

Salcombe Harbour Board, 18th April 2005

STRATEGIC BUSINESS PLANNING

Report of the Salcombe Harbour Master

Statutory Powers: The Pier and Harbour Order (Salcombe) Confirmation Act 1954.

Financial Implications: None in the preparation of the Business Plan although clearly there may be financial implications for delivery of an agreed Business Plan. A robust funding strategy will be required and will form an integral part of the actual Business Plan itself when this work is complete.

Purpose

1. This report updates Members of the work of the Board's Business Plan Steering Group convened by the Board (SH.33/04) and advises the Board on the timetable for the development of the Salcombe Harbour Board Strategic Business Plan.

Recommendation

That the Board RESOLVES:-

1. **to support and endorse the work of the Salcombe Harbour Board Business Plan Steering Group;**
2. **to adopt the Salcombe Harbour Board Business Plan Objectives;**
3. **to instruct officers to proceed with the further development of the Plan in consultation with the Steering Group.**

Background

2. Following two Harbour Board training events undertaken by Members, the Board gave approval for a Steering Group comprising of five Board Members to be convened to progress work on the Harbour Board's Strategic Business Plan for the next ten years with a view to presenting a draft document at today's meeting.

Issues

- 3 The Business Plan Steering Group has now met on two occasions. The Group recognised from the information that came out of the two training sessions that five key themes were emerging that cover Harbour issues for future consideration. The Group has expanded this work along these five lines whilst being mindful of the need to maintain linkage to the Council's Corporate Priorities and with the existing Harbour Board Vision, Policies and Objectives.
- 4 It should be noted that the specific Membership of the Steering Group has been of great benefit to date by providing an informal but solid view of local need. However, clearly formal linkage with local Town Councils will need to be a key element of developing this Business Plan to its full extent. Partnership liaison with

surroundings Parish Councils as well as the local business sector and community groups will also be vital to enable the Harbour's new Business Plan to support in meeting the needs of the local community as well as direct Harbour users.

- 5 The proposed five 'key themes' or 'objectives' for the Harbour's future Business Plan together with the lead Member of the theme to date are as follows:-
 - a. Safety Mr Peter Howard
 - b. Environmental Stewardship Cllr Jeff Beer
 - c. Support for Prosperity Cllr Anthony Vale
 - d. Community Engagement Mr Rufus Gilbert
 - f. The Customer Experience Cllr Shonaugh Rankin
 - 6 Clearly the role of the Board is to oversee the business of the Harbour and Salcombe-Kingsbridge Estuary on behalf of the District Council. This of course includes ensuring the Harbour is operationally sound, and both economically and environmentally sustainable. As the guardians of the Harbour in its widest sense though, the Board must ensure users are well served. The Board by its very composition represents the views of user groups. However, because of the physical location of the Harbour and estuary it is the view of the Steering Group that both assets should be best placed to play a key role in supporting wider local need as far as it is possible and practical to do so.
 - 7 Given Members of the Board also formally represent the local community, voluntary and business sectors, the 'key themes' or 'objectives' that have emerged to date from the training sessions and from informed local knowledge of Members of the Harbour Board should serve the dual role of provision of service for Harbour users but also support for wider community/business support in partnership with the relevant recognised public, private and voluntary sector bodies which exist.
 - 8 Consequently the Group has drawn up a proposal for delivery of these 'key themes' which can be seen by way of the framework in Appendix 1. If agreed, this series of Objectives could form the basis for the future framework of the Salcombe Harbour Business Plan. Each Member of the Steering Group is invited to comment upon their individual key theme at the Board.
 - 9 Fundamental to the Business Plan, the Steering Group has recognised that the present Salcombe Harbour Board Vision may be slightly limiting and therefore could be extended to include financial viability and a greater connection with the wider local community. It is hoped that further work on this and the Business Plan Framework itself can be undertaken by officers working with the Steering Group between now and October 2005. It is envisaged that a 'SMART' (Specific, Measurable, Achievable, Realistic, and Timed) Action Plan will also evolve as part of the Business Plan together with an associated Funding Strategy. Each element of work will require due consultation with all interested parties locally.
- Risk Assessment**
- 10 The development of a Strategic Business Plan is considered essential so that role of the Council's Harbour Board in the management of the Salcombe Harbour Kingsbridge Estuary meets its full potential.

Human Rights

11 There are no obvious Human Rights issues arising from this report.

Conclusion

12 The Steering Group has been actively preparing a draft framework for the Salcombe Harbour Board Strategic Business Plan. The framework is based on five key themes that have emerged from the Board's training sessions that have links and linkages to the Council's Corporate Priorities, business issues relating to the Harbour and wider community aims.

13 The Board is asked to confirm their support of the Steering Group's work so far and as the next step The Harbour Master and Officers of the Council in consultation with the Board's Steering Group, are now asked to prepare a draft Plan for the Board's consideration in October 2005.

S E Tooke
Harbour Master

Salcombe Harbour Board
18th April 2005

Paula Brooks
Strategic Director (Operations)

Background Documents

SH. 33/04