

Bristol Harbour Strategy

2026–2031



 **Bristol**
 **Harbour**

Our vision is to secure Bristol Harbour's future as a thriving, self-sustaining harbour and waterfront that blends heritage, commerce, leisure and innovation for the benefit of all.

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◀ Bristol Harbour





Foreword

Bristol Harbour is the one of the city's most iconic and celebrated places and is one of the most distinctive and historical harbours in the UK. It spans approximately 80 acres and stretches across seven miles, making it the UK's largest floating harbour. The Harbour is home to diverse communities, thriving businesses, cultural opportunities and significant places for nature.

The Harbour's long history is rich and characterised by stories of regeneration, innovation and development. We want to continue in this spirit by seizing the opportunity to modernise the Harbour to make it more accessible and enjoyable to all. All the while, we know that generating enough income to keep the Harbour well run and protecting and improving the Harbour's ageing infrastructure will be a challenge.

That is why we have developed a new Harbour Strategy to give us a clear focus on how we will reach our vision for securing a future as a thriving, self-sustaining harbour and waterfront that blends heritage, commerce, leisure and innovation for the benefit of all.



The strategy sets out our priorities for reaching this vision and sets out clear action for how we will work with businesses, communities and investors to make the Harbour a more sustainable, resilient and enjoyable place for everyone. It is clear about how we'll make progress year-on-year, and will be supported by a more detailed business plan.

This plan is both ambitious and practical, meaning we can have confidence in tackling the current financial deficit the Harbour is facing, making it ready for the future and able to significantly contribute to the city's wider economic, social and environmental goals.

As Chair of the Harbour Committee, it is my duty to ensure that the Harbour is preserved and supported, both now and in the future. It's my ambition to ensure that we work closely with partners and communities to reach our vision for the Harbour and ensure that it can be accessed and enjoyed by all Bristolians and those who visit from outside the city.

Councillor Andrew Brown

Chair of Bristol City Council Economy and Skills Policy Committee and Chair of the Harbour Committee



Our strategy



Our Vision:

To secure Bristol Harbour's future as a thriving, self-sustaining harbour and waterfront that blends heritage, commerce, leisure, and innovation for the benefit of all.

Our Mission:

To revitalise and manage the Harbour in a way that promotes growth, enhances public benefit, and delivers long-term financial stability through revenue generation, strategic partnerships, innovation, sustainability and community engagement, while at the same time, shaping Bristol Harbour into a world-class destination that celebrates its heritage.

Our Priorities:

- **Achieve financial sustainability and revenue growth:** Eliminate the annual deficit and establish a self-funding operating model by 2031.
- **Maintain, develop and improve Harbour infrastructure and operation:** Improve facilities to enhance people's experience and increase visitor numbers. Encourage and support marine skills and businesses, increase water activities and access to them, as well as welcoming a wide variety of vessels from across the world.
- **Secure an environmentally sustainable and resilient future:** Ensure the Harbour is prepared for the future, resilient against flood risk and able to contribute to the city's climate and nature goals.
- **Grow tourism, leisure and events portfolio:** Increase footfall and seasonal engagement to support the local economy.
- **Promote Bristol Harbour's profile:** Raise the local, national, and international profile of Bristol Harbour as a vibrant, accessible destination through targeted promotion, place branding, and stakeholder engagement.
- **Strengthen relationships with stakeholders:** Build transparent and inclusive governance with proactive community and business engagement.
- **Embrace green technologies:** Work towards transforming Bristol Harbour into a sustainable port that leverages green technologies to reduce environmental impact, enhance operational efficiency, and support the transition to a low-carbon maritime economy.
- **Strengthen safety and regulatory compliance:** Strengthen the existing Safety Management System to ensure regulatory compliance, minimise risk, and foster a culture of accountability and continuous improvement, supporting operational resilience and protecting the organisation and stakeholders' reputation.

Our Core Values:

Stewardship

Safety

Financial responsibility

Community and collaboration

Innovation and progress

Environmental sustainability

Accessibility and inclusion

Integrity and accountability



Context



Context



What is the Harbour?

The Harbour spans approximately 80 acres and stretches around seven miles inland from the tidal entrance at Cumberland Basin to Hanham Quay, incorporating an extensive network of waterways that now reach all the way to Portishead via the River Avon. As the largest floating harbour in the UK, it is notable not only for its size but also for its unique engineering.

The term “Floating Harbour” refers to its design, which uses lock gates to isolate the Harbour from the River Avon’s extreme tidal fluctuations enabling vessels to always remain afloat, regardless of the tide. This feature is especially significant in Bristol, which experiences the second highest tidal range in the world, with fluctuations of up to 13 metres between high and low tides.

This immense variation, combined with the scale of the Harbour, presents both operational challenges and opportunities in terms of infrastructure, access, and navigation.

The Harbour Authority owns a substantial property estate comprising the quayside and much of the surrounding land. This property portfolio is income producing and let to a wide range of tenants. The Harbour also plays an important role in flood prevention.



• The Harbour's history

- 1765** ■ John Smeaton first proposed a scheme for a non-tidal harbour in Bristol
- 1802** ■ Civil engineer William Jessop developed the design of the Floating Harbour
- 1804** ■ Construction of the Floating Harbour began and was completed in 1809
- 1843** ■ SS Great Britain was built and launched from Bristol Harbour
- 1863** ■ The Harbour's first railway line was built
- 1877** ■ The Avonmouth Dock first opened, contributing to the decline of the Bristol Harbour as an active commercial docks
- 1971** ■ Bristol City Docks Bill – closure to commercial shipping. First Bristol Harbour Festival takes place
- 1975** ■ The Harbour stops operating as a commercial docks
- 1988** ■ The tobacco-bond warehouses are demolished to make way for what is the present-day Bristol Amphitheatre and Waterfront Square
- 2000** ■ We The Curious (formerly @Bristol) opens for the first time
- 2011** ■ The M Shed Museum opens for the first time
- 2017** ■ Spanning 91m, Castle Bridge opens, linking Finzels Reach and Castle Park for pedestrians and cyclists
- 2020** ■ Black Lives Matter protesters pull down the statue of Edward Colston, throwing it into the Harbour
- 2023** ■ Fire, determined to be arson, destroys boats and a maintenance shed at the historic Underfall Yard on the Harbour
- 2024** ■ Application made to the Marine Management Organisation (MMO) for Bristol City Docks and Portishead Pier Harbour Revision Order (HRO)
- 2024** ■ Two planted floating islands are installed in the Harbour at Capricorn Quay as wildlife-enhancing features during the Festival of Nature
- 2025** ■ Bristol City Council approves a long-term "Place Shaping Strategy" for the Harbour, setting out visions for sustainability, flood resilience, biodiversity, and inclusive community engagement
- 2025** ■ HRO consultation period undertaken



Current position

Bristol Harbour is a distinctive asset with unique locational advantages. It is centrally positioned at the heart of Bristol and is vital to the city's cultural, recreational, and urban fabric. As a place to live, work and play, it holds unrealised potential. However, the Harbour faces a range of operational and strategic challenges, namely:

Ageing infrastructure and high maintenance costs

Much of Bristol Harbour's infrastructure – such as quay walls, lock gates, pontoons, and utilities – have suffered from a lack of routine maintenance. Ageing assets are increasingly costly to maintain, prone to failure, and pose risks to safety, operability, and resilience. A lack of historical investment has resulted in more costly repairs being required and risks funding for other infrastructure in the city being diverted. A clear investment plan, supported by multi-year funding, strategic partnerships, and prioritisation of critical assets is essential to secure the Harbour's long-term functionality, sustainability, and contribution to the city's economy and identity.



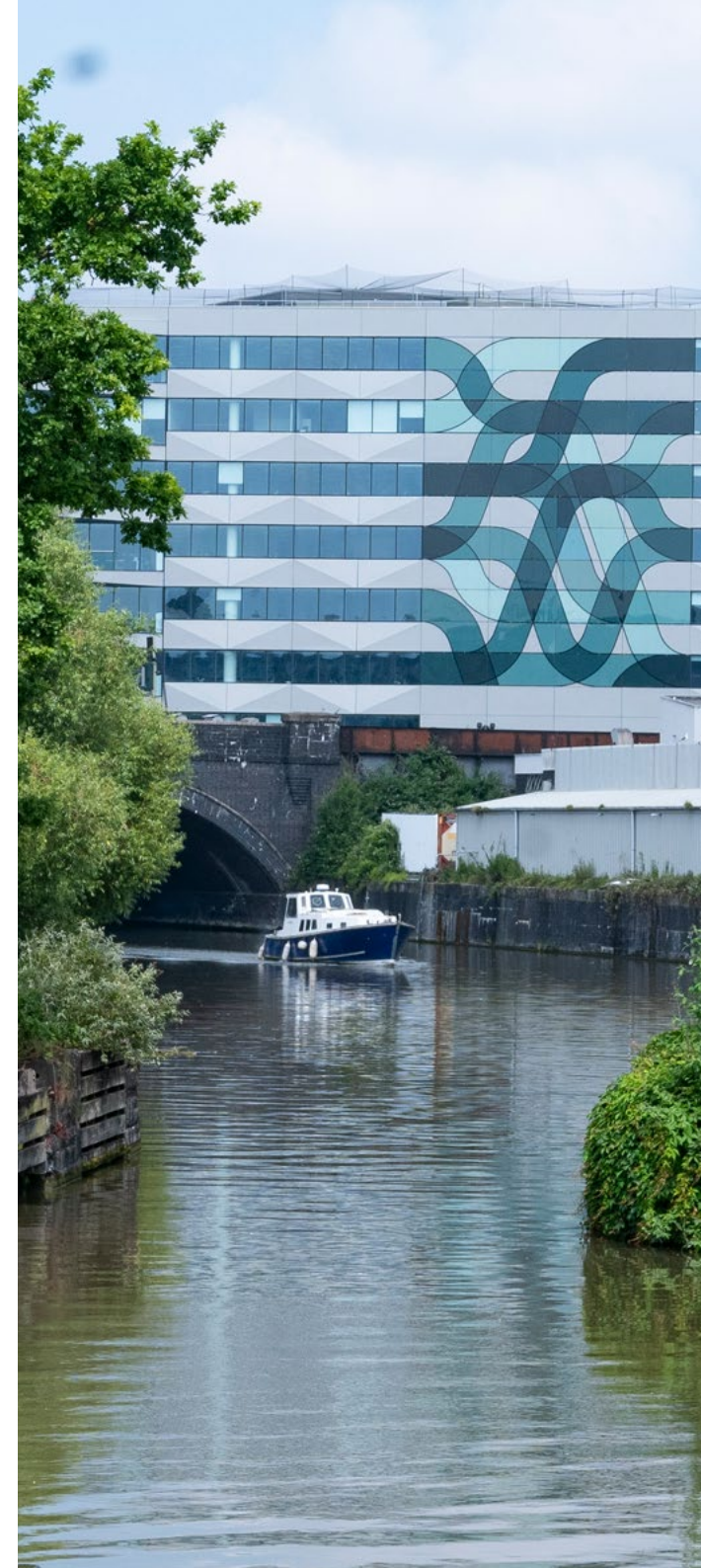
Increased cost and funding gaps

The combination of the Harbour’s ageing infrastructure, the increased cost of operating and the under utilising of the Harbour’s commercial potential has led to a financial deficit which must be addressed. Developing new and existing commercial opportunities will help the Harbour to become financially sustainable and support our ambitious goals to modernise infrastructure. We must also make sure that any commercial developments are undertaken in balance with the Harbour being accessible and enjoyable for the diverse communities who use it on a daily basis.

Direction

There is increasing recognition that the Harbour and its estate are a major asset to Bristol. Considering this, this strategy has been developed to ensure we are collaborating across different departments such as the economic development and regeneration services to ensure major strategic projects such as the Western Harbour, Temple Quarter, Harbour Place Shaping and the Bristol Flood Strategy align with that of the Harbour Strategy and all are working together for the benefit of both the Harbour and the residents of Bristol.

A clear direction is essential, foremost to this is the requirement for the Harbour to operate on a commercial basis to guide its evolution as a vibrant, financially sustainable, and inclusive asset for the city.



Limited marketing and brand visibility

Bristol Harbour currently lacks a targeted marketing strategy to attract visiting boaters, both from the UK and further afield. Despite its unique mix of heritage, city-centre access, and cultural offerings, the Harbour is not widely promoted as a boating destination and is not always made accessible to potential users. This limits potential visitor numbers, short stays, and associated economic benefits. A focused outreach and branding effort supported by digital navigation platforms, marinas, and boating networks is needed to position Bristol Harbour as a welcoming, well-equipped stop for leisure, live aboard and touring vessels.

Challenging regulatory regime

Harbours in the UK operate within a complex and evolving regulatory landscape, spanning environmental protection, navigational safety, heritage preservation, planning law, and flood risk management. These overlapping frameworks often governed by multiple agencies such as the Marine Management Organisation (MMO), Department for Transport. (DfT) Environment Agency (EA) etc, in addition to Bristol City's Council internal committee and leadership structure can create delays, uncertainty, and administrative burden for both harbour authorities and external stakeholders.



Social value tensions

Bristol Harbour serves a wide range of social, cultural, and economic purposes, from recreation and tourism to heritage, housing, and transport. However, competing priorities often create tensions between different user groups and stakeholders, which can be detrimental to commercial operations. While the Harbour is unable to apply social value in the same way as the wider council, we will work with tenants where these tensions exist to support a positive outcome for both parties wherever possible.

Recent leadership change that opens opportunities for reset and reform

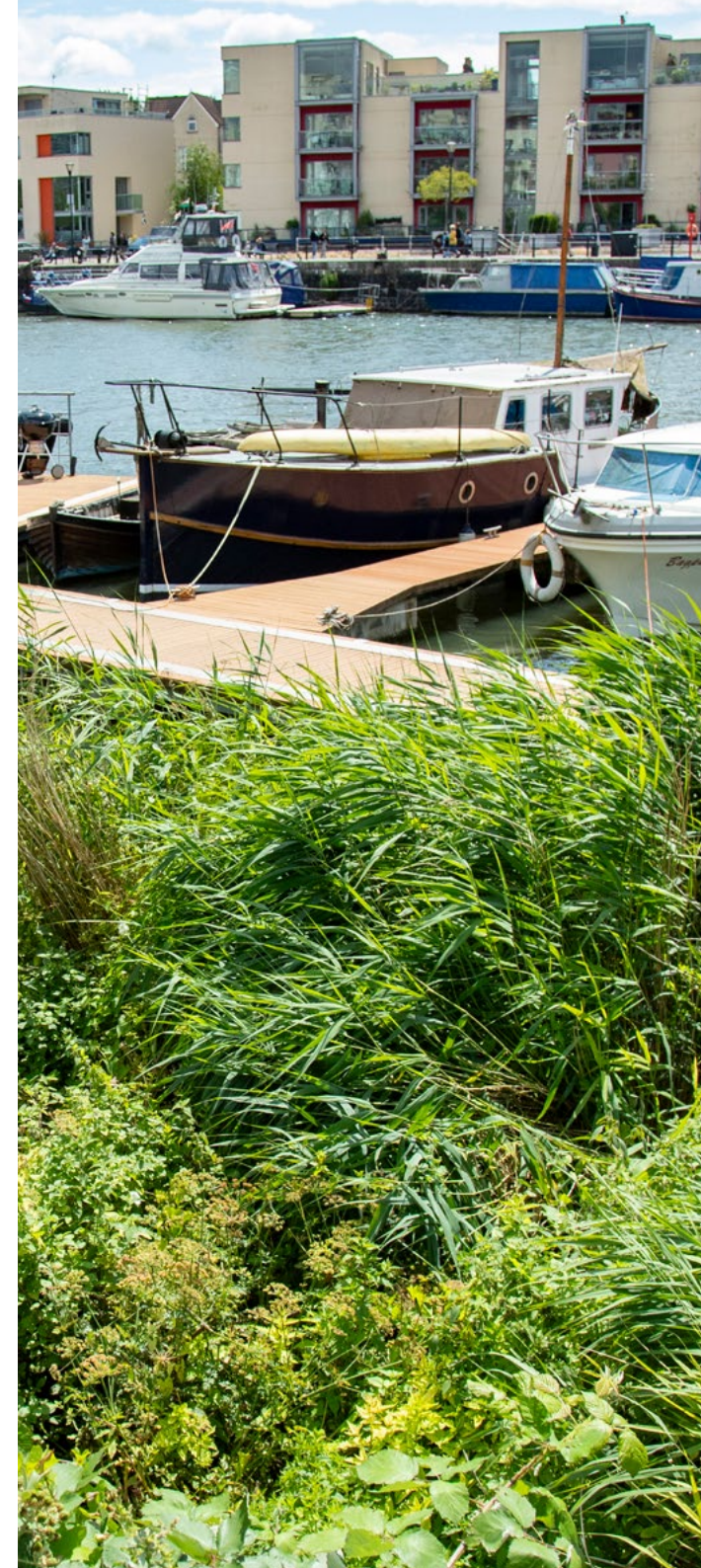
A recent change in Bristol Harbour Authority's leadership presents a timely opportunity to reassess and renew the strategic direction of Bristol Harbour. Fresh leadership brings the potential to break from legacy constraints, challenge existing assumptions, and introduce new thinking.

This moment of transition can be used to foster stronger collaboration across stakeholders, streamline decision-making, and drive forward long-needed reforms that better align the Harbour's operations with Bristol's broader ambitions for climate action, inclusive growth, and place-making.

Strategic fit

The objectives and plans within this Strategy have been guided by looking at the evidence in front of us, but have also been developed because they support the delivery of other key strategies for the city and region.

The One City Plan outlines a city-wide vision for Bristol becoming a 'fair, healthy and sustainable city. A city of hope and aspiration, where everyone can share in its success'.



The council's Corporate Strategy 2025–2030 includes several objectives which this strategy meets directly, including:

- Maintain essential city infrastructure for safety, longevity and accessibility.
- Build a fair, green and thriving city economy.
- Ensure all parts of Bristol have high quality and safe public spaces that meet the needs of their communities.
- Reduce carbon emissions and drive progress towards Bristol becoming a carbon neutral city.
- Improve the resilience of Bristol's people and places to the impacts of climate change.
- Improve the management of land, water and buildings in the city for nature.

The Bristol Harbour Place Shaping Strategy sets out a twenty-year plan for regenerating the area and enabling the delivery of new homes. The Harbour Strategy is more operationally focused and short-term, but will be vital to ensuring the right conditions for delivering longer-term change.

The Bristol Avon Flood Strategy is a multi-million pound investment plan for protecting the wider city region from the impacts of flooding. The infrastructure improvements we highlight in this strategy are critical to meeting the aims of the wider flood strategy.





Core Values



Core Values

Stewardship

We will strive to protect Bristol’s maritime heritage, Harbour and waterfront for future generations through responsible and sustainable management. We will also encourage and support marine skills and businesses, increase water activities and access to them, as well as welcoming a wide variety of vessels from across the world.

Safety

We are committed to maintaining the highest standards in safety, operations, and service delivery across all harbour activities, as defined in the relevant codes of safe working practices.

Financial responsibility

We will manage both the water and the land assets of the Dock’s Estate in a financially sustainable manner, maximising revenue opportunities and income generation in addition to supporting a variety of maritime and shore-side activities.

Community and collaboration

We will foster strong partnerships with residents, businesses, and stakeholders, land and water based, ensuring inclusive growth and shared success.

Innovation and progress

We will embrace innovation in infrastructure, environmental practices, and digital systems to shape a modern and resilient Harbour.

Environmental sustainability

We will lead with a deep respect for the environment, championing clean energy, conservation, and climate adaptation.

Accessibility and inclusion

We will strive to ensure that the Harbour is welcoming, inclusive, and accessible to all regardless of age, ability, or background.

Integrity and accountability

We will act with transparency, professionalism, and responsibility in all our decisions and operations.



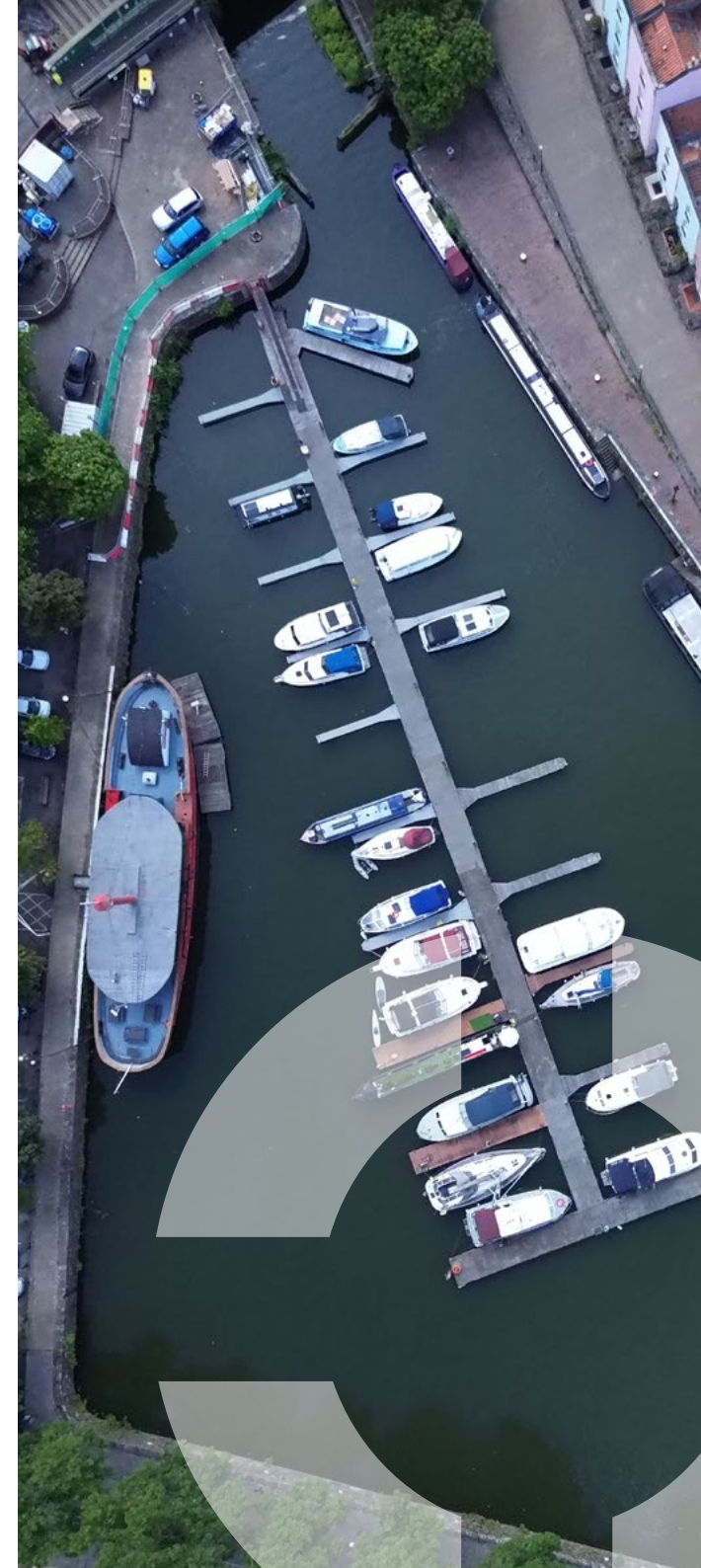
Strategic Priorities



Strategic Priorities

The following are Bristol Harbour's strategic priorities:

- Achieve financial sustainability and revenue growth
- Maintain, develop and improve Harbour infrastructure and operation
- Secure an environmentally sustainable and resilient future
- Grow tourism, leisure and events portfolio
- Promote Bristol Harbour's profile
- Strengthen relationships with stakeholders
- Embrace green technologies
- Strengthen safety and regulatory compliance



Priority: Achieve financial sustainability and revenue growth

Objective:

Eliminate the annual deficit and establish a self-funding operating model by 2031.

Key Initiatives for the Harbour

We will:

- Undertake a study to determine market demand for moorings in Bristol Harbour by vessel type / floating structure, and harbour location.
- Upon receipt of that study, review and if required, restructure Harbour tariffs, mooring fees, and licensing.
- Increase the number and type of moorings in line with projected demand.
- Review the conditions of the moorings waiting list.

- Explore the potential of introducing vessel moorings, or other structures for Temple Backs and the Feeder Canal leading to Netham Lock.
- Work with the Western Harbour Development team and Temple Quarter to identify sustainable commercial opportunities.
- In conjunction with [AND London](#) prepare a commercial prospectus for the Harbour, seeking expressions of interest that align with the Harbour Place Making Strategy and generate income.
- Carry out a sustained marketing and promotion campaign to stimulate Bristol Harbour as a destination for boaters as well as visitors.
- Offer consultancy services, particularly in marine and engineering.
- Employ a Business Development Manager.

Key Initiatives for the Dockside

We will:

- Optimise asset use and return through improved property management obtaining best value / return on investment in line with the Harbour's statutory obligations.
- Proactive lease management.
- Adopt a preference for annual income over capital receipts.
- Implement a program of planned maintenance.
- Work with current tenants / owners to improve properties by strategic partnership.
- Adopt a new Property Asset Management System.
- Undertake an infrastructure audit of harbour related assets, clarifying ownership and responsibilities.

- In conjunction with the Commercial Prospectus, maximise the use of underutilised spaces within the Harbour estate, by unlocking potential revenue streams, in those areas which lend themselves to such an opportunity.
- Explore the opportunity to increase revenue by charging for parking in certain areas.
- Invest in dock properties to meet upcoming legislative changes (EPC certification requirements).

Measures of success:

- Increased income generation across marine, property, parking, events, and consultancy.
- Reduction in operating deficit.
- Return on Investment (ROI) across key initiatives.



Priority: Maintain, develop and improve Harbour infrastructure and operations

Objective:

Improve facilities to enhance people's experience and increase visitor numbers.

Key Initiatives

We will:

- Conduct an estates audit to identify underutilised assets.
- Develop mixed-use spaces combining residential, commercial, and leisure functions.
- Attract sustainable investment for redevelopment aligned with city planning policies.
- Collaborate with the Environment Agency to monitor and help improve water quality.
- Maintain public access and protect heritage features.
- Aim to carry out strategic improvements to facilities and services that will enhance, leisure, sport, restorative and transport use of the water.
- Seek to secure capital funding and invest in Harbour infrastructure, including the upgrading of lock gates and other essential harbour infrastructure.
- Wherever possible, upgrade pontoons, access ramps, and amenities in addition to the supply of electricity and waste disposal. This will be in a planned program of work that is outlined in our annual service plan, in addition to the five year Business Plan.
- Improve lighting, signage, CCTV and safety measures, where practical.
- Enhance digital infrastructure including online booking and information systems.

Measures of success:

- Customer satisfaction measures.
- Reduction in frequency of emergency repairs.
- Planned maintenance completion rate.



Priority: Secure an environmentally sustainable and resilient future

Objective:

Ensure the Harbour is prepared for the future, resilient against flood risk and able to contribute to the city's climate and nature goals.

Key initiatives for accessibility and quality

We will:

- Maintain clear, well-marked navigation routes in the Harbour.
- Regularly inspect navigation aids.
- Undertake a regular dredging campaign to ensure minimum safe depths in the Harbour.
- Collaborate with the Environment Agency to monitor and improve water quality.
- Continue to regulate the Harbour to ensure safety to all users, boaters and the public alike.

- Work with others to address sources of urban runoff and pollutants entering the Harbour.

Key initiatives for flood defence

We will:

- Align Harbour activities with the goals of the Environment Agency, Bristol City Council, and West of England Combined Authority on flood risk.
- Support the phased implementation of the Bristol Avon Flood Strategy to withstand future sea-level rise.
- Participate in strategic flood forums and contribute local and marine knowledge, as well as monitoring data.
- Support coordinated investment and grant applications for shared infrastructure improvements.

Key initiatives for climate and nature

We will:

- Aim to implement sustainable energy solutions (e.g. solar lighting, EV charging and water source heat pumps).
- Introduce effective waste management systems.
- Support biodiversity through habitat creation and water quality improvement.
- Work with our commercial tenants and neighbours to reduce plastic and waste entering the Harbour.

Measures of success:

- Reduction in accidents and near misses.
- Improvement in water quality.

Priority: Grow tourism, leisure and events portfolio

Objective:

Increase footfall and seasonal engagement to support the local economy.

Key Initiatives

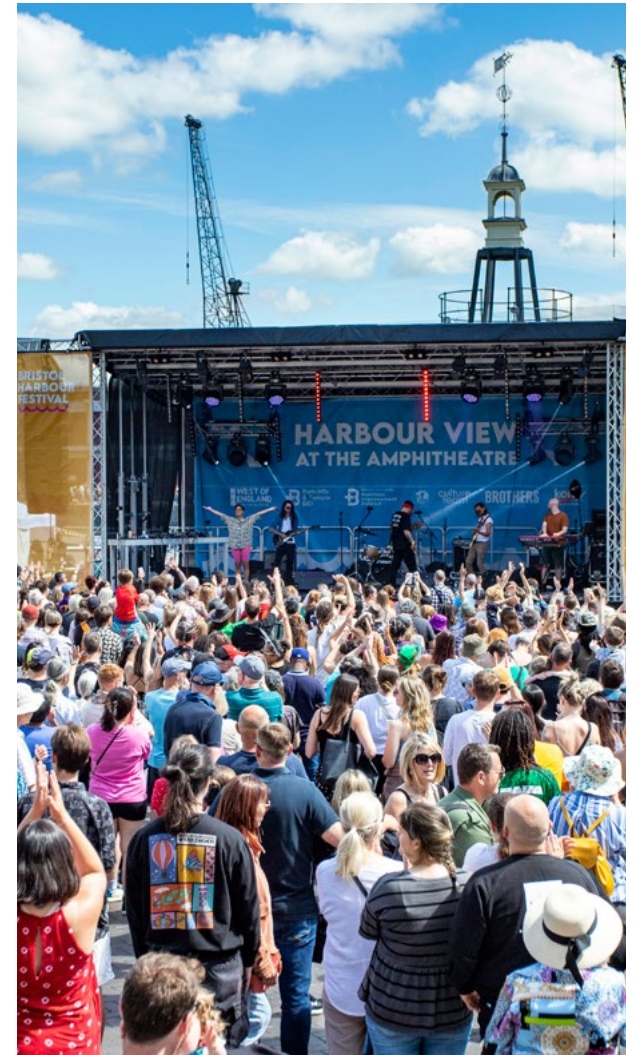
We will:

- Establish a calendar of events including boat shows, regattas, and music festivals.
- Promote Bristol Harbour and its estate through Visit West and Visit Bristol.
- Work with relevant organisations to expand the events calendar to make the Harbour a year-round destination, increasing footfall and secondary spending.

- Work with relevant organisations to increase the events and filming calendar.
- Partner with local cultural institutions to programme waterfront exhibitions and performances.
- Work with relevant organisations to introduce family-focused attractions and temporary installations.
- Support new hospitality ventures and tourism packages.
- Promote Bristol Harbour and its estate through Visit West and their Visit Bristol channels.

Measures of success:

- An increase in events.
- Increase in tourists to the Harbour.



Priority: Promote Bristol Harbour's profile

Objective:

Raise the local, national, and international profile of Bristol Harbour as a vibrant, accessible destination through targeted promotion, place branding, and stakeholder engagement.

Key initiative

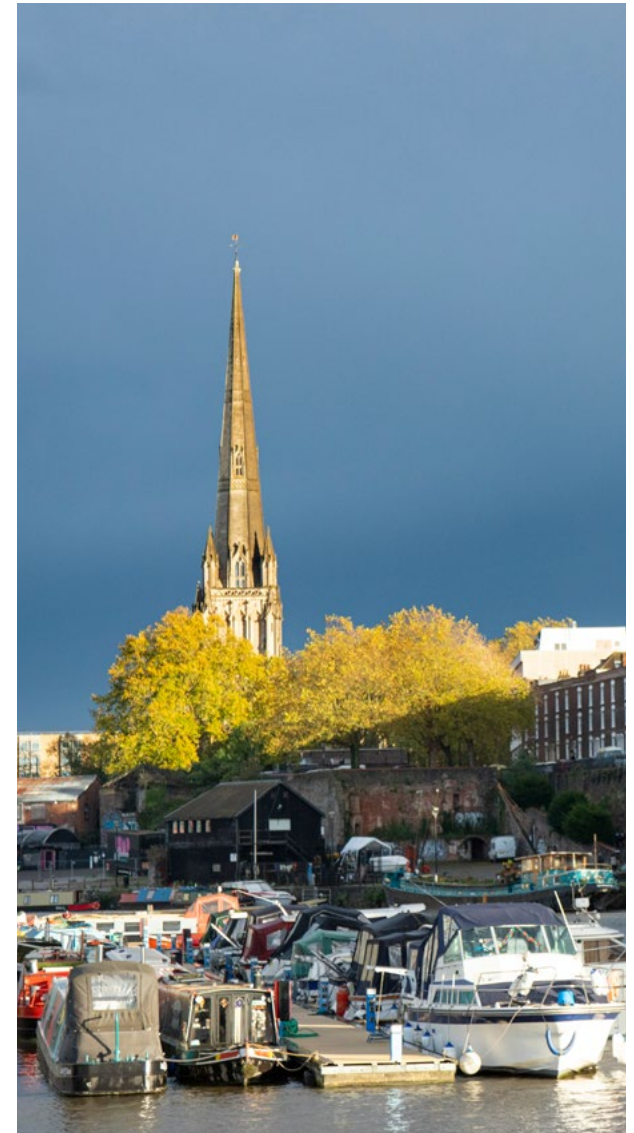
We will:

- Build a cohesive Bristol Harbour Brand that reflects its unique mix of history, innovation and community life.
- Develop a marketing strategy along with dedicated promotional campaigns aimed at all boaters, marine tourists and waterfront users.
- List the Harbour on marine navigation and cruising apps, such as Navily, Noonsite, etc, with clear updated information on moorings, services and amenities.

- Encourage the establishment of ships chandlery and other maritime industries.
- Work with marine leisure trade organisations, tourism bodies and regional boating networks to raise visibility.
- Unify the Harbour's digital presence, including a modern user-friendly website and active social media channels as well as a Harbour Master's newsletter.

Measures of success:

- Moorings occupancy rates.
- Number of visiting vessels annually.
- Number of marine industries established



Priority: Strengthen relationships with stakeholders

Objective:

Build transparent and inclusive governance with proactive community and business engagement

Key Initiatives

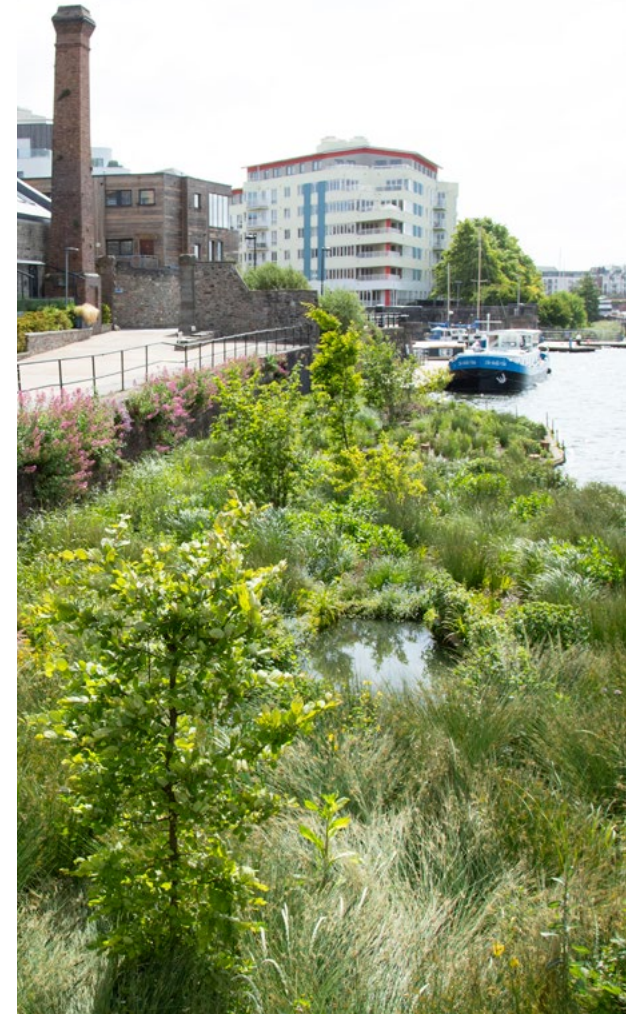
We will:

- Review the terms of reference of the current Stakeholders Group to ensure that the safety, welfare and sustainability of the Harbour is its core focus.
- Align Harbour projects with the One City Plan, City Leap and regional economic strategy, where appropriate.
- Undertake open and transparent investment in docks and maritime estate infrastructure through a five year business plan.

- Building on the collaborative relationship developed with the West of England Mayoral Combined Authority through the Capricorn Quay projects, exploit further opportunities to build climate resilience and nature recovery into our Harbour development plans.
- Adopt an open and transparent approach to investment in our infrastructure, docks and marine estate through a five year business plan.
- Foster educational outreach, work experience and volunteering opportunities.

Measures of success:

- Increased number of communities and groups engaged with.



Priority: Embrace green technologies

Objective:

Work towards transforming Bristol Harbour into a sustainable port that leverages green technologies to reduce environmental impact, enhance operational efficiency, and support the transition to a low-carbon maritime economy.

Key initiatives

We will:

- Employ an Ecological Officer. To lead in the day-to-day delivery of nature conservation and recovery and ecology advice on behalf of the council for development management and planning policy. This includes the implementation of biodiversity net gain, inputting into local plan preparation and wider regional nature recovery projects.

- Aim to provide electric charging stations for both marine and land-based vehicles.
- Aim to transition Harbour facilities and vessels to renewable electricity and green technologies, where feasible.
- Invest in green energy and environmentally resilient infrastructure to align with funding opportunities and public demand.

Measures of success:

- Ecological officer appointed.
- Delivery of annual ecological improvement plan.
- Biodiversity Enhancement:
 - Habitat Restoration
 - Pollution Reduction
 - Ecosystem Health



Priority: Strengthen safety and regulatory compliance

Objective:

Strengthen the existing Safety Management System to ensure regulatory compliance, minimise risk, and foster a culture of accountability and continuous improvement, supporting operational resilience and protecting the organisation and stakeholders' reputation.

Key initiatives

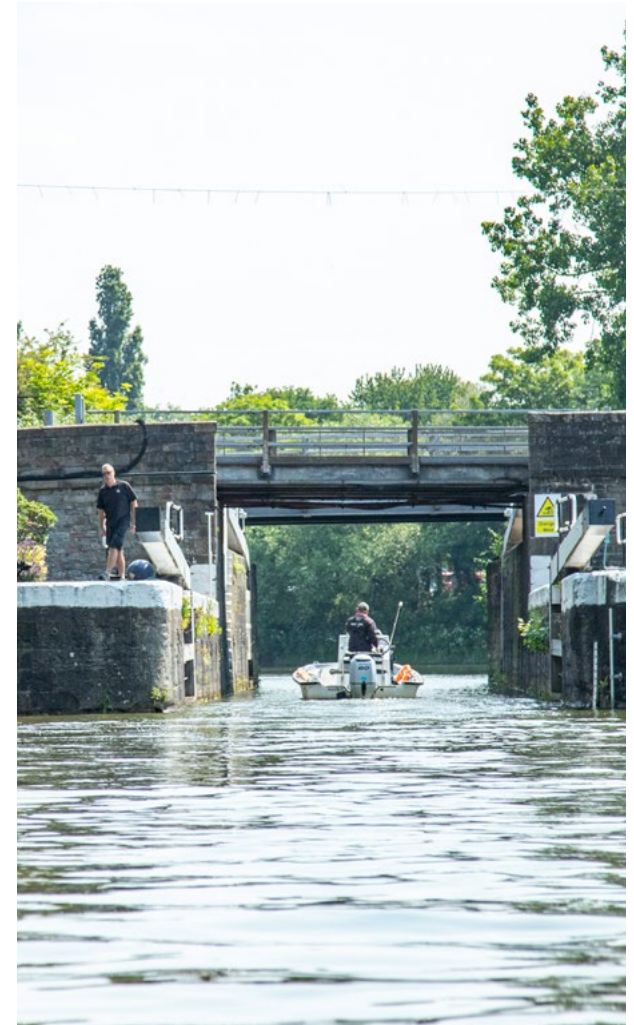
We will:

- Conduct regular safety audits and compliance reviews to identify gaps, ensure adherence to codes of practice, regulations, and continuously improve safety practices such as the Port and Marine Facilities Safety Code.

- Enhance Incident and Near Miss Reporting by improving systems for reporting, tracking, and analysing incidents and near misses to proactively address hazards and prevent recurrence.
- Integrate Safety into Operational Planning and Risk Management by embedding safety considerations into project planning, procurement, and operational risk assessments to ensure proactive hazard mitigation.

Measures of success:

- Reduction in accidents and near misses.
- Port and Marine Facilities Safety Code compliance status.
- Timeliness of defect reporting and resolution.





Delivery timeline



Delivery timeline: 2026–2031

2026: Activation

- Mooring study demand completed.
- Havenstar / interactive mapping tool updated.
- Launch Harbour brand and digital listings (Navily, Noonsite).
- Begin reviewing tariff structures.
- Audit / review estates and moorings.
- Implement a property asset management system.
- Begin marketing campaigns.
- Employ a Business Development Manager.
- Continue stakeholder refresh.
- Commercial prospectus launched, prospective tenant engagement increases.
- Secure early funding bids for flood defence
- Produce a five year planned property maintenance and energy performance strategy.

Expected impact

Low-moderate: boosts to visitor traffic, brand awareness, and short-term berth usage.

2026–2027: Early returns

- Restructure mooring tariffs and fee schedules.
- Begin charging for underutilised parking areas.
- First seasonal event income.
- Property lease renegotiations continue.
- Start Temple Backs and Feeder Canal mooring projects.
- Employ an Ecological Officer.

Expected impact

Moderate: visible uplift in marine revenue, initial estate monetisation.

2027–2028: Scale up

- Event and filming calendar grows.
- First development agreements from Place Making areas.
- Expand mooring capacity and amenities based on study results.
- Begin redevelopment of key underused land parcels.
- Implement key Harbour defence upgrades (gates, tidal barriers).

Expected impact

Solid growth in marine income and early estate development deals.

2027–2028: Continued scale-up

- Anticipated operation of new moorings (including Temple Backs and Feeder Canal).
- Waterfront Place and key parcels of land are under redevelopment or leased.
- Expand mooring capacity until fully utilised.
- Increase consultancy service contracts (e.g. engineering, marine advice).
- Increase estate-based commercial revenue.
- Develop green infrastructure project pipeline for future grants.

Expected impact

Strong income: multi-stream revenue begins to stabilise deficit.

2029–2030: Stabilisation

- Strong events income from year-round calendar
- Full implementation of parking, lease returns, and green incentives

Expected impact

Steady income: operating deficit nearly eliminated; most income lines stable or growing

2031 Self-Funding achieved

- Review of financial model confirms balanced operational budget
- Mature, diversified income across marine, dockside, events, green tech, and consultancy
- Creation of Harbour reserves to address urgent infrastructure and/or investment needs.

Expected impact

Self-sustaining model achieved: excess revenue reinvested or banked for capital reserves.



Governance

Bristol City Council oversees the Bristol Floating Harbour, with operational management delegated to the Bristol Harbour Authority. Governance is supported by a dedicated Harbour Committee, comprising five elected members and four co-opted members who bring external expertise and stakeholder perspectives.

While the Harbour Committee currently functions in an advisory capacity, formal decision-making authority resides with the council's Economy and Skills Committee.

This governance structure ensures that Harbour management aligns with broader city objectives, such as economic development, tourism, sustainability, and community engagement. The Harbour Committee plays a key role in scrutinising performance, informing strategic direction, and ensuring transparency and accountability in Harbour operations.

There is ongoing discussion about strengthening the governance model to enhance long-term planning, stakeholder involvement, and operational autonomy. A proposal currently under consideration is to grant the Harbour Committee sole decision-making powers thereby expanding the committee's remit and its membership numbers, to improve responsiveness and agility in Harbour development and management.

Bristol City Council will work with the Harbour Committee to deliver the ambitions of this strategy, and will review progress every six months over the five-year period.

