping services connecting Hull and Immingham to ports on the Continent has increased by over 30% with new services from Amsterdam and Ghent plus the introduction of deep-sea feeder services into the Port of Hull. A comparative analysis of short sea import and export routes to and from the UK conducted by the University of Hull Logistics Institute has demonstrated the significant time, distance and environmental benefits which can be achieved by choosing the ports of Hull and Immingham instead of

the Port of Dover, as well as other ports located on the East Coast. The new research points to the long-term benefits of using the Humber ports beyond Brexit and securing supply chain resilience by bringing cargoes closer to their destination, particularly the major distribution centres in the North of England. The study estimates that moving 10% of cargo from the Port of Dover to the Humber could save in the region of 100,000 tonnes of CO2e every year when travelling to locations within the Central East-West Corridor.



# Brexit-proof: the Port of Zeebrugge



In this joint article, Joachim Coens, President CEO at the Port of Zeebrugge and Patrick Van Cauwenberghe, Trade Facilitation Director at the Port of Zeebrugge, examine the port’s trading tradition with the UK and outline steps taken to ensure smooth trade flows after Brexit.

The Port of Zeebrugge has maintained strong trade relations with the United Kingdom since the 12th century against the background of the Hanseatic League. From then to modern day, we have been upholding this tradition with the UK, having evolved into a modern intermodal hub and gateway for both the European and British markets.

With 17 million tons of freight transhipment, consisting of mainly Ro-Ro and container loads, the United Kingdom is Zeebrugge’s main trading partner. No less than 70 liner services per week link Zeebrugge, and hence the European mainland, with numerous British ports on the East Coast and Ireland. The hub function is our competitive advantage. Our core business consists of providing tailor-made solutions for all the cargo traffic to the UK. Zeebrugge is a bridgehead for just-in-time supplies to UK markets. These logistic chains have taken years to establish and will remain available. This also applies to new cars. The Port of Zeebrugge is the largest car handling port in the world with a total annual volume of 2.8 million new vehicles. We supply the UK markets with no less than 1 million new cars and high and heavy loads. 



“  
*The Port of Zeebrugge is the largest car handling port in the world with a total annual volume of 2.8 million new vehicles.*  
”





The trailers transiting through Zeebrugge are unaccompanied, which should represent a gain in time with regard to future border controls, since there is no driver involved. The Port of Zeebrugge is also preparing itself in terms of infrastructure. It accommodates brand new Border Inspection Posts, a new infrastructure which houses the Belgian customs function, as well as the Federal Agency for Food Chain Safety. Sufficient cold store facilities, additional parking places for trucks in and around the port and new staff training programmes are available to cope with possible hold-up of cargoes. In addition, a contingency plan with regard to additional parking places has been drawn up in order to safeguard the accessibility of the port, as well as the mobility of the cargo flows.

One of Zeebrugge's main focuses is to limit the transit times of UK cargo flows through the efficient handling of formalities and further digitization of Brexit-related administration. Coordinated, transparent and efficient planning of controls by different administrations is crucial. In this respect, the Port of Zeebrugge, in particular the port authority and the private port community, are preparing the data platform 'RX/Seaport'. Via one unique connection, this data sharing platform will allow the secure interchange of data and information between all the parties involved, in order to avoid interruption of the physical goods flows because of Brexit-related administration.

A Brexit information point has been opened in the Border Inspection Post for any parties that have questions with regard to customs formalities after Brexit. There are four customs officials present in the information point to give individual guidance on the necessary measures to be taken concerning Brexit.

To ensure the flow of goods between Belgium and the UK, extra customs staff members are being trained and will be added to the existing workforce in Zeebrugge, and other regions, to cope with the extra workload that Brexit will entail for the customs administration.




The port authority in Zeebrugge is in full preparation for Brexit and urges everyone to be ready for a no deal Brexit on the 31st of October or any other date after that. To guarantee smooth cargo flow in case of no deal, it is of the utmost importance to take the necessary steps:

1. Register for an EORI number with the Customs administration.
2. Sign up for the RX/SeaPort platform. RX/SeaPort has developed a digital system, E-Desk Ferry, which focuses particularly on ferry transportations. Through the system, export users notify the terminal operator of the arrival of their cargo. Based on this information, the cargo can be released for transport.
3. Come to Zeebrugge using the FLUX Trucking app. The app is designed to guide truck drivers to and through our port. If necessary, the app can also guide a driver to a nearby parking or waiting space. The port authority has installed two extra locations for cargo that has not been cleared for transport.
4. Do not come to the terminal without the necessary administrative requirements!

As a port authority, we aim for a fluent flow of cargo in our port. Cargo that does not fulfil the administrative requirements will not be admitted to the terminal and this will cause unnecessary delays.

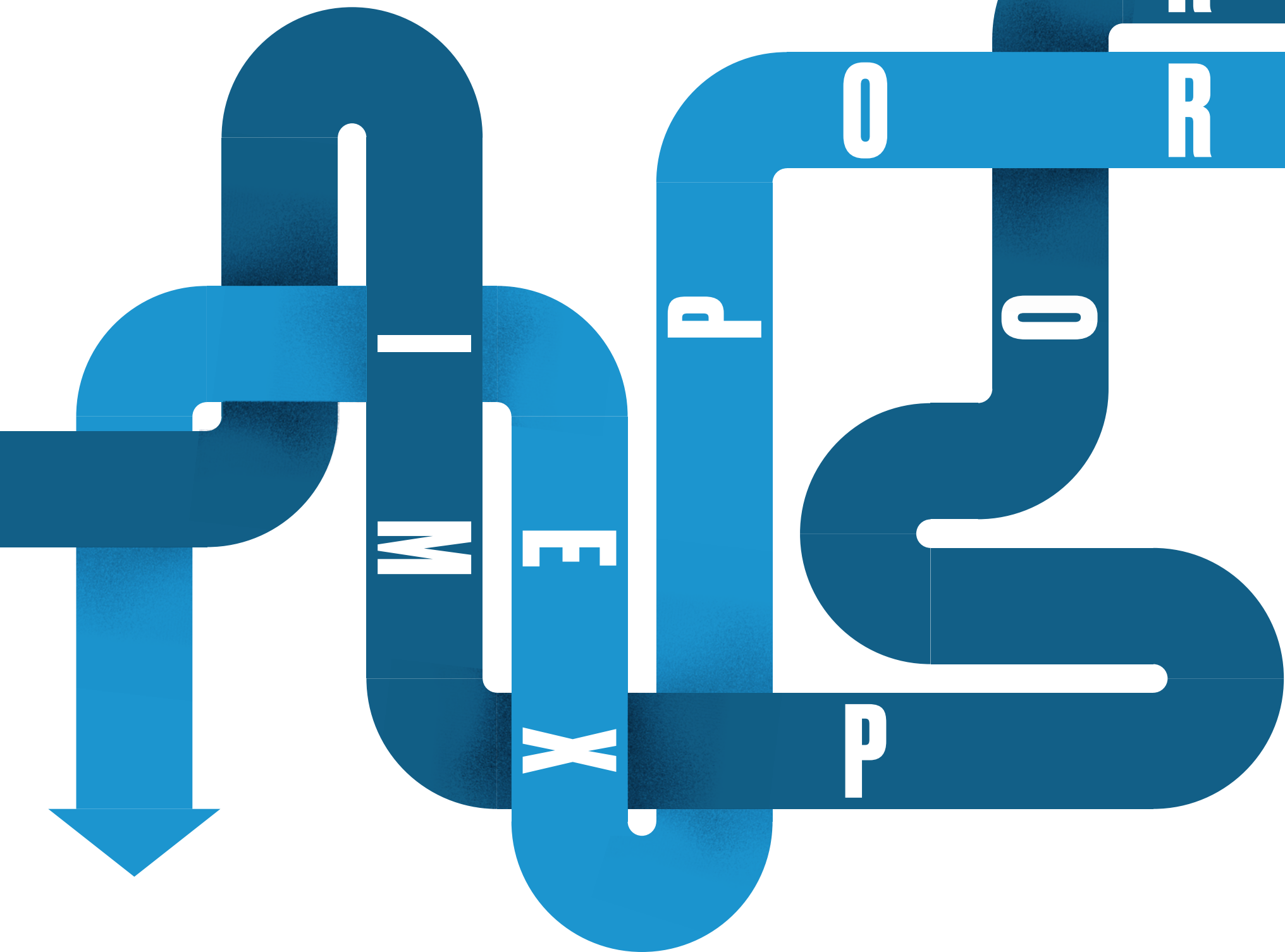
A hard Brexit on the 12th of April was avoided thanks to the extension granted by the European Union. However, the idea of a hard Brexit has not been discarded yet. 31 October 2019 is the new deadline. As it is still unclear what will happen in the coming months, it remains of vital importance for the Port of Zeebrugge and UK port companies to maintain their focus and concentrate on the preparations for a hard Brexit.

More information about how the Port of Zeebrugge is preparing for Brexit can be found on our website: [brexitproof.portofzeebrugge.be](https://brexitproof.portofzeebrugge.be). 

*“One of Zeebrugge’s main focuses is to limit the transit times of UK cargo flows through the efficient handling of formalities and further digitization of Brexit-related administration.”*



Strong & Herd:  
the UK’s leading independent  
export/import trainer



*“Some of the current issues that are of greatest concern to our clients are planning for a no deal Brexit, the introduction of Incoterms 2020 and trade sanctions.”*

Strong & Herd have been helping companies to import and export for 24 years. We provide a respected service to our clients, covering all aspects of international trade. Our associate network allows coverage from finding agents or distributors, customers or suppliers to issues relating to export control compliance (both UK and USA) payment, including financing, handling excise duties and VAT controls both in the UK and EU.

Some of the current issues that are of greatest concern to our clients are planning for a no-deal Brexit, the introduction of Incoterms 2020 and trade sanctions.

Many businesses think that Brexit won't affect their business, or if it does, that there's nothing they can do about it. That's not true! Every business that trades with other EU countries, even if only indirectly, will be affected by the changes. By planning ahead, your business can minimise any impact and in some cases even take advantage of the opportunities. The impact of Brexit is different for every country, and some of the changes are not obvious. Talk to us now, and we can help you to be Brexit ready.

Our extensive programme of public training courses, held in London and Manchester, covers all subjects from customs procedures to export licencing, AEO qualification, building export sales and Brexit planning. We also offer bespoke in-house training, which can be the ideal solution if your training needs are complex or if you want to train a team in a new procedure.

We offer our unique OneCall service, providing you with telephone support to answer your import and export questions.

For more information, call us on (+44) (0)161 499 7100 or visit our website [www.strongandherd.co.uk](http://www.strongandherd.co.uk)





# The UK’s major ports: vital now, crucial to the future



Tim Morris, Chief Executive of the UK Major Ports Group, discusses the economic significance of the UK ports sector, which ensures the continued prosperity of the UK as an island nation.

London International Shipping Week (9th-13th September) is a good opportunity for us all – including the media, policy makers and the public – to remember how dependent we are in the UK on the sea. The very efficiency of the modern supply chains that so seamlessly deliver goods to the shelves of our shops and packages to our front doors, can all too easily make us ‘sea blind’ and therefore ‘port blind’ to all the hard work that got them there.

Whilst the facts are well known to those in the ports sector, they can’t be shouted too loudly. We are an island nation. 95% of the UK’s trade moves via its ports on the sea. This includes half the food and feed we need, 8 out of 10 cars we drive and virtually every screen we look at. Many of the UK’s best manufacturing sectors simply couldn’t function without ports – £44 billion of exports from the UK automotive industry pass through our ports.

But to focus on trade only tells part of the story of the vital role that ports play for the UK and particularly for the economies and communities all around our coast. Experts have estimated that the ports sector itself generates more than £7 billion of value for the UK, directly employing around 100,000 people with 6 jobs in the wider supply chains dependent on each direct job.

*“95% of the UK’s trade moves via its ports on the sea. This includes half the food and feed we need, 8 out of 10 cars we drive and virtually every screen we look at.”*

Research has highlighted that a significant and worrying gap has opened between the social and economic prospects of communities around the UK coast and those in big city regions. The maritime sector, and ports in particular, have a crucial role to play alongside others working hard in these areas to realise the potential of our ‘Coastal Powerhouse’.

The UK’s major ports sector is also challenging the old view of their role in cross border flows as ‘just’ points of transit for goods and people. Port-centric models of logistics and manufacturing, such as ABP’s Green Port Hull, are allowing both ports and their customers to add value as well as handling volume. Crucial to this is the increasing role major ports are playing as gateways for data as well as goods.

These data flows, combined with port-centric models, drive greater transparency and efficiencies in supply chains – as well as adding greater potential to reduce emissions. This is the future of ports and supply chains. Port operators like ABP are making this a reality today.

The UK’s major ports are a largely unsung success story for another cross-border flow – that of funds for investment. The ports sector invests more than £600 million each year, almost entirely from private sector sources. The ability to invest so heavily depends on the efficiency of the ports to generate funds for their own development. But it also demonstrates the strength of the profile of ports to long-term investors like pension funds. In the UK, 6.2 million pension fund savers invest in our ports. And the major ports sector has been highly successful in attracting long-term focused investment from funds across the world.

So the UK’s major port operators like ABP make a huge contribution today, both to the UK and its coastal communities, are redefining what the modern port can be and are investing hugely to make this happen.

But they are ambitious to do more – grow investment, grow the UK’s ability to trade with the world, grow jobs and prosperity in



our coastal communities. To achieve this they need the Government to play its role in improving the supporting conditions for the success of ports.

What does this mean in practice? The UK Major Ports Group works with its members like ABP to promote a five-point agenda to boost further the success and value of the ports sector:

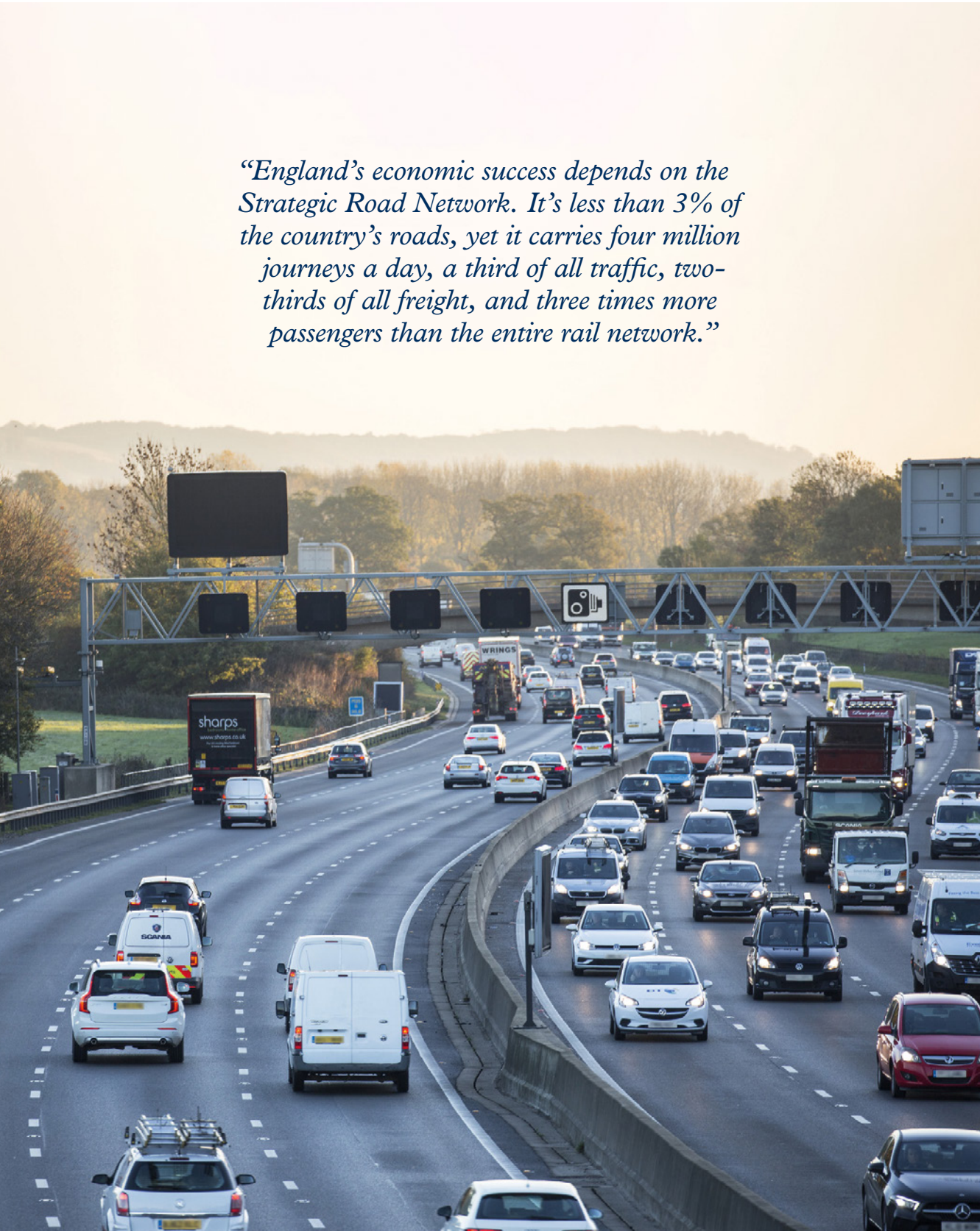
- 1. Better connectivity. Better freight, data and energy connectivity are crucial to success.
- 2. Better development rules. Planning regulations that better reflect the modern port would boost investment further.

- 3. Better balance in environmental rules. Ports believe in high sustainability standards, but they need to be ones that work with, rather than against, responsible development.
- 4. The right ‘knowledge infrastructure’. The Government’s skills frameworks and support of fundamental R&D need to be suitable for developing the port of tomorrow here in the UK.
- 5. Adapting to a changing world. Ports need more pragmatic clarity about the UKs, relationship with Europe and ensuring the UK remains a good location for legitimate global investors.

*“With the right partnership with Government our ports are confident in their ability to grow their crucial contribution long into the future.”*

The UK’s ports are and have been, throughout history, vital to the success of our island nation. With the right partnership with Government they are confident in their ability to grow this crucial contribution long into the future. **1**





*“England’s economic success depends on the Strategic Road Network. It’s less than 3% of the country’s roads, yet it carries four million journeys a day, a third of all traffic, two-thirds of all freight, and three times more passengers than the entire rail network.”*

South East, Surrey – image provided by Highways England under the Open Government Licence'

# Highways England: delivering for the port sector



Simon Emery, Senior Economic Development and Spatial Planning Manager at Highways England, discusses the importance of England's Strategic Road Network for its economic success.



Highways England is now four years old. We were created in 2015, as an arm's-length, government-owned company.

We're responsible for the operation, maintenance and enhancement of England's 4,300 miles of motorways and major A-roads. These roads – known as the Strategic Road Network – connect the country: from Carlisle to Dover, from Berwick to Penzance, and all points in between.

It's just 60 years since the opening of Britain's first stretch of inter-city motorway – the M1 between St Albans and Rugby – in November 1959. Built in just 18 months, this road had no lighting, no crash barriers, no central reservation – and no speed limit.

Today, it's hard to imagine a world without motorways, dependant as we are on just-in-time manufacturing, foodstuffs from around the globe, and internet shopping, often with next-day delivery. Ports are obviously hugely important in that cycle.

The Strategic Road Network is one of the biggest assets in public ownership, with a book value of more than £110 billion.

*“Every pound invested in the strategic network produces more than two pounds of benefit to the economy.”*

England's economic success depends on this network. It's less than 3% of the country's roads, yet it carries four million journeys a day, a third of all traffic, two-thirds of all freight, and three times more passengers than the entire rail network.

Our network connects every significant economic node in the country – major cities, centres of industry, ports, airports, railways and homes. Every pound invested in the strategic network produces more than two pounds of benefit to the economy.

When we set out our approach to how we support economic growth, one of the four areas we identified was providing efficient routes to global markets through international gateways.

We are investing in several road connections to international gateways to ensure they fulfil their economic potential. Our current delivery plan has a number of schemes across the country that will bring direct benefits to ports and airports. And through our regional teams, we support and work closely with individual port and airport operators.

Ports and airports across the country have significant investment programmes of their own. Port-centric developments and port capacity enhancements have the potential to reduce traffic on our roads, the former by moving the supply chain closer to ports and the latter by imports and exports entering or leaving the country closer to their final destination.

Ports and airports in particular are important employment locations in their own right, with the larger gateways employing several thousand people. As a result they are also catalysts for wider economic activity. [\[X\]](#)



Since 2015 we've tackled 54 of the country's worst congestion and safety hotspots and eliminated a total of 134 million hours of delay every year. We've also:

- added more than 300 lane miles to our network
- built 101 cycling schemes
- sponsored 93 innovation projects
- delivered 109 biodiversity projects
- created 951 noise reduction schemes
- and enabled the construction of 38,000 new homes

Since becoming Highways England we have delivered 40 schemes to date, network availability is above 98% and we're clearing 88% of motorway incidents within an hour.

What does the future hold? In the 2018 autumn Budget, the Chancellor announced the Government's intention to invest 40% more in the Strategic Road Network than in the first road period – £25.3 billion, funded by the National Roads Fund 2020-25.

Four million journeys are made on our roads every day, and usage of those roads is forecast to grow by 21% over the next two decades.

Congestion on our network costs an estimated £2 billion every year – 25% of this resulting from incidents. So, cutting congestion and helping traffic move freely creates economic benefits for the country, as well as improving safety and cutting emissions from traffic using our roads.

So, how can we possibly improve traffic flow when demand for road space continues to grow? To meet this growth and change in demand will require more use of digital technologies in the way we manage it, the way we communicate with vehicles and their users, the way we construct and use our infrastructure, and the way we manage capacity.

We cannot continue to limitlessly build new roads, so we must also make them work better. This includes adding more than 4,000 miles of extra capacity through upgrading motorways.

Upgraded smart motorways mean increased road capacity faster and at less cost than traditional road widening



M62 Junction 33 – image provided by APS / Highways England under the Open Government Licence

*“Since becoming Highways England we have delivered 40 schemes to date, network availability is above 98% and we’re clearing 88% motorway incidents within an hour.”*

schemes. They remain within current motorway boundaries, minimising the environmental 'footprint' of the scheme. In fact, building a road today with 25% spare capacity, and the associated land-take, would struggle to gain approval.

England's motorways are the safest roads in the country and among the safest in the world; and smart motorways are proving to be just as safe, if not safer, as traditional motoways.


More than this, we're making our smart motorways 'future-proof', so they're ready for the connected and automated vehicles that are on the horizon.

Our vision extends beyond the next five years, laying the foundations for a road

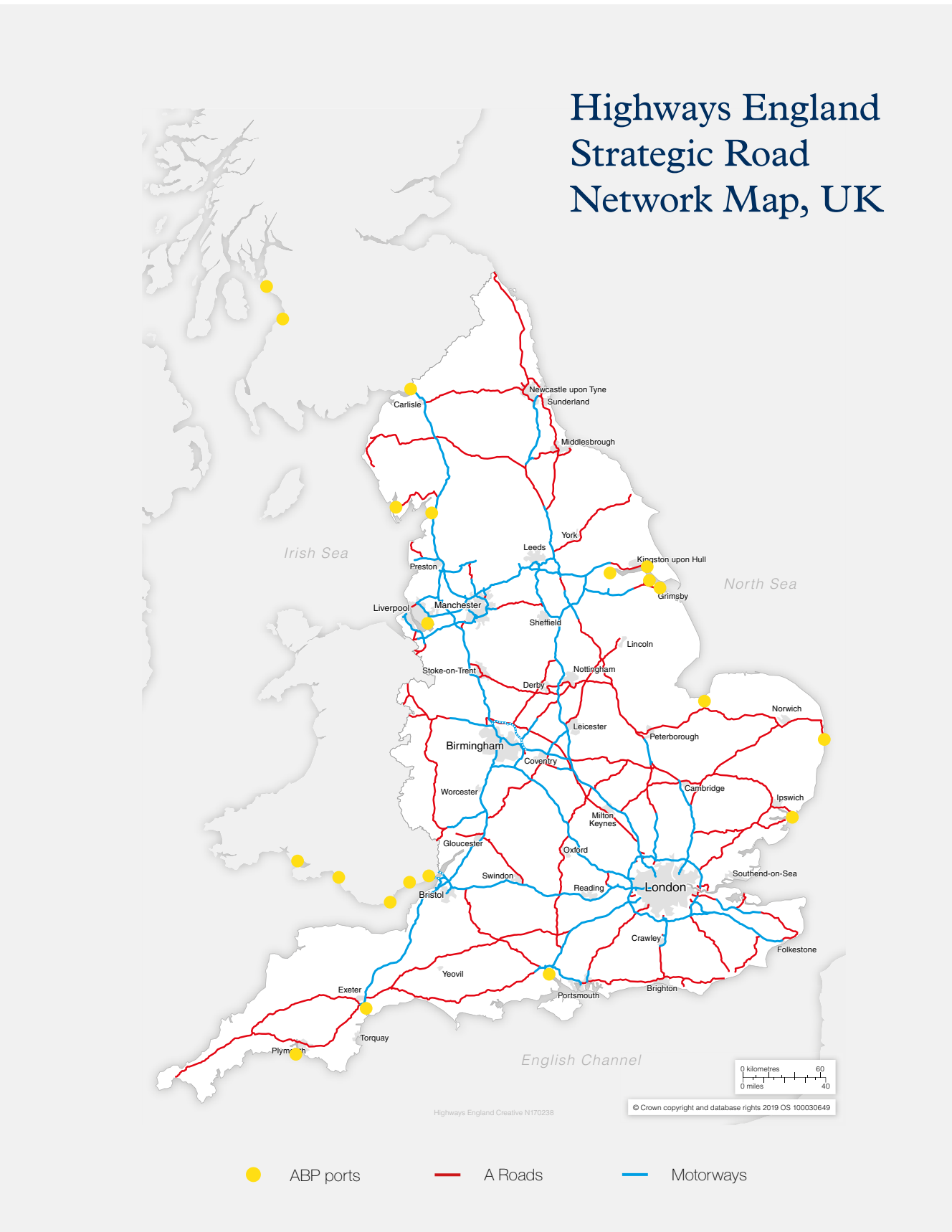
network that's reliable, accident-free and delivers for road users, industry and communities that live alongside it.

But Highways England's responsibility extends beyond building and maintaining roads.

We have a role to play in helping improve air quality near our network. So some of the actions we're taking include ensuring that every scheme in our capital programme is air quality compliant, monitoring NO2 and particulates on our roads in real time to ensure our evidence base is robust and identifying areas that could benefit from air quality barriers. We're also promoting the installation of electric charging points near our network – we are on track to meet our commitment to ensure that 95% of our network is within 20 miles of a charging point by March 2020. And we have completed 102 active travel schemes, improving health and connectivity for non-motorised users, with more to come before 2020.

We face challenging times. But we have come a long way in four years. All this improves the connectivity within England, helping to support businesses that help our nation thrive. Because connecting the country is what Highways England does. 

# Highways England Strategic Road Network Map, UK





# Talking about a revolution



Jonathan Spremulli, Principal Director and Head of the Marine Department at the International Chamber of Shipping, discusses the challenges and opportunities presented by the Fourth Industrial Revolution.



The World Economic Forum (WEF) has highlighted that we are entering a “Fourth Industrial Revolution.” The WEF founder Klaus Schwab clearly sets out that this fourth revolution will be fundamentally different from the previous three, which were characterised mainly by advances in technology. The underlying basis for the Fourth Industrial Revolution relates to the environment in which advances in “disruptive” technologies will affect the world in which we live and work, technologies such the internet, robotics, virtual reality and artificial intelligence. Related advances in communications and connectivity continue to connect billions more people to the web.

This environment facilitates ever increasing connectivity between ship operators and their ships and between every ship and every port in the world at any time - this I believe will change the way we all do business. We have the potential to significantly improve the efficiency of our respective businesses and how we work together, which can at the same time protect the natural environment. By working together we can become more business efficient and also address the big issue that is climate change.

We in the shipping industry certainly do not operate in isolation and the Fourth Industrial Revolution has fundamental

implications for the sector we steward. One example is the development of Marine Autonomous Surface Ships (MASS). In addition, the International Chamber of Shipping (ICS), whose membership represents 80% of the world merchant fleet, is acutely aware of the urgent need for all economic activities, including international shipping, to eliminate GHG emissions as soon as practicable. The sector has already delivered impressive CO2 reductions since 2008, something for which the shipping industry should be, and is, justly proud.

Improving the efficiency of existing ships is the “low-hanging fruit” in terms of lowering carbon emissions. The technical efficiency of ships has been improved hugely, partly as a consequence of the MARPOL regulation setting requirements for phased improvements in the designed energy efficiency of new ships (EEDI). Since the regulation was adopted by the International Maritime Organisation in 2011 the energy efficiency of new ships has improved more quickly and more deeply than was anticipated. Energy efficiency values of large container ships have already improved by over 40%, an exceptional achievement by the shipping industry.

As well as design efficiency improvements of new ships, shipowners and operators have also been working hard to improve

*“Ships, charterers and ports could significantly reduce emissions and delays, with consequential benefits for the environment and commercial performance, by collaborating even more closely to ensure successful just-in-time arrival and right-on-time departure of ships.”*

the operational efficiency of all ships, by optimising speed, increasing digitisation of the industry and just-in-time arrival planning. With respect to ship operators, charterers and ports working together to address GHG emissions, just-in-time arrival is particularly pertinent. However, ship voyage speed optimisation, reducing CO2 emissions, can only work effectively if port arrival and berthing times are justified and reliable, so as to avoid unnecessarily high steaming rates simply to drop anchor on arrival, or bursts of high speed in response to a changed berthing slot. There is, therefore, a clear synergy between

optimising the efficiency of ships and optimising the operation of ports. Ships, charterers and ports could significantly reduce emissions and delays, with consequential benefits for the environment and commercial performance, by collaborating even more closely to ensure successful just-in-time arrival and right-on-time departure of ships.

While short-term measures are important, ICS continues to assert that the IMO needs to move quickly onto considering the critical long-term measures that will help the industry to deliver the very ambitious target of a 50% total cut of GHG emissions by 2050, regardless of trade growth. This can only realistically be achieved with the introduction of commercially viable zero or near-zero CO2 emitting propulsion systems. The transition to zero CO2 emitting fuels – which ICS has dubbed the “Fourth Propulsion Revolution” – is the challenge of our age, and one that I know the shipping industry embraces. However, this is not something that shipowners can do alone. This will require a coalition of actors to enable an equitable transformation for the entire value chain.

Ports will play a pivotal role in this Fourth Propulsion Revolution, as it will be necessary to develop a new fuel supply infrastructure, including large-scale fuel storage and bunkering facilities. In the case of increasing electrification of ships, new shore power supply facilities will also be required to power the fleet. This may require new terminals for the import and export of zero carbon fuels as the global economy moves away from its reliance on fossil fuels. Indeed, some ports may be ideally positioned to benefit from the availability of plentiful renewable energy sources, such as solar or wind, to develop integrated clean fuel production and distribution capabilities and to benefit from new trade patterns caused by the transition to clean energy. Therefore we will need policymakers to provide leadership and support to enable an equitable and efficient transition to a zero CO2 emitting future.

According to climate science, the Fourth Propulsion Revolution will take place in the context of increased impacts of sea level rise and extreme weather events that will affect ship operations, which in turn will affect trade and balance sheets. We have a monumental challenge ahead of us, as both the Fourth Industrial and Fourth

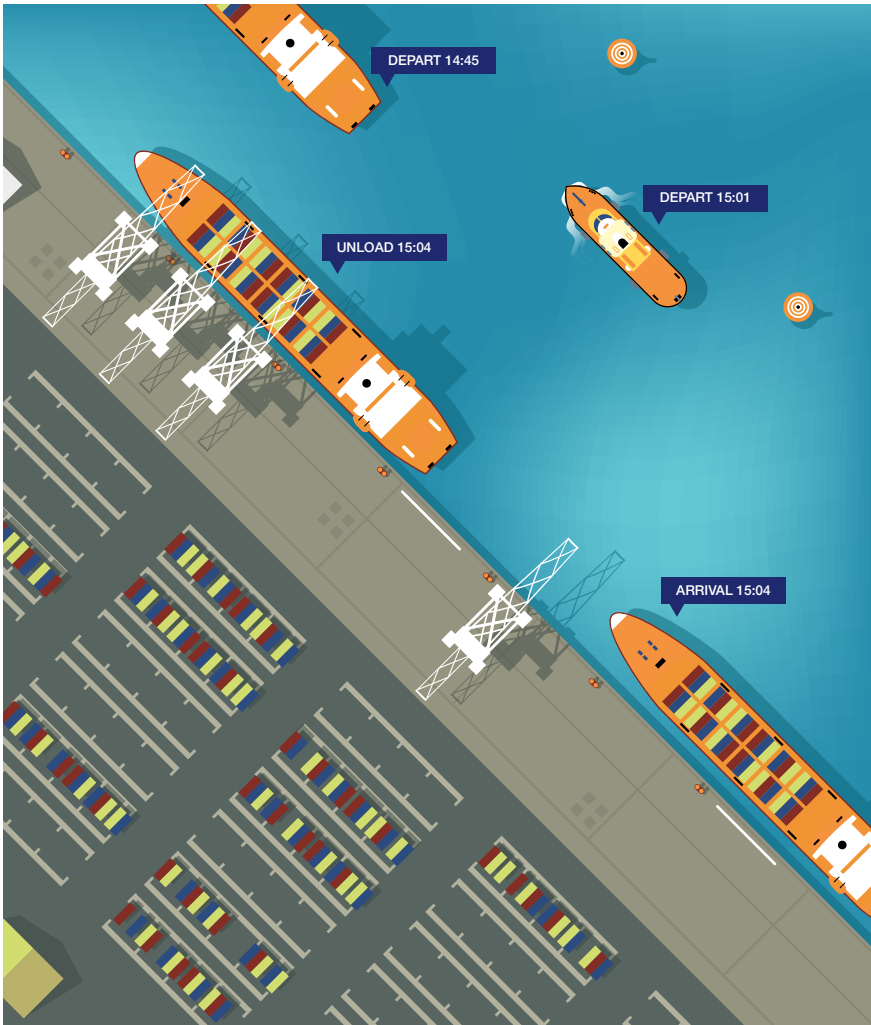
Propulsion Revolutions will impact the business models of all of us. But we also have a great opportunity. Too often change is cast in a negative light, but as we have seen from our history, previous propulsion revolutions have enabled the maritime sector to grow and positively enhance global trade.

*“Too often change is cast in a negative light, but as we have seen from our history, previous propulsion revolutions have enabled the maritime sector to grow and positively enhance global trade.”*

The reality is that the future goals are not arbitrary – change is coming – and such a fundamental shift will require a shift in the way the entire value chain operates. Ports and bunkering operations will have to change as well as the fuel production systems. Financing the infrastructure shift will require different dynamics and honest engagement with policymakers and public alike.

We in the shipping industry have an opportunity to embrace the changes that are impacting the world, to chart a new course and to be a true growth asset for world trade. **II**

*The International Chamber of Shipping will be hosting a conference during London International Shipping week entitled “Setting Course for 2050: Powering Global Trade” on Thursday 11<sup>th</sup> September. Learn more at <https://events.ics-shipping.org>*



# The re-emergence of ports as regional engines of future growth



Dr Patrick Verhoeven is Managing Director of the International Association of Ports and Harbors (IAPH), responsible for policy and strategy. In this article, Patrick provides an international perspective on the role of ports in global trade and recent developments in the industry.

The role of ports in the global economy cannot be underestimated. On its website, the International Chamber of Shipping cites that approximately 90% of world trade is carried by the international shipping industry and that without shipping, the import/export of affordable food and goods would not be possible. Half the world would starve and the other half would freeze.

That being said, the globalisation of trade has taken some interesting turns in recent times, which will require ports to rethink their role as trade facilitators and even perhaps their own models of governance and operation.

On one hand, you have the emergence of trade and tariff barriers which is not singularly related to the US-China trade war, which have so far impacted around \$250 billion worth of Chinese goods and \$110 billion worth of US goods. For example, pressure on US-Indian trade relations has emerged in recent months, which was worth \$142.1 billion in 2018, of which India has a surplus of \$24.2 billion.

The EU has in recent months imposed import duties of 25% on a \$2.8 billion range of imports from the United States, in retaliation for US tariffs on European steel and aluminium. Then of course there is the

case of Brexit. To put this particular trade issue in perspective, the figures published last week by the Commons records account for £172 billion in goods exports to the EU with £265 billion in imports from the EU to the UK in 2018.

In its latest report the IMF has projected world economic growth to slow down even further, with world trade revised downwards heavily by -0.9 percentage points for 2019, down to 2.5%. Advanced economies have been revised downwards by -0.6 percentage points, and the emerging economies revised downwards by an even higher -1.4 percentage points.

On the other hand, despite this pessimistic outlook, global growth does persist, albeit at a much lower level than shipping has been used in recent decades. Some of the world's ports are maintaining their growth trajectories whilst others have seen some impact on volumes. What has been interesting is growth in regional volumes, particularly in Asia. The traditional industry view on terminal size and transshipment

being everything is now changing. Becoming a successful port does not necessarily mean having to be amongst the largest players if you can serve your local and regional economies in an efficient and sustainable manner. This requires an explanation.

We are witnessing interesting developments in both manufacturing methodologies as well as the role of ports in overall supply chains. First of all, there is further momentum in the emergence of megacities or mega-conurbations, often located in coastal regions. Secondly, the rapid emergence of robotics in manufacturing as well as the deployment of artificial intelligence to improve productivity is impacting how and where goods are

now produced. As the costs of capital for these new technologies become lower, the opportunity to bring manufacturing closer to the actual consumer is rising. In addition, the explosion in retail e-business demand is changing the face of supply chains, where we are seeing our port members becoming increasingly involved in connecting directly with exporters and importers as a critical node in their supply chains. Customising orders in a cost-effective manner upon discharge, whether this is from a container door, a bulk hatch or even a cryogenic hose means that ports are having to rethink their role entirely.

We are beginning to see this emerge in particular where manufacturers are making long-term investments in regional production

locations in port areas, especially in the case of greenfield developments.

There have also been some very interesting developments where air and land-based modes are being combined with sea legs to optimize the supply chain. A good example of this is the Chinese Belt and Road initiative where regional sea hubs such as Baku can provide useful connectivity options on the landside, especially with rail. We have also seen recent examples at our annual IAPH World Ports Conference last May in Guangzhou, of airports beginning to collaborate with ports when it comes to meeting shipper demands for transit reliability for high-value products and consumer goods.

Consolidation, mergers and joint ventures are resulting in the reduction in the number of service providers at the world's ports, whether they are liner shipping companies, port agents, bunker suppliers, terminal operators or ship's chandlers. How fast the ports themselves, and the organisations serving the ships that call at them, are

~ 90%

of world trade is carried by the international shipping industry

*“Vast databases of information could be shared to provide predictive forecasts of future vessel, cargo and intermodal movements at a port to optimise the efficiency of vessel calls, minimising emissions and energy use.”*

prepared to move in terms of the data they share with each other, will also determine how interconnected and competitive a port can become in the future, irrespective of size.

The emergence of collaborative technology now crosses borders, organisations and organisational processes and has the proven potential to simplify cargo movements. Potentially the chronological path of a product's progress from factory floor to container, to stack, to vehicle, to port gate, quayside, ship's hold, right through the converse path to importer and buyer, can be tracked and traced by all parties involved. Vast databases of information could be shared to provide predictive forecasts of future vessel, cargo and intermodal movements at a port to optimise the efficiency of vessel calls, minimising emissions and energy use.

The combined changes we are seeing and the way people buy, manufacture, supply and, in the case of the circular economy, reuse goods, have transformed supply chains. Ports will need to keep up with these changes and revisit their traditional roles as landlords and regulators to become genuine business promoters and community managers. ■



# No compromise on safety



Brian Johnson, Chief Executive Officer of the Maritime & Coastguard Agency (MCA) discusses the vital role played by his organisation in a continually evolving technological environment.



The maritime industry has always faced challenges, from new technology to changes in the political landscape and commercial pressures. The Maritime & Coastguard Agency is no different, standing as the fourth emergency service, the regulator and the supporter of global maritime work.

However, the MCA has to balance all those challenges with what lies at the heart of what we do – we are committed to creating safer lives, safer ships and cleaner seas. There is no compromise where safety is concerned.

I joined the Maritime & Coastguard Agency eight months ago. When I arrived I threw myself into getting to grips with everything the Agency does – and it is considerable. Leading an organisation with multiple strands, I can see that it has the ability to deliver really positive impact in the maritime sector.

*“The Maritime & Coastguard Agency stands as the fourth emergency service, the regulator and the supporter of global maritime work.”*

Briefly, the MCA has three areas of responsibility:

1. Running the HM Coastguard around the UK – 3,000 coastal rescue volunteers, 10 operations centres around our coastline, 22 helicopters each worth £30m, and a precious and very special relationship with the RNLI who are tasked by the Coastguard. The helicopters do as much inland mountain rescue work as they do coastal work.
2. Setting and implementing regulation in the maritime sector. The wide breadth of this role includes surveying and inspecting ships (for example, through port state inspections), influencing international conventions through the International Maritime Organisation which we host in London, and working closely with the sector in passing those international regulations into law.
3. Supporting the health of the maritime and maritime services sectors in the UK through the UK Shipping Registry. The Registry has 10 million tonnes of shipping on it. The vast bulk of that tonnage is international, but the majority of vessels on the register are domestic.

HM Coastguard went through a significant transformation a few years ago which has created a really strong platform from which to build further improvement. Technology is changing and we will have an enhanced search/surveillance capability with two new twin-engine aircraft becoming available in November. With state-of-the-art surveillance equipment, and a long operational range, these aircraft significantly enhance our search capability. If we can do it with manned aircraft, we could do the same with large military grade drones and we are already talking with the Civil Aviation Authority about this. The Coastal Rescue volunteer teams are highly trained in search techniques and playing an increasing role in activities led by the police (including a role in police officer training).

The UK Ship Registry has lost tonnage through the period of EU exit uncertainty as a result of how EU-based financing for ships has been structured. We have taken the opportunity to broaden eligibility for the register, enabling us to take in shipping from around the world. The offer to customers is being clarified to reflect the unique access to highly regarded MCA surveys, great technical resource and broader UK government support that membership of the UK Flag offers.

*“We are committed to creating safer lives, safer ships and cleaner seas. There is no compromise where safety is concerned.”*



Customers are extremely positive about the changes in service offered over the last year or two and a digitisation agenda is just months away from delivering service to ship owners and their teams at the click of a button.

The world of regulation in the UK has changed over recent years and, quite rightly, the general public expect high standards and consistency in its implementation and enforcement. At the MCA, we are making sure that we are meeting these expectations by investing in our surveyors, strengthening internal technical networks and implementing new IT systems to support inspection and survey work on the ground.

DfT has published earlier this year, the Maritime 2050 plan, which clearly sets out the aspirations of the Government for the maritime sector. The MCA has an important role to play in delivering many of the aims of Maritime 2050. That means

that the MCA will be focussing both on applying regulation in a consistent and focussed way whilst at the same time enabling innovation in the sector – working with the industry and academia to resolve the sector's challenges and opportunities. In order to deliver this, we will be broadening our technical skill base and are placing strong emphasis on finding ways to work more closely with sector partners. With other UK partners, the MCA was part of the team that enabled the autonomous vessel Sea-Kit to cross the English Channel both ways.

In addition to supporting the development of autonomous shipping, we will be contributing strongly to the decarbonisation agenda, including some of the intermediate solutions such as LNG. It is becoming clearer that the sector will look very different in 30 years and we will also be working with partners to play our part in modernising seafarer training.



All of these represent a huge opportunity for the UK to be leaders and the MCA intends to throw its weight behind supporting these. Today's expectations and tomorrow's advancements are providing a very positive challenge for the MCA to meet and we are well on the way to meeting it.



# Spotlight on maritime



Ben Murray, Director of Maritime UK, discusses the latest projects the organisation has been able to drive, in part thanks to the increased public profile enjoyed by the maritime sector since the EU referendum.



The past three years since the EU referendum have seen a rapid rise in the profile of our sector. For many years it was par for the course to bemoan the lack of profile for maritime in mainstream media and public discourse. Not any more. The public now better appreciate the fundamental role that our sector plays in enabling trade, driving growth in coastal communities and in providing the ecosystem of products and services that grease the wheels of trade. Barely a day has passed without the maritime sector being in the papers, on the radio or on our TV screens. And that's not just been about whether we leave the EU with or without a deal. We've been able to use our heightened profile to talk about much more – from decarbonisation to regional growth, to our people, competitiveness of our business environment, exports and innovation – and to turn that profile into tangible output.

Perhaps the most significant of these outputs has been the establishment of Maritime Research and Innovation UK (MarRI-UK). Announced when government published its Clean Maritime Plan, MarRI-UK is now established as the UK's national centre for maritime research and innovation. Based at the University of Strathclyde, it is designed to realise the collective value of the UK's academic and research assets across the whole

country. Together, individual companies and academic institutions will jointly focus on three key areas: decarbonisation, digitisation and automation. Thanks to funding from the Department for Transport, the centre has already launched its first call for decarbonisation, with another to be announced on automation shortly.

Beyond innovation, Maritime UK's priorities for the coming months include enhancing the competitiveness of the sector (to attract more ship owners to the UK and boost the export of maritime products and services) driving growth in coastal communities, minimising the sector's impact upon the environment, investing in our people and increasing the diversity of our workforce.

Darwin said that, "In the long history of humankind those who learned to collaborate most effectively have prevailed". Darwinian Theory is just as relevant to our industry as it is to us as individuals. And that is what Maritime UK is all about – collaboration amongst individual companies, between our maritime industries, and with Government. The principal product of this collaborative approach was published in January in the form of Maritime 2050. For the first time ever, the sector now has a long-term strategy to guide industry and Government activity to ensure the competitiveness of the sector.

Already we are seeing good progress. For instance, the new Government's focus on

rebalancing the economy and investing in coastal communities chimes with our Coastal Powerhouse campaign, and has led to the announcement of 10 new free ports.

Industry and Government are due to launch a new five-year plan to promote maritime exports and attract increased Foreign Direct Investment. This will include an enhanced 'Maritime is GREAT' campaign and stronger UK presence at the key international trade shows that matter.

*“Barely a day has passed without maritime in the papers, on the radio or on our TV screens.”*

Industry has also established the Women in Maritime programme with a Charter, Speaker Bank and Interview Pool. A new #MaritimeCareers brand is bringing together a wide variety of industry careers activity in a coordinated and uniform way, learning lessons from the Government's successful 'Year of Engineering'.

Government has helped fund Maritime UK's regional cluster development programme, where industry is working to establish collaborative vehicles in maritime regions to bring together industry, academia and local government within the Maritime UK umbrella to drive growth and

*“Together, individual companies and academic institutions will jointly focus on three key areas: decarbonisation, digitisation and automation.”*

create jobs. The new clusters are based upon the 'Mersey Maritime model' and are playing a key role in helping shape Local Industries Strategies for their region.

Government and industry have co-funded a study into the competitiveness of the UK's maritime business environment, providing a set of recommendations and evidence base to boost competitiveness further. The Government has also launched its Clean Maritime Plan, setting out how the UK will transition to net zero maritime and has produced guidance on Port Air Quality Plans.

This London International Shipping Week (LISW) will be the biggest and best yet. For our own part, Maritime UK has been working incredibly closely with Government to leverage the week's potential to promote the UK's world-leading maritime offer to international audiences, and to promote the sector, its potential, and its careers, to audiences at home. Maritime UK is delighted to be hosting several major events throughout the week. These include a tremendous programme of events at the 'Global Trade Hub' in the Leadenhall Building, the official Welcome Reception at Banqueting House with The Princess Royal, the launch of our new 'State of the Maritime Nation' report in Parliament and a major Careers Hub aboard the NLV Pharos, part of our campaign to attract future talent to maritime. We are particularly pleased that this year's LISW is about more than

just London, and more than just shipping. The breadth and depth of our sector will be on full display as our maritime regions play their part, as do our ports, engineering, services and leisure marine industries.

The State of the Maritime Nation report will show decision-makers that maritime is one of Britain's biggest industries, and it's in rude health. The numbers speak for themselves, with the sector as a whole (shipping, ports, services, engineering and leisure marine) posting 9% growth over the past five years, meaning it now supports 1,065,600 jobs and contributes £46bn to the economy.

Whilst there are undernably significant challenges for the sector to face both here at home and across the world, the good news is that we're in the best place we've been for years to respond to those challenges, and indeed capitalise upon them. Maritime 2050, and the way in which industry is now collaborating, are to be warmly welcomed. Let's make sure that we step up our collective efforts, deliver more, quicker, and turbo-charge our great maritime nation. 

*Maritime UK is pleased to work closely with ABP across a number of programmes, including to deliver the first Maritime UK Awards, the Maritime Masters programme and official Welcome Reception at Banqueting House during LISW.*



## The World Trade Organisation (WTO)

The World Trade Organization (WTO) is the only global international organisation dealing with the rules of trade between nations.

## A global trade view



World Trade Organisation Director Keith Rockwell spoke to Kate Pearce about future trade in the context of Brexit.

Keith Rockwell is in buoyant mood despite the World Trade Organisation (WTO) being busier than at any other time in its history.

Trade restrictive measures have gone up seven times more in recent times impacting some \$588 billion of trade worldwide, leading to uncertainty and the potential for economic jeopardy.

And then there is Brexit.

As Director of Information and External Relations, the WTO spokesman has been dealing with a larger number of questions than normal coming from the UK as journalists seek help to understand the full implications for our future prosperity.

He conceded: “We are earning our money here at the WTO – we are keeping our finger on the pulse.

“The current situation is without precedent. There has never been a case of a member government in the WTO not having its own schedule of commitments.

“These schedules are like lists of obligations to your trading partners. That means you are clear what your tariffs are and there is a services schedule that defines how foreign service providers can operate in your market.

“These are elements of importance for any shipping companies or ports and every country has its own specific commitments.

“In the case of the UK negotiations, they have gone as well as can be expected and with quite a lot of success,” he said.

The WTO is the only global international organization dealing with the rules of trade

between nations. At its heart are the WTO agreements, negotiated and signed by the bulk of the world’s trading nations and ratified in their parliaments. The goal is to ensure that trade flows as smoothly, predictably and freely as possible.

Globally it has 164 member governments and it is a place where they discuss trade and hold themselves to account.

It operates a global system of trade rules and acts as a forum for negotiating trade agreements. It settles trade disputes between its members and it supports the needs of developing countries.

The WTO undertakes research and analysis of trade and provides technical assistance to better understand the complex web of trading rules.

The United Kingdom was a founding member of the General Agreement on Tariffs and Trade (GATT) in 1947 when they looked at how to map out a multilateral trading system.

The Agreement contained tariff concessions agreed to during the first multilateral trade negotiations and a set of rules designed to prevent these concessions from being frustrated by restrictive trade measures.

Uncertainty over the outcome of Brexit negotiations remains the main issue for the UK currently, agreed Mr Rockwell

“The last time I was in Blighty in March companies were stockpiling parts in readiness. The problem is we just don’t know what is going to happen.

“When it comes to places like ports, should they incur additional costs and invest in infrastructure?

“I know that many port operators and shippers worry about the possibility of border delays. We don’t have research on this but Government-commissioned research for the Port of Dover carried out by University College London concluded a 70-second questioning and inspection of lorries entering Britain would lead to six-day-long queues.

“UK Government analysis says average trade costs will rise by 13% (10% on non-tariff barriers) and they predict a 37% decline in trade volume.

“The big problem here is, we just don’t know what will happen from November 1<sup>st</sup>,” he said.

Talk of Article 24 being a potential saviour for the UK is questioned by Mr Rockwell. “It does say you could have an interim agreement which would be applied while you negotiate a final agreement but here’s the rub: the UK can’t have a unilateral agreement with itself.

“The key question is what do the EU say about this? The rules do allow for this if it is done in the right way. But WTO Members would have the right to scrutinize any deal that might be struck.”

With so many questions yet to be answered, Mr Rockwell is clear on one point – the importance of the World Trade Organisation to global stability.

“At least we have the element of certainty thanks to the WTO – without it we would be in freefall.

“This is what the system was created for, to provide a framework, and the UK’s voice has been and will continue to be extremely important,” he said. **■**



# LISW 2019: diversity on the agenda



Maritime UK’s Women’s Taskforce Chair and WISTA UK President, Sue Terpilowski OBE, looks into the positive steps made by the industry to increase diversity since the last London International Shipping Week in 2017.

Two years have passed since John Hayes MP, the then Shipping Minister, called on the UK maritime sector to take seriously its lack of diversity and gender equality at London International Shipping Week (LISW) in 2017. Since then, it is hard to deny that we’ve made a lot of progress, but our journey is far from complete.

Positive steps taken by the sector include the Women in Maritime Taskforce, of which I am proud to be Chair. Established by Maritime UK in the autumn of 2018, the Taskforce is a movement of like-minded people who want to see real change in the gender mix in our sector. It is organised in sub groups, which concentrate on the delivery side of our work. These include recruitment, retention and total package, and all have set themselves challenging goals and targets to achieve.

This year, LISW week is back, providing the ideal platform for us all to review our progress, celebrate our successes and set ambitious goals for the next two years. We will once again be encouraging companies in the sector to sign up to the Women in Maritime Taskforce’s Pledge or become a Charter company, as great positive change can be sparked through this initial



commitment. For instance, our four pilot Charter companies are starting to achieve some of their short-term goals. We will be rolling out the Charter to more companies, having taken on board the learnings from the pilot.

As part of LISW, our recruitment group will be launching our work with Professor Averil Macdonald OBE on our version of ‘People Like Me/My Life My Skills’ on the 9th September at London’s City Hall. This work consists of teacher’s packs, an online and paper quiz and guide. ‘People Like Me’ is a revolutionary approach that uses girls’

*“We will be looking for volunteers to help deliver the programme in schools’ clubs so please do consider joining us in this fantastic programme.”*

natural tendency to create and articulate their self-identity with adjectives to help them see themselves working happily and successfully in science, technology, engineering or mathematics (STEM). Our maritime guide will have careers matched to the 12 personality types, case studies and more to inspire the next generation into making maritime their career of choice. We will be looking for volunteers to help deliver the programme in schools’ clubs so please do consider joining us in this fantastic programme. There will also be an online version of ‘My Life/My Skills’ which we will be producing in conjunction with Women in Science and Engineering (WISE).

Some of the recruitment challenges we have identified through our work include barriers that can alienate and discourage women from applying for jobs and the



London, UK, 10th September 2018: The Diversity Round Table event hosted by the Associated British Ports



*“The taskforce is a movement of like-minded people who want to see real change in the gender mix in our sector.”*

discouraging effects of all-male panels. The Maritime UK Women in Maritime Taskforce has two great initiatives to help address these issues. The first is our work to assist recruiters in creating a gender-balanced interview process, which has been described as a positive move by Nicky Goldsbrough, Director of Corporate Services at Shoreham Port, who is taking the lead in this initiative for the Taskforce.

One of the criticisms of recruitment in the maritime world is that female applicants feel ignored in what is often perceived to be a male-dominated industry. The ‘Interview Pool’ offers both sides an opportunity to be transparent about the recruitment process as well as offering employers a stronger focus on the best candidates regardless of gender. After all, if you are not recruiting from 100% of the applicants then how do you know you’re getting the best person for the role? We realised that not every maritime business has a female employee and/or HR department, so by using the volunteers from the ‘Interview Pool’, businesses can get broader perspectives. Companies can apply to join the ‘Interview Pool’ on Maritime UK’s website.

The ‘Interview Pool’, has already proved to be worthwhile in its operation and was recently praised by Richard Ballantyne, Chief Executive of the British Ports Association. He commented: “It was invaluable to have an external pair of eyes and views feeding into our advertising and recruitment decisions. It was also a great help in terms of running a process which, because of our organisation’s size, is something we rarely undertake. We would really encourage others to consider utilising the concept.”

Alongside the ‘Interview Pool’, we have also commissioned Professor Averil MacDonald to work with us to improve the first stages of recruitment for women in the shipping and maritime industries. Her research includes reviewing a sample of adverts to identify good and poor practice and we will be launching our ‘Professionals’ Guidance’ report, outlining best practice in recruitment and practical ways of overcoming unconscious bias in recruitment procedures and adverts. The guidance will include a directory of recommended gender inclusive wording to be used to replace the male-orientated language that is often used in the adverts

and job descriptions. This will be available as a free download from the Maritime UK website.

Another project we are proud of, and we believe is the first in the world, is our ‘Speaker Bank’ comprising women speakers. The initiative provides a database of expert women speakers for panels and conferences. Through its work, the Taskforce heard that many conference organisers claimed that they were unable to identify women to speak on a relevant topic at events. The speaker bank addresses this and provides a resource of speakers, highlighting their areas of industry expertise. Experts in the industry are able to add their name to the bank here: <https://www.maritimeuk.org/programmes/women-maritime/speaker-bank-submission>

**To find out more about our exciting projects please do join us on 9th September at City Hall from 1pm, where we will be launching our plans and goals for the next two years with Minister for Shipping Nusrat Ghani MP.**

# NEWSWRAP

*Bite-sized, all the latest news highlights from ABP*



## SHIPPING MINISTER NUSRAT GHANI MP HELPS TO LAUNCH ABP ANNUAL REVIEW

In July, Shipping Minister Nusrat Ghani MP helped launch ABP’s Annual Review 2018/19 at an exclusive lunch event hosted by Royston Smith, MP for Southampton Itchen, in parliament. In her keynote speech, the Minister recognised ABP’s achievements during the year and discussed some of the key themes driving the maritime sector in the years to come, including diversity, sustainability and technological innovation.

*“ABP was pleased to announce becoming the first UK port operator to provide employees with an exclusive range of women’s personal protective equipment.”*



## ABP FIRST UK PORT OPERATOR TO ADOPT WOMEN’S PERSONAL PROTECTIVE EQUIPMENT

During Maritime Safety Week (1<sup>st</sup>-5<sup>th</sup> July), ABP was pleased to announce becoming the first UK port operator to provide employees with an exclusive range of women’s personal protective equipment (PPE). The news represents an important milestone in ABP’s efforts to support the role of women in maritime, whilst also further improving safety standards and choice for its workforce.



## MINISTER OF STATE FOR INTERNATIONAL TRADE VISITS PORT OF SOUTHAMPTON

In August the Port of Southampton welcomed Minister of State for International Trade Conor Burns MP for a port tour and meeting with industry stakeholders. As part of his visit, Mr Burns met with DP World Southampton, ABP’s team at the Port of Southampton and local businesses to discuss how Southampton could benefit from applying to become a new free port.



## ABP SHORTLISTED FOR THE SUSTAINABILITY AWARD AT THE MARITIME UK AWARDS

In August, ABP was shortlisted for the Sustainability Award category in the inaugural Maritime UK Awards. Held alongside the Southampton Boat Show, the awards shine a spotlight on each of the UK’s thriving maritime regions. With government having launched its first long-term strategy for the sector, Maritime 2050, the award categories will mirror its themes and will be open to companies from across the breadth of the maritime sector and its shipping, ports, services, engineering, and leisure marine industries.



*“ABP made two donations totalling £7,500 to local marine charities on the Humber.”*



**PORT OF LOWESTOFT NAMES NEW STATE-OF-THE-ART PILOT BOAT**

In July, the Port of Lowestoft hosted an official naming ceremony to launch its new state-of-the-art pilot boat, the ‘Kingfisher’, which represents an investment of £670,000 in port equipment. The ceremony included a traditional blessing ritual and champagne christening. Guests were also able to view the 12-metre vessel up close and enjoy a trip around the harbour.

**PORT OF AYR WINS NEW ANIMAL FEED CUSTOMER**

In August, the Port of Ayr announced a new multi-year contract with the leading Scottish trader of grains and animal feed raw materials, Cefetra Ltd, further strengthening its position as the agricultural trade centre for the South West of Scotland. A number of recent ABP investments in infrastructure and port handling equipment helped secure the deal, including the port’s new £2.2 million Bute agribulk terminal.

**ABP HUMBER DONATES TO TWO LOCAL MARINE CHARITIES**

In August, ABP made two donations totalling £7,500 to local marine charities on the Humber. The first donation of £2,500 was made to the Hornsea Inshore Rescue for their 25th anniversary. The second donation of £5,000 was to Grimsby & Cleethorpes Sea Cadets, an organisation which offers a range of different activities from sailing and windsurfing to powerboating.

*“ABP announced the completion of a project to lengthen the tracks at the Port of Southampton’s Solent Rail Terminal, which aims to reduce lorry movements in the city by 180,000 each year.”*



**NEW RESEARCH SAYS IT’S TIME FOR LOGISTICS BUSINESSES TO ‘THINK HUMBER’**

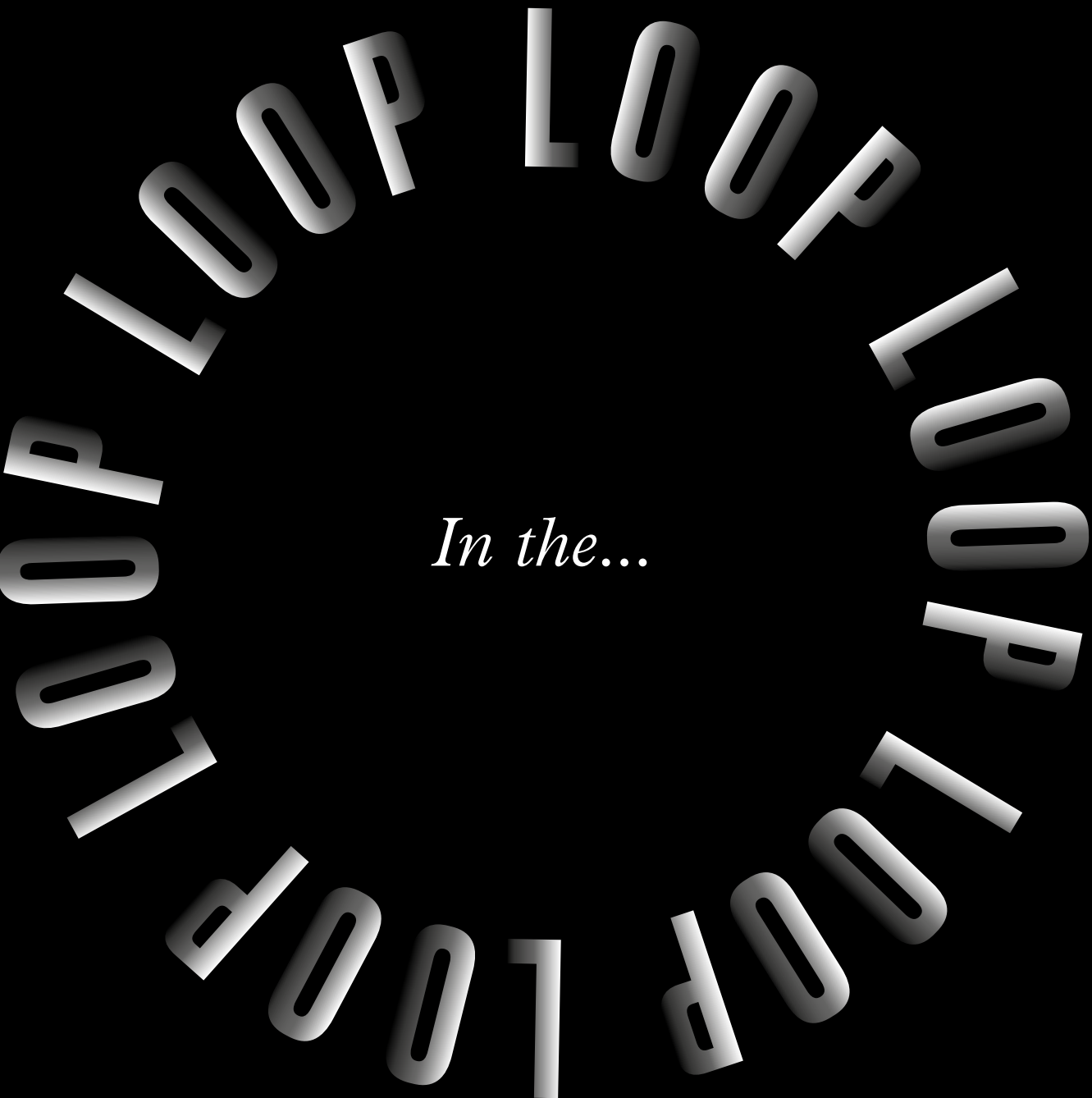
In June, new research conducted by the University of Hull Logistics Institute demonstrated the significant time, distance and environmental benefits which can be achieved by choosing the ports of Hull and Immingham as trade locations instead of the Port of Dover, as well as other ports located on the East Coast. Visit ABP’s website to download a copy of the report.

**ABP CONTINUES RAIL INVESTMENT AT THE PORT OF SOUTHAMPTON**

In June, ABP announced the completion of a project to lengthen the tracks at the Port of Southampton’s Solent Rail Terminal, which aims to reduce lorry movements in the city by 180,000 each year. Solent Stevedores and ABP Southampton have partnered on this scheme to ensure the port can continue to accommodate the growing demand from customers wishing to use rail as a preferred method of cargo shipment.

**KEEPING THE PORT OF GOOLE TIDY**

In June, ABP reflected on the success of its campaign to keep the Port of Goole tidy, launched in 2017. As part of this project, a proactive approach to reporting waste-related issues at the port has been encouraged among all tenants and ABP colleagues to keep the port litter-free.



# An update from Westminster



A new Prime Minister takes the helm determined to chart a successful course towards EU exit.

Boris Johnson was officially confirmed as Prime Minister in July, following the conclusion of the Conservative Party leadership contest that dominated this summer news headlines. In his first public address, the Prime Minister signalled his determination to deliver on the 2016 referendum result by taking the UK out of the European Union on 31<sup>st</sup> October. Mr Johnson emphasised his conviction that a new deal on trade and cooperation could be secured.

In a clear break from the previous administration, the Prime Minister began his tenure with an unprecedented number of front-bench changes. Some of the most significant announcements saw Sajid Javid appointed as Chancellor of the Exchequer, Priti Patel as Home Secretary, and Dominic Raab as Foreign Secretary. Liz Truss was confirmed as International Trade Secretary, while Stephen Barclay remained in post as Secretary of State for Exiting the EU.

The maritime sector welcomed a new Secretary of State for Transport, with former Conservative Party Chairman Grant Shapps taking the top job at the Department for Transport following the departure of Chris Grayling. The industry was also pleased to see Nusrat Ghani continue in the role of Maritime Minister at such an important time for the sector. Other ministerial appointments in the department included the return

of Paul Maynard as Rail Minister and Chris Heaton-Harris as Minister with responsibility for EU exit planning.

The Government's immediate priority has been to ramp up preparations for leaving the EU in October, including running a £100m no deal advertising campaign to encourage small and medium size businesses to prepare. Preparations will be supported by the announcement of an accelerated 'Spending Round' to ensure departments and devolved administrations have the financial certainty they need to deliver Brexit. The UK's ports have continued to engage closely with government departments and industry partners to ensure the future of trade after Brexit.

In another announcement of significance for the ports sector, International Trade Secretary Liz Truss announced a new free ports Advisory Panel to advise the Government on the establishment of up to 10 Freeports in the months after the UK leaves the EU. The panel will include Ministers from the Department for International Trade and HM Treasury, as well as experts including technology advisor Daniel Korski, small business champion Emma Jones MBE, tax specialist Tom Clougherty and economist Dr Eamonn Butler. The policy has the potential to attract inward investment and create jobs in coastal communities around Britain and has been welcomed by the industry.

The UK has become the first major economy in the world to pass laws to end its contribution to global warming by 2050. The target will require the UK to bring all greenhouse gas emissions to net zero by 2050, compared with the previous target of at least 80% reduction from 1990 levels. The UK's 2050 net zero target — one of the most ambitious in the world — was recommended by the Committee on Climate Change, the UK's independent climate advisory body. Net zero means any emissions would be balanced by schemes to offset an equivalent amount of greenhouse gases from the atmosphere, such as planting trees or using technology like carbon capture and storage.

To help deliver this commitment, the Government has published its Clean Maritime Plan as part of the Clean Air Strategy, which aims to cut down air pollution across all sectors to protect public health and the environment. In order to reach this vision by 2025, the Government expects that all vessels operating in UK waters will be maximising the use of energy efficiency options and all new vessels being ordered for use in UK waters are being designed with zero emission propulsion capability. By 2035 it is expected that the UK will have built several clean maritime clusters and the UK Ship Register will be a global leader in clean shipping. The Clean Maritime Council will oversee the implementation of these policies before publishing a review of implementation of the Clean Maritime Plan in 2022.

The issues of Brexit, sustainability and innovation will form part of a busy agenda during London International Shipping Week in September, when global maritime leaders will gather in London to discuss the challenges and opportunities ahead. It promises to be an eventful and productive week and a great example of collaboration between government and industry, at a time when such cooperation is more important than ever. ■



## A day in the life...

### Malcolm ‘Mally’ Bell, as he retires from ABP after a five-decade career on the Humber



Malcolm Bell, or ‘Mally’ as he is known to all, has retired from Associated British Ports (ABP) following five decades working on the Humber Estuary. Here, Mally reflects on the changes he has seen across his career as a Docker.

*Can you tell us more about how you started out?*

My first job when I left school was an apprentice welder at the Drypool Engineering Company in Hull, based at the shipyard where they built the Bounty. About six weeks later, I went on to the barges sailing up the River Trent and the River Ouse to Ganisborough, moving general cargo such as shipments of tinned fruit. Then, at 26, I joined the British Transport Docks Board (BTBD) before the company became ABP. It was there I became a registered Docker and received my Docker’s book. I remember the docks absolutely full of ships from everywhere in the world and most Dockers riding bikes to get around.

Every day we would go into the ‘pen’ that ran the labour exchange, where we would get our job. We used to call it the pen as it was like a sheep pen with hundreds of push bikes outside.

Once we had picked up our job we would head off on our bikes to the vessel and begin work, loading or discharging its cargo.

*“It’s not just the safety clothing that has changed over the years. Port equipment has also modernised.”*

When I started working, an old Docker said to me that my working life would feel like five minutes, and do you know what? He was absolutely right! If I wasn’t getting married I’d probably work until I was 100. It has been brilliant.

*Has safety at work progressed over the years?*

When I became a Docker, no protective equipment was issued. Today, across our entire port operation, ABP staff are issued and have to wear the latest in protective equipment, including steel toe capped boots, a hard hat, glasses, gloves and high visibility clothing.

Back in the day, Dockers were issued with Wrangler gear. We were given boots, jackets and jeans. Back then, it was top class Wrangler gear and you always knew who was a Docker in the town because they were all out in their Wrangler gear on a night.

It’s not just the safety clothing that has changed over the years. Port equipment

*“What makes it a great place to work is the people I work with. They all have hearts of gold. Everybody looks after each other.”*

has also modernised. We used to work a lot with derricks, which are static cranes on-board old freighters, and winches. Using a rope you would pull the cargo up, swing it around onto the ship and lower it down into the hold. Now they are all Ro-Ro ships, where the cargo is driven on and off vessels, they are a lot easier to handle, meaning more tonnage but with less time needed to discharge and load.

In the early days, everything was lifted off a pallet and stored by hand. The Dockers would call this port operation ‘hand balling’. These days, nearly everything is handled with a forklift. My favourite pieces of machinery were the cranes. I used to enjoy crane driving and tug driving, taking the trailers on and off the ships. To drive a tug really well can take about two years of practice before you are absolutely confident. It requires some real driving skills to push a trailer like a 40-tonne MAFI up a ramp into a vessel.

*Have you had a chance to take part in opportunities to raise funds for charity during your time at ABP?*

About four or five years ago, I heard about a corporate swim challenge across the Humber and I asked to represent ABP, raising money for their chosen charity at the time. The conditions were rough on the day, but the swim went ahead. As I swam, one

of the other swimmers was getting a bit close, I thought it odd that he had a grey swimming cap on, because we were all wearing blue caps. When I got out, the guys on the lifeboat who accompanied us on the swim said, “Did you see that seal playing with you?” I said I thought it was a swimmer!

With a grandfather and father who worked on the docks, my two sons and grandson are carrying on the family tradition. After five decades working on the Humber, I have retired from ABP at 68, but I’m still working two days a week with an agency. I have really enjoyed my working life. It has been a fantastic career and I have enjoyed every minute of it.

What makes it a great place to work is the people I work with. They all have hearts of gold. Everybody looks after each other. **H**



# View from the bridge

Adam Christopher is Co-Director of multi-award winning drama-based training company ATT. Recognised as ‘best in class’ for their innovative, immersive approach to behavioural change in people and organisations, they work with the construction, energy and logistics sectors and created the ground-breaking EPIC (Employer’s Project Induction Centre) for Tideway.



Every business aspires to ‘zero harm’. It is the only conscionable option – an expectation, not an aspiration. But despite investment in a huge variety of programmes to try to achieve this, it often remains simply a target, rather than an outcome. What’s going on? Why is there a mismatch between the stated aims and vision at board/CEO level and what happens on the ground?

At ATT we’re not afraid to say to any organisation that genuinely wants safety as a core value that they must include their entire workforce in their planning. If they truly want to engender a sense of shared learning with tangible outputs for everyone, each programme should contain a vertical slice of that organisation’s personnel. Our workshops should be delivered to all levels of the supply chain: from the back office to senior, mid and lower management and groundworkers all together. Plant operators workshopping alongside office managers, site supervisors with chief executives, reception staff with resource allocation and procurement personnel – a good healthy mix of everyone that contributes to that organisation’s culture should be present. They’ll learn from each other, and the quality of training must be the same for each group, with the same over-arching messages. Consistency is key. ATT’s focus is behavioural, not procedural – therefore everyone should be involved. ATT believes workshopping this way is more likely to create a common vocabulary and

participants are more likely to leave with an accessible set of tools within which to communicate effectively and willingly with everyone at work. Everyone deserves a voice and the confidence to support and be supported by those around them. Everyone needs to understand the actual, not the hypothetical, risks that are out there. We’re proud to be disruptors in this way.

Our work derives from 25 years’ experience in UK and global industry, in the public and private sectors, building and delivering drama-based learning to elicit a defined behavioural learning objective. We’ve learned that, to bring about lasting awareness in a workforce about their role in maintaining safety culture, key criteria must be met. Putting senior leaders in a room with staff from all areas, plus partners and suppliers, is critical to developing a shared safety ‘language’. Changing the culture around accepted levels of risk and embedding safety leadership up and down an organisation takes time. [▶](#)

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*Our work derives from 25 years' experience in UK and global industry, in the public and private sectors, building and delivering drama-based learning to elicit a defined behavioural learning objective.*

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*“Our approach embraces all three learning styles: visual, auditory and kinaesthetic.”*


But it's impossible if attitudes to health, safety and well-being differ from senior management to mid-management to operational levels. Reflective conversations aren't enough. This is an on going process that requires perseverance – led by senior management.

What defines ATT's brand of drama-based learning? Our approach embraces all three learning styles: visual, auditory and kinaesthetic. We integrate impactful filmed scenarios with live drama, facilitated discussion and interactive safety leadership skills practice. Our prestige production values and attention to detail create believable, authentic scenarios. Creating a situation where participants can identify with what a particular character is thinking or feeling is paramount. Empathy is key. Identifying with characters in both similar and different roles to their own removes the 'us and them' mentality.



**READ MORE AT:  
[WWW.ABPORTS.CO.UK](http://WWW.ABPORTS.CO.UK)**

Using dramatic scenarios, we encourage participants to talk to the 'fictitious' characters. We listen to what they say and we give them a chance to adapt their own communication styles. We identify the levers in decision-making and the factors that shape our choices: cost, expediency, pressure to win contracts, personal ambition, fatigue and family life. Encouraging an atmosphere of openness and of mutual support is vital to the success of the sessions – as it is to creating a more harmonious and safer working environment. Our approach is theory-light, practical-heavy with skills workshops tackling both the 'when' and the 'how' to challenge unsafe behaviour, with many of the skills useful for life far beyond the workplace.

We started the ATT Safety Leadership Podcast 12 months ago. During that period, we've heard the emotional and often painful testimony of those affected by incidents which could have been prevented. We've spoken to a group of former miners whose colleague was killed 'on their watch'; a road safety campaigner whose sister died as a result of a short-sighted HGV driver not wearing glasses, and a shift worker whose life was sent off the rails by a ban for dangerous driving as he returned home from work suffering from extreme fatigue. These were not hypothetical scenarios. They are lives changed forever. We are working to help industry learn from this and make 'zero harm' an outcome, rather than a target. 

*To date ATT has inducted more than 16,000 staff at EPIC, the Thames Tideway Project's induction facility in London, with over 1,000 industry observers also taking part in the day. In addition to EPIC, ATT designs and delivers mobile immersive sessions and workshops both in the UK and internationally for companies including National Grid, TfL/London Underground, Dragados, Orsted, GE Renewables, Eon, Uniper, Eurovia and Siemens Gamesa. @attexperiential*

#### **Proud of our people**

Tina Raleigh, ABP Quality and Environment Systems Manager wearing new personal protective equipment (PPE) which ABP adopted during Maritime Safety Week (1<sup>st</sup>-5<sup>th</sup> July 2019), becoming the first UK operator to provide an exclusive range of women's PPE.



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# UK Ports: A shared agenda

## 01 Deliver free ports to drive exports and create jobs

Drive the creation of free ports to attract new investment and create new jobs where they are most needed. Many ports such as Port Talbot and Hull offer ideal locations for new manufacturing and can help increase Britain's exports.

## 02 Support resilient and sustainable supply chains

Humber ports can help businesses avoid Brexit disruption at Dover. By increasing the amount of EU trade using Humber ports we can reduce the number of HGVs on Britain's roads, improving safety and reducing CO2 to help tackle climate change.

## 03 Make sure more businesses are ready for Brexit

An insufficient number of businesses trading with the EU are equipped to deal with customs procedures. A major campaign is needed to promote awareness about what businesses need to do and provide simplified guidance.

## 04 Give businesses the best access to global markets

Help businesses to trade and increase exports by prioritising investment in transport links to ports and make sure ports can grow. The Port of Southampton is the UK's number one export port so making sure it can continue to offer the best access to global markets is vital for our economy.

## 05 Build a stronger vision for trade

The UK needs a bolder vision for trade and exports to rally behind. A comprehensive review of Government policy is needed to make sure the nation is equipped to deliver ambitious goals by promoting skills, sustainability and innovation.

For more information  
visit [abports.co.uk/sharedagenda](http://abports.co.uk/sharedagenda)

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