

**Salcombe Harbour Board – 18 December 2006****STRATEGIC BUSINESS PLANNING****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 although there will be financial implications for the delivery of the agreed Business Plan.

**Purpose**

To appraise members on the progress made during the workshop on 14 November and, to propose a way forward to complete the first iteration of a Strategic Business Plan.

**Recommendations****That the Harbour Board RESOLVES to:**

- a. **Endorse the work completed to date on the Salcombe Harbour Strategic Business Plan.**
- b. **Develop the embryonic plan into a rolling five year Strategic Business Plan for Salcombe Harbour.**
- c. **Nominate membership of the Business Development and Operations and Safety working groups.**

**Background**

1. Following the re-constitution of the Salcombe Harbour Board on 1 October 2006, in line with the Department for Transport's guidance in their documents "Modernising Trust Ports A Guide to good governance" and "Opportunities for ports in Local Authority Ownership", it followed that a Strategic Business Plan was required to provide a framework and a means for the Board to plan to meet the stakeholders requirements both now and into the future.
2. The Harbour Board, joined by the Strategic Director (Operations) and members of the Harbour Staff, participated in a workshop on 14 November during which the work of the previous board, reported on 18 April 2005 (SH 05/05) was developed. A résumé of the workshop output follows:
  - a. The "key themes" were validated as core principles that will underpin all the activities of the Harbour Authority. They are:
    - Safety
    - Stakeholder Involvement
    - Value for Money
    - Environmental Stewardship
    - Catalyst for Sustainable Economic Development

- b. The Board's vision was agreed to be:
    - 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.
  - c. The Board's Mission Statement was agreed as:
    - The Board is committed to running a safe, efficient and welcoming harbour that caters for the needs of the local communities, visitors and the environment.
  - d. The Board discussed the adoption of a "strap line" the purpose of which is to emphasise a phrase that the Board wishes the Salcombe and Kingsbridge Estuary to be remembered by. However time was short and a concensus was not reached, some that were considered were:
    - A destination of choice at the heart of the community
    - A destination of choice at the heart of its communities
    - Salcombe where Devon reaches out to welcome you
  - e. Strategic Objectives on which the business plan will be developed, the initial draft of these objectives is as follows:
    - Provision of a first class service to residents and visitors
      - A safe haven
      - Maintenance of current infrastructure
      - Value for money
      - Staff training
      - Security
    - Conservation of the environment
      - Estuary Management Plan
    - Long term security of tenure
      - Duchy lease
    - Development of Salcombe infrastructure
      - Town access
      - 21<sup>st</sup> Century Facilities
      - Mutual support between Town and Harbour Authority
      - Discussion over Boat Park
      - Fish quay, working with District Council
    - Development of Kingsbridge infrastructure
      - A destination within the harbour
      - Improved facilities
3. The workshop spent some time discussing how the Board would operate. It was proposed that:
- a. The Board would meet five times each year with an additional meeting in July which would represent the annual harbour inspection.
  - b. Meetings would be programmed to commence at 14.00 at a variety of venues around the Estuary.

- c. After board meetings the board would conduct a working meeting to set the agenda of work for the next period and conduct back briefings, between working groups, of work in progress.
- d. Initially two working groups would be established with portfolios:
  - Business Development
    - Chairman plus 5 members
    - 2 to 5 year planning horizon
    - Berthing strategy
    - Fees and charges
    - Future projects
  - Operations and Safety
    - Vice Chairman plus 3 members
    - Current and subsequent year's issues
    - Port Marine Safety Code compliance
    - Security
    - Bye-laws
    - Service Plan

## Way Forward

4. The next steps in the development of Salcombe Harbour's Strategic Business Plan will be to:
  - a. Endorse the work completed to date.
  - b. Establish working groups.
  - c. Engage with Stakeholders to understand requirements and report plans and progress.
  - d. Develop Strategic Objectives, adding detailed tasks and objectives to populate the 5 year plan.
  - e. Prioritise and cost 5 year plan.
  - f. Transfer SMARTER (Specific, Measurable, Achievable, Realistic, Timely, Evaluated and Reviewed) Objectives from the 5 year plan to the annual Service Plan.
  - g. Agree Performance Indicators and monitor progress.

## 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.

<p>The Harbour Board has insufficient resources to deliver the full extent of the strategic plan.</p>	<p>The strategic plan will prioritise projects and if necessary, consider alternative measures to fund projects. Consideration will be given to funding external support where internal resources are limited.</p>
<p>The Harbour Board fails to comply with its statutory responsibilities.</p>	<p>Continuous monitoring and an annual audit by an independent designated person will highlight potential issues early to enable corrective action to be taken.</p>
<p>The Harbour Board is accused of discrimination in its allocation of harbour facilities.</p>	<p>The Harbour Authority has a moorings allocation policy which is strictly adhered to and kept under constant review.</p>
<p>Crime escalates within the estuary.</p>	<p>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.</p>
<p>Health and safety.</p>	<p>Harbour staff adheres to a training plan audited by the Harbour Board's Port Marine Safety Code independent advisor on an annual basis.</p>
<p>Data Protection, disclosure of information and Freedom of Information (FOI).</p>	<p>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.</p>
<p>Corporate activity with an impact on Areas of Outstanding Natural Beauty, National Parks, and Sites of Scientific Interest.</p>	<p>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.</p>
<p>Financial Risks and Impact on Councils Assets</p>	<p>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.</p>

## Conclusion

5. A small start has been made towards achieving the board's vision of:

*Retaining and enhancing 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.*

6. There is a long way to go but, providing the Core Principals are followed in setting the SMARTER objectives, discernable progress should follow.

Ian Gibson  
Head of Service Salcombe Harbour

Salcombe Harbour Board  
18 December 2006

**Background Documents:** None