

Council – 2 August 2007

## **SALCOMBE HARBOUR STRATEGIC BUSINESS PLAN**

### **Report of Head of Service Salcombe Harbour**

#### **Statutory Powers: Pier and Harbour Order (Salcombe) Confirmation Act 1954**

**Financial Implications:** None in the preparation of the Business Plan other than officer time although there will be financial implications for the delivery of the agreed Strategic Business Plan.

#### **Purpose**

To appraise Members on the progress toward the development a five year Business Plan for the Harbour Authority and to seek ratification of the Plan.

The Strategic Business Plan supports South Hams objectives of good jobs (CP2), retention of the district's character (CP3), an accessible council (CP5) and value for money (CP6).

#### **Recommendations**

##### **That the Council RESOLVES to:**

- a. **consider the feedback from the second consultation period and make comment where appropriate with regard to amendments.**
- b. **endorse the work completed to date on the Salcombe Harbour Strategic Business Plan.**
- c. **adopt the Harbour Authority's Strategic Business Plan .**

#### **Background**

1. The Harbour Board approved the publication of the 2<sup>nd</sup> draft of the Strategic Business Plan on 6 June 2007 for public consultation (SH 7/07).
2. The 2<sup>nd</sup> draft of the Strategic Business Plan was published on 8 June 2007 with consultation closing on 22 June 2007. The draft plan was published on the Harbour Authorities web page, on Devon County Councils Consultation Finder, distributed to Harbour Community Fora, Salcombe and Kingsbridge Town Councils and placed in the local libraries.
3. In total twenty responses were received from the 1<sup>st</sup> round of consultation and three from the second. Salcombe Town Council requested an extension to the deadline, however as such an extension would have precluded this report being prepared for the Board meeting on 10 July it was agreed that the Harbour Master would make a verbal report of the Town Council's comments.

4. The consultation feedback is reproduced in full at Appendix 1. Key points raised are:
  - Kingsbridge Estuary Boat Club believe that:
    - there is a need to get the balance right between resident and visiting yachtsmen's requirements and charges.
    - Kingsbridge should be promoted as a destination.
    - there is an urgent need to dredge the Kingsbridge Basin.
    - estuary management is complicated and involves many agencies and Council Services.
    - alternate sources of funding should be explored.
  - Salcombe Kingsbridge Estuary Association believe that:
    - the proposal to introduce a 16% increase in 2008/9 is both excessive and avoidable.
    - the current proposals are over ambitious and not necessarily in the correct priority.
    - improved financial controls should be introduced immediately.
    - the replacement and capital programme should be revised to include absolute essentials only.
    - improvements should not be considered until basics have been addressed.
    - the comparison with Cornish Ports is the more relevant.
    - the provision of marina facilities should be revisited.
    - Salcombe Harbour should not necessarily be a commercial operation (referring to the commerciality clause in the Duchy lease).
    - the replacement of Batson pontoons should be coordinated with the development of Batson Creek car park, including dredging and the provision of a third slipway
    - the Harbour Board should reconsider its action plan and replacement programme to reduce expenditure so keeping any increase in charges to a more reasonable level.

## **Way Forward**

4. The draft Strategic Business Plan has been revised to a final draft and is at Appendix 2. Members are asked to consider the views expressed by consultees and agree a final version of the Business Plan with a view to modification or agreement and to recommend to Full Council the adoption of this 1<sup>st</sup> edition as policy.
5. The Strategic Business Plan will be updated annually and reported against in an annual report at the end of the financial year.

## **Value for Money**

6. Delivering Value for Money is one of the Harbour Board's Core Principals. The work which is going into the preparation of the Strategic Business Plan is driving the Harbour Authority to review, analyse and justify all aspects of the operation of the Harbour. This work is fundamental in being able to understand the harbour, deliver the services required by customers and ultimately deliver Value for Money.

## Risk Assessment

Risk	Mitigation
The Harbour Authority is not delivering a satisfactory service to harbour users.	The Harbour Board, through its contact with harbour Community Forums will monitor the stakeholders' reaction to the service provided and amend the Strategic Business Plan to remain relevant.
The Harbour Board has insufficient resources to deliver the full extent of the strategic plan.	The strategic plan will prioritise projects and if necessary, consider alternative measures to fund projects. Consideration will be given to finding external support where internal resources are limited.
The Harbour Board fails to comply with its statutory responsibilities.	Continuous monitoring and an annual audit by an independent designated person will highlight potential issues early to enable corrective action to be taken.
The Harbour Board is accused of discrimination in its allocation of harbour facilities.	The Harbour Authority has a moorings allocation policy which is strictly adhered to and kept under constant review.
Crime escalates within the estuary.	The Harbour Authority has an excellent working relationship with the Devon and Cornwall Constabulary, with regular liaison meetings to discuss crime trends. The harbour staff, who patrol the Estuary daily are augmented by an additional security patrol, the role and effectiveness of this patrol is kept under constant review. The Kingsbridge Boat Club has established a Boat watch service which augments the Police and the harbour Security patrols.
Health and safety.	Harbour staff adheres to a training plan audited by the Harbour Board's Port Marine Safety Code independent advisor on an annual basis.
Data Protection, disclosure of information and Freedom of Information (FOI).	Harbour records, including customer accounts are maintained within the office. Staff training is given to prevent any unauthorised disclosure. FOI forms are required before any information is given out.
Corporate activity with an impact on Areas of Outstanding Natural Beauty, National Parks, and Sites of Scientific Interest.	The Harbour Authority part fund a Marine Conservation Officer who monitors all activity within the estuary to ensure the harbour Authority fully respects the ANOB and SSSI status of the Estuary.

Financial Risks and Impact on Councils Assets

By monitoring performance in relation to the Strategic Objectives, the Harbour Board will be in a strong position to invest Harbour Funds where they can provide the best value for money and return on investment and safeguard the Harbour's future on behalf of the District Council.

## Conclusion

13. The Strategic Business Plan provides a foundation and financial strategy which should enable the Harbour Authority to move forward towards its vision:

*To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of resident and visiting yachtsmen for the 21st century.*

The plan will be kept under constant review, updated annually and reported on in the Harbour Annual Report.

Ian Gibson  
Head of Service Salcombe Harbour

Council  
2 August 2007

Paula Brooks  
Strategic Director (Operations)

## Background Documents:

Revenue Budget 2007-08  
Reserve Budget 2007-08  
Renewals Reserve Budget 2007-2020  
Pontoon Reserve Budget 2007-2020  
Sounding Board Survey 2002  
Estuary User's Survey 2005  
Harbours Act 1964

## Appendix:

1. Compendium of responses to the public consultation from Second Draft of Strategic Business Plan
2. Strategic Business Plan Final Draft (Changes from second draft are highlighted)