



**LLOYD'S
MARITIME
ACADEMY**

DIPLOMA FOR HARBOUR MASTERS

Explore the roles and
responsibilities of today's
Harbour Masters



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DIPLOMA FOR HARBOUR MASTERS

ABOUT THIS COURSE

The harbour masters position is one normally filled by those returning from a seafaring career, however there is a need for knowledge on legislation, risk management, navigational management, security, marine operations and management skills – all addressed by this course.

A “Harbour Master” is a person who, whatever may be their local title, holds a managerial position in marine operations and exercises this role at a place. Jurisdiction is exercised over the water frontage or water area of a port or port approach and a legal and / or operational responsibility for the movement of shipping may be involved. In undertaking their role they possess an authority conferred on them by law, regulations or rules. There is significant involvement in ensuring that port or marine operations within the area of their jurisdiction are carried out safely.

The course provides the underpinning knowledge to enable the present, future and aspiring harbour masters to meet these challenges for the future.

“It was a great experience for me and I can honestly say that this course did add value to me as a Harbour Master, it gave me a global perspective and focus and broadened my knowledge in terms of my role as a Harbour Master.”

Captain Naresh Sewnath, Harbour Master - Port of East London (SA),
Transnet National Ports Authority

Course highlights:

- Delivered by experts in the field – Course Director: **Captain Kevin Richardson AFNI**
- Duration: **12 Months**
- Delivery: **Distance Learning**
- Award: **Diploma**

Ideal for:

- Existing Harbour Masters and Port Captains seeking to update and consolidate their knowledge
- Deputy/Assistant Harbour Masters preparing to progress their careers
- Pilots and VTS Operators, Managers and Supervisors seeking wider education
- Harbour personnel including Marine Officers and Operations Managers who want to increase their knowledge
- New entrants and marine operations apprentices seeking subject knowledge
- Seafarers wishing to develop a career in port marine safety management
- Maritime professionals looking to study marine safety management

DIPLOMA FOR HARBOUR MASTERS

OUTCOMES

At the end of the course participants will be able to:

1. Develop their knowledge of the full scope of the Harbour Master and marine safety management role
2. Study the management of safe navigation and the provision of pilotage and vessel traffic services
3. Investigate important issues related to managing the marine environment
4. Examine the key issue of port security, emergency planning and incident response
5. Explore the role of the Harbour Master in relation to the supervision of recreational leisure activities
6. Study important management roles in personnel management, finance management, strategic planning and public relations

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@LMA_DL



**Middlesex
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(Harbour Masters) available
by distance learning

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[CLICK HERE](#) TO FIND OUT MORE.

DIPLOMA FOR HARBOUR MASTERS

COURSE LEADERS



Captain Kevin Richardson AFNI

Kevin has over 40 years operational experience in the marine industry both ashore and afloat. He spent 18 years deep sea in the reefer trades before coming ashore in 1986. He moved to Dover to work for the port in 1987, culminating in the position of Chief Harbour Master in 2011 from which he retired at the end of March 2014. During his time at Dover, Kevin carried out a wide variety of roles in all areas of port operations, including VTS and terminal management. As Chief Harbour Master, Kevin was responsible for all areas of marine compliance, including safety of navigation, port security and the management of the marine environment. He maintains that the efficient management of safety, security and the environment have many similarities and are essential in today's ports industry. Kevin holds a Master Mariner (Class 1) Foreign Going Certificate of Competency, National Certificate in Occupational Safety and Health (NEBOSH), Level 5 Oil Spill Management qualification, a GMDSS Certificate and is a qualified ISO BS EN 9002 auditor. He is an Associate Fellow of the Nautical Institute, a past President of the UK Harbour Masters' Association and current President of the International Harbour Masters' Association. He is also a member of the UKTI Port Advisory Group - a government sponsored focus group supporting the UK's ports industry.

How You Will Learn:

Every course is broken down into manageable modules, designed to accelerate your learning process through diverse learning activities:

- Work through your instructional material online
- Interact with your peers and learning facilitators through the online forum to discuss subject related issues and to network with your fellow learners
- Investigate relevant, real-world case studies
- Apply what you learn each week to ongoing project submissions

KEY INFORMATION

When does it start and how long is the course?

The course is 12 months long and the modules are released online, one every month. Please go online to see the next available start date.

What are the entry requirements?

Participants should be able to prove a minimum achievement of A-Level or equivalent (High School) or those who demonstrate a number of years of relevant industry experience are welcome to apply. You must have an adequate command of English in order to meet the demands of the course.

How is the course assessed?

The course is assessed through a mixture of written course work and online tests. Written assignments are submitted online and written feedback is provided by the marker.

How much does it cost?

Please go online to www.lloydsmaritimeacademy.com/HM and see the Fees page for full details. An interest-free instalment plan is available. Please contact us for more details.



DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

ROLE AND FUNCTIONS OF A HARBOUR MASTER

Module 1

Chapters you will cover in this module include port management structures, marine operations, working with the port community, health & safety of personnel.

Indicative Structure:

GENERAL INTRODUCTION

- Course objectives

PORT MANAGEMENT STRUCTURES

- Port ownership and administration
- Statutory responsibilities and legislative framework
- Jurisdiction
- Activities and services
- Organisational structures

MARINE OPERATIONS

- Overall management responsibilities
- The role of the Harbour Master
- Navigation safety policies
- Core functions
- Supporting services

WORKING WITH THE PORT COMMUNITY

- Relationship with port users
- Setting standards
- Monitoring performance and delivery
- Integrating commercial and recreational users
- Working with the emergency services and other external agencies

HEALTH & SAFETY OF PERSONNEL

- Compliance with Health & Safety legislation
- Management responsibilities
- Assessing risk in the workplace
- Provision of training and appropriate equipment
- Monitoring safety practices
- Investigating incidents
- Safety committees
- Continuous improvement

“A well thought out training package that ties up your knowledge and experience, adds to it, then builds a firm foundation for all serving and future Harbour Masters.”

James Hannon, Port Control, Portsmouth Port Authority

DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

MANAGING MARINE OPERATIONS

Module 2

In this module you will cover chapters like maritime legislation and commercial practices, incident investigation and enforcement, risk management, communication, managing marine operations during an emergency.

Indicative Structure:

MARITIME LEGISLATION AND COMMERCIAL PRACTICES

- Legislative framework, international influences and laws affecting ports
- Marine insurance, registration and classification

INCIDENT INVESTIGATION AND ENFORCEMENT

- Procedures
- Recording and data protection
- Enforcement policy
- Local regulations and other guidance

MANAGING RISK

- Assessing hazards and threats
- Risk mitigation
- Safety management systems
- Compliance with external standards and guidance
- Continuous improvement and audit

COMMUNICATIONS AND THE PROVISION OF NAVIGATIONAL INFORMATION

- Pre-arrival/port entry information
- Passage plans
- Ship/shore communications
- Providing timely information

MAINTAINING ACCESS TO THE PORT

- Hydrographic surveys
- Provision and maintenance of navigational marks
- Disseminating navigational critical information
- Capital and maintenance dredging
- Environmental constraints
- Consultation with stakeholders

MANAGING MARINE OPERATIONS DURING AN EMERGENCY

- Origins of crisis
- Risk assessment and emergency planning
- Command and control
- External emergencies
- Business continuity

“The HM Diploma provides broad underpinning knowledge and measurable competence for the marine and port industry, modules are well structured, flexible and a useful benchmark to systematically audit own performance, procedures and perceptions. Course notes are a useful compendia of reference representing excellent value for money. Experienced subject matter experts provide feedback, direction and clarification through the forum and assignment scoring, this course is useful and productive for those above, below and beside the Harbour Master.”

Steve Hornbuckle, VTS Watch Manager, Associated British Ports

DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

MANAGING HARBOUR STAFF

Module 3

In this module you will study topics on managing people, skills and performance, establishing the correct employment framework and employee relations, recruitment policy, supervision of harbour staff, training and development.

Indicative Structure:

MANAGING PEOPLE, SKILLS AND PERFORMANCE

- Management style
- Competency frameworks
- Giving feedback
- Avoiding pitfalls

DETERMINING, PLANNING AND MAINTAINING SAFE AND EFFICIENT MANNING AND SKILLS LEVELS FOR MARINE FUNCTIONS

ESTABLISHING THE CORRECT EMPLOYMENT FRAMEWORK AND EMPLOYEE RELATIONS

- Policies, procedures and guidelines
- Job description and terms of employment
- Disciplinary, grievance and communication procedures

RECRUITMENT POLICY

DELEGATING AUTHORITY AND RESPONSIBILITY

- Establishing goals and objectives

SUPERVISION OF HARBOUR STAFF

TRAINING AND DEVELOPMENT

PERFORMANCE MANAGEMENT AND APPRAISAL SYSTEMS

MANAGING CONFLICT

FINANCE AND ASSET MANAGEMENT

Module 4

This module covers important chapters like budget process, principles of budgeting and capital expenditure/project appraisal.

Indicative Structure:

BUDGET PROCESS

- Making a return
- Financial management

PRINCIPLES OF BUDGETING

- Why budget?
- The budget process
- How to budget
- Challenging the budget

CAPITAL EXPENDITURE/ PROJECT APPRAISAL

- Reviewing the basics
- Appraising a project
- Risk management through sensitivity analysis
- Project stages

“The course modules are certainly of huge value in terms of the breadth of topic and detail covered and have been of great assistance in my appointment as Queen’s Harbour Master for Gibraltar. I would recommend it to any aspiring Harbour Master.”

Lt Cdr N J Chapman RN, Queen’s Harbour Master,
HM Naval Base Gibraltar

DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

MARINE ENVIRONMENTAL MANAGEMENT

Module 5

In this module you will get to know about conservancy, environment, marine environmental regulation and port waste management planning.

Indicative Structure:

CONSERVANCY ENVIRONMENT

KEY STANDARDS

MARINE ENVIRONMENTAL REGULATION

- Case study
- Planning or development context
- Geographical context
- Planning and consenting process

PORT WASTE MANAGEMENT PLANNING

- Legislation
- The port waste management plan
- Waste management system

MANAGING PILOTAGE SERVICES

Module 6

By the end of this module you would have explored important topics like managing safety in marine pilotage services and authorisation of pilots.

Indicative Structure:

MANAGING SAFETY IN MARINE PILOTAGE SERVICES

- Legislation
- Port Marine Safety Code
- Development and maintenance of policy
- Determining the service need

AUTHORISATION OF PILOTS

- Verifying competence and medical fitness
- Occupational standards
- Managing Pilot Exemption Certificates (PEC)
- Training

“This course is the best out there in the profession and the nearest the industry has to offer to a CoC. A fantastic commentary on the duties and standards of a Harbour Master.”

David Collins, Deputy Harbour Master, ABP Barrow

MANAGING VESSEL TRAFFIC SERVICES

Module 7

This module covers chapters like implementing a VTS, operational considerations, recruitment, qualification and training, legal aspects.

Indicative Structure:

IMPLEMENTING A VTS

- Types of VTS
- Types of service
- VTS area
- VTS equipment
- Workload and staffing levels

OPERATIONAL CONSIDERATIONS

- Procedures
- Reporting
- Monitoring - intervention and direction
- Voice communications
- Navigational assistance
- VTS sailing plan
- Equipment monitoring

RECRUITMENT, QUALIFICATION AND TRAINING

- Recruitment
- Qualifications
- Training and revalidation

LEGAL ASPECTS

- Regulation
- Direction
- Liability

PORT SECURITY AND THE ISPS CODE

Module 8

This module includes topics like the international ship and port facility security code and measures, the harbour master's role within the security team and potential problems in harbour security.

Indicative Structure:

THE INTERNATIONAL SHIP AND PORT FACILITY SECURITY CODE

- Duties and responsibilities of Port Facility Security Officers
- Port facility security assessments
- Port facility security plans

SECURITY IN PRACTICE

- Threat levels – how does this translate into action within the port
- Techniques which circumvent security
- Vulnerabilities
- Security drills and exercises
- Control of access

SHIP AND PORT FACILITY SECURITY MEASURES

LIAISON WITH OTHER AGENCIES

THE HARBOUR MASTER'S ROLE WITHIN THE SECURITY TEAM

HARBOUR SECURITY – POTENTIAL PROBLEMS

“The course has helped me to understand all the different roles of a Harbour Master and has allowed me to carry out my job with more confidence.”

Ivan Stevenson, Harbour Master, Eyemouth Harbour Trust

DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

MANAGING EMERGENCIES

Module 9

In this module you will cover topics like emergency planning, responding to an emergency, pollution planning, port of refuge and media and public relations.

Indicative Structure:

INTRODUCTION

- Terminology
- Types of emergency

EMERGENCY PLANNING

- Analysis
- Preparedness
- Exercises

RESPONDING TO AN EMERGENCY

- Incident response organisation, command and control
- Response strategies
- Recovery
- Debrief
- Withdrawal strategy

POLLUTION PLANNING

- Planning
- Information gathering
- Operational plan

PORT OF REFUGE

- Salvage

MEDIA AND PUBLIC RELATIONS

- Holding statements
- Dealing with a live incident
- Media briefing centre
- Media enquiries
- Interviews
- Dealing with death or serious injury
- Terms to avoid

STRATEGY, MARKETING AND MEDIA

Module 10

This module explores strategy and business planning, marketing and media, including essentials like crisis PR management and project management.

Indicative Structure:

STRATEGY AND BUSINESS PLANNING

- Strategic planning and decision making
- Advising the board of impact to marine operations
- Project feasibility, development and implementation
- Project management

MARKETING

- Planning, marketing and funding
- The marketing plan
- The marketing mix
- Employing professional support
- National/local government involvement

MEDIA

- Communicating with your public
- Introduction to Public Relations (PR)
- Communication media and press releases
- Golden rules
- Talking to the media
- Working with journalists
- Crisis PR management

DIPLOMA FOR HARBOUR MASTERS

SYLLABUS

MANAGING LEISURE USE IN THE PORT

Module 11

By the end of this chapter you will be able to discuss and assess the role of the Harbour Master in a mixed use port, commercial leisure interface, talk about regulations and enforcement, harbour zoning and diving activities and other recreational activities.

Indicative Structure:

THE ROLE OF THE HARBOUR MASTER IN A MIXED USE PORT

RISK ASSESSMENT IN HARBOURS

- Safety management systems

COMMERCIAL LEISURE INTERFACE

- Potential conflicts between commercial and leisure use
- Management policy and communications

REGULATIONS

- National and local regulations
- Maintaining an up-to-date legislative framework

ENFORCEMENT

- Strategy, procedures and enforcement

RISK ASSESSMENT AND HARBOUR MANAGEMENT FOR WATERBORNE EVENTS

HARBOUR ZONING

DIVING ACTIVITIES AND OTHER RECREATIONAL ACTIVITIES

MANAGING COMPLAINTS AND CONFLICTS

- Education and promoting safety issues
- Communicating with leisure users
- Managing leisure activities
- Visitor facilities
- Resident's facilities

“The course has helped me to understand all the different roles of a Harbour Master and has allowed me to carry out my job with more confidence.”

Ivan Stevenson, Harbour Master, Eyemouth Harbour Trust

DIPLOMA FOR HARBOUR MASTERS

COMPANIES THAT HAVE BENEFITED

A.A. Turki Group	Gloucester Harbour Trustees	Port of Melbourne Corporation
Albany Port Authority	Grenada Ports Authority	Port of Portland
APM Terminals Bahrain	Highland Harbours	Port of Tyne Authority
Ashdod Port	HM Naval Base - Gibraltar	Port of Waterford
Associated British Ports	Illichivsk Sea Commercial Port	Porti Sea Port Corporation
Atlantic (Trinidad & Tobago)	Isle of Man Government - Dept for Transport	Ports Authority of Turks & Caicos Islands
Babcock Marine (Rosyth)	JadeWeserPort Realisierungs GmBH & Co KG	Ports de Les Illes Balears
Barbados Port Inc	Jersey Harbours	Portsmouth Port Authority
Bay Ship and Yacht Company	Kefalonia Marine Academy	Portsmouth Commercial Port
Belfast Harbour Commissioners	Littlehampton Harbour Board	PT Krakatan Bandar Samudera
Berwick Harbour Commission	Londonderry Port	Reed Smith
Bintulu Port Sdn. Bhd.	Looe Harbour Commissioners	Rio Tinto Alcan Gove
Brighton Marina Company Ltd	Maritime Administration of Taman Ports	River Hamble Harbour Authority
Bristol Port Company	Mauritius Ports Authority	Royal Australian Navy
British Waterways	Mersey Ports	Royal Fleet Auxiliary
Broome Port Authority	Milford Haven Port Authority	Royal Navy
Caledonian Maritime Assets Ltd	Ministry of Defence, Royal Navy	Royal Navy Of Oman
Camara Argentina de Practicaje y Pilotaje	Ministry of Education of Trinidad and Tobago	Sea Trade Port of Yuzhny, Ukraine
Cardiff Harbour Authority	Municipal Port Authority Den Helder	SeaTruck Ferries
Chichester Harbour Conservancy	Namport	Scarborough Borough Council
Consorcio de Gestion del Puerto de Bahia Blanca	Nakheel Dubai Waterfront	Shetland Islands Council
Cromarty Firth Port Authority	National Ports Authority	Shoreham Port Authority
Dampier Port Authority	Newhaven Port & Properties Ltd	St Maarten Ports Authority N.V.
D&G Council	North Sunderland Harbour Commissioners	St Margaret's Hope Pier Trustees
Dock Office Fleetwood	Northern Lighthouse Board	Stena Drilling
Duchy of Cornwall	Oman Terminal Towage Company	Stena Line
Environment Agency	Omega Lock and Safe Co Ltd	Stevin Rock LLC
Environment Agency, Rye Harbour Masters Office	Orkney Islands Council	Supreme Petroleum Council
Environment Bay of Plenty	Peel Ports	The Bristol Port Company
Esperance Port Authority	Poole Harbour Commissioners	Transnet National Ports Authority
Esso Norge AS	Port Autonome International de Djibouti	Transport Malta
Eyemouth Harbour Trust	Port of Blyth	Ullapool
Falmouth Harbour Commissioners	Port Hedland Port Authority	Venice Pilot
Flectcher Shipping Ltd	Port of Barcelona	Ventspils Free Port Authority
Fremantle Ports	Port of Cork Company	Woolwich Free Ferry
General Organisation of Sea Ports, Bahrain	Port of Galveston	
Ghana Ports and Harbours Authority	Port of London Authority	
Gibraltar Pilots	Port of Los Angeles	



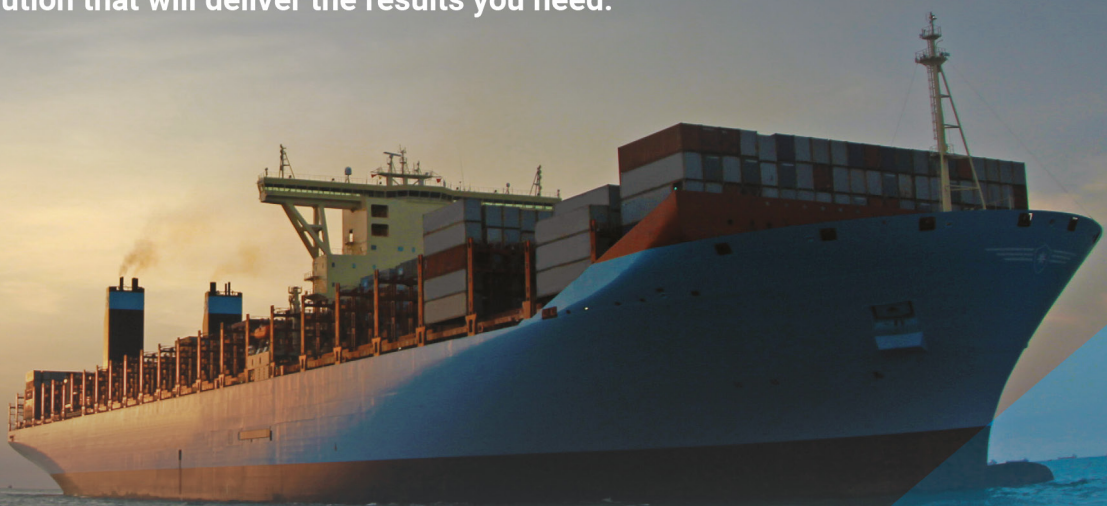
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DIPLOMA FOR HARBOUR MASTERS

WHO WE ARE



**LLOYD'S
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ABOUT LLOYD'S MARITIME ACADEMY

Lloyd's Maritime Academy was born from Lloyd's List.

Lloyd's Maritime Academy is the trusted brand for professional development, working with leading academic and industry bodies to provide accredited education and training where it is much needed.

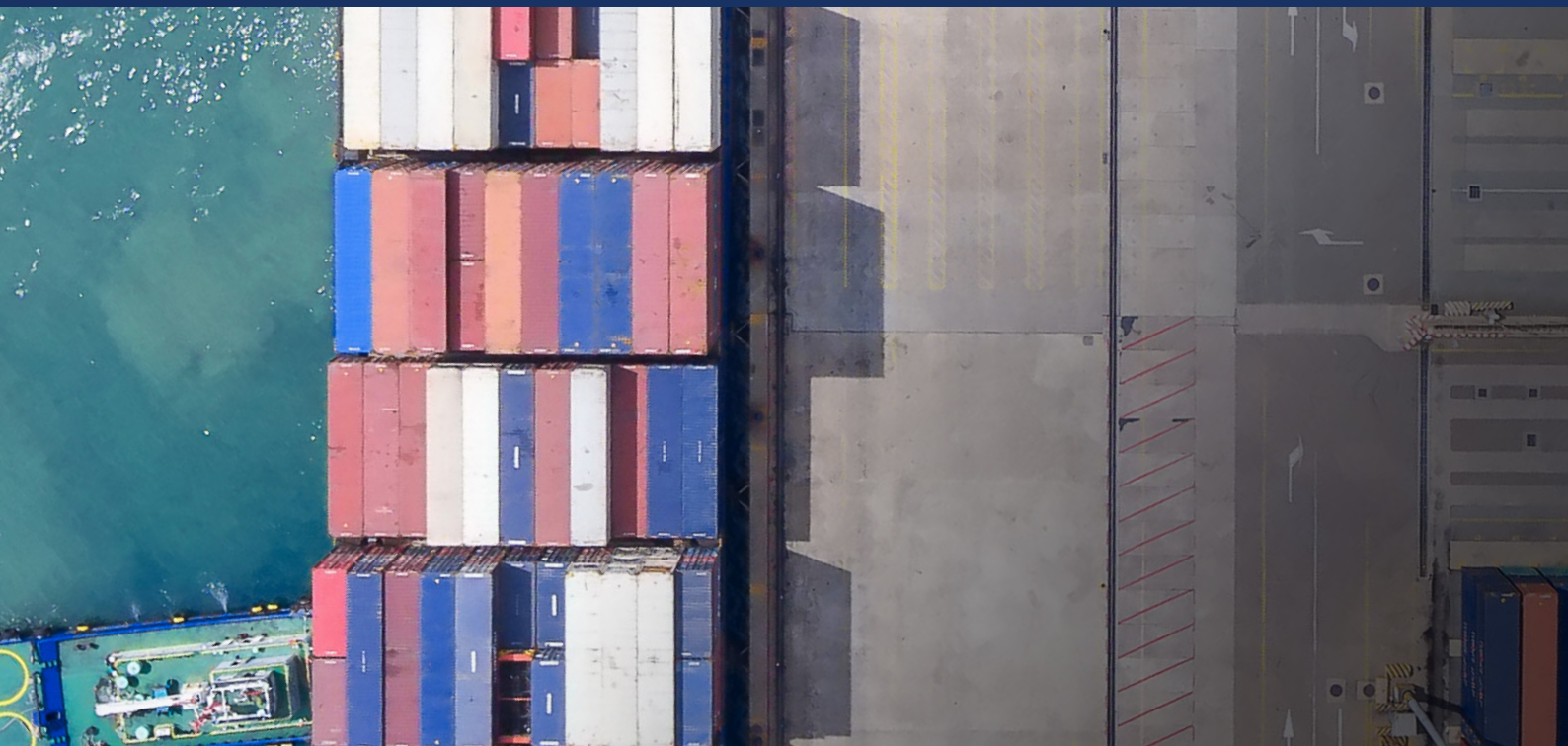
We are stepping up investment in new learning management platforms, improved content and learner resources to enhance your experience and ensure maximum reward for the investment you make in your future.

We continue to research new topics to provide you with the qualifications needed for a successful career; supporting a safer, cleaner and more efficient shipping industry for decades to come.

We look forward to welcoming you onto one of our programmes.

WHY TAKE A LLOYD'S MARITIME ACADEMY COURSE?

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- **Professional** – industry leading course directors and tutors
- **Quality** – study the same course used by corporations for internal training
- **Network** – with tutors and like-minded professionals from around the world. Use our online tutorial forum to ask questions and share knowledge
- **Save money** – no additional travel or accommodation costs



DIPLOMA FOR HARBOUR MASTERS

ACCREDITING AND SUPPORTING BODIES



The International Harbour Masters' Association (IHMA) endorses the Diploma for Harbour Masters. IHMA membership encompasses Harbour Masters and port captains from around the maritime world. Individually, Harbour Masters have a responsibility for safety of navigation and safe maritime operations within their ports and harbours. Members of the IHMA qualify for a 15% discount on the fees for this course.

www.harbourmaster.org



The objective of the UKHMA is to encourage the safe and efficient conduct of marine operations in UK ports and to promote the interests and professional competence of harbour masters. UKHMA members comprise harbour masters, senior port marine officers, and others whose business or services relate directly to harbour masters' duties. The Diploma for Harbour Masters is supported by the UKHMA and members qualify for a 15% discount on the course fees.

www.ukhma.org



The International Association of Ports and Harbours aims to promote the development of the international port and maritime industry by fostering cooperation among members in order to build a more cohesive partnership among the world's ports. The IAPH Training Scholarship has enabled more than 120 individuals from IAPH member ports in developing countries to attend advanced port training programmes. Lloyd's Maritime Academy is an IAPH approved institute and personnel at IAPH members ports qualify for a 15% fee discount.

www.iaphworldports.org



The Marine Society is the leading and most experienced not for profit organisation supporting the wellbeing, personal and professional development of seafarers and shore-based maritime professionals. Scholarships as well as interest-free loans may be offered to UK seafarers (officers and ratings domiciled in the UK) to undertake this course.

Contact The Marine Society for more information.

www.marine-society.org



Maritime &
Coastguard
Agency

It's also recognised by the UK Maritime and Coastguard Agency (MCA) as a professional foundation and development distance learning course for harbour masters and their personnel. The course addresses the UK National Occupational Standards for Harbour Masters as well as the Port Marine Safety Code.



The course has also been recognised by the University of Middlesex (London) and successful Diploma students qualify for advanced standing entry to a MBA (Harbour Masters) which can also be completed by part-time distance learning study.

PARTNERSHIPS



The Future of Shipping Since 1734.

Lloyd's List's editorial mission is to provide information, analysis and knowledge for business decision makers in the global shipping community. In a changing and increasingly complex shipping environment, Lloyd's List's remit is to deliver business-critical information in the distribution channels most suited to the needs of a customer, with immediacy and no matter where in the world that customer is located.

For global shipping news, analysis and interpretation, Lloyd's List has a reputation which is second to none. Available online, on tablet and on smart phone, the world's most famous shipping industry news service has transformed the way professionals stay ahead and make the most informed decisions for their business.

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