

Salcombe Harbour Board – 20 March 2007**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 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 approval of a time table for full public consultation through to final ratification of the Plan.

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

- a. **Endorse the work completed to date on the Salcombe Harbour Strategic Business Plan.**
- b. **Agree the timetable for development of the Strategic Business Plan.**
- c. **Publish the draft Strategic Business Plan for public consultation.**

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. Members of Harbour Board, joined by the Strategic Director (Operations), members of the Harbour Staff and Finance Team met recently to progress work on the Business Plan and develop concepts for potential projects which will deliver the Harbour's Vision, Core Values and Strategic Objectives as set out in the Plan. The culmination of this work is the draft Strategic Business Plan for consideration at Appendix 1.

Way Forward

3. Members are asked to consider this draft with a view to modification or agreement to ensure that the Board endorse the principles and actions it contains so far. The next stage is then to publicly consult on this draft with a view to agreeing a final version and recommending it to Council in June and publishing it in July 2007.
4. It is proposed that Members consider the time table which sets out below the development phases of Salcombe Harbour's Strategic Business Plan:

Timeline to Publishing Salcombe Harbour Strategic Business Plan	
20 March 2007	Endorse the work completed to date, i.e. Draft Strategic Business Plan
2 April 2007	Publish Draft Strategic Business Plan for Public Consultation. <ul style="list-style-type: none"> • Work with Harbour Community Fora • Circulate draft to all interested stakeholders • Publish on web site and gather feedback • Publicise widely in the press
27 April 2007	Public consultation closing date <ul style="list-style-type: none"> • Collate responses to consultation
2 May 2007	Business Development Group of Harbour Board consider consultation feedback
10 May 2007	Deadline for Harbour Board Reports for Board Meeting on 31 May
31 May 2007	Harbour Board consider 2 nd Draft of Strategic Business Plan and, if satisfied recommends approval by Full Council
28 June 2007	Strategic Business Plan presented to Full Council for approval
10 July 2007	Harbour Board Publish Salcombe Harbour Strategic Business Plan 1 st Edition at Harbour Annual Inspection.
December 2007	Transfer SMARTER (Specific, Measurable, Achievable, Realistic, Timely, Evaluated and Reviewed) Objectives from the 5 year plan to the annual Service Plan.
March 2008	Review Strategic Business Plan

Value for Money

4. 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.
5. There is a long way to go but the process has started and progress is being made.

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

6. Real progress is starting to be made and the time table to publication is tight, but achievable, providing there are no unforeseen issues that would detract from the staffing process.
7. The Strategic Business Plan will be a live and evolving document and as time progresses, it will be refined and developed to meet the ever-changing demands of its users. As a premier leisure harbour we must aim to fulfil the user's requirements into the future whilst offering value for money.

Ian Gibson
Head of Service Salcombe Harbour

Salcombe Harbour Board
20 March 2007

Background Documents:

Revenue Budget 2007-08
Reserve Budget 2007-08
Revised Renewals Fund Budget 2007-08
Sounding Board Survey 2002
Estuary User's Survey 2005

Appendix:

1. Draft Strategic Business Plan