

Report to: **Salcombe Harbour Board**

Date: **26 September 2016**

Title: **Strategic Business Plan**

Portfolio Area: Commercial Services

Wards Affected: **All**

Relevant Scrutiny Committee:

Overview and Scrutiny Committee

Urgent Decision: **N** Approval and clearance obtained: **Y**

Date next steps can be taken:
(e.g. referral on of recommendation or
implementation of substantive decision) **Council meeting
scheduled for 15
December 2016**

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Recommendations:

1. That the Harbour Board **RECOMMENDS** adoption of the Harbour's Strategic Business Plan 2017-2022 to Council.

1. Executive summary

1.1 The Strategic Business Plan (SBP) articulates the strategic aims of the Harbour Authority and its financial strategy for the next 5 years, including forecast borrowing requirements where necessary. Stakeholder engagement and public support is essential and a public consultation period was run from 12 July to 2 September. Consultation feedback has been incorporated and this report asks the Board to seek Full Council approval.

1.2 The SBP identifies four Critical Success Factors:

- 1.2.1 Maintaining safety and security
- 1.2.2 Protecting and enhancing the quality of the environment
- 1.2.3 Retaining our reputation
- 1.2.4 Running a financially sustainable harbour

1.3 These will be met through the following key objectives, each of which run as 'themes' throughout the SBP:

- 1.3.1 Improving navigational safety
- 1.3.2 Transforming the Harbour into an eco-harbour
- 1.3.3 Adapting to changing visitor patterns
- 1.3.4 Supporting a thriving local community
- 1.3.5 Employing an engaged and dedicated staff

1.4 The SBP also forecasts the likely annual revenue budgets which sees revenue rising from £1.03m in 2017 to £1.2m by 2022. This increase is the result of capital investment which totals £649k across the life of the SBP. Additionally the SBP identifies potential contingency expenditure which might be required if the work barge and/or fuel barge require to be replaced. Although these appear to be large sums it is important to note that all of these can be supported by self-sustaining business cases which would further protect the Harbour's financial future.

2. Background

2.1 The second edition of the SBP comes to an end 31 Mar 17 and it is timely that the third edition (covering the period 2017-22) be published. This will set the Authority's strategic priorities and business objectives, and identify the required resources and planning activities required to meet these objectives.

4. Options available and consideration of risk

4.1 There are two available options: publish a 5-year plan or instead publish a series of annual plans. Although the latter meets our minimum legal obligation it increases the risk of incoherency and loss of focus in achieving our longer term strategic aims.

5. Proposed Way Forward

5.1 The SBP is adopted by Full Council and informs Harbour activity for the period 2017-2022. The report proposing the 2017 Budget and Fees & Charges (presented separately alongside this report) have been based upon this SBP.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/ Governance	N	The Pier & Harbour (Salcombe) Confirmation Act 1954
Financial	Y	The SBP proposes £649k capital expenditure between 2017-2022 and identifies a further £650k for 'worst case' contingencies. Expenditure will only take place with Full Council approval and after appropriate business cases have been submitted
Risk		There is a risk that performance and customer satisfaction could fall if the Harbour does not evolve to remain aligned with customer needs and expectations. This is mitigated through a comprehensive five-year strategic business plan to achieve our business objectives
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	The Harbour Authority remains fully committed to E&D
Safeguarding	N	The Harbour Authority remains fully committed to Safeguarding
Community Safety, Crime and Disorder	Y	The SBP proposes enhancements to community wellbeing and safety as well as means of reducing crime and disorder
Health, Safety & Wellbeing	Y	The SBP proposes enhancements to health, safety and wellbeing
Other implications	Y	The SBP proposes ways to protect and improve the environment

Supporting Information

Appendices: Strategic Business Plan

Background Papers: None.

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes/No
SLT Rep briefed	Yes/No
Relevant Exec Director sign off (draft)	Yes/No
Data protection issues considered	Yes/No
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	Yes/No