

Nov 2019

Ilfracombe Harbour Business and Marine Safety Plan 2020/23

Incorporating Annual report 2019

Draft Version

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FOREWORD

This Business and Marine Safety Plan 2020/21 incorporating the Annual Report 2019 will, when adopted by the Harbour Board, and subject to acknowledgement by the Strategy & Resources Committee, be submitted to Full Council for inclusion in the Council's overall budget planning processes.

The Harbour Board continually strives to achieve a balance between the needs of the present and future users of the harbour.

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.

Vital to this will be working with the Harbour Forum, Ilfracombe Town Council and other stakeholders to ensure a broad acceptability of our plans, balanced by the statutory obligations under which we operate.

We have detailed our objectives in the attached tables and have clear monitoring of our outcomes. They, along with their required actions, risk analysis and summary of incidents and accidents form the Safety Plan and Annual Report section of this document.

This Document has been developed in line with the corporate objectives they being 'Growing North Devon' and 'Organisational Transformation'.

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.

OVERVIEW OF THE SERVICE

Ilfracombe Harbour is a 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. 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.

The Harbour caters for a wide variety of user encompassing commercial Trawlers and Fishing, commercial 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.

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.

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.

STATUTORY RESPONSIBILITY

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.

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.

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.

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 made under the order of that Act.

CORPORATE GOVERNANCE

The Harbour Board (HB) operate as a Committee of the full Council and is therefore bound by its policies and procedures. The HB 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. It is the long term ambition of the HB to move Harbour governance towards an independent management model.

The Ilfracombe Harbour Forum is made up of representatives from all Harbour stakeholder groups. It is linked to the HB within the Board's constitution and provides a mechanism for harbour related issues and proposed projects to be discussed in a relatively informal setting and to form part of consultation processes.

PURPOSE OF DOCUMENT

The purpose of this document is to define a detailed assessment of the needs and requirements of the Harbour undertaking for managing existing physical assets, safety, development and finances. It sets out the Board's plans for the short to medium term development of the Harbour and those actions necessary to achieve the Board's and NDC's objectives. The Document also complies with the recommendations of the 2017 External Port Marine Safety Code Audit in that it also serves the purpose of being the Marine Safety Plan and Annual Report. This Document will be updated annually.

BUSINESS STRATEGY

The HB business development 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. The importance of enhancing the economic contributions of the Harbour to the local area and safeguarding environmental interests is also recognised.

STRENGTHS AND WEAKNESSES, OPPORTUNITIES AND THREATS

INTRODUCTION

A summary of the main Strengths and Weaknesses attributable to the Harbour and the Opportunities and Threats that face it are outlined below. These have been developed during Harbour Board workshop meetings. The specific SWOT listing can be found at Annex A to this document

STRENGTHS AND WEAKNESSES

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

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.

OPPORTUNITIES AND THREATS

The key opportunities for Ilfracombe Harbour relate to the better use of available land on the south side of the harbour and the provision of a protecting northern outer breakwater. This would allow marine and tourism related businesses to prosper within a safer marine environment.

SERVICE OBJECTIVES

2018/20 OBJECTIVES REVIEW

Objective No.	Objective title	Action No.	Action title	Completed/ Carried forward	Remarks
O1	Promote the commercial, recreational and economic success of the Harbour and its environs.	A1	Promote commercial and business developments in the harbour area	Included within Development Strategy	Objective reassessed as Strategic
		A2	Promote the Harbour as a venue for safe recreational activities by liaising with local clubs and associations	Included within Development Strategy	Objective reassessed as Strategic
O2	Play a pivotal role in emerging plans for regeneration and development of the harbour area including the Water sports Centre	A3	Work with ITC, One Ilfracombe, NDC and DCC on regeneration plans for the Harbour	Included within Development Strategy	Objective reassessed as Strategic
		A4	On successful approval of funding work with all parties to assist in the delivery of the Water Sports Centre	Carry forward to 2019/21 2020/22	WSC commencement delayed until early 2019. 2020
O3	Improve performance by monitoring Customer needs	A5	Review Best Value Performance Indicators		This is a corporate function
		A6	Attend all Harbour Forum Meetings	Moved to Pentana	Pentana PI L174

Objective No.	Objective title	Action No.	Action title	Completed/ Carried forward	Remarks
O4	Plan to achieve savings during the life of this plan in accordance with the requirements of NDC	A7	Investigate ways of reducing costs and increasing revenues	Carry forward to 2019/21 2020/22	
O5	Engage with and support where tenable cross channel ferry service projects and coastal transport initiatives	A8	Monitor and engage with maritime transport activity of the Heart of the SW LEP and its associated organisations	Included within Development Strategy	Objective reassessed as Strategic ADVISE THIS TO BE REMOVED
		A9	Meet with and offer support to cross/trans channel ferry service proposals	Included within Development Strategy	Objective reassessed as Strategic ADVISE THIS TO BE REMOVED
O6	Engage with renewable energy project providers in the Bristol Channel, e.g. Tidal Energy Demonstration Zone	A10	Offer support to renewable energy projects as required	Included within Development Strategy	Objective reassessed as Strategic. ADVISE THIS TO BE REMOVED
O7	Ensure that the Cruise Liner visits scheduled for 2020 runs safely and effectively	A11	Work with local organisations to plan and deliver a successful visit for the Holland America Ships due to visit in the summer of 2020	Carried forward	Harbour requires new ISPS status before ships tenders can enter Harbour Limits. Harbour regained ISPS status May 2019

2020/23 OBJECTIVES. THE MAIN ACTIONS AND OUTCOMES

Objective No.	Objective Title	Action No.	Action	Complete by	Support	Outcomes & Outputs
01	Assist in the delivery of the Water Sports Centre (WSC)	A1.1	Work with all parties to deliver Larkstone -WSC	Dec 19 -20	Corporate & Community, Property & Technical Services	Support of local economy and Harbour Board Development Strategy.
		A1.2	Establish operational procedures to maintain Navigational Safety	Mar 19 Oct 20		Support of local economy and Harbour Board Development Strategy.
		A1.3	Ensure Navigation into the Harbour including Leading Lights are not affected by build programme	Dec 19 Dec 20		Support of local economy and Harbour Board Development Strategy.
		A1.4	Manage Cove Working Quay access and Marine Drive one way system to ensure operational safety during build process		Car Parks	Support of local economy and Harbour Board Development Strategy.
		A1.5	Ensure pedestrian walkway on Cove is reinstated on completion of WSC build	Dec 19 Completed Sept 19	NDC Engineer	Support of local economy and Harbour Board Development Strategy.

Objective No.	Objective Title	Action No.	Action	Complete by	Support	Outcomes & Outputs
O2	Re-New Fendering system on South Pier throughout Harbour	A2.1	Incorporate green wood pile fenders into new fendering system. Remove existing Pneumatic Fenders	Mar 20-21	NDC Engineer & external contractor	Maintenance of Pier Harbour Infrastructure , provide safe berth for vessels, establish new landings and long term maintenance cost savings
O3	Plan to achieve savings during the life of this plan in accordance with the requirements of NDC	A3.1	Investigate ways of reducing costs and increasing revenues		Harbour Board	Assist in NDC budgetary control
O4	Reinstate International Ship and Port Security status prior to HAL visits 2020	A4.1	Upgrade of Harbour CCTV system Correspond with DfT Maritime Security Division	Feb 2020 Complete May 2019		Compliance with International Ship and Port Security Code
O5	Monitor and ensure coordinated and complimentary development of Cove Toilet Block	A5.1	Liaise with Estates throughout auction process. Toilet block is to be utilised during WSC build to provide for Canoe Club Alternative site for WSC Alternative site for Harbour Office	Dec 20 Dec 21	Resources NDC Harbour Board	Support Harbour Board Development Strategy

Objective No.	Objective Title	Action No.	Action	Complete by	Support	Outcomes & Outputs
O6	Convert open Dinghy Storage to Secure Storage	A6	Obtain Quotes and implement best plan	Mar 19 Complete	Harbour Board	Provide safe storage for mooring owners and other Harbour users
O7	Replace waiting room doors and refit	A7	Obtain Quotes and implement best plan	Mar 20 Complete	Harbour Board	Provide improved facilities for Harbour users
O8	Replace Pier Kiosks	A8	Implement 'New Vision' project	Mar 19 Part Complete Fully completed Mar 20	NDC Engineer NDC Estates & Legal NDC Buildings Harbour Board	Re invigorate Pier entrance, provide improved facilities to Harbour Business Partners
O9	Review Advertising on Harbour	A9	Investigate alternative Advertising strategy for Harbour	Mar 19 Complete	DCC NDC Legal Harbour Board	Provide clear guidelines on allowable advertising for the Harbour, provide new revenue stream.
O10	Upgrade CCTV on Harbour	A10	Within NDC CCTV review to upgrade coverage throughout Harbour	Dec 20	NDC Harbour Board	To improve Harbour security

INCOME/EXPENDITURE

WHAT DOES THE SERVICE COST?

2018/19 ACTUALS

Description	Cove A7690	Pier A7762	Larkstone Lane A8110	Marine Drive A8539	Harbour	Total Car Parks & Harbour
Employees	5,292	17,911	3,023	3,121	100,800	130,146
Premises	9,883	33,451	5,645	5,829	73,552	128,360
Transport	362	1,227	207	214	2,017	4,027
Supplies & Services	2,044	6,918	1,167	1,205	19,816	31,150
Income	-52,183	176,618	-29,804	-30,774	-117,205	406,584
Direct Net Expenditure and Income	-34,601	117,111	-19,763	-20,406	78,980	112,900
Support Services	6,382	21,599	3,645	3,764	47,755	83,145
Capital Financing	-6,586	-22,290	-3,761	-3,884	129,446	92,926
Indirect costs	-204	-690	-116	-120	177,201	176,071
Net	-34,805	117,801	-19,879	-20,526	256,181	63,170

2019/20 BUDGETS

Description	Cove A7690	Pier A7762	Larkstone Lane A8110	Marine Drive A8539	Harbour	Total Car Parks & Harbour
Employees	5,546	18,770	3,168	3,271	103,370	134,124
Premises	9,393	31,790	5,365	5,539	65,050	117,137
Transport	354	1,198	202	209	2,440	4,402
Supplies & Services	2,493	8,437	1,424	1,470	14,580	28,403
Income	-51,252	173,470	-29,273	-30,226	120,400	404,621
Direct Net Expenditure and Income	-33,467	113,274	-19,115	-19,737	65,040	120,554
Support Services	6,497	21,989	3,711	3,831	44,220	80,248
Capital Financing	777	2,629	444	458	123,940	128,247
Indirect costs	7,274	24,618	4,154	4,290	168,160	208,495
Net	-26,194	-88,656	-14,961	-15,448	233,200	87,941

TRUE COST

The bottom line figures shown in the Harbour Column (Stand Alone Harbour Budget) relate to Ilfracombe Harbour revenue costs and do NOT include any associated income or expenditure associated with the Car Parks or Other Estates within the Harbour area. Those figures are currently held within separate accounts within the authority.

Support Services and Capital Financing costs are not 'direct cash' costs to the Harbour, they reflect internal recharges and depreciation of Capital expenditure previously incurred.

Establishing a Harbour Trading Account continues to be an outstanding aspiration that will eventually reflect the true operating costs of the Harbour undertaking.

BUSINESS RISK ASSESSMENT

Impact 1. Slight 2. Moderate 3. Severe 4. Catastrophic

Likelihood 1. Unlikely 2. Possible 3. Probable 4. Certain

Risk No	Cause	Consequences	Impact	Likelihood	Rating	Control	Impact	Likelihood	Rating	Mitigating Actions	Target rating
R1	NDC fails to maintain adequate level of Oil pollution trained personnel	Oil Spill Response Plan becomes non-compliant. Statutory failure	4	2	8	Liaison with Environmental Health and Community Protection Manager to ensure adequate numbers of NDC trained personnel	3	2	6	Fully documented and statutory requirement in place.	6
R2	Inadequate funding to conduct statutory exercises and the annual review of the OSRP.	OSRP becomes non-compliant. Response actions remain unexercised and thus ineffective	4	2	8	Liaison with Community Protection Manager and Harbour responsible person to ensure funds are made available	4	1	4	Transfer funds from other budget lines and press for additional funding through Business Planning system	4
R3	Damage to quay walls, steps, Fenders and alongside mooring positions	Loss of alongside moorings, potential damage to vessels, reduction in accessibility, danger to life and insurance claims	4	3	12	Regular monitoring checks followed by remedial maintenance by Harbour staff and NDC engineers through the Harbour Maintenance Management system and procedures. Frequent liaison with boatmen and users	4	2	8	Keep boats off the wall in rough weather. Advise boatmen and users of conditions. Restrict access in bad weather.	6

Risk No	Cause	Consequences	Impact	Likelihood	Rating	Control	Impact	Likelihood	Rating	Mitigating Actions	Target Rating
R4	Boats break loose in heavy weather.	Damage through collision with other craft, plus damage to Harbour fixtures and fittings	4	3	12	Condition of all moorings checked, security and state of Harbour furniture checked and advice given to owners regarding mooring procedures.	4	2	8	Weather conditions and forecasts monitored and boat owners advised. HM and staff on stand-by in severe weather. Boat owners required to have liability insurance of minimum £3,000,000.	8
R5	Terrorist attack or war conditions	Closure of the Harbour and restrictions on movements	4	1	4	Compliance with the ISPS Code and regular training of key staff and stakeholders.	3	1	3	Regular meetings with stakeholders to set up patrol sectors in Harbour area.	3
R6	Office fire, Fire/water damage	Harbour administration and records destroyed	3	1	3	Maintain in date and tested all fire extinguishers. Ensure power points not overloaded.	2	1	2	Ensure all data is duplicated and stored externally. Have business recovery plan	2
R7	Fire or weather damage to Chapel and Light on Lantern Hill	Harbour light extinguished, danger to navigation	2	2	4	Regular testing of electrical circuits, maintenance of structure and inspection. Manager on-site when chapel is open to public	2	1	2	Regular inspection of all equipment and control of entry. CCTV monitoring of site	2

Risk No	Cause	Consequences	Impact	Likelihood	Rating	Control	Impact	Likelihood	Rating	Mitigating Actions	Target Rating
R8	Failure to effectively manage tree and vegetation growth in Harbour area	Trees fall into Public areas. Soil/rocks loosened and land slip occurs. Damage to rock netting. Injury to property or persons	4	3	12	Regular inspection of Harbour area under NDC Parks guidelines. Ad- hoc inspections after heavy rain/frost or wind	3	3	9	Annual coppicing and clearance of growth. NDC liability insurance held.	4
R9	Conditions in the Fishing industry results in closure of commercial fishing operations	Boats are sold or move to other ports. Loss of revenue and trade in the Harbour	3	3	9	Harbour costs strictly controlled and charges kept reasonable. Frequent liaison with fishing organisations.	3	2	6	Contact with local fishermen, assistance given through regulated fees.	6
R10	Damage to quay walls and Harbour area forces closure of Car Parking/Boat storage	Loss of revenue and public confidence	3	2	6	Weather conditions continuously monitored, with visual checks on Car / Storage areas. Warnings issued if conditions warrant	2	2	4	Harbour staff monitor conditions and provide warnings if required	4
R11	Development plans result in loss of harbour land to non-maritime developments	Loss of revenue and reduction in Harbour's ability to react to additional Harbour business	3	3	9	Harbour Board involved in all planning applications affecting Harbour land. Development Strategy prepared and updated regularly	3	2	6	Good liaison between Harbour Board, all stakeholders and NDC officials	4
R12	"Verity" badly damaged through severe weather, deterioration or vandalism.	Damage to quay, obstructing harbour entrance /moorings	2	2	4	Condition of statue inspected, monitoring of area in heavy weather. Lighting and Police / Security patrols	2	1	2	Conditions continuously under review	2

HOW DO WE KNOW WE ARE THERE?

	2016/17		2017/18		2018/19		2019/20		2020/21		2021/22	
	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual
L293 No. of visiting boat nights	1125	447 (40%)	1125	731 (65%)	1125	878 (78%)	1125		1125		1125	
L294 % of days with diesel fuel oil available to ALL customers	100%	100%	100%	100%	100%	100%	100%		100%		100%	
L295 % of days with serviceable navigation lights	100%	100%	100%	100%	100%	100%	100%		100%		100%	
L296 Maximum time in weeks that any permanent berth was unallocated	4	52	4	52	4	52	4		4		4	
L174 Harbour Forum meetings attended by HM or DHM	100%	75%	100%	100%	100%	100%	100%		100%		100%	
L175 No. of Harbour Board Meetings held	4	3	4	5	4	4	4		4		4	

MITIGATING CIRCUMSTANCES TO ACHIEVING TARGETS

L293 The steady 'shift' of recreational vessels from traditional bilge keel to motor and fin keel boats is proving detrimental to Ilfracombe as a drying harbour. *I recommend that the PI figure is reviewed in light of this as the current allocation has not been achievable within the last 10 years*

L296 – Vacated berths were not reallocated in the target 4 weeks because there were no suitable vessels on the Waiting List for the available moorings. *Due to this reason I recommend that this PI is removed*

SUMMARY OF INCIDENTS / NEAR MISSES

Date	Incident	Remarks
29 Jan 2019	Report received that the vessel 'Shelly N' was being 'egged' by youths.	No CCTV footage available, advised that incident be reported to Police
30 Jan 2019	Vessels 'Our Jenny' & 'Green Eyes' reported theft of grappling hook and vessels had been broken into	No CCTV footage available, advised that incident be reported to Police,
28 Feb 2019	Visiting gentleman was reported to have slipped whilst boarding a day trip boat on the lower step of the inner Old Quay Head set.	Gentleman was interviewed and stated that he had seen they were wet and was not paying attention. Steps inspected and found to be in a sufficient state
16 May 2019	Day boat operator reported that a passenger had been injured whilst out of Harbour Limits	MAIB accident report form completed and submitted
28 May 2019	Day boat operator reported finding his dinghy deliberately deflated	No CCTV footage available, advised that incident be reported to Police
16 June 2019	Report received that bait had been stolen from the Cove quayside	CCTV showed a car in vicinity during the alleged time frame. No positive identification available due poor quality of footage. Advised that incident be reported to Police

Date	Incident	Remarks
13 July 2019	Elderly Gentleman tripped on loose shoe lace on walkway adjacent to Verity	Gentleman suffered skinning of right elbow, first aid treatment given and advised party to attend A&E due to age and injury sustained
5 Aug 2019	Crew member of visiting yacht fell overboard in Outer Harbour.	Returning day trip boat recovered the crew member. Harbour Staff unable to assist due to no water presence.
23 Aug 2019	Report received of a missing 10 year old child, last seen swimming by the outer harbour red buoys.	<p>RNLI, Coast Guard & Police on site, ILB launched. Harbour Staff searched land side.</p> <p>Child found later unharmed off the harbour. Harbour Staff unable to assist with water search due no water presence.</p>
14 Sept 2019	Young Child slipped in puddle of water whilst climbing up past end of East Face and fell down the rocks	Child suffered from scrapes to abdomen. First aid treatment given and party advised to attend clinic due to child age (4).
Various	Multiple reports of persons jumping of various parts of the Harbour throughout summer months	<p>Prior to main season RNLI & Police re-established guidelines. There is a no tolerance policy to persons found jumping and they are told to leave the Harbour area, if found again further action will be taken.</p> <p><i>Note: Although this is an ongoing issue there were less reports this year than in previous years.</i></p>

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.

There have been less reported incidents this year with only 3 due to minor injuries which could indicate an improving safety culture, however the lack of near misses being reported needs to be addressed before a firm conclusion can be reached.

It is considered that the Harbour's Safety Record remains good.

ANNEX A

SWOT LISTING

The following strengths, weaknesses, opportunities and threats have been analysed and their effects assessed in the production of the Harbour Board's Business Plan.

STRENGTHS

- ✚ Well established Harbour
- ✚ Easy access to open sea
- ✚ Only readily accessible harbour on North Devon coast
- ✚ Designated offshore anchorage for large vessels
- ✚ Protected from prevailing South Westerly wind/sea directions
- ✚ High tidal range ensures efficient 'flushing' of harbour
- ✚ Proactive Harbour Community Forum, Town Council and Harbour Board
- ✚ Close to Town and commercial activities
- ✚ Established port of call for Cruise Liners
- ✚ Facilities for commercial fishermen and leisure sailors
- ✚ Large quay car park, provides income and tourist space
- ✚ Secure moorings available, also out of water winter storage
- ✚ Good communications to stakeholder groups
- ✚ Ilfracombe identified as a centre for regeneration and development
- ✚ Focal point for tourism in North Devon
- ✚ Located in Area of Outstanding Natural Beauty
- ✚ Wide range of tourist activities based in and around the Harbour
- ✚ Financial backing for operations assured by North Devon Council
- ✚ Support of the local community for development schemes
- ✚ High land values could attract external investment
- ✚ Adjacent to and surrounded by a Marine Conservation Zone

WEAKNESSES

- ✚ Inner Harbour dries at low water
- ✚ Physical structures are aging and in some cases listed
- ✚ Vehicular access to the harbour is limited due to narrow roads
- ✚ Harbour road and traffic planning needs reorganisation
- ✚ Development land is limited
- ✚ No room for expansion of marine area, moorings
- ✚ Inner harbour surrounded by retail/residential developments
- ✚ Directly raised finance through charges is limited
- ✚ South side of Harbour entrance has rocky foreshore restricting use
- ✚ Harbour management have little control over finance
- ✚ Effective pedestrian/tourist routes limited due to road layout and commercial activities
- ✚ Difficulty accessing NDC Capital funding
- ✚ Increased earning potential limited to small number of major operators
- ✚ Competition for capital funding from other projects in the town
- ✚ Visitor boat numbers limited by comparative remoteness from other harbours
- ✚ Listed structures reduce development opportunities

OPPORTUNITIES

- ✚ A cross/trans channel passenger/vehicle ferry
- ✚ Potential for other routes and services
- ✚ Improved facilities for landing tourists from cruise vessels
- ✚ Increased tourism in Ilfracombe area
- ✚ Support facilities for offshore renewable energy schemes in Bristol Channel
- ✚ Redevelopment of Cove area to provide more storage and working area for Fishermen
- ✚ Improve vehicle and pedestrian access to Larkstone Lane car park
- ✚ Improve use of available parking and areas adjacent to the Cove
- ✚ Improve return from harbour property, parking charges and leases
- ✚ Possible development of harbour land for high value residential or tourist accommodation
- ✚ Increased water based activities
- ✚ Protection of harbour and it's listed quay by construction of a Northern Pier
- ✚ With increased space the provision of Marina
- ✚ Damien Hirst statue offers potential for broadening of cultural tourism offer
- ✚ Formation of Marine Conservation Zones provides increase in eco-tourism
- ✚ Educational outreach centre for SW Universities
- ✚ Development could provide tidal energy test bed facilities

THREATS

- ✚ Potential local conflict between classes of users, commercial/private
- ✚ Restrictions on fishing industry may reduce viability
- ✚ Safety and other regulatory change may reduce viability of tourist provision
- ✚ Opposing development visions of harbour and private developers
- ✚ Landing facilities for passengers limited due to quay and steps, tidal range and need for Northern Pier protection
- ✚ A ferry service may prove to be unviable
- ✚ Development demands from the ferry service may prove untenable, resulting in loss of service to other ports
- ✚ Competition for tourists spend from newly developed attractions and town centres in the region and South Wales coast (Swansea and Cardiff)
- ✚ Unfavourable economic climate, reducing resident and visitor spend
- ✚ Deteriorating built environment requiring expensive maintenance and repair
- ✚ Economic conditions reduces ability to raise working finance through charges
- ✚ Environmental and archaeological objections may reduce the ability to expand the development potential (Rapperee Cove and Old Quay Head)
- ✚ Rising sea levels increase risk of flooding