

	REPORT TO CABINET TO BE HELD ON 13 SEPTEMBER 2016	
	Key Decision	NO
	Forward Plan Ref No	
Corporate Priority: Meets all Corporate Priorities	Cabinet Portfolio Holder	Cllr Mike Cockerill Cllr Derek Bastiman

REPORT OF: DIRECTORS NE AND TW – 16/203

WARDS AFFECTED: ALL

SUBJECT: DEVELOPMENT OF A PORTS STRATEGY

RECOMMENDATION (S):

Cabinet is recommended to:

- (i) Approve the mission, vision and strategic objectives contained at Appendix A as the Ports Strategy for the harbours of the Borough;
- (ii) Approve undertaking a programme of public and stakeholder consultation to inform the further development of the Ports Strategy and the development of individual business plans for the ports of the Borough of Scarborough (Whitby and Scarborough) and Filey Coble Landing;
- (iii) Note that Members will receive further reports on the further development of the Ports Strategy and individual port business plans developed within the framework of the Ports Strategy contained at Appendix A.

REASON FOR RECOMMENDATION(S):

To provide a documentary plan to aid the strategic management of the ports of the Borough of Scarborough and Filey Coble Landing and which encompass and articulate the views and ideas of stakeholders.

HIGHLIGHTED RISKS:

Please refer to Risk Matrix contained in this report.

1. INTRODUCTION

- 1.1 The Council is both landowner and Harbour Authority and has responsibility for the three port undertakings of the Borough of Scarborough being the Port of Whitby, the Port of Scarborough and Filey Coble Landing.
- 1.2 The previous ports strategy entitled Ports Strategy '*charting a course for the future*' was adopted in 2008 and although some of the previous strategy is still relevant today, given the ever-changing role of the maritime sectors, port operational and infrastructure requirements and the wider economy much of the document is now either implemented or outdated.
- 1.3 An up-to-date Ports Strategy is now required in order to assist in the effective strategic management of the Ports of the Borough for future years and importantly to communicate to stakeholders and the wider community the context and direction in which the ports are to be guided, managed and developed over the coming years.
- 1.4 This report seeks to present a mission, vision and six strategic objectives as the Ports Strategy for the harbours of the Borough. It also outlines further steps to undertake a programme of public and stakeholder consultation in respect of the further development of the Ports Strategy and the development of individual port business plans for the three port undertakings.

2. CORPORATE AIMS/PRIORITIES AND THE COMMUNITY PLAN

- 2.1 The proposals set out in this report are associated with all the Council's Corporate Aims and Priorities.

3. BACKGROUND AND ISSUES

- 3.1 It is recognised that a strategy for the Ports of the Borough will provide both a useful tool for aiding in the ongoing strategic management of the ports and an invaluable medium for engaging with and communicating the strategic intent of the Borough Council and Harbour Authority to stakeholders and the wider community. In addition the development of accompanying individual business plans for each of the Port undertakings will aid the day-to-day direction of the ports and provide the framework around which strategic business decisions can be made.
- 3.2 Development of an updated strategy for the port undertakings of the Borough of Scarborough has been explored on a number of occasions in recent years. The development of a strategy has stalled previously due to changes in Port management structure, including the establishment of and subsequent discontinuation of the Pilot Whitby Harbour Board; and due to changes in Borough Council structure.
- 3.3 However, with the recent establishment of the Ports Development Group in January 2016, the opportunity and resource to develop a strategy for the Port undertakings are now available.

- 3.4 Following a review of the Ports of the Borough, officers have, in consultation with the Ports Development Group, drafted a strategic mission and vision and identified a number of strategic objectives which it is proposed will form the Ports Strategy and are attached at Appendix A.
- 3.5 Next steps have also been identified around which the Ports Strategy can be further developed along with accompanying individual business plans and finalised including an outline consultation plan.
- 3.6 Cabinet is asked to approve that officers undertake a programme of public consultation to obtain stakeholder views on the further development of the Ports Strategy and development of supplementary individual ports business plans.

4. CONSULTATION

- 4.1 To date consultation has been undertaken with the Ports Development Group. In July 2016 the Ports Development Group resolved to recommend to Cabinet that the mission, vision and six strategic objectives contained in Appendix A are adopted as the Ports Strategy.
- 4.2 Given the socio-cultural and economic importance of the Borough's port undertakings both to direct users and the wider community it is considered necessary to obtain public and stakeholder input and views on the further development of strategic objectives of the Ports Strategy and drafting of individual business plans for the ports. Subject to the approval of Cabinet the following programme of consultation is therefore proposed:

Step 1 – Sep 2016 – Nov 2016

Consultation workshops to establish stakeholder views.

Step 2- Nov 2016 – Jan 2017

Further develop strategic objectives and further consultation workshops to finalise those strategic objectives and to develop specific port business development proposals for each of the undertakings including:

- consideration of current and future Port uses, infrastructure needs and identification of business development opportunities.
- development of action plans for implementation.

Step 3 - Jan 2017 – Mar 2017

Preparation of a final Ports Strategy and individual port business plans and publication of the draft documents for public comment and input.

Step 4 - Mar 2017

Final drafting of the final Ports Strategy and individual port business plans in cognisance of the comments received through consultation.

Step 5 – Apr 2017

Reporting to Members the outcome of consultation and to seek adoption of the final Ports Strategy and individual ports business plans.

- 4.3 In every instance it is proposed that separate open public consultation workshops be undertaken in Whitby, Scarborough and Filey with the respective existing port user groups and representatives, potential investment and development partners, Town Council representatives, Borough Councillors, and the general public in attendance.
- 4.4 The workshops will be supplemented by publication of all subsequent documentation on the Borough Council and Borough Ports' websites.
- 4.5 Local and social media will also be used to disseminate documentation where possible and to invite people to attend workshops and or otherwise engage with the consultation programme.

5. ASSESSMENT

- 5.1 The review undertaken to date sets the baseline position for the Ports and provides the framework from which to develop the critically important strategic objectives and individual business plans to successfully drive forward the Port undertakings of the Borough. However this is only considered the first step in the process and much work remains to develop the critically important strategic objectives and business plans.
- 5.2 With a fully articulated, consulted upon and documented understanding of the Ports in place, future strategic management decisions can be made by the Borough Council and Harbour Authority which can be demonstrated to be in the best interest of the Port undertakings and their ongoing success and sustainability and the customers and community which they serve.

6. IMPLICATIONS

- 6.1 **Policy**
There are no policy implications arising from this report
- 6.2 **Legal**
There are no legal implications arising from this report.
- 6.3 **Financial**
There are no financial implications are set out in detail throughout the report.
- 6.4 **Staffing Implications**
There are no financial implications are set out in detail throughout the report.
- 6.5 **Environmental, Planning Implications, Crime and Disorder Implications, Health and Safety implications.**
There are no direct implications arising from this report.

Nicholas Edwards

Nicholas Edwards
Director

A handwritten signature in black ink, appearing to read 'Trevor Watson'. The signature is stylized with a large, looped 'T' and 'W'.

Trevor Watson
Director

Risk Matrix

Risk Ref	Date	Risk	Consequences	Mitigation	Current Risk Score	Target Score	Service Unit Manager/ Responsible Officer	Action Plan
1	Aug 16	Cabinet does not approve the recommendations of the report	<ul style="list-style-type: none"> ▪ The Port continues to operate without an up to date strategic plan and potentially fails to respond to opportunities and threats relating to its ongoing successful management and operation 	<ul style="list-style-type: none"> ▪ This report 	B4	A1	Alex Richards	This report followed by implementation of the consultation plan and strategy drafting activity.

Risk Scoring

Likelihood:

- A = Very Low
- B = Not Likely
- C = Likely
- D = Very Likely
- E = Almost Certain

Impact

- 1 = Low
- 2 = Minor
- 3 = Medium
- 4 = Major
- 5 = Disaster

Impact	5					
	4					
	3					
	2					
	1					
		A	B	C	D	E
	Likelihood					

