

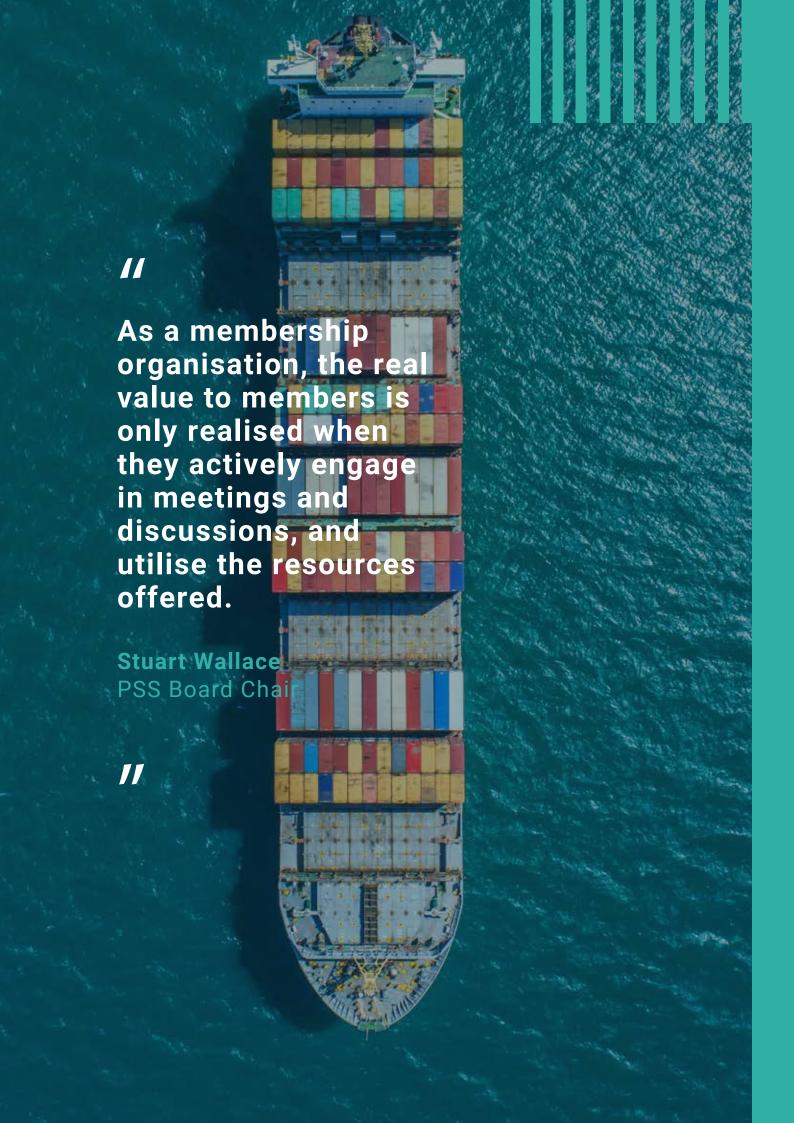
IMPROVING STANDARDS THROUGH COLLABORATION

Membership Pack 2024

Working together for safer ports and skilled port workers



portskillsandsafety.co.uk





Foreword

Stuart Wallace **PSS Board Chair**



I was delighted to be elected as the new chair of the board at Port Skills and Safety in September 2023 and look forward to working with members to drive port safety forward. My thanks to outgoing chair David Brown for his hard work and dedication over the last three years, under his chairmanship PSS has become a much more outwardly facing organisation, fit for the future.

In 2023, a lot of the board members' planning and discussion from the last two years came to fruition with the launch of the new strategic plan, branding, and complete team structure; I hope that these principles will set PSS on the right course for the next five years and beyond.

One of the messages that has been coming out loud and clear from board members is the need for data-driven safety. Data has been a message PSS has been driving for a number of years, but with the increasing use of AI and computer learning, we are really beginning to see the impact that getting the right data can make.

This is why I urge every one of our members to engage in the incident dashboard and data project. This is not only relevant to port operator members, but service suppliers and training organisations who all have a wealth of safety-related information which we can share to make ports safer.

Alongside this work, the skills strategy introduced last year continues to make progress, with the launch of the Competency Framework, Apprenticeship Platform, and career pathways mapping project. These resources can make a real difference to attracting and retaining talent in our sector, so please make the most of them.

As a membership organisation, the real value to members is only realised when members actively engage in meetings and discussions, and utilise the resources offered. The new PSS website, which will be launched in February 2024, will make it easier for all members to engage and collaborate and I urge every member to do so.

Finally, I would like to thank my fellow board members for continuing to volunteer their time and expertise, the team for their continued hard work and to all PSS members for their ongoing commitment to improving standards through collaboration.

Improving Standards Through Collaboration



Chief Executive's Report

Debbie Cavaldoro PSS Chief Executive



At the 2023 Members' Conference, I had the pleasure of launching the new branding for Port Skills and Safety. The new logo represents the collaboration of all our members, working towards making UK ports one of the safest and most valued sectors to work in. This is the culmination of work to clearly define the value of PSS and set the organisation on a path for growth over the next five years and beyond.

Alongside this, we launched a new strategy detailing the mission, values and long-term ambitions of PSS, with strong five-year Key Performance Indicators. This pack details our achievements against those new KPIs in the first year and sets out plans to further embed them during 2024.

The next phase of the re-brand is our new website, the redesign places more focus on the resources PSS produces so that members can find them easily. One exciting new feature of the site is a discussion forum where members can ask questions of other members to gain professional peer-to-peer support on any aspect of health, safety, culture, skills and training.

Across 2024, PSS will be continuing many of the projects launched in 2023, including skills groups, safety groups, port tours and visits, professional training and campaigning. You can read more about these plans in this pack. We are also looking to continue launching new products and services and welcome suggestions from our members.

I was delighted to welcome 23 new members in 2023:

- **Abloy UK**
- **Brady Corporation**
- **BT Group**
- **Condor Ferries Ltd**
- **Ensemble Analytics**
- **Estudio Cactus**
- Eyemouth Harbour Trust Fathom Safety Limited •
- **JLW Solutions Ltd**
- Per Mare, Per Terram
 - Training & Consultancy Ltd •
- RightShip
- **RMS Ports**
- SafetyTech Accelerator
 - - **SeaBot Maritime Ltd**
- **Sims Group UK Limited**
- **Southwold Harbour**
- **Stafforce Training**
- **Stream Marine Training**
- **Tower Supplies**
- **Ultimo Software Solutions Ltd**
- **Van Schaik Health and Safety Solutions**
- VIRSEC Ltd

I hope that we will welcome more organisations throughout 2024. Please get in touch if you know an organisation interested in joining, I am also always pleased to receive feedback from our members. Finally, my thanks to the PSS Board who continue to voluntarily give their time to PSS and to the team here who live up to our values every day.

Together We Make Ports Safer

Mission Statement and Vision



Port Skills and Safety Ltd is the professional safety and skills membership organisation for ports.

We work in collaboration with our members to promote best practice and innovation, develop guidance and services to drive continuous improvement in safety and ensure a highly skilled workforce.

PSS's vision is to drive the ports sector to become one of the safest places to work, with opportunities for individual growth and collective success.

PSS aims to drive positive change in skills and safety across the entire port sector.

Values

These six values guide the organisation and its staff



Work Collaboratively - we work hand in hand with our members to enhance skills and safety standards.



Promote Excellence – we strive for excellence in service delivery, and in relationships with and between our members.



Engender Trust – we believe that trust is at the heart of working together to create a safe, inclusive, and progressive culture in ports.



Encourage Respect – we promote a no blame culture in order to share lessons from incidents and produce guidance to avoid repeating them.



Being Supportive – we facilitate best practice, by driving collaboration between members and enabling them to develop their organisations.



Inspire Innovation – we support innovation for continuous improvement in port skills and safety.

Key Perfomance Indicators

These targets will be supported by specific skills, safety, and membership plans, and personal objectives.



Improve UK Port Safety Guidance

Bring all existing Safety in Port (SiP) documents up to best practice industry standards by 2028. At least four SiPs will be reviewed per year, with existing SiPs updated by 2028. Increase awareness of SiPs guidance by increasing website downloads of guidance by 35 per cent from 2023 levels by 2028.



Improve UK Port Safety Statistics

Zero incidences of fatal industry accidents among membership, where SiPs guidance is adhered to.

Increase the number of full port members contributing to the incident safety dashboard to a minimum of 75 per cent by 2028.



Increase UK Port Skills Engagement

Deliver a 25 per cent increase in participation from members on skills projects, including Port Skill Group, from 2023 levels by 2028. Fulfil the objectives laid out in the five-year skills strategy.

Research and deliver a suite of information detailing port-related jobs, careers opportunities, training requirements, qualification routes and competencies by 2028.



Improve Membership Value Proposition

Facilitate full communications with, and between members, by sharing all alerts and bulletins within three working days, hold one all-member conference per year, and at least eight safety or skills meetings per year.

Increase membership and introduce at least four new tools to help members continuously improve their safety statistics.

Member Benefits







Improving Standards

PSS has a suite of Safety in Ports documents developed by the industry and approved by the Health & Safety Executive (HSE). Over the next five years these documents will be updated and improved to ensure they remain at the forefront of industry best practice.



Improving Skills

Take part in the design and continuous improvement of port-specific qualifications, skills and standards helping to promote careers in ports.



Incident Dashboard

Track your Health & Safety performance against national rates. Contribute to sector-wide learning on risk areas and operations.



Safety Alerts

Collaborate with members to share safety alerts and bulletins to learn lessons and avoid repeating incidents and near misses.



Action Groups

Join the Port Skills Group and the Port Safety Group to share best practice and affect real change. Take part in working groups specialising in activities for your specific work Working in collaboration with our members to drive continuous improvement in safety and ensure a highly skilled workforce.



Industry-Leading Events

Attend online and in-person seminars, webinars and conferences throughout the year to share best practice, innovation and resource development.



Quality Assurance

PSS subject matter experts are on hand to assess members safety standards, training needs and compliance against industry standards.



Ask Members

The Ask Members services allows members to ask questions about any area of their work and receive opinions, advice and recommendations from the wider membership.



Professional Training

PSS provides training courses for explosive officers, accident investigators and a general introduction to port safety for all port workers.



Peer Partnerships

PSS works with government, maritime organisations, trade unions, academics and international bodies to ensure the voice of port safety and skills professionals is heard.



Membership Visits

Get a fresh view on your site's approach to safety skills.

Book a safety or skills visit or audit.

Meeting our members at their sites and locations is vitally important to PSS and we offer a range of options to ensure you meet with the right team members to get the most out of your membership.

Safety / Skills Visit

Our Safety or Skills Lead can visit your location(s) for a deeper dive into our expert services and review what's going on in your organisation. Focusing on either safety or skills over the course of a day, the visit will get into the detail of how your organisation is performing and make recommendations on how PSS can help support improvements. The visit includes a basic report of findings and recommendations.

Safety / Skills Audit

For those members who are looking to make a step change in their approach to safety or skills, PSS also offers a full safety or skills audit for a small additional charge. This visit would include a minimum one day of preparation to understand your organisation's current set up and any initial concerns from the team, a minimum of one day on site, and a full audit report with recommendations for improvements to help you succeed.

CEO Visit

Our chief executive can meet with your team to discuss how you can make the most of your membership and how PSS can support your organisation. We will run through all the PSS services to ensure you and your team are fully engaged, talk about future plans and potential new services, and run through the latest safety statistics to understand how your organisation compares. Working together we will maximise the potential of your PSS membership.

Regular Catch-ups

If you would like to ensure you are always up to date with PSS activities and how PSS can support your organisation's ongoing activities, we can schedule regular quarterly or half-yearly update meetings with the whole team. These meetings take place online to ensure that all your team members can attend wherever they are based. Just get in touch to arrange suitable dates.





Health Safety and Culture

PSS uses working groups formed of members who undertake specific port operations, to review the existing SiPs, in line with the timetable set out in the five-year SiP Strategy.

Objective: Improve SiP guidance

The focus for 2024 onward, is to provide members with guidance in formats which are accessible to all levels of port employees, from the guayside to the boardroom. One of the first actions in improving the guidance is the introduction of SiP 000 -Guidance Framework. This new guidance provides information on the over-arching health and safety legislation that ports need to be aware of, alongside basic information relevant to all port operations including risk assessments and training.

Objective: Introduce new tools to improve safety

PSS has embraced the use of Hazard Operability studies (HazOp), to complete comprehensive reviews of specific port operations and produce a matrix of all potential issues and their mitigations.

In 2023, PSS undertook a HazOp study of container operations, considering the unloading and loading of vessels, and the transportation of containers to and from ports by road and rail.

The findings of this study will assist all ports undertaking container operations to review their procedures and will contribute towards the objectives of the container operations working group in 2024, including a relaunch of the Container Deck Operations Charter and a review of SiP003 - Guidance on Container Handling.

Another industry wide HazOp study is planned for 2024 and PSS is working with members to identify areas of operations where the greatest benefit can be achieved.

Objective: Facilitate communications between members

In 2023, PSS issued over 40 Safety Alerts and Bulletins (up from 27 in 2022), they were sent to nearly 300 contacts (up from 82 individuals in 2022). This is thanks in part to the new PSS membership management system which, in future, will also enable better targeting of information to relevant members. In 2023, PSS also introduced a new service level to commit to distributing Safety Alerts to members within three days and also to ensure added value for every communication sent.

In 2023, PSS also issued 32 Ask Members enquiries (up from 27 in 2022). In 2024, this process will be further improved with the introduction of a discussion forum on the website so that members can have a wider debate about the issues raised.



Safety in Ports Guidance

One of the most valued resources that PSS offers is the Safety in Port (SiPs) suite of guidance. **Produced in collaboration with the Health and Safety**

Executive and trade unions, these documents aim to improve safety in ports in a range of common areas.

The current range of SiP documents are available on the PSS website:

	SiP000	Coming in 2024 - Guidance framework
	SiP001	Workplace transport – planning & terminals
<u> </u>	SiP002	General cargo
<u> </u>	SiP003	Container handling
<u> </u>	SiP004	Timber handling
	SiP005	Mooring operations
<u> </u>	SiP006	Transfer of bulk liquids & gases
✓	SiP007	Loading & unloading of dry bulk cargo
	SiP008	Storage of dry bulk cargo
✓	SiP009	Lighting
✓	SiP010	Workplace transport – StoRo & RoRo operations
✓	SiP011	Sources of occupational health information
	SiP012	Ro-Ro passenger and cruise operations
✓	SiP013	Management of non-permanent employees
✓	SiP014	Safe access and egress
	SiP015	Confined spaces in ports
✓	SiP016	Emergency planning in ports
✓	SiP017	Guidance on fitness for work and health surveillance
✓	SiP018	Safety induction and training
	SiP020	Water safety
	SiP021	Access to small craft
✓	SiP022	Biomass

Download any the SiP guidance documents

to help make your sites safer, more compliant,

and efficient

PSS Benchmarking Dashboard

PSS has been collecting monthly safety data from contributing members since 2017. Data is used by member ports for benchmarking and trend analysis, and by PSS to identify focus areas.

Give as well as record. Submit your health and safety data to the Industry Dashboard and benefit from the value of others.

Previously an annual exercise, data is collected from members who agree to participate. Contributing members are then able to benchmark themselves against other ports, via a Power Business Intelligence (PowerBI) interactive dashboard.

The dashboard has developed from a basic summary of lost time injury data and work hours to a more detailed review of leading and lagging indicators in the port sector. This is only possible because of the contributions of members. This is not without its challenges, but having an accessible, customisable, benchmarking tool for the port sector, is a valuable tool for members to review and compare across the port sector.

PSS supports the belief that data is key to identifying emerging trends, issues and getting ahead of problems. As such, the PSS data dashboard is vital to focus efforts to understand and correct issues. In 2024, PSS will bring together the outcomes of the incident data dashboard and the health, safety, and culture objectives to ensure that work is focussed on the areas of highest relevance.

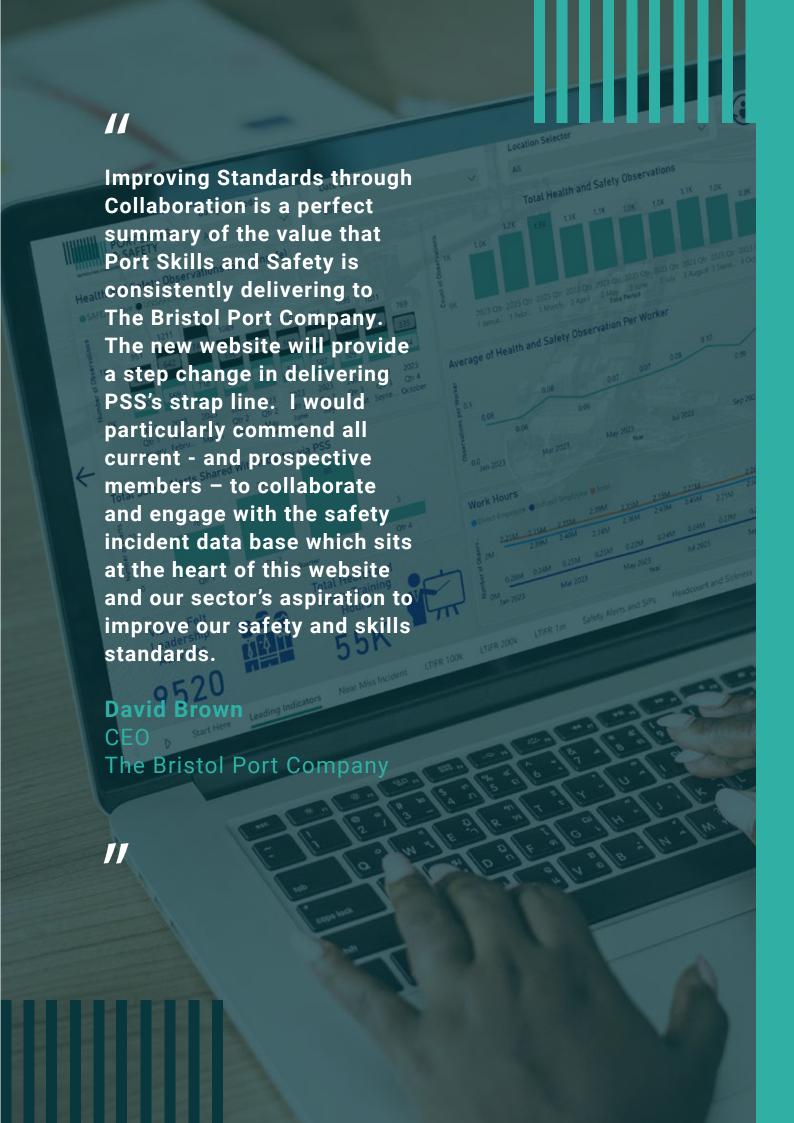
At the start of 2023, revised metrics and definitions were implemented following discussion and agreement with contributing members. These aimed to ensure all contributing members were reporting based on the same definitions, to facilitate fair comparisons.

In late 2023, a pilot project was launched with a small number of contributing members representing both large and small ports, to investigate how artificial intelligence and natural language processing could be used to simplify data collection and improve analysis. The project collects a wider range of data, including investigation outcomes, to provide more actionable detail regarding root causes of incidents and near misses, which can in turn, direct interventions and proactive mitigations to prevent future incidents.

In 2024 the results of this trial will be analysed and more ports will be invited to participate, with a small fee charged for the more extensive individualised reporting which is produced.

The benchmarking dashboard and the value derived from this is not possible without supportive, committed members to discuss and trial these innovations. All members who collect incident and near miss-data in their workplaces are encouraged to participate.





Skills, Careers and Diversity

Building a skilled workforce to meet current and future needs is intrinsically linked to making ports a safer place to work. This means working with industry partners to promote port jobs, improve diversity and inclusion, and develop qualifications and training programmes.

The first year of the PSS Skills Strategy saw the launch of three working groups and numerous skills projects. Work has progressed throughout the year across apprenticeships, qualifications, competencies, and career pathways. PSS has developed new relationships with organisations that influence skills and careers work, within educational institutions, technology providers and other associations.

Objective: Increase UK Port Skills Engagement

The number of skills contacts within membership organisations increased from just 29 in 2022 to over 175 by the end of 2023. The Port Skills Group consistently has 30 -35 representatives from learning and development, HR and training roles, attending the quarterly meetings.

There are three active working groups that input into the PSS skills remit:



Pathway to ports working group



Competency framework working group (Operations, Engineering and Marine sub-groups)



Training provider working group

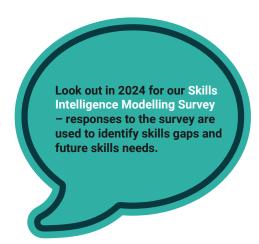
There is a strong core group of members involved with the working groups providing representation across England, Scotland and Wales; and members in Northern Ireland are strongly encouraged to get involved. In 2024, the length and frequency of working group meetings will be reviewed to facilitate more participation, particularly from smaller ports and harbours.

In 2023, PSS doubled the number of training provider members, due largely to the increased level of service being offered to these members. This will continue to be an area of focus as training providers and colleges are essential in helping to skill the workforce and create new courses, qualifications, and apprenticeships to meet industry

A competency framework is being developed to provide industry agreed best practice. To accompany the Competency Management System document which has been completed. The second stage, which launched at the end of 2023, focusses on operations, engineering and marine.

Pathway To Ports

In order to fully understand the future skills needs of the ports sector, base data on current jobs and skills is needed. This information can also be used to inform new entrants about the opportunities which exist today.



Talent Attraction and Retention

Talent attraction and retention strategies are being forced to change and the port sector is no exception. In 2023, the Port Skills Group focused on attracting talent into the ports sector. The group was presented with statistics that need to be considered when engaging with Generation Z. While these discussions confirmed that PSS is on the right path in its work, it also highlighted the considerable amount to be done in this area. The 2024 priorities will include career mapping and Science, Technology, Engineering and Mathematics resources.

Skills Intelligence Modelling Project

The Skills Intelligence Modelling project gathers data on the current UK ports workforce to identify skills gaps affecting the current workforce and the potential future skills needs.

The first phase of the project began in 2022, as the Ports Workforce Research, commissioned by the Maritime Skills Commission in partnership with PSS. Unfortunately, the number of initial returns from the sector was too low to provide enough data for benchmarking but has provided some insights into the demographics of the ports workforce. PSS will be re-running this survey in 2024 to gather more data to move this project forward to the next phase.

PSS Apprentice Platform

The new PSS apprentice platform was launched at the beginning of October 2023, in partnership with the Association of Apprentices and enabled by sponsorship from Associated British Ports. The platform provides apprentices working for PSS members, with their own online peer-to-peer community, a wide range of masterclasses, in person and online networking group, assessments and resources, and career and professional development.

The platform will provide data on the jobs apprentices can have and which apprenticeship standard or framework is being used. This will provide a broader understanding of apprenticeships being used in the sector.



Port-Specific Apprenticeship Standards Review

PSS oversees four port-specific apprenticeship standards and, in conjunction with the Institute for Apprenticeships and Technical Education, they will all be reviewed by 2028. The review provides an opportunity to update the apprenticeships, making them more relevant to the sector, and encourage upskilling of the current workforce so that members can maximise their use of the apprenticeship levy and government funding.

The first apprenticeship being reviewed is the Port Operative level 2 apprenticeship standard. The Port Marine Operations Officer level 4 apprenticeship will be reviewed by a trailblazer group launching in Q1 of 2024. The Marine Pilot level 5 apprenticeship and the Harbour Master level 6 apprenticeship will follow.

In addition, an Employers Guide for Apprenticeships will be created for each region. These guides will be downloadable from the members area of the PSS website with links to further resources, information, videos and case studies.



Campaigns and Events

Objective: Facilitate communiction between members, and improve membership value.

PSS runs a number of campaign weeks and events each year to facilitate networking and draw attention to specific areas of ports skills or safety, arising from member discussions.

Mental Health in Ports

In March 2023, PSS hosted the third mental health in ports week, with the launch of a number of new resources and a revised Happiness in Ports survey to understand how ports people are feeling. The PSS website highlighted the real-life experience of individuals from membership organisations, encouraging everyone to promote good workplace mental health policies and practices. This campaign will run again in March 2024, and the results of the 2023 survey and mental health awareness resources are available for members to download from the website at any time.

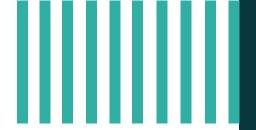
Maritime Safety Week

In 2023, PSS held the second annual Members' Conference in London during maritime safety week. Throughout the week PSS also worked with industry partners on workshops and articles highlighting the risks inherent in the environment in which members work, sharing best practice and lessons learned to help reduce preventable maritime incidents.

The 2024 Members' Conference will be held on the second day of maritime safety week with the introduction of the PSS Awards. It will be held at Stamford Bridge, London on Tuesday 02 July.







London International Shipping Week 2024

The biennial London International Shipping Week (LISW) in September has become one of the most important maritime events in the UK. PSS joined with maritime partners to host a number of events, receptions and seminars across London, including a Port Skills group meeting, an Innovation in Port Skills event and a VIP reception at the BT Tower.

Ship to Ports Communication

Many of the PSS safety audits and meetings that were carried out in 2022 identified ship to port communications as an area of high potential for incidents. Therefore, PSS held a week of campaigning on this issue in October 2023.

The campaign focussed on three areas:



Crew movements around the ports.



Paperwork issued to the vessels by the ports.



Improving communication with the agents.

The PSS website ran articles written from the perspective of the crew, port operations teams, port agents and port police, with a focus on enabling communication and awareness of sometimes conflicting priorities.

In 2024, PSS will follow up this campaign with one focusing on the importance of good communications between the port and hauliers to improve safety.



Training Courses

PSS runs a range of professional training courses for members and nonmembers.

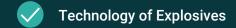
Explosive Security Officers Course

This one-day course, which includes live demonstrations, is aimed at managing the risk of explosives in ports and also highlights the dangers of cargoes that are not classified as explosives but can have a volatile and explosive nature under certain circumstances.

It is suitable for: Explosive security officers / those with ESO responsibilities / those responsible for ESOs. This course is a collaboration between PSS, the Health and Safety Executive and the Cranfield Ordinance Test and Evaluation Centre.

Outline of Topics:





ESO Responsibilities

Explosives Licensing

Explosive Materials

Explosives Security

Location: Cranfield University, Devizes

2024 Dates: 30 January | 16 May | 22 October

Early Bird* members rate: £750 + VAT per person

Members rate: £850 + VAT per person

Non-members rate: £1,050 + VAT per person







Incident Investigators Toolkit

This two-day IOSH-certified course is designed for all members of staff who undertake any aspect of incident investigation on behalf of their organisation, and for root cause analysis practitioners keen to enhance their evidence gathering skills.

The course is built around an operational scenario to facilitate a variety of inputs and practical exercises that cumulatively deliver a highly realistic investigative experience. This course is a collaboration between PSS and member STC Insiso.

Outline of Topics: Significant investigation data grid Scene management Equipment Personnel profiles **Documents** Change evaluation **Barrier evaluation** Witness interviews

Location: Aberdeen

2024 Dates: 20 - 21 February | 11 - 12 June | 09 - 10 October

Early Bird* members rate: £700 + VAT per person

Members rate: £800 + VAT per person

Non-members rate: £1,000 + VAT per person

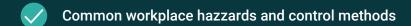


Managing Safely in Ports

This four-day IOSH-certified course is aimed at any manager or supervisor of port operations that are based shore-side and is presented over four full days. It is designed to equip managers with the relevant knowledge and practical skills to manage safety in operational areas of ports. This course is a collaboration between PSS and member Associated British Ports.

Outline of Topics:







Effective safety management systems

Effective safety management processes

Legal requirements of safety management

Risk assessment

2024 Dates: 16 - 19 January (Portsmouth) | 19 - 22 March (Portsmouth)

18 - 21 June (Hull) | 12 - 15 November (Hull)

Early Bird* members rate: £700 + VAT per person

Members rate: £800 + VAT per person

Non-members rate: £1,000 + VAT per person

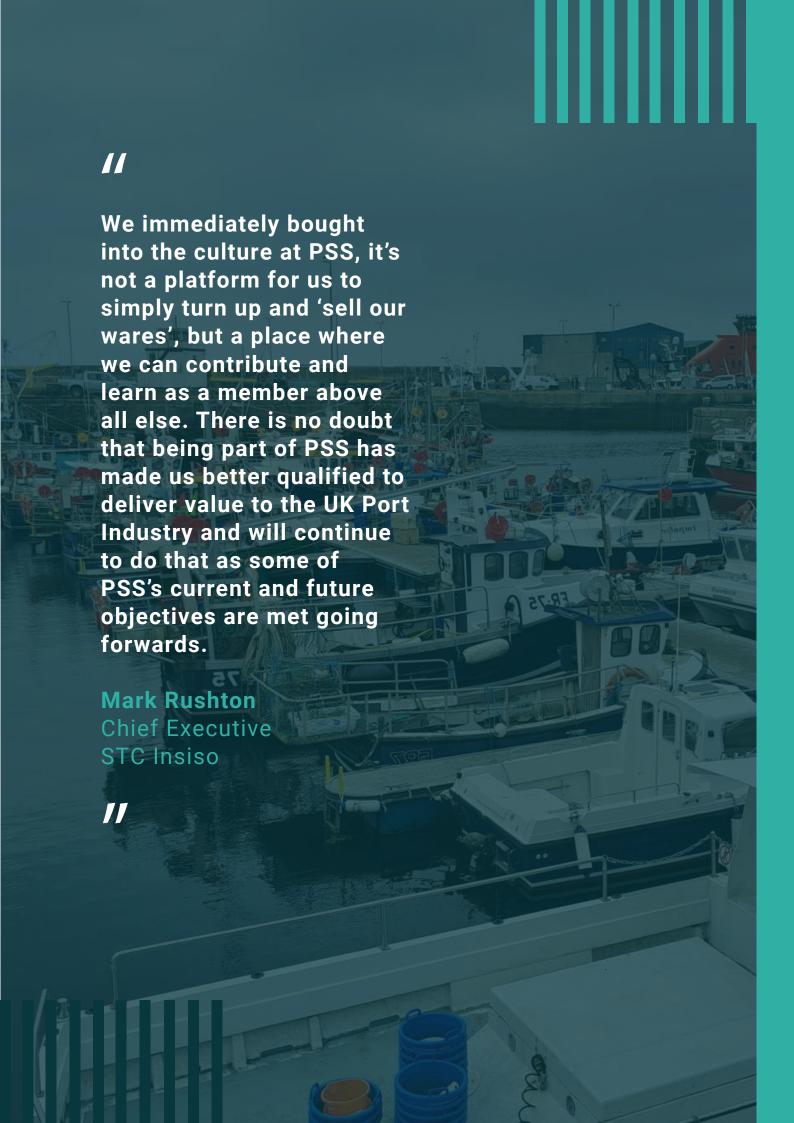
General terms and condition for training courses:

* Early Bird - bookings more than two months in advance.

If the delegate cancels their attendance on a course, fees will be applied as follows:

- Notice provided less than 56 days in advance of the agreed course date a 50 per cent charge of the contract price will be payable.
- Notice provided less than 34 days in advance of the agreed delivery date a 75 per cent charge of the contract price will be payable.
- Notice provided less than 14 days in advance of the agreed delivery date the full contract price will be payable.

In the event that minimum numbers required for training courses to proceed are not met, PSS shall provide as much notice as possible to the delegate, but no less than 14 days. The delegate shall be offered an alternative date to attend the course, if those dates are not suitable a full refund will be given.



PSS Board and Staff

The PSS board fulfils the statutory duties of Port Skills and Safety Limited and ensures that the work of the secretariat meets members' expectations. Each board member is a Board Champion for a specific area of PSS's work.

PSS Board



Stuart Wallace Forth Ports Ltd Chair



Eddie Scoggins Port of Felixstowe Vice Chair



Debbie Cavaldoro Port Skills and Safety CEO



Neil Glendinning Marine Board Champion



Angela Jeffrey Port of London Authority Treasurer



Helen Kelly Nautilus International Shipping, Trade Unions, and Communications Board Champion



Martin Lawlor Port of Blyth Skills Board Champion



Alan Page Middlesex University Skills and Data Board Champion

PSS Staff



Jen Maddison Health, Safety and Culture Lead



Angela Ward Skills, Careers and Diversity Lead



Rhiannon Harty Office and Events Manager



Fraser Lindsay Data Lead (Part Time)



Archie Turvey Marketing and Communications **Apprentice**

Memberships

PSS offers four categories of memberships



Full members

Organisations who operate largely or solely in the port sector.



Training providers

Training providers who offer learning and development to the ports industry.



Affiliates

Organisations who do not operate solely within the ports sector, but are committed to making ports safer.



Community

Charity, public sector or nonprofit organisations supporting the port sector.

Subscriptions run from 01 January to 31 December. All subscribers are provided with the following core services relating specifically to the ports industry. Full members also benefit from a range of working groups and data sharing.



Regular information on a wide range of topics including regulatory developments, industry guidance, health and safety performance metrics, skills and standards issues.



Free attendance at our Port Skills and Safety Members' Conference, Port Skills Group and Port Safety Group conferences and ad hoc events.



Training courses and events.



Submit an Ask Members enquiry on any safety or skills topic. Receive Safety Alerts which flag accidents and incidents to enable the onboarding of any learning or developments, and Safety and Skills Bulletins which share information relating to new developments or changes in the industry.

Fees

Fees

Subscriptions are based on the number of employees, excluding seafarers.

Full membership (companies up to 35 employees): £1,103 + VAT

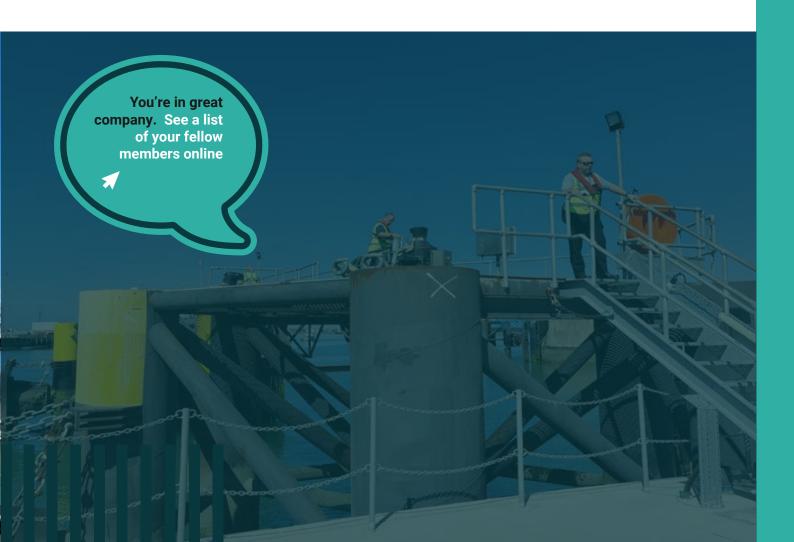
Full membership (companies with more than 35 employees): £31.50 per employee + VAT

Training providers: £650 + VAT

Affiliate members: £1,103 + VAT

Community membership: Price on application

The subscription year runs from 01 January to 31 December.





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