



March 2014

BSS Strategy 2014-18

1. Introduction

The BSS Strategy complements the NAA and takes account of any changed or predicted-changed external/internal environments and the current BSS performance levels.

The strategy identifies the integrated set of choices that will position the BSS to fully support the navigation authorities into the future.

The headline aspiration is for continuous improvement, with the BSS continuing to provide the service to the navigation authorities it does now, only more effectively and more efficiently.

During the next four year period the BSS intend to deliver the following:

- Management of boat-related risks – the BSS reporting and navigation authority decision-making process will be improved by access to more boat-related data, better risk review and assessment processes and smarter and more effective risk controls and recommendations.
- Ensuring consistent BSS examinations - within the framework of an agreed 'BSS Examiner Development Strategy' the selection, training, training course assessment, field assessment, onward monitoring and in-service training will be fully integrated and improvements monitored.
- Delivering and measuring – the increased deployment of web-based tools to help deliver, monitor and measure the above improvements will be marked.

Success in achieving the improvements will depend upon the continued positive involvement of those people involved in the operation, delivery and formulating the direction of the Scheme. There will be noticeable changes for all involved, for example with training for committee members on risk review and assessment processes, with a committee member website supporting project delivery and BSS performance-monitoring and with examiners performance being monitored and improved using Salesforce and other web-based tools.

2. The BSS Strategy 2014-18

The BSS strategy for the next four years is derived from an assessment of strengths, weaknesses, opportunities, and threats of the current approach.

The sequence below follows the NAA, because this document encapsulates the existing public statements about the BSS purpose and how that purposes is achieved. Please view this table alongside the NAA.

The implications for the BSS business plan were developed separately.

a) The legal	<u>Strategic Direction</u> – unchanged
---------------------	--

basis of the BSS	
b) The BSS purpose	<p><u>Strategic Direction</u> – incorporate non-private classes of vessels in to the NAA.</p> <p><u>Recommendations/Action</u> –</p> <ul style="list-style-type: none"> i. the Navigation Authorities through AINA determine what non-private vessel codes or other requirements apply and what, if any, risk management gaps exist that are relevant to the duties the navigation authorities have (i.e. possibly, hired unpowered vessels, workboats, floating unpowered clubs, hotel boats) - Deliverable – a position statement by end of 2014; ii. the Navigation Authorities, through AINA, take control of those Codes where ownership, and the evolution process, is unclear and if relevant, where gaps appear, develop the necessary codes – possibly in partnership. Deliverable – a position statement by end of 2014; iii. the Navigation Authorities, through AINA, decide how the separate ownership and evolution of published hire boat and small passenger boat codes sits with the parallel/corresponding BSS requirements. Deliverable – a position statement by end of 2014; iv. the Navigation Authorities, through AINA, decide how non-private classes other than hire boats are to be assessed by BSS Examiners, or compliance with navigation authority requirements otherwise verified and/or enforced - Deliverable – a position statement by end of 2014; v. amend the NAA to incorporate non-private classes of vessels in to this statement. Deliverable – amendment by end of 2014. Achieved March 2014
c) The BSS aim	<u>Strategic Direction</u> – unchanged
d) What the BSS does	<p><u>Strategic Direction</u> - improve the BSS risk management process to monitor all 'boat-related' risks; in line with NWSF principles and practises.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> i. amend the NAA to incorporate non-private classes of vessels in to this statement or develop a separate NAA covering such classes of vessel (see b. above). ii. amend point d 2) of the NAA to include the '<i>...linked to the <u>use of the vessel and its appliances, engines and associated boat systems...</u></i>'. Deliverable – NAA amendment by March 2014. Achieved March 2014 iii. add a new point 3) to the NAA and amend the first sentence to refer to three broad approaches; '<i>3) The BSS monitors all boat-related risks and reports on any trends, local hot-spots and any critical groups</i>'. Deliverable – NAA amendment by March 2014. Achieved March 2014 iv. amend accordingly, the BSS risk management process at j1 of the NAA to strengthen the reference to NWSF principles and use of WAID data. Deliverable –amendment by March 2014 Achieved March 2014
e) BSS values and vision	<p><u>Strategic Direction</u> - make the BSS open and accessible to all UK navigation and harbour authorities.</p> <p><u>Actions</u></p> <ul style="list-style-type: none"> i. Add new 6th bullet at e) – '<i>making the BSS open and accessible to all UK navigation and harbour authorities</i>'. Deliverable – NAA amendment by March 2014. Achieved March 2014

	<ul style="list-style-type: none"> ii. formulate a plan to promote the BSS to the Lake District and Loch Lomond (& others) and implement it. Deliverables – implementation by end of 2014, all navigation authorities participating by end of 2018.
f) Ensuring effective and efficient decision making	<p><u>Strategic Direction</u> –</p> <ul style="list-style-type: none"> i. to further improve effective and efficient decision making through task-based and process-based methods and using an enhanced focus on the evidence of risk; ii. to further improve the ‘<i>management review</i>’ aspect of the committees monitoring BSS performance against agreed activity and performance measures.
	<p><u>Actions</u></p> <ul style="list-style-type: none"> i. introduce the use of a web-based tool to support committee members consider, deliberate and explore work topics and develop recommendations, monitor BSS performance against agreed targets/benchmarks; with increased timeliness and effectiveness. Deliverable – facility trialled up to June 2014 and fully implemented by end of 2014; ii. introduce new committee member Terms of Reference to support the new ways of working at i. immediately above and to emphasise the enhanced risk-review role of BSSTC and the enhanced performance monitoring role of BSSAC. Deliverable – fully implemented by end of 2014; iii. further develop data sets to support committee recommendations/performance monitoring. Deliverable – subject to continuous improvement; iv. the Scheme’s key processes and procedures are published on the committee member’s website and subject to periodic review by BSSAC. Deliverable – fully implemented by end of 2014; v. provide BSSTC and BSSAC members with enhanced risk review and assessment capabilities. Deliverable – fully implemented by end of 2014; vi. carry-out an EFQM quality management audit in order to benchmark the BSS quality management approach and to underpin a review of the <i>BSS Quality Management Commitment</i>. Including an assessment of how IT can be used to support BSS performance monitoring. Deliverable – fully implemented by end of 2015.
g) Governance through the BSS Management Committee	<p><u>Strategic Direction</u> – unchanged</p>
h) Delivering effective and efficient business planning	<p><u>Strategic Direction</u> – To ensure that the BSS business plan supports an agreed BSS strategy.</p>
	<p><u>Actions</u> –</p> <ul style="list-style-type: none"> i. amend the first sentence of h) as follows. ‘The <i>BSS Business Plan</i> is produced on a four year rolling basis <u>in support of an agreed BSS strategy.</u>’ Deliverable – NAA amendment by March 2014. Achieved March 2014 iii. amend the paragraph numbered 2 at h) as follows. ‘The aim is for the BSS to cover its own costs, however any shortfall will be divided equally between <u>Canal & River Trust</u> British Waterways and the Environment Agency <u>and as will any net excesses will be used in support of boat-related safety initiatives.</u>’

	Deliverable – NAA amendment by March 2014. Achieved March 2014
i) The BSS Office performance objectives	<u>Strategic Direction</u> – <ul style="list-style-type: none"> i. safeguard the continuity of BSS operation by preparing to minimise the impact individual or multiple BSS team members’ leaving/retiring/absent due to illness. ii. develop BSS Office team skillsets to match the strategy, specifically, Salesforce CRM, risk management and examiner development capabilities.
	<u>Actions</u> – <ul style="list-style-type: none"> i. develop the BSS Office resilience plan to counter the threat to the Scheme’s continuity presented by the age profile of the team and any other threats. Deliverable – BSS Resilience Plan in place by March 2014. ii. plan the necessary up-skilling of team members to meet strategic direction. Deliverable – BSS Office up-skilling costs to be included in the draft BSS Business Plan by December 2013.
j) Focussing on continual improvement the BSS Core Processes	<u>Strategic Direction</u> – <ul style="list-style-type: none"> i. fully integrate the selection, training, training course assessment, field assessment, onward monitoring and new/refresher training of BSS Examiners within a ‘<i>BSS Examiner Development Strategy</i>’; ii. the strategic direction identified at d) above is also relevant here; iii. deploy Salesforce tools to support the strategy.
	<u>Actions</u> – <ul style="list-style-type: none"> i. develop an agreed ‘<i>BSS Examiner Development Strategy</i>’ Deliverable – in place by end of 2014. ii. linked to i) immediately above, use Salesforce as a primary delivery tool – for BSS examiner performance monitoring and for delivering e-learning. Deliverable – continuous improvement supported by the BSS Business Plan – Salesforce e-learning platform by end of 2014; iii. further improve the <i>BSS Minimising Risk Process</i> as described at d) and f) above. Deliverable – NAA amendment by March 2014; iv. linked to iii) immediately above, use Salesforce as a primary delivery tool – for recording boat-related incidents Deliverable – continuous improvement supported by the BSS Business Plan – two-way upload/download of data between BSS and WAID databases by end of Summer 2014.
k) Joint commitment between BSS and the participating navigation authorities	<u>Strategic Direction</u> – as outlined at b) above
	<u>Actions</u> – as outlined at b) above