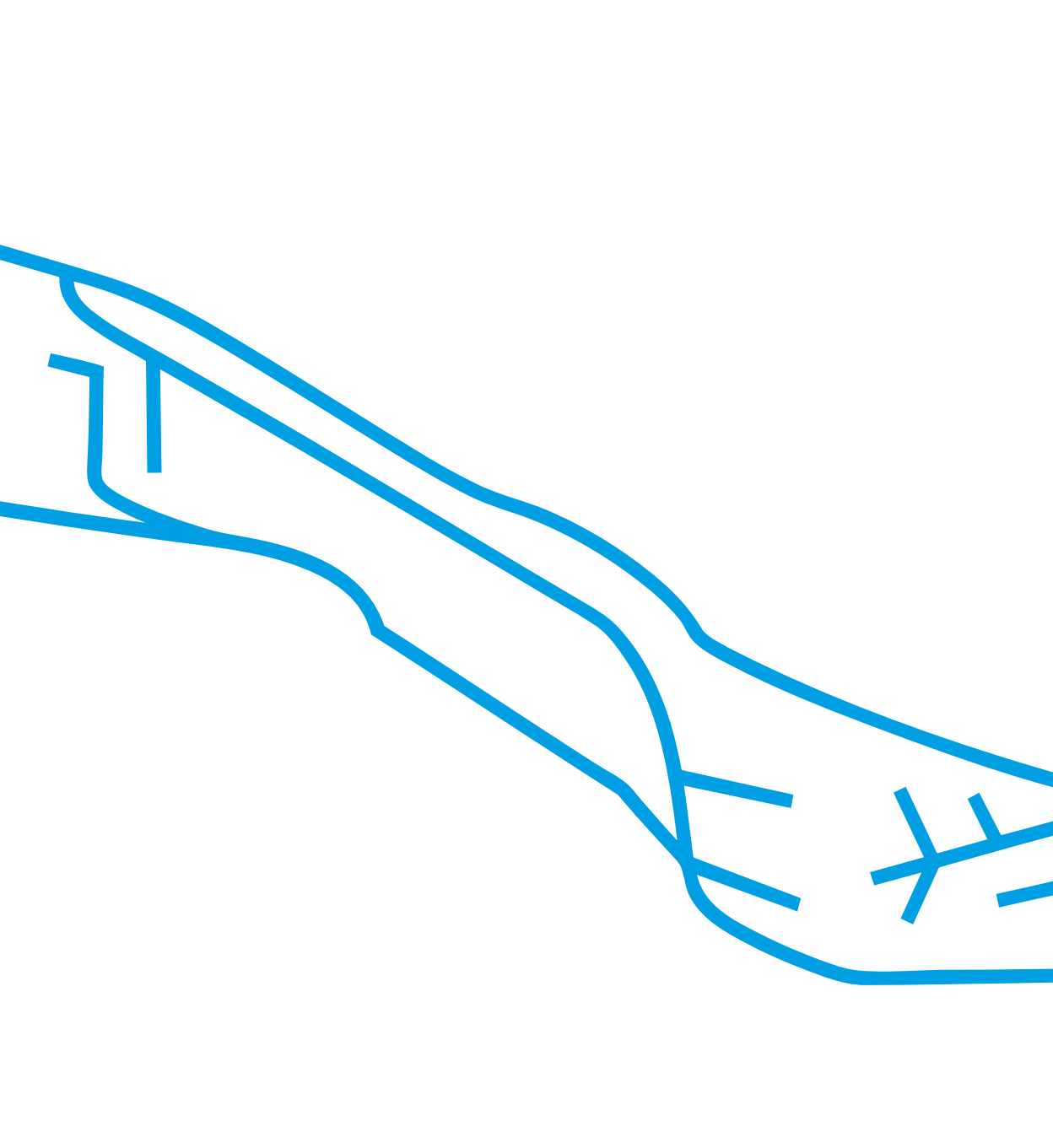




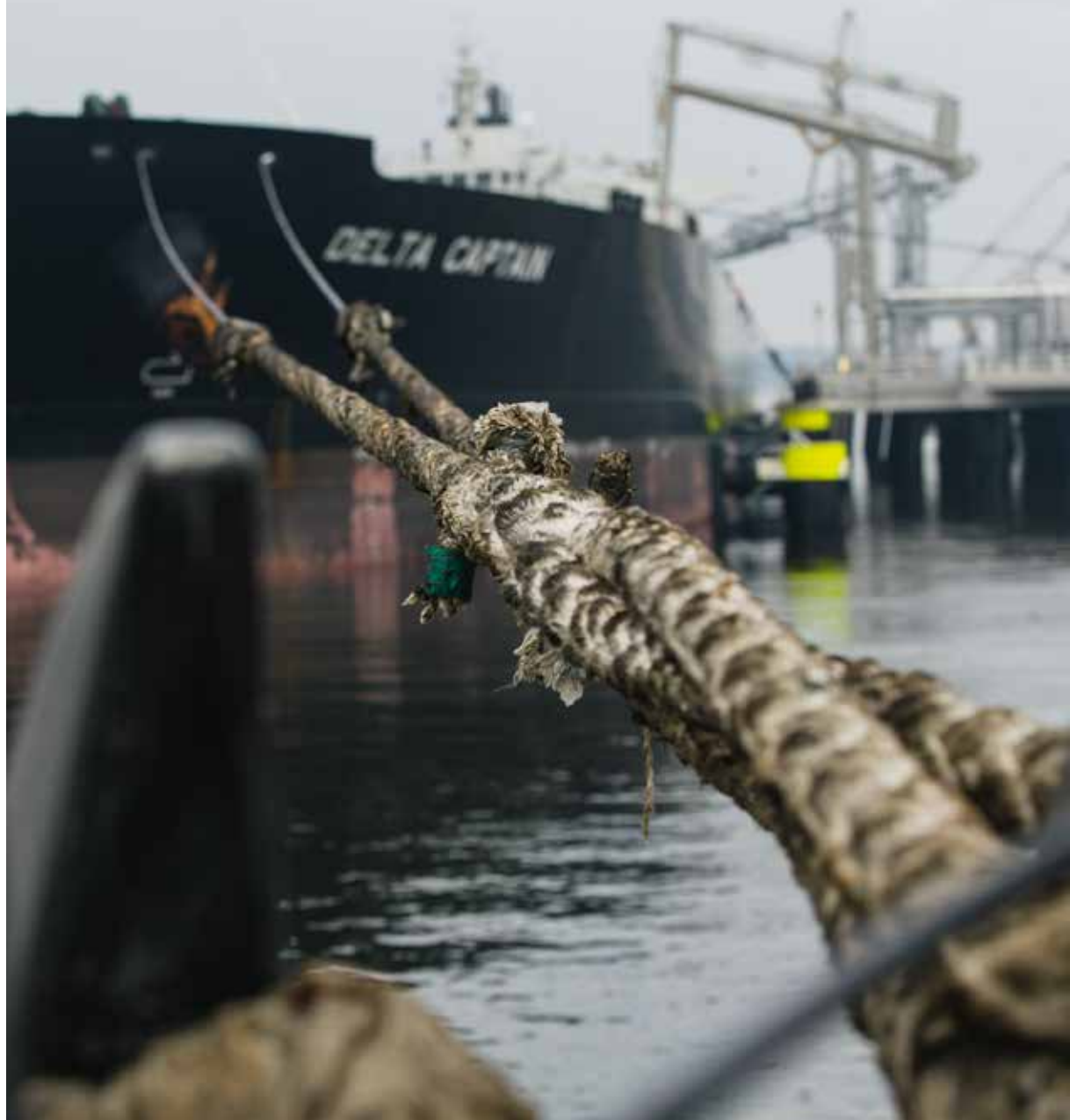
Strong enterprises, Powerful Main port

Strategic Agenda 2016 – 2019 aiming
to collaborate and strengthen the
Rotterdam port and industry area.



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Preface

This is Deltalinqs' Strategic Agenda 2016 – 2019, describing a period of time full of economic and strategic challenges for what is called Main port Rotterdam. It is one of the pillars of Dutch economy.

The members of the port and industry sectors Deltalinqs represent, have to keep abreast of the latest, develop their entrepreneurship, invest in their business and innovate. It requires an optimal business climate with clear and unambiguous regulations. Rotterdam should be allowed to compete fiercely on base of quality and price. Our association promotes a level playing field and takes the lead on that score for stakeholders involved. We continuously investigate whether activities lead to improvement of Main port Rotterdam.

Deltalinqs develops its activities even further aiming to bring businesses in Main port Rotterdam further forward. All of us are proud of the port, its businesses and the people who work in them. That is why we do our utmost: together with you!

Steven Lak
Chairman Deltalinqs

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About Deltalinqs

Deltalinqs defends the common interests of over 95% of all logistic, port and industrial businesses in Main port Rotterdam. Over 700 enterprises in fourteen different sectors have joined our association of port and industrial related businesses. Together, they contribute 3.5% (€ 21Bn) to the Dutch Gross National Product. Over 180,000 people are offered employment, directly and indirectly.

The association represent its members in the process of increasing Rotterdam's competitiveness for sustainable growth and for social and political acceptability for all activities to be done in the port and industrial area. Deltalinqs focuses is on entrepreneurship and innovation. As such it has clustered defending common interests around six themes. They are business climate, training and labour market, environment and sustainability, safety and security, infrastructure and accessibility and innovation platforms.

Collective interests, for and by members, come first and foremost. Deltalinqs is an evident partner for stakeholders. Leading framework conditions for success are a positive image of the port and industrial area and its individual businesses, and also a level playing field for all involved.

DELTALINQS' CORE VALUES

Deltalinqs focuses on the following core values:

Integrity	Deltalinqs is integer at all times.
Professional	Deltalinqs is proactive, expert and purposeful.
Service	Deltalinqs is a customer and service-oriented association, it develops relationships and maintains these.
Binding relationship	Deltalinqs boasts impact, takes initiatives and problem solving.

STRATEGIC AGENDA 2016 – 2019 AND ANNUAL PLANS

The Strategic Agenda 2016 – 2019 states our ambitions and objectives per theme. Deltalinqs would like to take the lead in core value dossiers. The association will play an active role or a following one, if needed in remaining issues. Besides themes pinpointed, internal and external communication, lobby and public affairs will get extraordinary attention according plan.

The strategic agenda will cover a period of four years. We will set up a brief annual plan at every start of the following year. This is the contingency plan as part of the strategic agenda. By the end of each year we will provide accountability, whether we have met targets and ambitions as planned.

Public affairs – Lobby

Deltalinqs has a comprehensive and diverse network. Lobbying is an important tool to achieve influence on decision making. We attract the attention of many institutions – locally, national and European – for the benefit of our members' interests. This public affairs policy will get additional attention in the years to come, particularly through strengthening our lobbying in The Hague-based ministries and political parties. Dutch entrepreneurs' organisation VNO-NCW and the Port of Rotterdam Authority are leading partners in this scheme. Joined lobby activities with remaining organisations, that defend the interests of their members, go satisfactory. The logistic and industrial sectors involved are EVO, TLN, VNCI, VNPI, Votob and other stakeholders.

Joined PR activities can have a powerful and effective results, but Deltalinqs also finds opportunities to bring its own message across. As an opinion leader, we clearly give our view about issues of importance to our members. Clearly stated position papers and factsheets support our messages well. We also put additional efforts in substantiating our lobbies, using convincing facts and figures. Dedicated visits to business of relevant stakeholders are planned as well, to familiarise them with what port and industry in Rotterdam is all about.

THE CITY OF ROTTERDAM AND ITS REGION

We'll continue the frequent talks to the Alderman of the Port and his team. If called for, we also confer with other members of the Council of Mayor and Aldermen of Rotterdam. Deltalinqs seeks close contacts with relevant municipal councilmen and strengthening contacts with policymakers, as well. We will also take similar actions towards municipalities within the Rotterdam port and industry region. We execute dedicated environmental management, together with other important stakeholders, including the Port of Rotterdam, Rotterdam Partners and VNO-NCW West/MKB.

THE PROVINCE OF ZUID-HOLLAND

The province of Zuid-Holland takes up a leading role in issues such as safety, mobility, environment and spatial planning. Deltalinqs goes on keeping close contact with provincial executives and their officials.

NATIONAL GOVERNMENT AND PARLIAMENT

Deltalinqs presence in the governmental seat The Hague will be strengthened even further. We will expand our contacts on ministerial senior management and will develop contacts with members of parliament on base of specific issues. Collaboration with entrepreneur organisation VNO-NCW is of major importance in this scheme. Deltalinqs' position in the VNO-NCW daily management stresses the importance.

EUROPEAN UNION

Deltalinqs participates actively in the private port operators' organisation Feport. We are represented in the Board of Directors and in the committees for Customs and logistics, environment and social affairs (employers' organisation AWWN). We monitor and influence relevant EU issues at the European Commission, European Parliament and – through ministries – the Cabinet of Ministers, in close collaboration with Dutch partners. Examples are the Port of Rotterdam, VNO-NCW and others. The Netherlands chairs the EU in the first six months of 2016. As yet, it has provided opportunities for businesses in the port and industrial area.

Communication

Deltalinqs considers optimum communication for the association's operations between members, its Board and its members of crucial importance. On top of that, boosting the reputation of businesses and of the port and industry in general is of primary importance. That is why we will put further efforts in member communication, reputation management and relations with the media, policies and other opinion-formers.

Focus on communication is only successful by uniformity of information, themes and content, combined with a strong, uniform message. Decision making within Deltalinqs' board always is principle when taking a standpoint.

STRENGTHENING MEMBER COMMUNICATION

We want to strengthen involvement of members even further. DeltalinqsNet, as an extranet tool, will support dedicated communication to members. We will also increase visits to our members, to ask their opinion about their membership, their expectations, on important issues and other requirements they may have.

MEDIA MIXTURE

In 2015, we started updating our communication tools and upgraded their functionality. This will be continued in the current planning period. The new website and app are already responsive. DeltalinqsNet will become the members' data net at which documents for working groups, steering groups and committees can be found. We will give feedback about a diversity of developments in specialised leaflets to members. Personal visits to members will provide an insight in involvement of members and in services fit for improvement.

Besides all that, Deltalinqs will continue issuing special news bulletins and press releases. The association will also communicate via @deltalinqs twitter account. We will consult a members' panel of communication professionals from relevant stakeholders, regularly. They will also give advice on their own. Response of members are monitored. If needed, advices are adopted in the media mixture Deltalinqs uses.

STRENGTHENING REPUTATION MANAGEMENT

To Deltalinqs and its members a strong reputation is of great importance Central in all efforts done are:

- Targeted issue management; clear position papers and factsheets and points of view that provide a clear overview of a subject and its status, relevant core messages and the relevant stakeholders involved.
- A proactive media policy, through which Deltalinqs uses media itself for the benefit of the sector's reputation. We will not only participate in discussions in the media, but also take the initiative to present standpoints ourselves.
- A clear stakeholders' management through active relation management with organisations and groups in our line of business, aiming to strengthen our reputation and achieving results.



Business climate



Education and
labour market



Innovation platforms



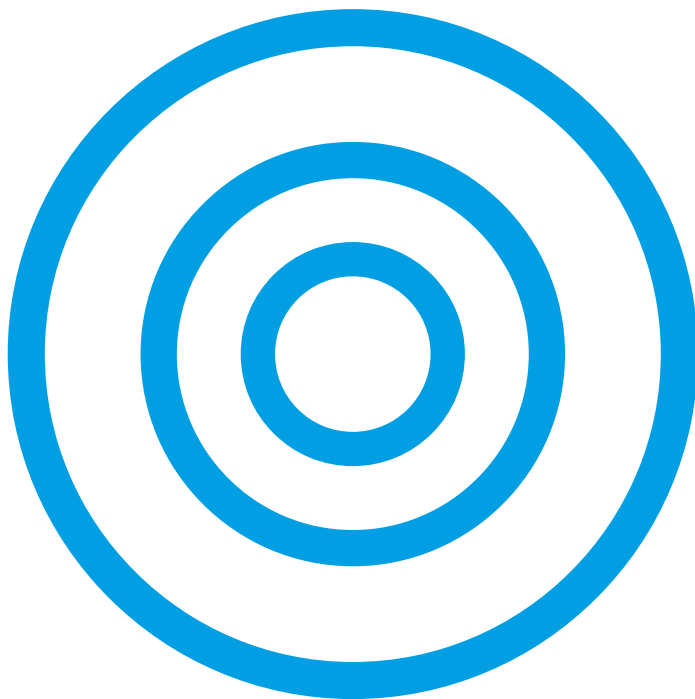
Infrastructure
and accessibility



Environment
and sustainability



Safety and Security







BUSINESS CLIMATE

The level playing field for Rotterdam port and industry based enterprises is fiercely competitive. Competition occurs locally, regionally, nationally, European and even globally. Entrepreneurs consider conditions for the way they want to do their business crucial, when choosing their place of establishment, further investments and innovations. In our view, the scale of the port of Rotterdam should offer more profound advantages to enterprises. In this respect a level playing field, within and between ports, is a precondition.



Deltalinqs has and will maintain a sharp focus on costs and rates, administrative burden and legal certainty. Border controls and other governmental interventions in seaports, such as Custom controls, veterinary inspections, inspections hazardous goods etc., should be executed effectively. This serves the interests of many parties: terminals, industries, ships agents, shipowners, forwarders, the port community system and, evidently, the inspecting institutions themselves. An optimal collaboration within the supply chain leads to effective logistics, including less administrative burden for entrepreneurs.

Deltalinqs is worried about the risks of increasing decentralisation of governmental duties. Knowledge and expertise are in danger to be lost. We pay attention to the risk of 'national topics' in European regulation and to possible contradictions in regulations and policy in particular.

CORE VALUE ISSUES DELTALINQS

▢ COSTS, RATES AND LOCAL FINANCIAL BURDEN

Strengthening business climate comes first in Deltalinqs activities. The hub port should be a booster of economic activities, rather than a cash cow. In the top of our agenda are reduction of costs, rates and easing burden in order to strengthen competition position of port and industry. Increasing costs and burden – just for the sake of indexation; e.g. on base inflation – should be out of the question. That is why we give our full attention to these principles on every level.

▢ PORT OF ROTTERDAM AUTHORITY

Together with the Rotterdam-based ships agent association VRC, we have made agreements concerning developments of port dues over the period of 2015 – 2017, on base a modest growth of maximum 1%. On top of that, there is focussed attention for promising sectors and those that need support. In the following years of 2017, we will coordinate agreements with the Port of Rotterdam Authority, going from the interests of trade and industry and together with VRC. Our commitment will be keenly formulated.



Land prices in the port and industry complex should be compliant with the competition position of the relevant sector. A periodical price indexation or catch up indexation when a new contract is concluded with existing businesses, should not be self-evident. Initial price level and investments in the establishment, connecting this establishment to Rotterdam, should be part of the new contract of the company involved. A price benchmark should be international; as it is, this is not usually the case. That is why Deltalinqs will have its focus on the matter and continue the dialogue to the effect with the Port of Rotterdam Authority.

LOCAL AUTHORITY

The local authority generates a substantial income from the port and industry complex. During the past years, dividend from Port of Rotterdam Authority shares and revenues from various local taxes (particularly from property taxes) and dues for permits increased substantially. As a result, the local authority makes profit from the port twice.

Deltalinqs will lobby strongly to reduce dividend, local taxes and/or dues. We will critically look into levying municipal tax on encroachments as well. On top of that, we combine easing burden with 'investing in return' from port profits the local authority in the port and industry area gains.

NATIONAL AUTHORITY

Deltalinqs will promote the continuous updating of the national policy for hub ports in the years to come. The association will do this, together with VNO-NCW and other partners. Our common principle is that the ports stand for required conditions and – at least – a generator for (renewed) economic growth. In this respect, a much more active support, particularly from the national government, is essential. It stands to reason that more attention for proper infrastructure, as laid down in the national Program MIRT), together with targeted strengthening of leading industrial clusters, should be part of all efforts. The next Cabinet has to provide additional budget to make this happen.



Equal attention should be paid to inspectorate burden and costs. Excessive calculation of enforcement costs – such as in the case of inspections of veterinary products - result in a deteriorated competitive position.

The trend of national authority institutions to have lower ranked authorities taken up responsibilities, should not result in higher costs for entrepreneurs. The national fiscal climate in itself becomes more and more unfavourable, as well. Clarity in advance will stimulate investments and innovations in the Netherlands.

EU

Deltalinqs' main focus in European aspect is in strengthening the level playing field, limiting various burdens, promoting subsidy opportunities and to strengthen main connections onto the hinterland (TEN-t and CET-funds).

GRANTING PERMITS, MONITORING AND ENFORCEMENT, ADMINISTRATIVE BURDEN AND LEGAL CERTAINTY

Businesses consider legal certainty and the quality on offer in the process to achieve permits for entrepreneurship of great importance. Both granting permits (in terms of quality, costs and period of time) and the subsequent enforcement and inspections are at stake. These processes are under pressure. We promote that permits will always be granted within an initially stipulated period of time. Applicants should permanently have an insight on the process, and the institutions involved in granting permits should collaborate at their best know-how. In principle, monitoring and enforcement costs should be paid by the authorities involved. Deltalinqs will stress this in constructive dialogues with the national, provincial, and municipal authorities, and various Inspectorates.

DELTALINQS ACTIVELY CONTRIBUTES TO THE FOLLOWING ISSUES

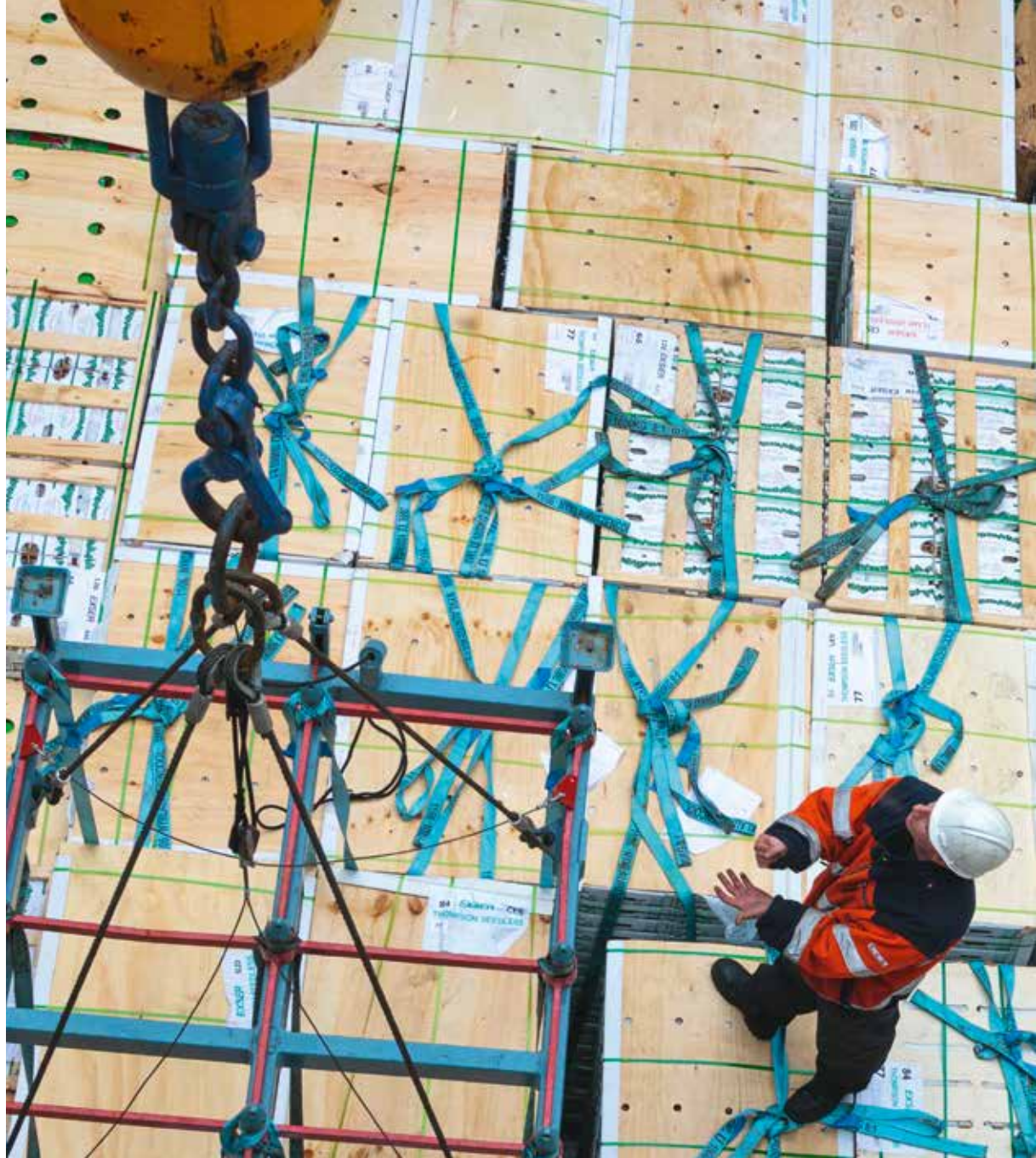


📄 OPTIMIZING BORDER CONTROLS AND ADDITIONAL GOVERNMENTAL INTERVENTIONS

Stakeholders collaborate well when it comes to border controls and remaining governmental interventions. However, there is need for more efficiency, thus providing logistic advantages to get the port of Rotterdam commercially distinguished from competitors. Deltalinqs coordinates the interests of trade and industry. We observe costs of controls and inspections in the process, at all times.

📄 GENERIC POLICIES AND/OR THE PORT MANAGEMENT

Both the national authority and the Port of Rotterdam Authority develop (generic) port and industry related policy. Examples are the Havenvisie 2030 (Port in Focus 2030) and Werkprogramma Zeehavens (Contingency plan Seaports). Being evident partner, Deltalinqs has been closely involved in this kind of policy making and execution. We lobby actively for the benefit of defending the interests of our members, properly. We also do this together with entrepreneur organisations based in other ports, such as ORAM in Amsterdam.









EDUCATION AND LABOUR MARKET

A well functioning labour market is an important condition for further development and image boosting of the port and industry complex. Demand for workers from port and industry and the supply from education should fit closely to each other. We collaborate with partners to make this happen. In 2016 we established a regional taskforce focusing on fine-tuning activities on strategic level. We have done this together with the Port of Rotterdam Authority, the Rotterdam municipality and the conventional vocational education institutions. Besides that, joined actions on operational level with our industrial and maritime-logistic participants are required. Deltalinqs is not involved in negotiations on working conditions; this is a matter of businesses and their employees' representatives.



CORE VALUE DOSSIERS

LOBBY AND PROMOTION

We defend the labour market interests of our members. Deltalinqs participates in various national and regional consultative bodies. We aim at making promotion of the port and industry complex as an attractive working place more effective, through matching Deltalinqs own activities with those of the Port of Rotterdam Authority even further. Activities and locations of Futureland and the Education Information Centre Main port Rotterdam (EIC) will be involved. We will expand promotional activities for the port through the project Port Rangers for pupils of primary schools in the Rotterdam region. Deltalinqs wants to join existing local partnerships (called Technetkringen) for promotion of technical jobs within secondary schools, whenever possible.

ENROLMENT OF WORKERS FROM EDUCATIONAL INSTITUTIONS

The project Process- and Maintenance College Rijnmond is the platform for close liaison with our partners from industry on sufficient inflow from training centres qualifying for operator and maintenance technician. Our members provide a Career Start Guarantee to young people who attend daily secondary vocational training (positions operator and maintenance). The increasing enrolment at these training institutions are proof of success of the scheme.

Deltalinqs continues calling on businesses to make the Career Start Guarantees really work. Sharp monitoring of the demand for new operator and maintenance recruit remains necessary.

We represent our maritime-logistic partners when establishing quality and competences for future port workers.



▢ PREFERRED LOCATIONS TRAINING AND EDUCATION INFRASTRUCTURE

Deltalinqs stimulates and coordinates joined usage of training and education infrastructure at the RDM location (maintenance techniques), Brielle (process techniques) and Lloydstraat (maritime/logistics), by businesses and training centres alike. We also advocate to set up a RDM Training Plant, as a safe training place for industrial maintenance. Manufacturers, contractors, training centres, inspectorates and authorities may build up experience and share knowledge at this plant. At the same time, RDM is likely to become a central location for education and training in the field of industrial maintenance. Constructing the Training Plant will happen in stages. The Training Plant can be open for important training and education purposes in Stage 1. In subsequent stages expansion of the plant with operational installations may be viable.

DELTALINQS CONTRIBUTES ACTIVELY TO THE FOLLOWING DOSSIERS:

▢ FACTS AND FIGURES

In order to support our efforts done in the field of education and labour market, we explore the labour market, once a year. Every three years, it is done in collaboration with the Port of Rotterdam Authority and the Rotterdam municipality. This is scheduled in the coming planning period.

▢ COLLABORATION SECONDARY VOCATIONAL TRAINING

Deltalinqs remains partner of various centres for innovative craftsmanship. The focus in these public private partnerships is joined usage of training infrastructure and to increase quality of the teaching curriculum.



COLLABORATION OF TERTIARY TRAINING

Deltalinqs is partner within the Centre of Excellence Sustainable Main port Innovation of the tertiary education institution Hogeschool Rotterdam, as well. The centre advocates the positioning of the port as the training on the job and traineeship place, and promotes the development of lectorates specialised in process security and those for maintenance techniques.

JOINED BUYING BUSINESS TRAINING

Deltalinqs wants to expand the number of trainings via the Deltalinqs Trainingen Loket (Trainings Window). Through this service, 5,000 trainings were given to 3,800 workers from 90 businesses in 2014, and also to 1,200 young people from secondary vocational training colleges. We will survey as to whether and how collaboration of the maritime-logistic partners and vocational training institutions can become more efficient. We will also see whether joined buying of business training would be more cost-effective.







INFRASTRUCTURE AND ACCESSIBILITY

A proper accessibility onto the port is a powerful location factor for the port related trade and industry. In the coming years, road connection and accessibility of the port will be under pressure, because of the expected further increase of flows of goods. Deltalinqs pays attention to accessibility via motorways. In the coming period, the association will particularly stress the importance of further improvement of railway transportation of goods to and from the port and industry complex. The already powerful modalities barging and pipelines require more optimal use. Inland navigation and railways should also contribute substantially to the desired modal shift. We will also pay much attention to strengthening the virtual (data) infrastructure of the port, such as the Port Community System.



CORE DOSSIER DELTALINQS

TRAFFIC MANAGEMENT

Maintenance of vital bridges and tunnels in and around the port and industry area – often simultaneously – will take place in the years to come. Deltalinqs will urge road authorities (the Rotterdam municipality, the province of Zuid-Holland, the Dutch Department of Waterways and Public Works and the Port of Rotterdam Authority) to aim at maximum mutual coordination of maintenance and of construction of new infrastructure. Hindrance should be limited to an extreme minimum. Besides an optimal operational management, mobility management should be part of solution for smooth running operations.

In future years we will focus on further development of traffic management for the benefit of optimising the supply chain within the port. Additional interchange of up to date data and information can contribute to an improved flow of goods. Deltalinqs takes the initiative for an online platform for all real-time traffic and accessibility information issued by road authorities and businesses. Particularly in case of large maintenance stops, pressure on the infrastructural network can be substantial. Collective company transport can also contribute to better usage of infrastructure, particularly in combination with public transport. We will support promising initiatives.

SAFEGUARDING BASIC NETWORKS RAIL, ROAD AND WATERWAYS (HAZARDOUS GOODS TRANSPORTATION ROUTES)

The various basic networks for transportation of hazardous goods via rail and inland waterways were pinpointed in 2015; this after a very long period of preparation. Monitoring the projected volumes versus the actual realisation has been an important part of the agreements made. Deltalinqs continues advocating to safeguard every connection onto the port of Rotterdam for transportation of hazardous goods via all modalities.

DELTALINQS CONTRIBUTES ACTIVELY TO THE FOLLOWING DOSSIER:



POWERFUL LOBBY FOR REALISATION OF INFRASTRUCTURE

In the coming period of time various infrastructural bottlenecks have to be solved within the port area and outside. Deltalinqs considers lobby for filling up gaps in infrastructure of high priority. The most important projects are the Blankenburg motorway route, the Theemsweg railway route, widening the Breeddiep, dredging the Nieuwe Waterweg (both fairways for seagoing vessels and barges) and the needed infrastructure for an optimal container transshipment between terminals on Maasvlakte. The pipeline infrastructure from and certainly within the port area is of importance as well. We consider development of a heating net, steam and CO2 pipelines, and the expansion of the Multicore pipelines of great importance. This on condition that construction and maintenance will not have a negative effect on businesses within the port and industry complex. Besides projects in the port area, corridors onto the hinterland of the port also are in Deltalinqs focus. It concerns all modalities.

Railway transportation to and from the port should be allowed to develop even further. Deltalinqs supports a national campaign for promotion of goods transport via railways. Construction of a third railway track on the route Emmerich – Oberhausen and creating a solution for the end of the technical lifespan of the Caland bridge will temporary limit capacity. At the same time user rates are increasing. Deltalinqs develops a forceful counter lobby against this unwelcome development. We will also advocate optimising the use of railway infrastructure in the port, solving bottlenecks in railway transportation onto the hinterland, and allocating of sufficient means for maintenance in the years to come. In addition, using goods transport via railways should be competitive in terms of costs.



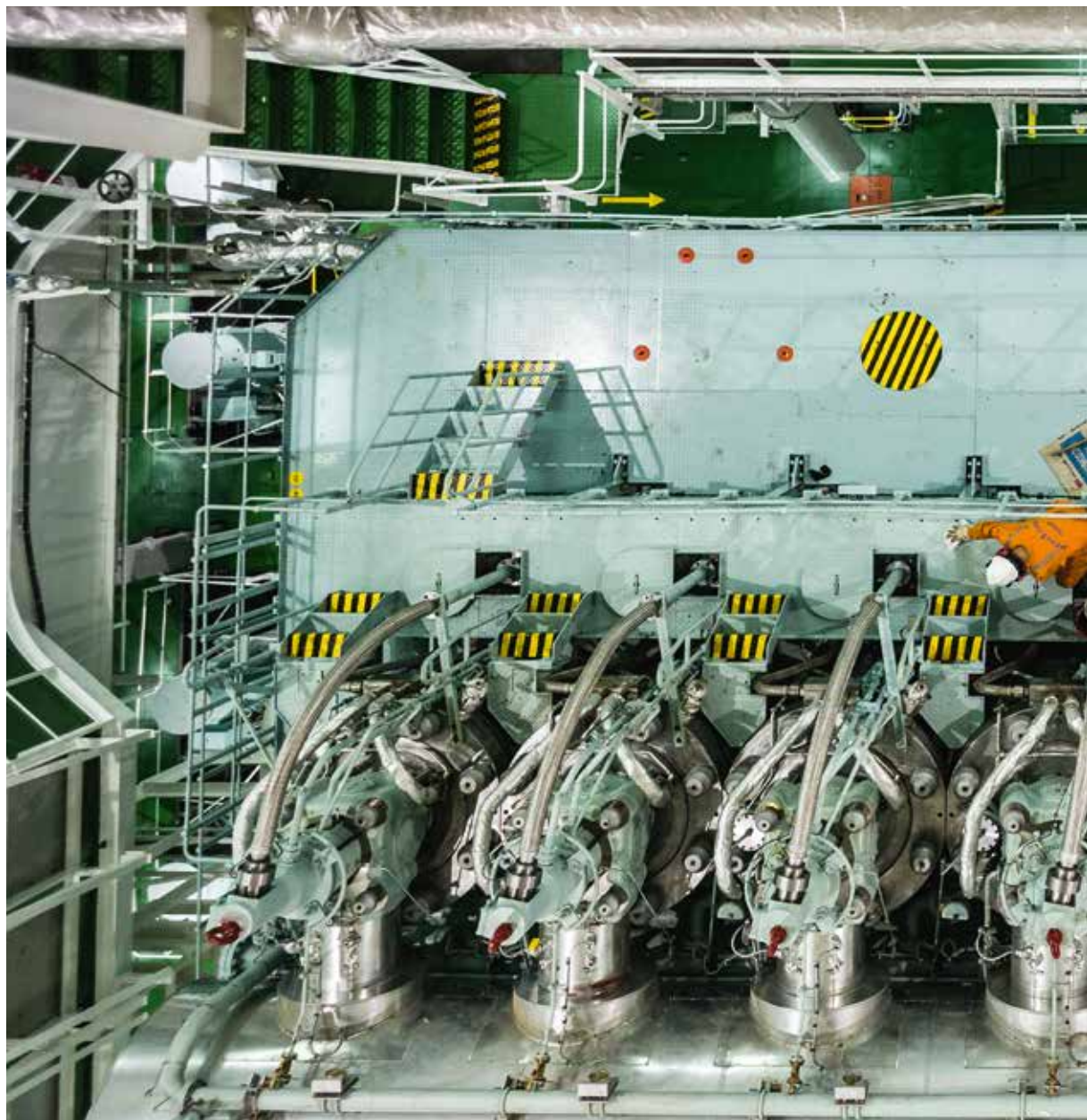
Deltalinqs considers strengthening data infrastructure crucial for further development of the port of Rotterdam. Digitalisation will really take off in the coming years. A future geared robust network is required to make this happen (for example through circular connections). The future calls for smart solutions. In this respect, the importance of enriching data and transparency in data sharing will increase substantially. Deltalinqs stimulates ambitions of Portbase and remains active in the Supervisory Board and the consultative committee. The vulnerability of the data infrastructure of the port of Rotterdam is of great concern. Deltalinqs pays intensive attention to matters such as cyber security, exchange of knowledge and defence.

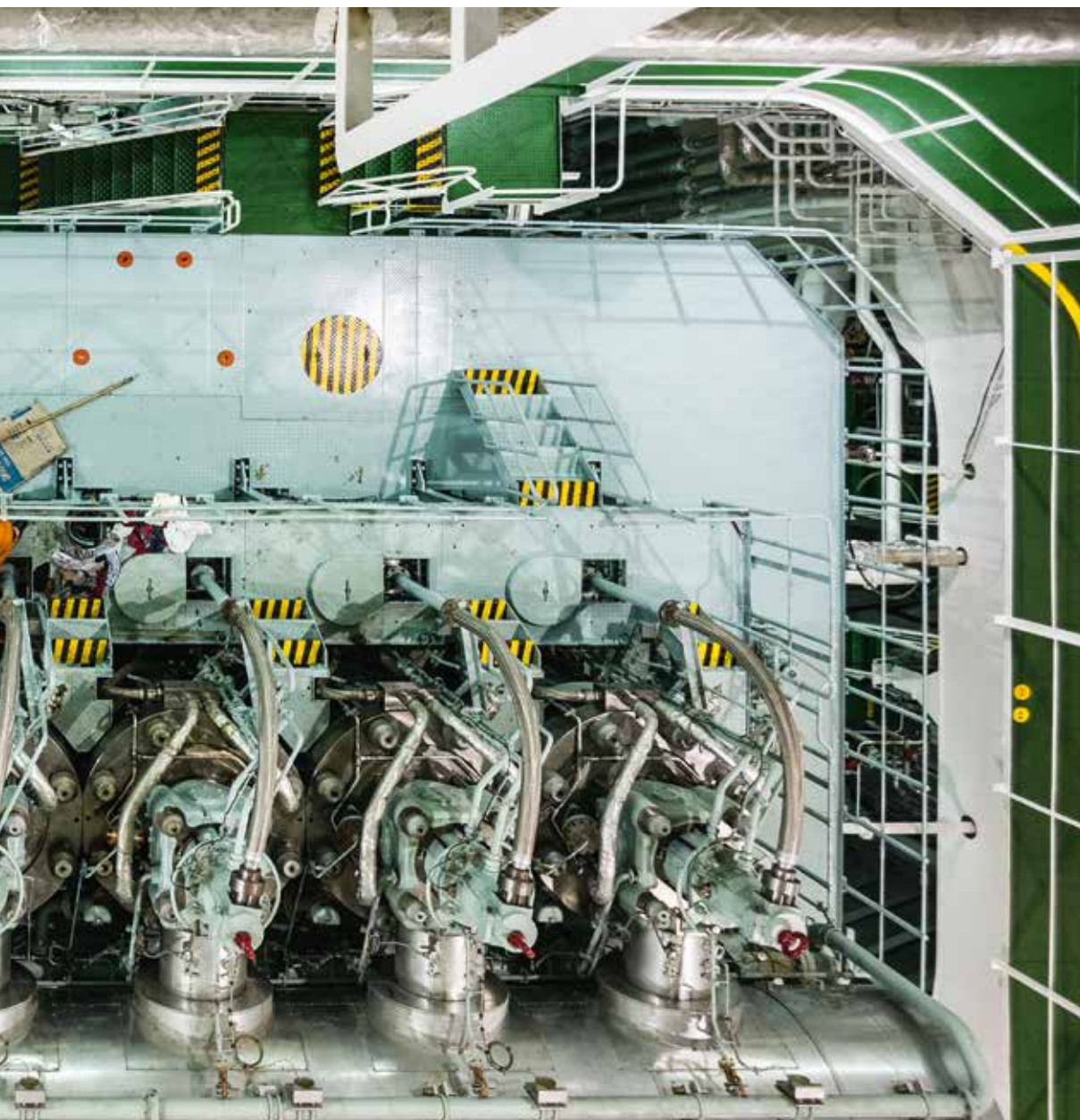
Our association will develop an active lobby towards increasing the national budget for infrastructure considerably and for flexibility of expenditure from this budget. It should minimise recent reductions of national investments in physical infrastructure, if not re-enable them.

We see opportunities for renewed prioritisation in the long-term program for infrastructure, special planning and transport. Particular attention is needed for strengthening the network around Rotterdam and its connections onto the hinterland. It would fit in closely to the wish for a renewed policy for the Main port.

IM PRES SIONS





















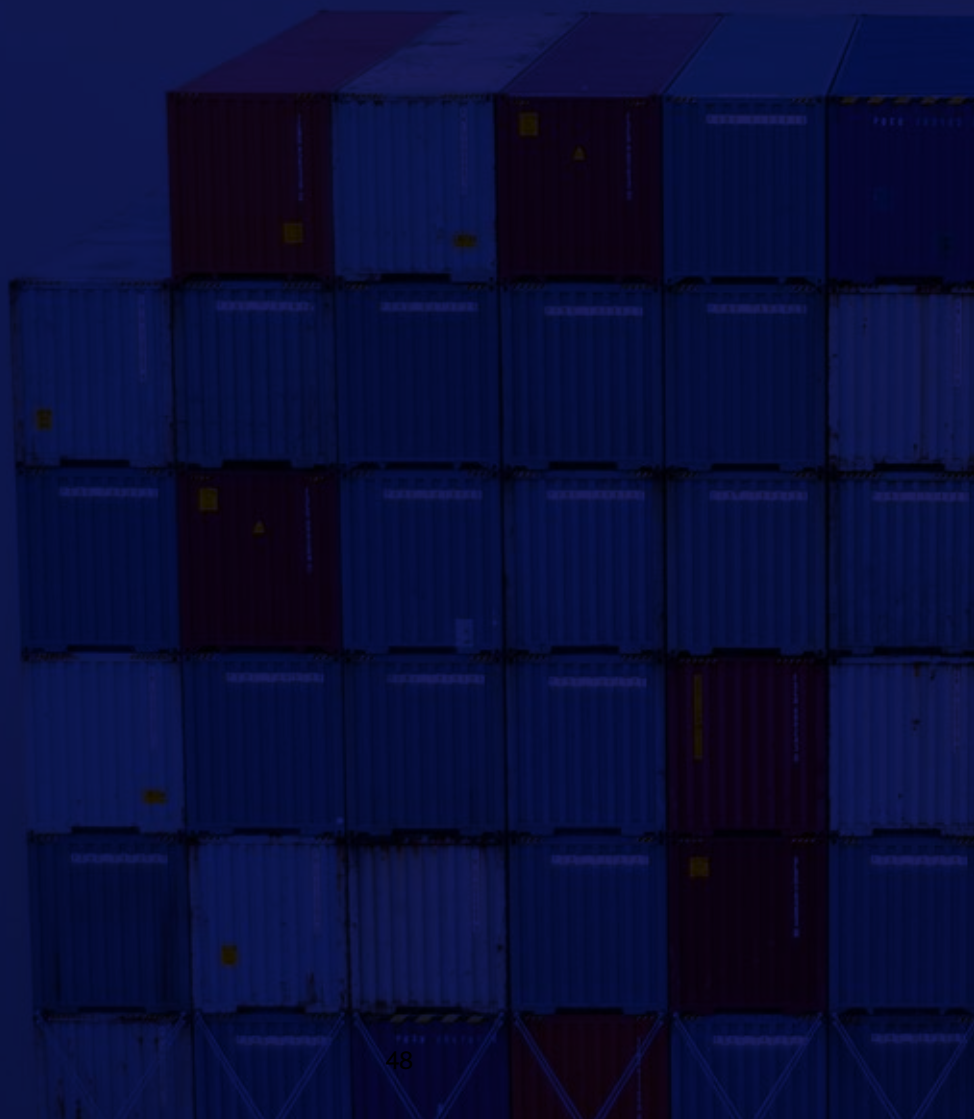


















INNOVATION PLATFORMS

Deltalinqs stimulates applying knowledge from businesses, authorities and partners within the supply chain. Its target is further strengthening of competitiveness of businesses and simultaneously sustaining the port and industry complex. Many companies face transition; examples are in the field of sustainable energy, reduction of CO₂ emissions, and bio based and circular economy. Deltalinqs provides a business' platform for collaboration, sharing knowledge and support. Large and small businesses can find and strengthen each other when using this platform. Deltalinqs took the initiative to such platforms as the Rotterdam Climate Initiative (RCI) – Deltalinqs Energy Forum (DEF), the national LNG platform, SmartPort and the supportive platform for the industrial cluster Versterking Industriecluster Rotterdam. Deltalinqs participates in projects for knowledge and innovation in leading sectors in the dedicated policy platform Topsectorenbeleid Kennis en Innovatie (TKI). We contribute to meeting targets set in the national energy agreement, section transport and mobility and other contributions to be done. Deltalinqs undersigned the energy agreement as well. The association joins urban initiatives via direct contacts with the Rotterdam municipality, Rotterdam Partners and other institutions.



CORE DOSSIER

▢ INCREASING ENERGY EFFICIENCY

Deltalinqs supports trade and industry in the process of further integration of the supply chain and strengthening the energy infrastructure. Examples of these are increasing the attractiveness of heating and CO₂ supply, further development of system integration for sales of sustainable energy, strengthening the chloride cluster and optimising steam nets.

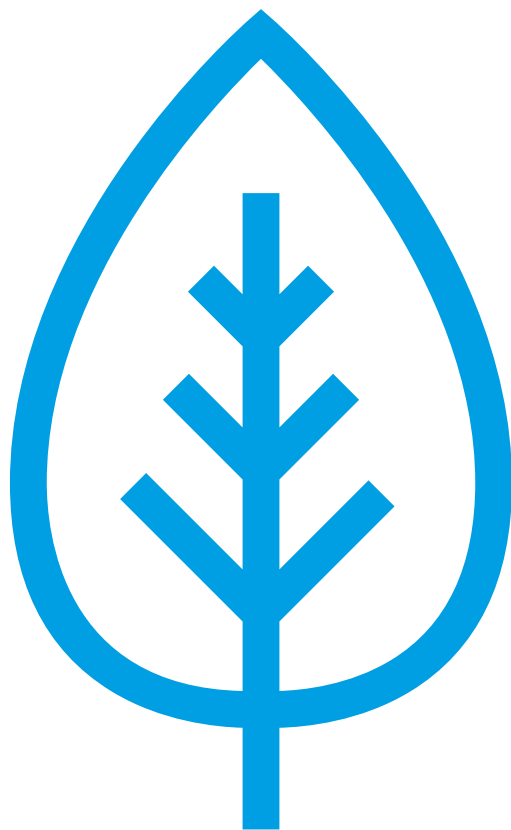
The association aims at identifying opportunities for energy savings within the supply chain through new processes, business cases and logistic concepts, together with Deltalinqs members,

▢ THE NATIONAL LNG PLATFORM AND THE HYDROGEN PLATFORM

Deltalinqs is initiator and facilitator of the National LNG Platform and the hydrogen platform. Both public private initiatives focus on increased use of clean fuels. We also survey possibilities to set up a platform for creating the proper conditions for use of biofuels and 'green' chemicals. The platforms have structures of their own and substantial participation from our members. We will establish as to how we can continue these activities, together with Deltalinqs members in the coming period of planning.

▢ SMARTPORT

Deltalinqs is and will remain actively involved in the development of the five roadmaps of SmartPort (infrastructure, logistic connectivity, the scheme World Port City, energy and chemicals and port strategy). We support businesses in surveys they may have, and when setting up cross sector projects. We support the program aiming to accelerate innovative start-ups, in collaboration with the Port of Rotterdam Authority (Port Innovation Centre) and Innovation Quarter.







ENVIRONMENT AND SUSTAINABILITY

Businesses need sufficient environmental allowances to operate to materialise their ambitions. It can and have to be combined with a dedicated and effective sustainability scheme for the port and industry complex. Deltalinqs advocates targeted policy concepts for specific areas. Crucial conditions are safeguarding the good reputation of enterprises and striving for an international level playing field should be part of this. We also stand up to prevent additional legislative demands on top of international regulations at all times. These will damage competitiveness. Besides this, Deltalinqs considers outcome-orientated requirements are to be preferred in specific cases, rather than means-orientated rules. We strive for optimal collaboration with licensing and enforcers' institutions. It offers many advantages and provides a regional support.



CORE VALUE DOSSIER DELTALINQS

SOUND

An instrument, supported by trade and industry, is needed to control a sound level. The authorities should have knowledge of techniques in use by businesses to reduce noise nuisance. This aspect as part of the general land-use plan is planned to be presented in 2018. Deltalinqs will see to it that national regulations concerning sound under development will be carefully applied, according practices of businesses in the port and industrial area. In 2015, we consented with agreements as laid down in the regional agreement document Regionaal Afsprakenkader, together with various municipalities in the region, the province of Zuid-Holland and the Port of Rotterdam Authority. Deltalinqs will particularly put efforts in monitoring that process commitments to prevent residential construction will be fulfilled.

IMPLEMENTATION ENVIRONMENTAL ACT

A number of existing environmental legislation will be adopted partly or completely in the Environmental Act, that will enter into force in 2018. This new Act offers opportunities for tailor-made regional and local legislation. Deltalinqs is committed to safeguard environmental allowances for trade and industry, and to have them benefit from the advantages of flexibility, as well. In the process, much attention will be paid to the implementation trajectory, along with viable tailor-made rules for the port and industrial complex.

NITROGEN DEPOSITION AND SAFEGUARD ALLOWANCE FOR DEVELOPMENT APPROACH SULPHUR

In 2015, the national programmatic approach nitrogen (PAS) was entered into force. PAS is significant for trade and industry within the port. The scheme has consequences for already established businesses and new ones, because of the combination of licensing from the Nature Projection Act with PAS. Deltalinqs is closely involved with the implementation of national rules on regional level. Proper monitoring and managing the available deposition allowances require the right legal



instruments (such as an NOx clustering system). We also collaborate with a number of stakeholders to develop a regional NOx program, in order to make an inventory of opportunities to reduce NOx emissions and to safeguard allowances in the NOx budget, provided to trade and industry in the port. As it is, more clarity about allowances of emissions and depositions is called for, including information about the effects of reducing measures taken.

DELTALINQS CONTRIBUTES ACTIVELY TO THE FOLLOWING VALUE DOSSIERS

▣ DEDICATED GROUNDWATER MANAGEMENT

Since quite some years, authorities survey as to how groundwater pollutions from the past are to be managed, to be monitored en – if necessary – to clean up. Deltalinqs' target is to develop a cost-effective range of measures for businesses. A well-funded choice is needed for a purposeful approach per area, and the number of business locations involved. The financial implications should also be clear; this for the obligations attached at the current Act soil protection versus a dedicated area approach. A pilot study in the Botlek area will provide clarity and direction in 2018. Deltalinqs monitors this study closely, and give guidance whenever possible.

▣ VOLATILE ORGANIC COMPOUNDS SUPPLY CHAIN

In 2014, administrative agreement on reduction of degassing of barges was made. Deltalinqs puts efforts in creating an international level playing field for this issue, via Feport. Together with stakeholders, we will provide further input to materialising sufficient infrastructure in the region for processing and handling of cargo damps and the monitoring of them.

▣ ODOUR AND DUST EMISSIONS

In the period from now onto 2030, the province of Zuid-Holland will aim at limiting odour nuisance in the surrounding area of the port and industry complex.



Deltalinqs recognises advantages for trade and industry through the use of the We-nose odour detection network. This network traces odour emitting sources quickly, which provides the possibility of acting proactively, prior to odour nuisance actually develops. The detection network certainly reduces the number of complaints about nuisance. Deltalinqs put efforts in meeting commitments for use and financing the joined odour detection network.

The authority enforces emissions of particles and dust on base of visual observation. Testing takes place close to the source or at the border of the site of the business. It is done as it is considered that no nuisance arises outside the business, when no dust is detected on the premises. Deltalinqs monitors this way of enforcing and follows international developments related do storage and throughput of dry bulk goods. We also follow developments sharply in measuring procedures related to particles and dust emissions.

COLD IRONING INLAND NAVIGATION AND ROLL ON ROLL OFF/FERRY SERVICES

The use of cold ironing reduces the use of generators for the production of electricity power onboard ship. Promoting usage onboard barges, roll on roll off vessels and ferries have to be realistic. The European directive 'Clean power for transport' (2014/94/EU) will be adopted in Dutch rules and regulations in 2016. Deltalinqs advocates a level playing field on levying taxes for cold ironing, subsidy opportunities, exploitation schemes for terminals and end-users, and emissions saves (particularly noise and sulphur).

CARGO RESIDUES MARPOL ANNEX V

There is global regulation for discharging cargo residues by vessels. We stand for efficiency in tightening up rules. Examples are to minimise cargo residues, regulations for port reception facilities, administration and private law aspects throughout all in the supply chain. Deltalinqs strives for efficient running of these processes. The association draws the attention of competent international authorities to ambiguity in regulations. Starting point in all cases is a European level playing field.







SAFETY AND SECURITY

Businesses are responsible for safety and security within their own enterprise and for the impact of their management. The main task of all enterprises based in the Rotterdam port and industry complex is to improve personal, process and information exchange security continuously. Relationship between enterprises and the competent authorities should be based on trust, with regard to licensing, supervision and enforcement. Examples of institutions involved are the environmental institution DCMR, the regional security organisation VRR, the inspectorate environment and transport IL&T, and the inspectorate for working conditions and employment ISZW. The opportunities for trust are for the taking in the current constructive dialogue. Investments to the effect from trade and industry should be purposeful and effective, as well. In this case, the main principles are international adopted safety standard; outcome-oriented requirements, rather than means-orientated are to be preferred.



Deltalinqs supports businesses in these processes. This happens via Deltalinqs 'University' and other schemes. The 'University' knowledge network enables Deltalinqs members to exchange practice-driven experiences and to learn from each other. That is why we will develop an educational package 'safety'.

Our role in the subject security is in information and knowledge exchange, and when it concerns resilience. Increasing awareness and knowledge of members about these subjects are important. We also follow and influence relevant policy, rules and regulation; we'll engage in a dialogue, if needed.

CORE VALUE DOSSIERS DELTALINQS

BASIC PACKAGE SAFETY

The ambition for the coming period is to make a basic package safety available for all Deltalinqs members. Its base is composed of experiences achieved within the Deltalinqs 'University'. We aim at a dedicated approach for the area to get a highly regional safety standard; this with total involvement of businesses. Deltalinqs will organise activities aiming to increase trade and industry knowledge about involved leadership, safety culture, communication, safety management systems and more.

We will partly allocate the basic package safety to Deltalinqs' window training and partly to Deltalinqs 'University'. The activities are designed for various levels within our organisation. Our target is to achieve trust about this approach from authorities. The basic package should be available for all members in 2016.

KNOWLEDGE EXCHANGE WITH, FOR AND BY MEMBERS

Setting up the national knowledge Centre of Expertise as part of the tertiary vocational college Hogeschool Rotterdam will provide Deltalinqs and other regional safety networks the opportunity to collaborate to achieve national synergy. Its start is in a viability study. Deltalinqs 'University' experiences will be part of the study. Further exchange of knowledge between experts is absolutely vital for all in trade and



industry, competent authorities, policymakers and the Port of Rotterdam Authority. The knowledge centre should result in an effective network open for all kinds of professionals, with whom Deltalinqs members can share knowledge, experiences and insights about safety, culture and leadership. It is about exchange existing knowledge and research and development of new programs. In 2016, we will further substantiate form, financing and setting up of the knowledge centre, on base of the results of the viability study.

Deltalinqs Safety Panel – established some years ago – will periodically meet in the planning period 2016 – 2019. It gives advises and reflections on various safety developments and issues. Independent experts from various backgrounds have a seat in the Deltalinqs Safety Panel.

DOSSIER EXTERNAL SAFETY AND RISK CONTROL

A good licensing, supervising and enforcement trajectory is crucial for the entrepreneurs' climate in the port of Rotterdam. Deltalinqs will continue to support the national program Safety Firs and, if needed, direct some aspects. We actively support modernisation of the publication series Hazardous Goods, as well. We will also use internationally adopted standard settings and frameworks, in consultancy with authorities.



DELTALINQS CONTRIBUTES ACTIVELY TO THE FOLLOWING VALUABLE DOSSIERS.

CRIMINALITY CONTROL AND SECURITY

We want to create awareness and further involvement of businesses concerning risks of terrorism and criminality within the port and industry area. We will embed security issues even further within the Deltalinqs organisation. It is done through an effective use of existing consultation structures and programs, such as the Platform Criminality Control Rotterdam-Rijnmond, the program for integrity in the port and the security consultation platform Rijnmond.

Cyber security will become more the issue in the coming years, because of the fiercely increased digitalisation. The IT infrastructure within and between businesses and that with authorities is vulnerable. In this case, Deltalinqs stresses the information supply and defensibility. We also survey whether cyber security can be part of the basic package safety. It would offer the opportunity to share knowledge and experience within a trusted environment.

WORK SAFETY AND INSTRUCTIONS

Harmonisation and uniformity in safety measures and instructions are central in the attention of Deltalinqs in the coming period. We will contribute to solve linguistic variety and literacy, according the language agreement, and make other contributions within this framework. Besides this, we coordinate execution of the new system Working with Third Parties. In the future, we will also stand up for the strategic positioning of the dedicated VCA scheme for safety, health and environment in the various industrial sectors.

INCIDENT MANAGEMENT AND FIRE FIGHTING

Deltalinqs aims at harmonising incidents procedures and match them with those of authorities. We are in structural dialogue with governmental organisations, such as the regional safety organisation VRR and the environmental organisation DCMR.

We do this firstly to continue and strengthen the collective fire fighting facilities (through the collaborative partnership CIBUA). They are of high quality and hold a unique value. We also safeguard a good communication network for incidents, through Deltalinqs mobile telephone network and the Deltalinqs Central Post.



DEVELOPMENT AND EXPLOITATION OF BIOMETRIC INFORMATION SYSTEMS

Deltalinqs wants to develop 'community products' even further, and have them to businesses based in the port and industrial complex and related businesses. Deltalinqs stimulates further development and rollout through distribution by Secure Logistics. This organisation has developed and offers the biometric identification cards PortKey and CargoCard.

We are closely involved by development and rollout of the Digital Safety Passport and digitalisation of the VCA safety checklist for contractors (known as the 'green booklet') and other possibilities the Digital Safety Passport may have.

Secretariats

Deltalinqs runs the secretariats of three affiliates: terminal operators' organisation VRTO, dry bulk handling organisation VRMO and port service provider's organisation VAB. The Rotterdam port sectors involved can present themselves more clearly through these associations.

Deltalinqs contributions

ANNUAL ADJUSTMENTS CONTRIBUTION

Principle for the planning period 2016 – 2019 is a consistent contribution. Each year, decision will be made about the definitive contribution to Deltalinqs and adjustment, when called for. The board will do a proposal to the effect at the general meeting of members.

UNIFORM CONTRIBUTION SCHEMES

We will survey whether differences in the current contribution scheme – per core sector and/or member association – have to be adjusted to a simpler and perhaps uniform scheme for all Deltalinqs partners.

Colophon

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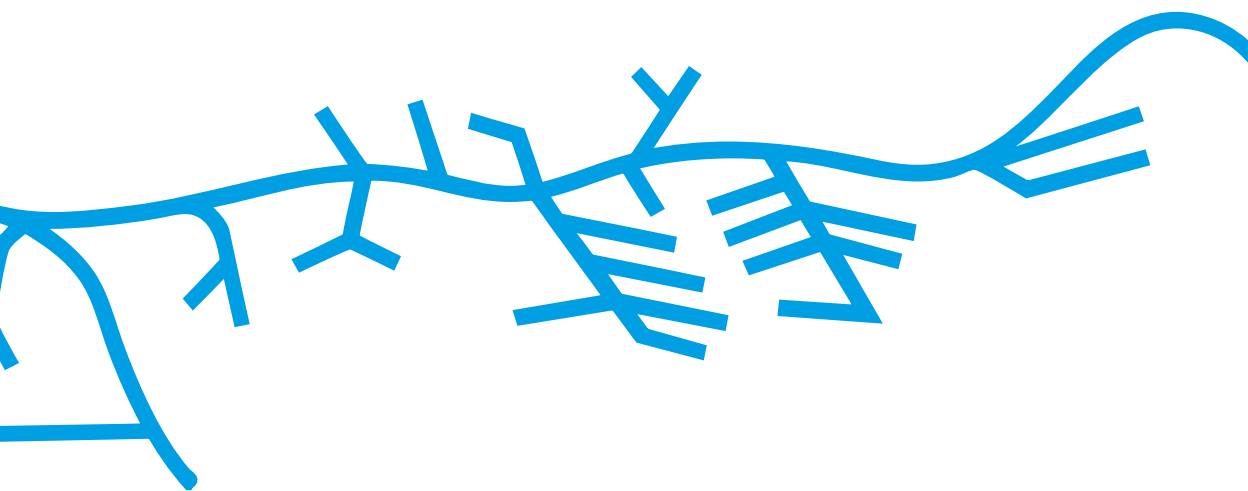
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