



Public Document Pack

North Devon Council
Brynsworthy Environment Centre
Barnstaple
North Devon EX31 3NP

K. Miles
Chief Executive.

HARBOUR BOARD

A meeting of the Harbour Board will be held in the Ilfracombe Centre - Ilfracombe on **TUESDAY, 6TH AUGUST, 2024 at 2.00 pm.**

Members of the Harbour Board

Councillor Wilkinson (Chair)

Councillors Turton, Williams and Wilson

Co-opted Members:

Martin Cleary, Bert Gear, Tim Gibbs and Nigel Thomas

AGENDA

1. Apologies for Absence
2. To approve as a correct record the minutes of the meeting held on 7 May 2024 (Pages 7 - 14)
(Attached).
3. Items brought forward which in the opinion of the Chair, should be considered by the meeting as a matter of urgency
4. Declarations of Interest
Please telephone the Corporate and Community Services team to prepare a form for your signature before the meeting. Interests must be re-declared when the item is called. A declaration of interest under the Code of Conduct will be a Disclosable Pecuniary Interest, an Other Registrable Interest or a Non-Registrable Interest. If the item directly relates to your interest you must declare the interest and leave the room for the item, save in the case of Other Registrable Interests or Non-Registrable Interests where you may first speak on the item as a member of the public if provision has been made for the public to speak. If the matter does not directly relate to your interest but still affects it then you must consider whether you are affected to a greater extent than most people and whether a reasonable person would consider your judgement to be clouded, if you are then you must leave the room for the item (although you may speak as a member of the public if provision has been made for the public to speak) or, if you are not, then you can declare the interest but still take part).
5. To agree the agenda between Part 'A' and Part 'B' (Confidential Restricted Information)

PART 'A'

6. **Quarterly Designated Person Port Marine Safety Code Audit Report - Ilfracombe and Lynmouth Harbours** (Pages 15 - 18)
Report by Health and Safety Advisor (attached).
7. **Ilfracombe and Lynmouth Harbour's Budget Trading Accounts**
Report by Accountant (attached)
8. **Formation of the Ilfracombe Harbour Advisory Committee** (Pages 19 - 34)
Report by Harbour Master (attached)
9. **Ilfracombe Harbour Business Plan** (Pages 35 - 48)
Report by Harbour Master (attached)
10. **Marine Safety Plan**
Harbour Master to report
11. **Aids to Navigation**
Harbour Master to report
12. **Infrastructure Update**
Harbour Master to report

(a) Environmental Consideration
Harbour Master to report
13. **Future Projects**
Harbour Master to report
14. **Lynnton and Lynmouth Harbour Community Forum**
Lynnton and Lynmouth Town Clerk to report

PART 'B' (CONFIDENTIAL RESTRICTED INFORMATION)

Nil.

If you have any enquiries about this agenda, please contact Corporate and Community Services, telephone 01271 388253

29.07.24



North Devon Council protocol on recording/filming at Council meetings

The Council is committed to openness and transparency in its decision-making. Recording is permitted at Council meetings that are open to the public. The Council understands that some members of the public attending its meetings may not wish to be recorded. The Chairman of the meeting will make sure any request not to be recorded is respected.

The rules that the Council will apply are:

1. The recording must be overt (clearly visible to anyone at the meeting) and must not disrupt proceedings. The Council will put signs up at any meeting where we know recording is taking place.
2. The Chairman of the meeting has absolute discretion to stop or suspend recording if, in their opinion, continuing to do so would prejudice proceedings at the meeting or if the person recording is in breach of these rules.
3. We will ask for recording to stop if the meeting goes into 'part B' where the public is excluded for confidentiality reasons. In such a case, the person filming should leave the room ensuring all recording equipment is switched off.
4. Any member of the public has the right not to be recorded. We ensure that agendas for, and signage at, Council meetings make it clear that recording can take place – anyone not wishing to be recorded must advise the Chairman at the earliest opportunity.
5. The recording should not be edited in a way that could lead to misinterpretation or misrepresentation of the proceedings or in a way that ridicules or shows a lack of respect for those in the recording. The Council would expect any recording in breach of these rules to be removed from public view.

Notes for guidance:

Please contact either our Corporate and Community Services team or our Communications team in advance of the meeting you wish to record at so we can make all the necessary arrangements for you on the day.

For more information contact the Corporate and Community Services team on **01271 388253** or email **memberservices@northdevon.gov.uk** or the Communications Team on **01271 388278**, email **communications@northdevon.gov.uk**.

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NORTH DEVON COUNCIL

Minutes of a meeting of Harbour Board held in the Ilfracombe Centre - Ilfracombe on Tuesday, 7th May, 2024 at 2.00 pm

PRESENT: Members:

Councillor Wilkinson (Chair)

Councillors Williams and Wilson

Co-opted Members:

Bert Gear, Martin Cleary, Tim Gibbs and Nigel Thomas

Officers:

Director of Resources and Deputy Chief Executive, Ilfracombe
Harbour Master and Head of Place, Property and Regeneration

1. APOLOGIES FOR ABSENCE

Apologies for absence were received during the meeting for Councillor Turton.

2. TO APPROVE AS A CORRECT RECORD THE MINUTES OF THE MEETING HELD ON 6 FEBRUARY 2024 (ATTACHED)

RESOLVED that the minutes of the meeting held on 6 February 2024 (circulated previously), be approved as a correct record and signed by the Chair.

3. ITEMS BROUGHT FORWARD WHICH IN THE OPINION OF THE CHAIR, SHOULD BE CONSIDERED BY THE MEETING AS A MATTER OF URGENCY

There were no items, which in the opinion of the Chair, to be considered by the meeting as a matter of urgency.

4. DECLARATIONS OF INTEREST

There were no declarations of interest made.

5. QUARTERLY DESIGNATED PERSON PORT MARINE SAFETY CODE AUDIT REPORT - ILFRACOMBE AND LYNMOUTH HARBOURS

The Director of Resources and Deputy Chief Executive introduced The Head of Place, Property, and Regeneration to the Board.

The Board then considered a report by the Health and Safety Advisor (circulated previously), regarding the Quarterly Designated Person Port Marine Safety Code Audit of Ilfracombe and Lynmouth Harbours.

The Designated Person highlighted the following:

- The quarterly audit visits were carried out at both, Ilfracombe and Lynmouth harbours on 15 April 2024.

Actions completed since last audit – Ilfracombe

- Consultant Engineers had undertaken a survey of the Harbour and made an assessment of the condition of structural elements on The Pier, Stone Bench, Lower Landings and East Face. The report found the concerns were not as bad as first thought.
- The Consultant engineers had provided a bid document for further funding from the Environment Agency to enable more substantial investigations to be carried out to inform a medium/long term maintenance study for the Harbour.
- The tree and vegetation removal on the Cove Cliff had been completed. Works to install the netting were due to commence 22 April 2024.
- Safety wording and yellow lines had been painted along the working edge of Old Quay Head – these were to advise the public of the no public access areas on the Harbour with signage yet to be installed.
- The working area along the Cove was now distinct.
- A larger, more prominent sign had been erected on the Verity statue plinth advising of no climbing. No further incidents had been recorded.
- Trinity House had visited the Harbour to assess the Aids to Navigation on 26 February 2024, they were signed off as compliant.
- A line of yellow buoys had been placed in the harbour marking Larkstone Cove designated recreational areas to enable an area for swimmers and the use of non-powered craft.
- The Pier car park pot holes had been patch repaired on 8 April 2024, this would suffice for the short term.
- A pedestrian crossing and traffic stop sign had been reinstated near the Water Sports Centre on the upper Cove roadway.

Risk Management – Ilfracombe

- Internal audits were carried out on the following topics:
 - (i) Drink and Drugs
 - (ii) Dangerous Vessels and Substances
 - (iii) Licensing Work – Tugs (works/tugs/craft), Permitting (Diving/Hot works)
 - (iv) Auditing Internal/External, Plans and Reporting
 - (v) Open Port Duty and Setting Dues
 - (vi) Enforcement
 - (vii) Consultation and Consensus
 - (viii) Piloting, Towage, Bunkering
- The only non-conformity was found in item (vii) above, as there was no formal Harbour Advisory Committee set up.

In response to a question on whether a Face Book group could be used as an advisory committee. The Harbour Master replied that a formal adoption of a constitution and at least two face-to-face meetings had to be in place for a committee

to be considered. A Face Book user group could be a useful means of communication.

- The Devon Audit Partnership had carried out an internal audit in December 2023 the findings of which could be seen at Agenda item 8.
- The bulge at Stone Bench was still being monitored, the netting was working well and funding was in place should further works be required.
- The Senior Management Team would be considering a report from the Royal Life Saving Society regarding the use of the Sea Pool.

In response to a question of when the sea pool could be open for use. The Harbour Master advised it was hoped to be Autumn 2024.

Actions completed since last audit – Lynmouth

- The issue with some of the Solar Aid to Navigation lights not receiving enough sun light during the winter months had been resolved. It was found that there had been an error during the set up and now that this was resolved the batteries were charging sufficiently without repositioning required.
- Trinity House had inspected the Aids to Navigation during their visit on 26 February 2024 and found them to be compliant.
- A public meeting was held in Lynmouth for members of the public to attend and discuss their concerns regarding the recent Harbour Empowerment Order submission. The Harbour Master, Designated Person, Harbour Board Chair and ward member, Councillor Patrinos were able to listen to the concerns the public had and as a result numerous objections were withdrawn. The remaining objection was reduced from 10 pages to one.
- The Rhenish tower was temporarily closed off to the public. Loose stonework had created trip hazards.
- The Slipway and harbour entrance channels had been dredged.

Risk Management – Lynmouth

- The Lynmouth Harbour Safety Management System document still did not contain Key Performance Indicators as picked up by the three yearly external harbour audit carried out by ABPmer in June 2023. Following the recent internal audit carried out by Devon Audit Partnership, it was agreed that the Harbour Master will formulate a Business Plan for Ilfracombe Harbour and then the Lynton Town Clerk will create a similar document for Lynmouth reflecting the aspirations of harbour users.
- The outstanding training policy, also picked up during the ABPmer audit was now in place.
- The same internal areas of audit were carried out at Lynmouth which included the following topics:
 - (i) Drink and Drugs
 - (ii) Dangerous Vessels and Substances
 - (iii) Licensing Work – Tugs (works/tugs/craft), Permitting (Diving/Hot works)
 - (iv) Auditing Internal/External, Plans and Reporting
 - (v) Open Port Duty and Setting Dues

- (vi) Enforcement
- (vii) Consultation and Consensus
- (viii) Piloting, Towage, Bunkering

- There were no non-conformities or non-compliances given that Lynmouth was not currently a Statutory Harbour Authority.
- The switch in the new Solar Aid to Navigation Lights had now been set to steady rather than flashing.
- After complaints received regarding algal growth causing slippery conditions along the slipway it had been agreed to ensure the works to remove the growth was carried out every six weeks.
- The remedial work to the stone steps near the Rising Sun pub, was still outstanding.
- The Lynmouth Study was underway and the topographical survey had been completed. The Senior Engineer was going to set up a stakeholder workshop to discuss the interim findings.
- Sea water was getting through joints between stones on the sea wall during extreme weather conditions. The issue to be raised with Devon County Council and the Environment Agency.

The Designated person confirmed that both harbours were being proactively managed and the status of Lynmouth Harbour was still outstanding and being progressed.

In response to a question about what the Lynmouth Study was, the Harbour Master replied that this was funded by the Environment Agency after a successful bid submitted by the Senior Engineer and was being carried out to assess coastal erosion along the Lynmouth Coast line.

RESOLVED that the findings of the Quarterly Designated Person Port Marine Safety Code Audit report be noted.

6. ILFRACOMBE AND LYNMOUTH HARBOUR'S BUDGET TRADING ACCOUNTS

The Board considered the Ilfracombe and Lynmouth Harbour's Budget Trading Accounts (circulated previously) from the Finance Manager.

The Director of Resources and Deputy Chief Executive highlighted the following:

- The final outturn figures for 2023/24 had yet to be audited but prior year figures had been provided for comparison.
- Under budget overall, however, the operating net spend figure being higher this year compared with last year.
- Income was down by £113,000 but operating expenditure was also down which was linked to fuel prices and sale of fuel.
- There were additional infrastructure works included in the 2023/24 budget.
- The reduction in income was from the Sale of fuel sold at the harbour.
- The underspend on expenditure was due to only spending an additional £18,000 on fuel not the £58,000 anticipated.

- Lynton and Lynmouth had a smaller operating income and the lower expenditure figure of £1,640 in 2023/24 was lower than the expenditure figure of £11,667 in 2022/23.
- Both harbours were operating within their approved budgets.

In response to a question about any major expenses expected in the future. The Director of Resources and Deputy Chief Executive advised that recent infrastructure costs had been covered up to 75% by successful grant funding bids put in by the Harbour Master which had helped. The resurfacing of the Pier carpark was estimated to cost around £195,000, with the annual income received from the carpark at £165,000. Another big cost would be the replacement of the fuel tank and pump, again a funding bid was hoped to help towards this.

In response to how overheads were set, the Director of Resources and Deputy Chief Executive explained that these were set based on an estimate of officer time spent supporting front line services.

The Director of Resources and Deputy Chief Executive went on to explain that the revenue from the Sea School would feed back into the budget along with revenue from the Water Sports Centre. All harbour area related assets could be shown within the wider harbour budget, such as car park income, rental income etc and if a net surplus arose in the future from this activity then Board members could have this ring-fenced for future Harbour related spend.

RESOLVED that the budget accounts be agreed.

7. DAP HARBOUR AUDIT REPORT

The Board considered a report by the Harbour Master (circulated previously) regarding the Devon Audit Partnership Harbour Audit Report.

The Harbour Master highlighted the following:

- The Ilfracombe Harbour Business page on the North Devon Council website was found to have two broken links (as detailed in the audit report at section 1.2 of Appendix A of the agenda) – this had now been rectified.
- The Business Strategy 2012-2026 had not had any revisions made to it since it had been published. The strategy covered the long term aims of the Harbour
- The Business Plan issued in November 2019 had covered the years 2020-2023 needed to be re-drafted.
- The Business Plan covered the Harbour's aims for the medium term and was refreshed regularly.

The Head of Place, Property and Regeneration advised that any projects identified that would take over five years to complete could sit within the Local Plan that was currently being refreshed.

- The Key Performance Indicators (KPI'S) were found to not be adding any value or to hold any useful information (as detailed in the audit report at section 4.1 of Appendix A of the agenda).

- The Harbour Master would draft some new KPI's and bring a report back to a future Board meeting.

The Director of Resources and Deputy Chief Executive explained the assurance rating system used within the audit report. The Harbour was found to be a Substantial Assurance level, which meant there was a sound system of governance, risk management and control measures in place and had internal controls operating effectively.

RESOLVED that the DAP Harbour Audit report findings be noted and the risk levels identified had been considered.

8. MARINE SAFETY PLAN

The Board received an update from the Harbour Master regarding the Marine Safety Plan.

The Harbour Master advised that the mooring chains replacement programme was ahead of schedule.

9. AIDS TO NAVIGATION

The Board received an update from the Harbour Master regarding Aids to Navigation.

The Harbour Master advised that the old set of lights removed from Stone Bench during the upgrade to solar lights had now been installed at Old Quay Head.

10. INFRASTRUCTURE UPDATE

The Board received an update from the Harbour Master in relation to Infrastructure.

The Harbour Master advised of the following:

- Additional bracing brackets were due to be fitted on the new ladders. The seller/manufacturer of the ladders flew from Copenhagen to visit Ilfracombe to see the issue in person and provided the additional braces free of charge.
- Small cracks had been found on First Landing, this had been reported to the Senior Engineer who would be looking into rectifying the issue.

11. ENVIRONMENTAL CONSIDERATION

No update was given.

12. FUTURE PROJECTS

The Board received an update from the Harbour Master in relation to Future Projects.

The Harbour Master advised of the following:

- A Marine and Dive unit from Plympton were scheduled to revisit for a walk around the harbour with a view to using Ilfracombe as a base for their bigger boats to travel up and down the coast.

- The Sea School website was now live and the first online bookings had been made.
- Phase two of the Sea School was being looked at in conjunction with Petroc. A meeting held with Petroc highlighted the possibility for a fire fighting unit.
- The Seafish training supervisor based in Swansea were looking to add the Ilfracombe Sea School to their programme of approved training providers.
- The first Power boat course had been held with three attending.
- Exeter University had shown interest in what the Sea School could provide.

13. LYNMOUTH HARBOUR SUB-COMMUNITY MINUTES

The Board considered the Lynmouth Harbour Sub-Committee minutes (circulated previously).

The Harbour Master advised that she was in attendance at the meeting held on 24 April 2024. It had been agreed to arrange a visit to Lynmouth Harbour by the provider of the Ilfracombe CCTV system to look at the potential of a CCTV set up for Lynmouth.

RESOLVED that the minutes of the Lynmouth Harbour Sub-Committee be noted.

Chair

The meeting ended at 3.25 pm

NOTE: These minutes will be confirmed as a correct record at the next meeting of the Committee.

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Agenda Item 6

HARBOUR BOARD MEETING: 6th August 2024

Quarterly Designated Person Port Marine Safety Code Audit Report – Ilfracombe & Lynmouth Harbours

Ilfracombe - 8th July 2024	Captain Georgina Carlo-Paat (Harbour Master) Jon Triggs (Director of Resources & Deputy Chief Executive) Tara Jenkins (Senior Engineer) Daryl Littlejohns (Environmental Health Manager) Alex Miles (Emergency Planning Officer) Pamela Charles (Contract/Temporary H&S Adviser)
Lynmouth - 8th July 2024	Captain Georgina Carlo-Paat (Harbour Master) Jon Triggs (Director of Resources & Deputy Chief Executive) Kevin Harris (Lynton & Lynmouth Town Council, Town Clerk) Tara Jenkins (Senior Engineer) Daryl Littlejohns (Environmental Health Manager) Alex Miles (Emergency Planning Officer) Pamela Charles (Contract/Temporary - H&S Adviser)

1. PURPOSE OF REPORT

- 1.1 To advise Members of the Harbour Board of the outcome of the quarterly audits.
- 1.2 The quarterly audits are carried out to fulfil the responsibility placed upon the Designated Person (DP) to ensure the Marine Safety Management System is working correctly in compliance of the Port Marine Safety Code.

2. ACTIONS COMPLETED FROM PREVIOUS INSPECTIONS- ILFRACOMBE

- 2.1 The Harbour Master will present a report to this Harbour Board regarding the Constitution for the formation of the Harbour Advisory Committee.
- 2.2 The Harbour Master will present a report to this Harbour Board regarding the Business Plan for Ilfracombe Harbour.
- 2.3 Works to stabilise the Cove cliff face have been completed.
- 2.4 Signage has been installed to indicate no public access beyond the yellow line with regards to edge protection risks on Old Quay Head

3. RISK MANAGEMENT- ILFRACOMBE

- 3.1 An internal audit of the following topics was carried out this quarter; there were no non-conformities or non-compliances
 - (i) Marine Safety Management System
 - (ii) Marine Emergency Plan Emergency Planning (OPRC/Site Emergency)
 - (iii) AtonN & Wrecks

Agenda Item 6

- 3.2 The bulged wall at Stone Bench is continuing to be monitored by the Harbour Master. There has been no further movement of stonework and the catchment netting is working as intended. The Senior Engineer will carry out a thorough check on the wall in October and re-tender if works are required.
- 3.3 An additional set of wording still requires painting along the edge protection line on the Cove side of the Harbour. It is hoped that this work can be carried out soon.
- 3.6 The Harbour Master has chased up and is still waiting for the final report from the Royal Life Saving Society regarding the potential use of the “sea pool” area by members of the public as well as permitted groups. Once the report has been received, it will be referred to Senior Management Team for a decision.

4. ACTIONS COMPLETED FROM PREVIOUS INSPECTIONS- LYNMOUTH

- 4.1 The work to rectify the trip hazards on the Rhenish Tower walk way have been completed and the walk way has been reopened to the public.
- 4.2 The AtoN that was set to “flashing” mode has been set to “steady” mode.
- 4.3 The algal growth long the edge of the slip way, the Harbour Arm and the steps down from the Harbour Arm has been treated and removed and the removal will be repeated every four to six weeks as necessary.

5. RISK MANAGEMENT – LYNMOUTH

- 5.1 Whilst there is now a Training Policy, the policy requires reviewing/updating to be relevant to the current non Statutory Harbour Authority situation with Lynmouth Harbour and some training of the Town Clerk is still required.
- 5.2 An internal audit of the following topics was carried out this quarter. There were no non-conformities or non-compliances, given that Lynmouth is not currently a Statutory Harbour Authority.
 - (i) Marine Safety Management System
 - (ii) Marine Emergency Plan Emergency Planning (OPRC/Site Emergency)
 - (iii) AtonN & Wrecks
- 5.3 The remedial work to the stone steps (Rising Sun) is still outstanding on the work schedule, as the most appropriate material for the work has not yet been agreed upon.
- 5.4 The Senior Engineer has recently received the report of the Lynmouth Study carried out by Royal HaskoningDHV. Once she has had an opportunity to study the report, a meeting will be set up with the report writers to agree on any action that needs to be taken.
- 5.7 The issue of seawater pouring through the joints between the stones along a stretch of the sea wall, has been raised with Devon County Council Highways Department, however no response has yet been received. The Town Clerk will chase up for a response.

6. CONCLUSIONS

- 6.1 Health and Safety at Ilfracombe Harbour continues to be proactively managed by the Harbour Master. No new risks were identified during this audit although there are some matters which are still ongoing, due to their nature.
- 6.2 The status of Lynmouth Harbour as a Statutory Harbour Authority is still progressing and therefore there are still some aspects of the Port Marine Safety Code which do not apply. No new risks were identified during this audit although there are some matters which are ongoing.

Pamela Charles
Contract/Temporary H&S Adviser
July 2024

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North Devon Council

Report Date: Tuesday, 6 August 2024

Topic: Formation of the Ilfracombe Harbour Advisory Committee

Report by:

1. INTRODUCTION

1.1 Within the Port Marine Safety Code (PMSC) and the Ports Good Governance Guide (PGGG) there is strong emphasis on consultation with the Harbour users and those with vested interests in the Harbour.

Extract from the Ports Good Governance Guide “*LA owned ports should engage fully and effectively with a range of relevant stakeholders*”

Extract from the Port Marine Safety Code” **2. Key measures to secure marine safety: This part describes actions that the duty holder should ensure are in place to the extent appropriate for their operations: **Consensus:** The organisation should strive to maintain a consensus about safe navigation. This can be achieved through formal programmes of stakeholder engagement a review of relevant risk assessments with users of the facility or harbour”**

1.2 The Harbour Authority is also in the process of obtaining a Harbour Revision Order (HRO) to bring its powers up to date and within the draft HRO under;

Part 6 MISCELLANEOUS AND GENERAL there is the following provision;

Advisory bodies 31.—

(1) The Council must establish one or more advisory bodies which the Council must (except in an emergency) consult on all matters substantially affecting the management, maintenance, improvement, conservation, protection or regulation of the harbour and their navigation.

(2) The Council must make arrangements for every such advisory body to meet not less than twice a year.

(3) The Council must take into consideration within a reasonable period any matter, recommendation or representation which may from time to time be referred or made to it by such an advisory body whether or not that advisory body has been consulted by the Council on the matter, recommendation or representation so referred or made.

(4) Any advisory body established under this article must consist of such number or numbers of persons appointed by the Council as the Council from time to time considers appropriate.

(5) Appointments to any such advisory body must be made by the Council in accordance with a scheme prepared by it for that purpose and the scheme must provide for the appointment of persons who, in the opinion of the Council, are representative of persons having an interest in the functioning of the harbour.



1.3 This report sets out the proposed constitution of the Ilfracombe Harbour Advisory Committee (IHAC) as recommended by the PGGG and the PMSC and which will be required under the new HRO when it comes into force.

2. RECOMMENDATIONS

2.1. That the constitution for the IHAC is accepted by the Council and the Harbour Boa can begin the process of forming the advisory committee

3. REASONS FOR RECOMMENDATIONS

3.1. To comply with the legal responsibility under the new HRO as the Harbour Authority and to fulfil the recommended best practice requirements under the PMSC and the PGGG

4. REPORT

4.1. Please refer to the attached annex.

5. RESOURCE IMPLICATIONS

5.1. Office time only

6. EQUALITIES ASSESSMENT

6.1. Please detail if there are/are not any equalities implications anticipated as a result of this report. If so, please complete the Equality Impact Assessment (EIA) Summary form available on Insite and email to the Corporate and Community Services Team at equality@northdevon.gov.uk.

6.2. There are no equality implications contained within this report

7. ENVIRONMENTAL ASSESSMENT

7.1. Please undertake an Environmental Assessment and complete the checklist (EAC) form available on Insite. If there are no environmental implications arising from your proposals please state that there are none. If after completion of the assessment there are environmental implications please provide a brief summary. If you require any further information please contact the Sustainability and Climate Change Officer. Email completed EACs to donna.sibley@torridge.gov.uk

7.2. There are no environmental implications contained within this report

8. CORPORATE PRIORITIES

8.1. What impact, positive or negative, does the subject of this report have on:

8.1.1. The commercialisation agenda: Positive

8.1.2. Improving customer focus and/or: Positive

8.1.3. Regeneration or economic development : Positive

9. CONSTITUTIONAL CONTEXT

9.1. Article of Part 3 Annexe 1 paragraph: 1



10. STATEMENT OF CONFIDENTIALITY

This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

11. BACKGROUND PAPERS

The following background papers were used in the preparation of this report: (The background papers are available for inspection and kept by the author of the report).

Port Marine Safety Code

Ports Good Governance Guide

Draft Harbour Revision Order

12. STATEMENT OF INTERNAL ADVICE

The author (below) confirms that advice has been taken from all appropriate Councillors and Officers: Capt. Georgina Carlo-Paat MBE Ilfracombe Harbour Master.

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ILFRACOMBE HARBOUR ADVISORY COMMITTEE CONSTITUTION

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1.0 DOCUMENT CONTROL

This document is subject to a tri- annual, 3 yearly, review and periodic amendment as required

Major changes will be issued as a new version with all minor amendments to that version annotated by a decimal point e.g. V2 will become V2.1, V2.2 etc.

Amendment proposals should be sent to the Harbour Master using the following means:

Email: harbourmaster@northdevon.gov.uk

Phone: 01271 862108

Post: Harbour Masters Office, The Quay, The Pier, Ilfracombe EX34 9EQ

1.1 RECORD OF REVIEWS & AMENDMENTS

<i>Review (R) Amendment (A)</i>	Date	Description of changes

2.0 LEGAL REQUIREMENT

- 2.1 Ilfracombe Harbour is owned and operated by the Local Authority (LA), North Devon District Council (The Council). The Council is the appointed Statutory Harbour Authority. The benchmark for the standards and best practices to which it is expected by the Government that NDC will run the Harbour are set out in The Ports Good Governance Guidance (PGGG) published by the Department for Transport in 2018. The (PGGG) says that;

“A LA owned Harbour is in general operated for the benefit of stakeholders including the local community and can be an important local asset. LA owned ports also operate within the governance and decision making structure of the overall decision making structure of the LA. LA owned Harbours are part of the LA and so ultimately accountable to elected Council members and the local electorate.”

In Principle *“LA owned ports should engage fully and effectively with a range of relevant stakeholders”*

- 2.2 Within the draft Harbour Revision Order for Ilfracombe Harbour under;

Part 6 MISCELLANEOUS AND GENERAL

Advisory bodies 31.—

(1) The Council must establish one or more advisory bodies which the Council must (except in an emergency) consult on all matters substantially affecting the management, maintenance, improvement, conservation, protection or regulation of the harbour and their navigation.

(2) The Council must make arrangements for every such advisory body to meet not less than twice a year.

(3) The Council must take into consideration within a reasonable period any matter, recommendation or representation which may from time to time be referred or made to it by such an advisory body whether or not that advisory body has been consulted by the Council on the matter, recommendation or representation so referred or made.

(4) Any advisory body established under this article must consist of such number or numbers of persons appointed by the Council as the Council from time to time considers appropriate.

(5) Appointments to any such advisory body must be made by the Council in accordance with a scheme prepared by it for that purpose and the scheme must provide for the appointment of persons who, in the opinion of the Council, are representative of persons having an interest in the functioning of the harbour.

Excerpt from the PGGG;

“Effective engagement with stakeholders is essential for all SHAs to maintain or improve understanding of the harbour by its stakeholders.

Engagement is equally important to understand stakeholder’s views about the harbour and key issues from their perspective.

All SHAs should therefore seek to engage effectively with a wide range of stakeholders.
Principles

- All SHAs should engage effectively and openly with a wide range of stakeholders that have an interest in their harbour.*
- SHAs should periodically assure themselves that stakeholders have been identified and that engagement with them is appropriate and effective.*
- SHAs should also consider how the voice and views of stakeholders can be taken into account in their work, including in governance*

Different stakeholders may well have different views and interests on particular matters, which may not be consistent. It is important for SHAs and boards to engage with their stakeholders to consider these views and reflect them, where appropriate in the governance and operation of the harbour.”

This constitution endeavors to set down the structure, membership, and roles responsibilities in line with the legal duties as stated within the draft HRO and the guidance of the PGGG.

4.0 STRUCTURE

- 4.0.1 The Council as the appointed The Harbour Authority (HA) shall consult the Ilfracombe Harbour Advisory Committee (IHAC) on matters substantially affecting the maintenance, improvement, conservation, protection and regulation of the harbour and its navigation.
- 4.0.2 The Council has duly formed a subcommittee, the Harbour Board, to make recommendations to the Harbour Authority, on the approval of the Marine Safety Plan, and all other plans and policies or on other issues affecting all Harbours administered governed by the council.
- 4.0.3 The Harbour Board shall take into consideration recommendations and representations on any substantial matter which may from time to time be referred to them by the IHAC whether or not the IHAC has been consulted by the Harbour Board on the matter, recommendation or representation so referred or made.
- 4.0.4 The IHAC will act as one of the conduits for communication between the HA by way of the Harbour Board and all of its Harbour stakeholders.

4.1 QUORUM

- 4.1.1 The IHAC will have a quorum of six appointed members.

4.2 MEETING FREQUENCY

- 4.2.1 The Council shall require the IHAC to meet not less than 3 times per year, once as the AGM, not less than 2 weeks prior to the Harbour Boards published committee dates. This is to enable the IHAC minutes to be included on the Harbour Boards agenda. The Council may call occasional ad hoc meetings if there is a particular requirement.

4.3 MEETINGS & MEETINGS NOTIFICATION

- 4.3.1 At least four clear days' notice shall be given to all IHAC representatives, together with a written agenda and relevant papers, preferably by e-mail.
- 4.3.2 Copies of all agenda and supporting documents shall be supplied to the Harbour Master acting on behalf of the Harbour Board, to the above timeframe.
- 4.3.3 Notice of all meetings and subsequent approved minutes will be posted on the Councils Website under the Harbour section.

AGENDAS

- 4.3.4 Agendas shall;
 - Approve the minutes of the Forum's previous meeting.
 - Consider the minutes of the previous meeting of the Harbour Board and comment as required.
 - Raise new points for consideration by the Harbour Board

4.4 ADMINISTRATION

- 4.4.1 IHAC meetings shall be attended either in person at the appointed venue or virtually via a suitable platform and will be supported by a minute taker. Such minutes will be commensurate with modern business practice and be brief, succinct and to the point.
- 4.4.2 The Agenda for each IHAC meeting will be approved by the Chair.
- 4.4.3 The minute taker will be appointed from amongst those present.

4.5 ATTENDANCE OF OTHERS

- 4.5.1 The Harbour Master and one Harbour Board member or other representative may attend IHAC meetings at the discretion of the Harbour Board or by request of the IHAC Chair or other representative. This will be for the purpose of listening and providing information and not for the purpose of taking part in the decision making process.
- 4.5.2 Stakeholders other than IHAC members may attend relevant IHAC meetings but may only speak at the discretion of the IHAC Chair. Permission to speak shall not be withheld unreasonably but shall always be subject to the appropriateness of the matter and the manner of the individual. The number of these stakeholders who may attend an IHAC meeting is normally limited to 3, for reasons of safety and comfort.

5.0 MEMBERSHIP

- 5.1.1 The IHAC shall consist of one representative from such organisations as the HA consider appropriate. Unless and until changed under paragraph 9.1, there will be one representative from each of the following bodies:
- Ilfracombe Fishing Association
 - Commercial Day Trip Vessels
 - Ilfracombe Yacht Club
 - Private Independent Vessels Owners
 - Ilfracombe Anglers Association
 - Local Dive Clubs
 - RNLI
 - Larkstone Hub Watersports Clubs
 - Larkstone Hub Commercial watersports Operators
 - Harbour Businesses'
 - Environmental representative
 - Ilfracombe Town Council
 - Ilfracombe Business & Tourism Association
 - Harbour Residents
- 5.1.2 Each Stakeholder Group will have an equal vote.
- 5.1.3 In the event of voting being equal on an issue the Chair will defer any resolution to a subsequent meeting, which will take place immediately after the meeting where there has been an equal vote.
- 5.1.4 In the event that the second vote remains equal then the Chair's vote shall count as two votes.
- 5.1.5 Appointments to the IHAC shall be subject to the approval of the Harbour Board and made by them after receiving the nominations from the membership organisations from time to time. The Chair of the IHAC in consultation with the Harbour Board is to undertake a periodic review of the committee to ensure that the composition and size remain relevant and appropriate and that relevant stakeholder groups are represented, and is to make recommendations as to any changes to the HA.
- 5.1.6 All representatives from Associations shall be from a properly constituted Organisation.
- 5.1.7 Only representatives from membership organisations which can demonstrate to the Commissioners that they are significant in the affairs of the Harbour will be appointed to the IHAC.
- 5.1.8 A member of the IHAC shall hold office for the term of three years from the date of appointment and at the end of that period shall be eligible for reappointment for a further three year term. It is hoped that a regular rotation of the members of the IHAC can be achieved, and to that end representative organisations will be asked to consider a change in the identity of a representative after two consecutive and subsequent terms served by an individual. For the avoidance of doubt, if the representative Organisation considers that the individual continues to be the most suitable representative for it on the Committee, then the individual can serve further term(s).
- 5.1.9 If during the term of appointment of any person, after consultation with the Chair of the IHAC, the Harbour Board consider that a member of the Committee is not properly

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Appendix a

fulfilling their role, duties or responsibilities as a member of the Committee or fairly representing the organisation that the person concerned represents, the Harbour Board may remove that person from the Committee and shall request that organisation to nominate a replacement representative for approval and appointment.

- 5.1.10 A member may resign their seat at any time by notice in writing (or e-mail) to the Chair. If this situation occurs the Chair will submit to the Harbour Board a new member for consideration.
- 5.1.11 The list of IHAC members will be published by the Council on the Harbour website page, with changes made public as they occur.

6.0 ADVICE TO THE HARBOUR BOARD

- 6.1.1. The PGGG recommends that The Harbour Board should consult stakeholders on significant decisions where appropriate.
- 6.1.2. The Department of Transport also states that it “*does not envision that all decisions should be consulted on as there are likely to be occasions where this will not be practicable, for example due to timing considerations, or appropriate, for example due to commercial reasons or as it concerns staff-related issues. Boards are responsible for taking decisions on all issues that come before it, having considered and weighed the views and advice received including from stakeholders*”
- 6.1.3. Summary minutes and all accompanying papers of any IHAC meeting will be considered by the Harbour Board at their next appropriate meeting.
- 6.1.4. The Harbour Board will give due consideration to the advice contained within such minutes and papers in their decision making.
- 6.1.5. The Chair/Vice-Chair of the IHAC may attend meetings with the Harbour Board to enlarge upon and discuss issues of special concern or importance if agreed between the Chairman of Harbour Board and the Chair/Vice-Chair of the IHAC. A request for such attendance must be made at least one week before the Harbour Boards meeting.
- 6.1.6. Consultation will take place at the earliest practical opportunity with clarity as to the specific areas where the Harbour Board is seeking particular advice.

7.0 ADVICE TO THE IHAC

- 7.1.1. The Harbour Board will report on decisions made by the Council by way of the Harbour Master or member of the Harbour Team, other than those that are considered by the Council to be commercially sensitive or involve personnel matters.
- 7.1.2. Where advice to the Council by way of the Harbour Board from the IHAC is rejected, an explanation will be provided by the Harbour Board in writing; this is to be included in the minutes of the Harbour Boards Committee meeting.

8.0 ROLE AND RESPONSIBILITIES OF MEMBERS

- 8.1.1 The role of an IHAC member is to be an active participating member of the Committee and to assist the Committee in serving its principal purpose, which is to ensure that there is effective and efficient communication between the Council, Harbour Board and the stakeholders.
- 8.1.2 A member of the IHAC has the following responsibilities:
- 8.1.3 To attend meetings of the Committee, if, on occasion, they are unable to attend then an alternative representative from the same represented body will be nominated by the member to attend in their place.
- 8.1.4 Dissemination of salient information from the meetings to the membership of their nominating organisation.
- 8.1.5 Provision of feedback to the Committee from the membership of their nominating organisation.
- 8.1.6 Act in a reasonable manner within the Committee and allow all Committee members the opportunity to express their opinion.
- 8.1.7 To use information provided to IHAC members, whether written or oral, solely for the purposes of consultation within the Committee and fulfilling their responsibilities as listed above.

8.2 CHAIR & VICE CHAIR

- 8.2.1. At the first meeting after 1st April in each year, IHAC members must elect one of their number to be Chair of their meetings and one member to be Vice Chair for the following year. Only in exceptional circumstances should the Chair serve more than 3 years as Chair or should the individual appointed as the Chair be an individual that has not been a member of the IHAC for at least two years.
- 8.2.2. If neither the Chair nor Vice Chair are able to attend a particular meeting, the members of the IHAC may appoint a chair for that meeting from amongst those present.

9.0 FUTURE AMENDMENTS

- 9.1. Future amendments to this Constitution may be made by the Harbour Board after consultation with the IHAC.

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North Devon Council

Report Date: Tuesday, 6 August 2024

Topic: Ilfracombe Harbour Business Plan

Report by: Harbour Master

1. INTRODUCTION

- 1.1. In March The Harbour underwent an audit by DAP, within the findings of this audit were the recommendations to review the need of the long term strategy plan , the need of a business plan and the development of Key Performance Indicators(KPI).
- 1.2. During the Harbour Boards May meeting these recommendations were discussed at length and the decision was made to develop a short to medium term business plan that would reviewed and adapted as the Harbour needs changed and to remove the long term strategy plan. Key performance indicators would be derived from the Business Plan.
- 1.3. The Business Plan has now been developed to encompass the next five years of proposed projects and the delivery of such projects including KPIs.

2. RECOMMENDATIONS

- 2.1. For the Business plan as attached be adopted

3. REASONS FOR RECOMMENDATIONS

- 3.1. To fulfil audit and Harbour requirements

4. REPORT

- 4.1. As attached

5. RESOURCE IMPLICATIONS

- 5.1. Officer Time
- 5.2.

6. EQUALITIES ASSESSMENT

- 6.1. Please detail if there are/are not any equalities implications anticipated as a result of this report. If so, please complete the Equality Impact Assessment (EIA) Summary form available on Insite and email to the Corporate and Community Services Team at equality@northdevon.gov.uk.
- 6.2. There are no equality implications within this report



7. ENVIRONMENTAL ASSESSMENT

- 7.1. Please undertake an Environmental Assessment and complete the checklist (EAC) form available on Insite. If there are no environmental implications arising from your proposals please state that there are none. If after completion of the assessment there are environmental implications please provide a brief summary. If you require any further information please contact the Sustainability and Climate Change Officer. Email completed EACs to donna.sibley@torridge.gov.uk

There are no negative environmental implications within this report

8. CORPORATE PRIORITIES

- 8.1. What impact, positive or negative, does the subject of this report have on:
- 8.1.1. The commercialisation agenda: Positive
 - 8.1.2. Improving customer focus and/or Positive
 - 8.1.3. Regeneration or economic development Positive

9. CONSTITUTIONAL CONTEXT

- 9.1. Article of Part 3 Annex 1 paragraph:1
- 9.2. delegated power

10. STATEMENT OF CONFIDENTIALITY

This report contains no confidential information or exempt information under the provisions of Schedule 12A of 1972 Act.

11. BACKGROUND PAPERS

The following background papers were used in the preparation of this report: (The background papers are available for inspection and kept by the author of the report). Port Marine Safety Code, DAP Audit, Previous Business Plan 2019/2022

12. STATEMENT OF INTERNAL ADVICE

The author (below) confirms that advice has been taken from all appropriate Councillors and Officers: Capt. Georgina Carlo-Paat MBE Ilfracombe Harbour Master



ILFRACOMBE HARBOUR BUSINESS PLAN 2024 -2029

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1. DOCUMENT CONTROL

This is a controlled document which is subject to annual review and amendment.

Major changes will be issued as a new version with all minor amendments to that version annotated by a decimal point e.g. V2 will become V2.1, V2.2 etc.

Amendment proposals should be sent to the Harbour Master using the following means:

Email: harbourmaster@northdevon.gov.uk

Phone: 01271 862108

Post: Harbour Masters Office, the Pier, Ilfracombe EX34 9EQ

2. RECORD OF REVIEW & AMENDMENTS

Review (R) or Amendment (A)	Date	Page	Description of changes

3. INTRODUCTION

- 3.1. This Business Plan sets out our plans and ambitions over the next five years and will, when adopted by the Harbour Board, and subject to acknowledgement by the Strategy & Resources Committee, be submitted to Full Council for adoption.
- 3.2. The Harbour Board continually strives to achieve a balance between the needs of the present and future users of the harbour.
- 3.3. In the coming years we will face the challenge of becoming a significant catalyst for regeneration of the wider Ilfracombe. Whilst we do this we will continue to serve the needs of all our current stakeholders. This will involve affordable, maintenance and safety led improvements to the infrastructure of the harbour.
- 3.4. Vital to this will be working with the Harbour Advisory Committee, Ilfracombe Town Council and other invested stakeholders to ensure a broad acceptability of our plans, balanced by the statutory obligations under which we operate.
- 3.5. We have detailed our objectives for the next four years in the attached tables and have clear monitoring of our outcomes.
- 3.6. This Document has been developed in line with the corporate plan and strives to encompass the five priorities set out by the Council those being;
- **Financial Security** – to reduce our reliance on core government funding, increase income and be risk aware not risk averse.
 - **Housing** – to plan and deliver housing provision to meet local needs and to increase the availability of decent, affordable and accessible accommodation.
 - **Climate and Environment** – to protect and enhance the natural environment, tackle climate change and protect biodiversity.
 - **Pride of Place and Prosperity** – to promote economic development, support the regeneration of our Places and improve the quality of life for residents and visitors by making North Devon more attractive, vibrant and successful.
 - **People Matter** – to be seen as a vibrant, attractive employer by being an ambitious and caring council that develops and looks after its communities and delivers excellent customer focussed services that meet the needs of residents.
- 3.7. This reflects the need to prepare for an increasing funding gap in the public sector. By planning our activities, or strategy, through this document, we aim to be proactive to the risk of having to make 'knee jerk' reactions to find savings.

4. OVERVIEW OF THE SERVICE

- 4.1. Ilfracombe Harbour is the largest Municipal Port on the North Devon Coast and is a strategic asset to the economy of the area. It is set partially within a Marine Conservation Zone and an Area of Outstanding Natural Beauty (AONB). Within its boundaries it has Grade 1 and Grade 2 Star listed buildings and structures. It is adjacent to Sites of Special Scientific Interest and County Wildlife Sites and immediately adjacent to the Harbour is a site designated as a Scheduled Ancient Monument. Part of the Harbour footprint includes a section of the North Devon Heritage Coast and a Local Nature Reserve. All of these factors reflect the unique nature of the harbour, its long history and its place in the community.
- 4.2. The Harbour caters for a wide variety of users encompassing commercial Trawlers and Potters, commercial day trip activity boats, leisure and recreational activities which meet the needs of the community and its visitors. These activities also aid the economy of the area by providing tourist attractions, employment and supporting the people's wellbeing with a safe and healthy Harbour environment.
- 4.3. The Harbour Board are committed to comply with the standards as laid down in the Port Marine Safety Code (PMSC). Compliance with it and strict adherence to an approved Marine Safety Management System (MSMS) ensures that a robust safety culture exists within the Harbour undertaking. Embedded within that culture are provisions for the equality and diversity of those who wish to enjoy the Harbour environment.
- 4.4. The Harbour board welcome development ideas such as the Cross Channel ferry and renewable energy strategy and are committed to investigating the potential of all ideas as to suitability for the continued growth of the Harbour.
- 4.5. Many studies into the future of Ilfracombe Harbour have been completed over the years and are held by North Devon Council. These are likely to form the focus for development work to establish an optimum design configuration for future Harbour regeneration and development proposals.

5. STATUTORY RESPONSIBILITY

- 5.1. North Devon District Council is the Harbour Authority by virtue of the Ilfracombe Harbour Improvement Act 1905 and the Local Authorities (England) (Property etc.) Order 1973 and subsequent amendments thereto.
- 5.2. Management of the Harbour is governed by the Act of 1905; the surviving provisions of the Harbours Docks and Piers Clauses Act 1870 and the Harbours Act 1964.
- 5.3. Works in and around the Harbour are authorised and controlled by the MMO by means of Harbour Revision Orders made under The Harbours Act 1964.
- 5.4. Activities in and around the Harbour and the enforcement authority of the Harbour Master are controlled and authorised by the surviving provisions of the Harbours Docks and Piers Clauses Act 1870 and The Ilfracombe Harbour Bye-Laws 1992 and 1994 made under the order of that Act.

6. CORPORATE GOVERNANCE

- 6.1. The Harbour Board (The Board) operate as a Committee of the full Council and is therefore bound by its policies and procedures. The Board is progressing plans to secure the port's future for the local community and stakeholders by ensuring sound financial planning and building for the future.
- 6.2. The Ilfracombe Harbour Advisory Committee is made up of representatives from all Harbour stakeholder groups. It is linked to the Board within its own and the Board's constitution and provides a statutory voice for harbour related issues and consultation on proposed projects to be conveyed to the Harbour Authority via the Board under the draft Harbour Revision Order 202[].

7. BUSINESS STRATEGY

- 7.1. The Boards business strategy is one of balanced regeneration and development. This requires continued mixed use with redevelopment geared towards activities that add most financial value to the Harbour account.
- 7.2. The importance of enhancing the economic contributions of the Harbour to the local area and safeguarding environmental interests is also recognised.
- 7.3. To, as far as is possible and practicable, reduce the Harbours carbon emissions.

8. STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS

8.1. INTRODUCTION

8.1.1. A summary of the main Strengths and Weaknesses attributable to the Harbour and the Opportunities and Threats that face it are outlined below.

8.2. STRENGTHS AND WEAKNESSES

8.1.2. The fundamental strength of the Harbour is its location as the only 'open sea' harbour on the North Devon Coast and its long history and tradition. It is the 'Gem' of the Town and as such is the focal point for tourism. Primarily leisure and recreational based, the Harbour is a popular haven for vessels visiting from other harbours and marinas around the Bristol Channel. It is also home to a small but active fishing fleet and provides a base for multiple commercial 'day trip' operators.

8.1.3. With the opening in 2023 of the award winning Larkstone Water Sports Hub, non-powered water activities have increased significantly and with the Hubs onsite Café this has generated increased visitor numbers to the Harbour area from the locality and the wider community.

8.1.4. Ilfracombe Harbour is a Royal Yachting Associations recognised training centre, under the name of Ilfracombe Sea School and is the only training centre in North Devon offering the widest range of recognised courses. This has seen an increase of visitors and activity within the Harbour.

8.1.5. However, the 10m tidal range and resulting fully drying harbour does restrict commercial productivity and flexibility.

8.1.6. Funding has continued to be a very difficult issue with current running costs barely breaking even with income generated. This makes any development and regeneration currently untenable within our own resources.

8.3. OPPORTUNITIES

8.3.1. The development of Ilfracombe Sea School to encompass both the Merchant Navy and Fishing sectors would set Ilfracombe as one of the main training providers in the Country.

8.3.2. The provision of electrical charging facilities for the growing Green boating community

8.3.3. The rejuvenation of the available land on the south side of the harbour. The existing landscape offers few opportunities to undertake this but with the provision of a protecting northern outer breakwater would allow marine and tourism related businesses to prosper within a safer marine environment.

8.3.4. Potential to relocate the Harbour Masters Office and associated store area to the Cove for better Harbour management in the changing climate. Explore potential for the vacated spaces.

8.4. THREATS

8.4.5. Rising sea levels without further protective measures would limit the viability of operations and for commercial growth

8.4.6. The wider economic problem with restricting funding availability



STRENGTHS

- Historic Harbour
- Motivated, trained and experienced staff
- Easy Access to the Bristol Channel
- Strong governance regime
- Protected from majority of prevailing weather conditions
- Upgraded facilities for all users
- Proactive local community
- Close to local facilities
- Large area of Car Parking
- Focal point for tourism in North Devon
- Ilfracombe identified as a centre for regeneration and development
- Located in Area of Outstanding Natural Beauty, adjacent to and surrounded by a Marine Conservation Zone



WEAKNESSES

- Inner Harbour dries at low water
- Physical structures are aging
- Vehicular access to the harbour is limited due to narrow roads
- Development of land is limited
- No room for expansion of marine area, moorings at present
- Directly raised finance through charges is limited
- South side of Harbour entrance has rocky foreshore restricting use
- Listed structures reduce development opportunities



OPPORTUNITIES

- Support facilities for offshore renewable energy schemes in the wider vicinity
- 'Green' tourism and increasing environmental awareness amongst staff and customers
- A cross/trans channel passenger/vehicle ferry
- Developing Ilfracombe Sea School from its present recreational training into a marine training destination for the Merchant Navy and Fishing sectors increasing visitor numbers and income generation
- Protection of harbour and it's listed quay by construction of a Northern Pier



THREATS

- Rising sea levels increase risk of flooding
- Economic conditions reduce ability to raise working finance through charges
- Restrictions on fishing industry may reduce viability
- A ferry service may prove to be unviable
- Unfavourable economic climate, reducing resident and visitor spend
- Environmental and archaeological objections may reduce the ability to expand the development potential
- High cost of harbour infrastructure

9. SERVICE DELIVERY PLAN

No.	Plan Title	Action No.	Action title	Timeline in Years	Remarks
1	Promote the Harbour as a venue for safe recreational watersports activities	A1	Commence and advertising exercise to increase Larkstone Hub complex income	0-5	
2	Improve performance by monitoring Customer needs	A2	Customer feedback forms to be implemented	0-5	
4	Plan to achieve savings during the life of this plan in accordance with the requirements of NDC	A3	Investigate ways of reducing costs and increasing revenues for Kayak Storage & Signage	0-5	
5	Research external funding streams to continue Harbour upgrades	A4	Replacement of diesel tank and delivery system	0-3	
		A5	Provision of electrical charging facilities for vessels	0-2	
		A6	Provision of new Harbour Office	0-3	
		A7	Provision of wider Marine training facilities	0-4	
		A8	Provision of new visitor's shower facilities on the Cove	0-3	
6	Investigate Research & Development technology	A9	Configuration of inner Harbour moorings and mooring techniques to take full potential of area and protect the Harbour seabed.	0-5	

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10. KEY PERFORMANCE INDICATORS

- 10.1. Number of 'Paid for' Signage boards
- 10.2. Number of Kayak/Dinghy bays
- 10.3. Number of Customer satisfaction surveys
- 10.4. Number of Watersports Hub permits issued
- 10.5. Number of Training courses run & students attending

11. CONCLUSION

The geography and history of Ilfracombe differentiate it from any other port or harbour on the North Devon Coast. It has its own unique charm, which needs to be carefully considered when establishing the nature and extent of any future development opportunities.

Regeneration needs to be balanced, sensitive to the Town's character and properly focussed to the needs of existing stakeholders and the wider community as a whole.

The accepted business strategy is to support continued mixed use, with redevelopment geared towards activities which add most financial value to the harbour account whilst, at the same time, enhancing the economic contributions of the Harbour to the local area and safeguarding environmental interest.

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