

**HAMPSHIRE COUNTY COUNCIL****Report**

<b>Committee</b>	River Hamble Harbour Management Committee
<b>Date:</b>	2 September 2011
<b>Title:</b>	Annual Review of Strategic and Business Plans
<b>Reference:</b>	3180
<b>Report From:</b>	Director of Culture, Communities and Business Services

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## **1. Summary**

- 1.1. This report presents the River Hamble Strategic Plan and the associated Business Plan, for annual review.

## **2. Background**

- 2.1. The River Hamble Strategic Plan was subject to a comprehensive review in 2010. Subsequently, a new annual Business Plan was drawn up and approved. The Harbour Board agreed that both documents should be subject to annual review.

## **3. Review**

- 3.1. Since adoption of the Strategic Plan, an expanded version of the Vision section has been produced in draft, in the form of a 'Strategic Vision for the River Hamble', covered in a separate report. It is anticipated that the Strategic Vision will be a living document and will be amended as the need arises. The Strategic Plan, reviewed annually, will give long term substance to the Vision, whilst the annual Business Plan will become a rolling document setting out the specific tasks required to implement the Strategic Plan.
- 3.2. This report provides the opportunity for the Management Committee to advise the Harbour Board on any amendments or additions to either the Strategic Plan (Appendix 1) or the Business Plan (Appendix 2) as it sees fit. Minor changes to the Strategic Plan (eg revised dates) have already been completed. The Business Plan has been reviewed and is currently up to date.

**4. Recommendation**

- 4.1 It is recommended that the River Hamble Harbour Management Committee proposes amendments to the Strategic Plan and annual Business Plan, and advises the Harbour Board accordingly.**

**CORPORATE OR LEGAL INFORMATION:**

**Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	no
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	no
Corporate Improvement plan link number (if appropriate):	

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

Document

Location

None

## **IMPACT ASSESSMENTS:**

### **1. Equalities Impact Assessment:**

- 1.1. A full Equalities Impact Assessment for all the River Hamble Harbour Authority's responsibilities under the Port Marine Safety Code and for the management of moorings has been carried out and this report does not raise any relevant issues not previously covered by that Assessment. The report also contains a clear statement on Equalities (Para 11)

### **2. Impact on Crime and Disorder:**

- 2.1. Some elements on this report involve crime and disorder. The River Hamble Harbour Authority seeks to use its powers to reduce crime and disorder in the harbour at every opportunity, working closely with the Police to that end.

### **3. Climate Change:**

- a) How does what is being proposed impact on our carbon footprint / energy consumption? The contents of this report have no direct impact on carbon footprint or energy consumption.
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts? The contents of this report include an undertaking that the River Hamble Harbour Authority will be pro-active in monitoring the River for the impact of climate change and identifying the implications.

# **RIVER HAMBLE HARBOUR AUTHORITY STRATEGIC PLAN 2012**

Draft, for approval by the River Hamble Harbour Board, September 2011

## **1. Introduction**

- 1.1 This document forms the Strategic Plan for the River Hamble Harbour Authority. It has been developed by the Harbour Board, with advice from the Management Committee and officers of Hampshire County Council. It sets out the framework for what the Harbour Authority must do, and what it would like to do, over the next ten years or more. The Strategic Plan and its supporting documents will be used to inform decision-making by the Harbour Board. Detailed planning for each year will take the form of an annual Business Plan and forward budget. This will be based on the Strategic Plan but will need to be more flexible and responsive as unanticipated issues and problems arise. The Strategic Plan will be reviewed annually.

## **2. The River Hamble**

- 2.1 Situated at the heart of the Solent, the River Hamble is widely recognised as a major centre for recreational boating, important both regionally and nationally. Commercial activities on and around the River bring considerable benefits to the local economy and are a significant factor in the local employment market. The River is also a very important part of the local environment and supports many species of birds, plantlife, fish and invertebrates. The Hamble valley is covered by several national and international environmental designations in recognition of its importance as a rich and diverse habitat. The navigable part of the River extends over 6 nautical miles from Southampton Water as far upstream as Botley and Curbridge. It is home to over 3000 recreational craft berthed afloat and many more kept ashore. Leisure activities on and near the River include yachting and power-boating, dinghy sailing and windsurfing, rowing, kayaking and canoeing, fishing, bird-watching, rambling and sightseeing.

## **3. Mission Statement**

- 3.1 Hampshire County Council is the River Hamble Harbour Authority and delegates its executive decision-making function to the River Hamble Harbour Board. The Management Committee provides policy advice and scrutinises the Harbour Board's decisions.

- 3.2 The Mission of the Harbour Authority is:

*"To ensure that the harbour is operated safely and efficiently so as to safeguard the harbour, its users, the public and the environment, both now and in the future. It is committed within its powers to fulfilling all its duties and responsibilities in a safe and efficient manner, to the enhancement of access and facilities for river users, and to the enhancement of well-being, enjoyment and economic benefit of the River for all."*

3.3 The Harbour Authority will:

- (i) Comply with all legal requirements.
- (ii) Aim to meet the national requirements of the Port Marine Safety Code.
- (iii) Heed the Guide to Good Practice on Port Marine Operations, published by the Department for Transport (Ports Division).

3.4 The Harbour Authority's functions will be conducted openly and transparently in the overall long-term interests of the harbour's River users and other interested parties and beneficiaries.

**4. Port Status and Governance Arrangements**

4.1 Responsibility for the governance of the River Hamble was transferred to Hampshire County Council in 1970 and the harbour has been operated as a municipal port ever since. It is assumed that this arrangement will continue for the foreseeable future. Hampshire County Council is also a major riparian landowner. The County Council and the representatives on the Harbour Board form a democratically accountable body responsible for overseeing the operation of the harbour and the impacts arising from it. The Management Committee (constituted in accordance with the River Hamble Harbour Revision Order 1969 (as subsequently amended) provides advice to the Harbour Board and is responsible for scrutinising its decisions.

**5. Planning Constraints**

5.1 Although Hampshire County Council is the statutory harbour authority for the River Hamble, it is not the local planning authority for the River. Planning for development on and around the Hamble is covered by the Local Development Framework produced by the riparian local district Councils; all structural development on the River which is attached to the land requires their planning permission. However, no structural works can take place on the River without the works consent of the Harbour Authority (Southampton Harbours Act 1949). Factors for consideration when determining applications for Harbour Authority works consent are contained in the Port Marine Safety Code and environmental legislation.

**6. The Harbour Authority's Long-Term Vision**

**This section will require amendment if the draft Strategic Vision is adopted.**

6.1 There is little doubt that the River Hamble will continue to play a major role in recreational boating for years to come, not just as a place for people to keep their boats, but as a centre of excellence for organised events and a world class repair and maintenance facility. The Hamble is at the heart of the Solent and has good road links with the rest of the south coast, London, and beyond. This, and the proximity of the Solent, which makes the Hamble far more than just a 'local' harbour. Unfortunately, regional and national importance has disadvantages as well as advantages - it brings people and money to the area, but there is a risk of displacing locals as the limited number of moorings available forces prices to escalate in response to supply and demand. The balance of this equation is further influenced by the role of The Crown Estate as the owner of the river bed. The Crown Estate is required to maintain and enhance the return from The Crown Estate's land holdings

and this means that market prices must be charged for mooring spaces. Inevitably, whilst demand is high, prices will also be high. This is outside the control of the Harbour Authority and in stark contrast to the wishes of those who already have a mooring on the river for their boat. Most would prefer to see prices kept to a minimum, but not at the expense of an increase in moorings density. The Harbour Authority is in a difficult position, constrained on one hand by the safety, environmental and planning considerations that restrict the number of boats which can be accommodated on the River, and on the other hand by economic factors, which tend to force prices upwards and create pressure for ever more space to be made available for boats. The Harbour Authority aspires to keep the current arrangements for measuring capacity under review, whilst seeking to maintain a balance of the often competing demands. It will also seek to influence The Crown Estate on their pricing policy, and use the Harbour Authority works consent process to ensure that a range of mooring types is retained on the River.

6.2 The long-term vision for the River Hamble Harbour Authority is:

*"To work towards a harbour where the often competing needs of recreational boaters, the local economy and the environment are harmonised by means of leadership, influence, consultation and consensus-building. The harbour should retain its unique character and environment whilst providing modern, safe and reasonably priced facilities for all who use it."*

## 7. **Strategic Objectives**

7.1 The Harbour Authority has the following strategic objectives for the coming years:

- (i) Governance: To govern the River Hamble in compliance with the Department for Transport's 'Municipal Ports Review'.
- (ii) Navigational safety: To make the Port Marine Safety Code the central pillar of everything which the Harbour Authority and its staff do to ensure the safety of all those who use and work in the harbour.
- (iii) Environment: To discharge its responsibilities under the Habitats Regulations and all other relevant environmental legislation through conserving the environment and maintaining approved pollution prevention and nature conservation measures.
- (iv) Public Relations and Communication: To enhance the public perception of the Harbour Authority through building and maintaining the confidence of River users and other interested parties by informing them of plans, progress and achievements.
- (v) The Crown Estate: To maintain a productive relationship with The Crown Estate and its agents.
- (vi) Moorings: To manage the mid-stream moorings efficiently and fairly, on behalf of The Crown Estate.
- (vii) Climate Change: To be pro-active in monitoring the River for the impact of climate change and identifying the implications.

- (viii) Enhancement: To encourage and facilitate the enhancement of access and facilities for river users, and the enhancement of well-being, enjoyment and economic benefit of the River for all.
- (ix) Planning and Consents: To plan for the future of the River Hamble, providing a clear and effective works consent process as the primary decision-making authority on matters affecting safety and ease of navigation in the harbour, and having due regard to the Harbour Authority's responsibilities for environmental protection.
- (x) Consultation: To listen to ideas and suggestions put forward by River users and other interested parties and consult on proposed changes.
- (xi) Visitors: To promote the provision of appropriate facilities for visiting yachtsmen, both afloat and ashore, and manage them as efficiently as possible.
- (xii) Policy: To ensure whenever possible that its views are taken into account when future government policies on ports, harbours and the marine environment are under consideration.
- (xiii) Future Trends: To respond appropriately to new trends in recreational boating, for example: larger boats, Rigid Inflatable Boats (RIBs), Personal Water Craft (PWCs) and dry-sailing.
- (xiv) Financial: To maintain and manage the harbour cost-effectively, and within the available resources.
- (xv) Staff: To employ and retain a well-motivated, properly trained staff and provide regular training for Harbour Board and Management Committee Members.
- (xvi) Equalities and accessibility: To ensure that it complies with all equalities and accessibility legislation.

## **8. External Pressures**

8.1 The following external pressures have been identified:

- (i) the complex needs and conflicting interests of River users and other interested parties need to be understood and balanced against the statutory and business constraints within which the Harbour Authority operates;
- (ii) local Planning Authorities policies and controls which may constrain the scope for development and improvement of facilities and amenities;
- (iii) The Crown Estate, motivated in part by its requirement to maintain and enhance income from the River, creates an added pressure, outside the control of the Harbour Authority;
- (iv) there is a lack of understanding by many River users about the respective and different roles and responsibilities of Hampshire County Council, The Crown Estate, the Harbour Board and the Management Committee.

## 9. **Internal Pressures**

9.1 The following internal pressures have been identified:

- (i) the Harbour Authority is funded almost entirely by River users and visitors and must be operated as economically and cost-effectively as possible;
- (ii) the Harbour Board's statutory responsibility to ensure safe navigation dictates that the Harbour Office staff must be available to monitor and supervise activities on the River outside normal working hours. This places considerable pressure on staff who are frequently required to work unsocial hours and at weekends.
- (iii) the Harbour Authority has wide ranging environmental responsibilities, some of which are carried out on behalf of Hampshire County Council and The Crown Estate.

## 10. **Finance**

10.1 The Harbour Authority operates as a business unit of Hampshire County Council. Annual income is ring-fenced and the Harbour Authority operates a separate reserve. An annual budget is produced and the accounts are audited by Hampshire County Council and, periodically, by The Crown Estate.

## 11. **Equalities Impact Assessments**

11.1 The facilities of the River Hamble are openly available to all, regardless of age, gender, disability, race or religion, in accordance with current equalities legislation. Equality Impact Assessments for the services and facilities provided by the Harbour Authority have been prepared and are held in the Harbour Office. These Assessments include a requirement to collect and analyse data about customers and their needs, so that appropriate measures can be taken to ensure that everyone who wishes to use the services and facilities provided by the Harbour Authority can do so on equal terms. However, simply understanding who the Harbour Authority's customers are and identifying their needs is not sufficient; the Harbour Authority is obliged to be proactive in taking steps to ensure equality of access for all. To that end, all decisions of the Harbour Board must be considered in terms of the impact which they might have on equality of access to services and facilities, and identify actions which must be taken as a result. Every reasonable effort must be made to ensure that all users are treated equally and that appropriate information and facilities are provided to all.

## 12. **Staff Training and Development - Investing In People**

12.1 Hampshire County Council is an accredited 'Investor in People', a significant element of which is to ensure that staff receive the training which they require to do their job, and such additional training as may be required to encourage their career development. Maintaining accreditation as an 'Investor in People' requires that all training undertaken is assessed in terms of its contribution towards the aims and effectiveness of the organisation. Development training will be provided for permanent staff as appropriate to their current role and future aspirations as officers of Hampshire County Council.

## Business Plan 2012-13

Serial Number	Priority 1 low 5 high	Plan topic	Brief	Objective	Constraints	Budget	Target completion date	Ownership of project	Review date	Review Notes
1	5	Governance	To support the current governance arrangements, as approved by HCC	Recruit, select and train two new members of the Harbour Board	Availability of selection panel members	Minimal	Jun-10	Marine Director and Harbour Board	Sep 2011	Complete, 14 Jul 2011
2	3	Governance	To support the current governance arrangements, as approved by HCC	Review Designated Person requirements and re-tender as required	Prior to expiry of current contract Dec 2011	£10000 per annum	Dec-11	Marine Director and Harbour Board	Sep 2011	No action to date
3	5	Navigational safety	To comply with the requirements of the Port Marine Safety Code	Repair and maintain Aids to Navigation as required	None	£14000 per annum	Ongoing	DHM/HOM	Sep 2011	Trinity House audit satisfactory
4	4	Navigational Safety	To comply with the requirements of the Port Marine Safety Code	Draft and agree 3-yearly Navigation Safety consultation	None	Minimal	Mar-12	HM	Harbour Board to review draft Mar 2012	No action required to date
5	4	Navigational safety	To comply with the requirements of the Port Marine Safety Code	Prepare business case for replacement of dory, and procure replacement	Funded from Asset Replacement Reserve	Up to £15,000	End 2011	HM	Sep 2011	Business case written – awaiting Harbour Board approval
6	3	Navigational Safety	To comply with the requirements of the Port Marine Safety Code	Improve safety signage on public slipways	Planning permission may be required	£4,800	Dec-11	HM	Sep 2011	Part of Asset Enhancement Plan. Preliminary design work (incl. charts) complete.
7	5	Environment	To discharge responsibilities under Habitats Regulations and other relevant environmental legislation	Provide and maintain Tier 1 Oil Spill response equipment, meeting the appropriate legislative requirements.	Lack of storage facilities adjacent to River (see below)	£3500 per annum	Ongoing	DHM/HOM and Environment and Development Manager	Sep 2011	See below
8	5	Environment	To discharge responsibilities under Habitats Regulations and other relevant environmental legislation	Provide adequate storage facilities for oil spill response and emergency equipment	To include workshop space. Planning permission and other consents required.	Up to £60,000	As soon as possible	Marine Director and HCC	Sep 2011	Planning permission and Harbour Works Consent obtained. Awaiting Board approval of Business Case
9	4	Environment	To discharge responsibilities under Habitats Regulations and other relevant environmental legislation	Agree and carry out enhancements to SSSIs	Consents may be required	Up to £65,000 for all projects	Ongoing	Environment and Development Manager	Sep 2011	Sea Grass survey completed August 2011 – none found. Cost £2,200

Serial Number	Priority 1 low 5 high	Plan topic	Brief	Objective	Constraints	Budget	Target completion date	Ownership of project	Review date	Review Notes
10	4	Environment	To discharge responsibilities under Habitats Regulations and other relevant environmental legislation	To ensure that all staff are trained and exercised in oil spill response	Major exercise required every 3 years	Up to £10000 per annum, depending on training and exercise requirements	Ongoing. Next major exercise 2013	DHM/HOM, and Environment and Development Manager	Sep 2011	Annual training exercise completed August 2011. All staff training in date.
11	1	Environment	To discharge responsibilities under Habitats Regulations and other relevant environmental legislation	To identify and provide partial funding for environmental research projects which are deemed to be of net benefit to the harbour	Maximum of two projects per academic year	Up to £500 per project	As opportunities arise	Environment and Development Manager	Sep 2011	One award made (£263) July 2011
12	3	Public relations and communications	To enhance the public perception of the Harbour Authority	Arrange annual forum for 2011 to disseminate information to key river users and commercial interests.	Venue on alternating sides of the River	£500	End Mar 2011	MD	Sep 2011	Complete
13	3	Public relations and communications	To enhance the public perception of the Harbour Authority	To update and maintain the RHHA website	Website must comply with HCC format and style	£3,000	End June 2011	Harbour Office staff and HCC webmaster	Sep 2011	Preliminary work complete. Detailed drafting of new web pages required.
14	3	Public relations and communications	To enhance the public perception of the Harbour Authority	To ensure that RHHA input to the River Hamble Directory is relevant and accurate	Editorial control rests with River Hamble Combined Clubs	£1,800	End Dec 2011	Harbour Office staff and Scene-Media	Sep 2011	For publication in Feb 2012. 2011 edition published on time
15	3	Public relations and communications	To enhance the public perception of the Harbour Authority	Research and publish environment-based resource pamphlet for school and youth group visits	None	c£1000	Sep-11	Environment and Development Manager	Sep 2011	Work in progress but requires professional educational input
16	5	Crown Estate	To maintain a productive relationship with The Crown Estate	Fulfil the terms of the Moorings Management Agreement with the Crown Estate	Moorings Management Agreement	Income generator	Annual and ongoing	Marine Director, DHM/HOM, Moorings Manager	Sep 2011	All contracted actions completed to date
17	3	Crown Estate	To maintain a productive relationship with The Crown Estate	Analyse and review operational and financial implications for renewal of Crown Estate Management Agreement	Agreement expires 31 March 2012	Minimal	By end 2011	Marine Director	Sep 2011	Analysis and review complete and approved by Harbour Board. Detailed negotiations Autumn 2011.

Serial Number	Priority 1 low 5 high	Plan topic	Brief	Objective	Constraints	Budget	Target completion date	Ownership of project	Review date	Review Notes
18	4	Crown Estate	To maintain a productive relationship with The Crown Estate	Work with The Crown Estate to ensure appropriate investment in mooring assets and the harbour as a whole, and to gain approval for private pontoons on pile moorings	Subject to availability of Crown Estate funding. Crown Estate Ts and Cs for pontoons awaited	N/A	Ongoing	Marine Director	Sep 2011	Ts and Cs for private pontoons drafted by Crown Estate. Other consents will also be required
19	3	Climate Change	To be pro-active in identifying the impact of climate change on the River	Establish baseline data set as basis for measuring sea-level rise and climate change effects	None	None at present	By end 2011	Environment and Development Manager	Sep 2011	75% of river bank photos completed and mapped by July 2011
20	4	Enhancement of access and facilities	To provide enhancements to tender storage facilities	Consult on provision of further affordable tender storage for visitors and mooring holders	Subject to marine consents and possibility of matched funding	£60,000	Consultation to be completed by end March 2011	Marine Director	Sep 2011	Detailed plans drawn up and initial consultation completed. Pre-app planning opinion requested.
21	4	Enhancement of economic benefits	Where possible, to seek opportunities to enhance the economic benefits of the harbour	To encourage the creation of marine related training and employment opportunities on the Hamble	Works consents may be required	None budgeted	Ongoing	Harbour Board and Marine Director	Sep 2011	No specific actions to date
22	2	Enhancement of economic benefits	Where possible, to seek opportunities to enhance the economic benefits of the harbour	To encourage the use of Harbour Authority facilities for events, rallies and regattas and, where possible, to support sailing activities in preparation for the 2012 Olympic sailing events	Requires advertising and promotion on website and Hamble Directory	None budgeted - potential income generator	Ongoing	Harbour Board and Marine Director	Sep 2011	Rally and regatta pre-booking arrangements in use. Hamble Watersports Games (July 2012) at planning stage
23	3	Enhancement of well-being and enjoyment	Where possible, to seek opportunities for all harbour users to enjoy the benefits of the harbour	To seek to enhance the experience of those who use the River by improving access, both on and off the water	Funding	None at present	Ongoing	Harbour Board and Marine Director	Sep 2011	Detailed plans drawn up and initial consultation completed. Pre-app planning opinion requested.
24	5	Planning and consents	To plan for the future of the harbour	Establish working group to review the options for creating a Strategic Development Plan or Vision for the River	Local Planning Authorities and Marine Management Organisation	None at present	Working group established Jan 2011.	Marine Director	Sep 2011	Second draft completed July 2011 for consideration by Man Cttee.
25	5	Planning and consents	To provide a clear and effective works consent process	All works consents applications dealt with in a reasonable timescale, taking into account safety and environmental factors	Port Marine Safety Code and relevant legislation	Income generator	Ongoing	Environment and Development Manager	Sep 2011	One application un-resolved within time-scale, still pending
26	4	Planning and consents	To provide a clear and effective works consent process	Provide professional pre-application advice through the Streamlined Consents Group	Availability of officials from other consenting bodies	£500 per annum for room hire	Ongoing	Environment and Development Manager	Sep 2011	Streamlined Consent Groups meeting August 2011

Serial Number	Priority 1 low 5 high	Plan topic	Brief	Objective	Constraints	Budget	Target completion date	Ownership of project	Review date	Review Notes
27	4	Consultation	To respond to ideas and suggestions put forward by harbour users and other interested parties and consult with them when appropriate	Conduct formal consultations with interested parties when appropriate, using on-line methods whenever possible		None at present	Ongoing	Marine Director	Sep 2011	Harbour Works Consent consultations carried out
28	3	Visitors	To encourage the provision of appropriate facilities for visiting yachtsmen.	Provide assistance and local information to visiting yachtsmen	None	Minimal	Ongoing	All staff	Sep 2011	Continuous, including contributions to local pilot books, directories and guidebooks.
29	4	Visitors	To encourage the provision of appropriate facilities for visiting yachtsmen.	Consult on enhancement to facilities for visiting yachts at Hamble and Warsash, and improvements to disabled access	Subject to available funding and planning consents	£10000 for consultant services (design and consents)	Consultation complete by end March 2011.	Marine Director	Sep 2011	Detailed plans drawn up and initial consultation completed. Pre-application planning advice requested but not yet received.
30	4	Policy	To ensure that the opinions of the Harbour Authority are taken into account when Government policies on ports, harbours and the marine environment are under consideration	Respond to all relevant Government consultations and attend appropriate conferences, workshops and meetings		Travel costs for meetings etc	Ongoing	Marine Director	Sep 2011	No Government consultations in the year to date. Staff attended various UKHMA, BPA, SASHMA and Solent Forum meetings.
31	2	Future trends	To respond appropriately to new trends in recreational boating	Monitor trends in recreational boating and propose appropriate responses		None budgeted	Ongoing	Marine Director	Sep 2011	No specific actions arising to date
32	5	Financial	To maintain and manage the harbour cost-effectively and within available resources	Plan and implement annual budget	Hampshire County Council financial regulations	£27,000 (Service Level Agreement with County Treasurer)	Ongoing	Marine Director and County Treasurer	Sep 2011	Ongoing. 2012/13 budget to be presented early 2012
33	3	Financial	To maintain and manage the harbour cost-effectively and within available resources	Maximise income through effective collection of Harbour Dues	Requires co-operation of yards and clubs	Income generator	Ongoing	Marine Director	Sep 2011	Ongoing
34	4	Staff	To employ and retain well-motivated, properly trained staff	Recruit high quality staff, and provide and encourage training and personal development	HCC recruitment freeze. Limited time available for training.	£2,500	Ongoing	All line managers	Sep 2011	4 Seasonal staff recruited for May to September inclusive.
35	4	Staff	To employ and retain well-motivated, properly trained staff	Ensure that available manpower is employed cost effectively. Review current manning structure	HCC pay regulations and individual contracts. Review manning structure after 6-9 months	£358,100	Review by June 2011	Marine Director and DHM/HOM	Sep 2011	Manning structure working well, although staff sickness has caused some problems. A full-time coxswain

Serial Number	Priority 1 low 5 high	Plan topic	Brief	Objective	Constraints	Budget	Target completion date	Ownership of project	Review date	Review Notes
										would help to resolve these problems.
37	4	Staff	To employ and retain well-motivated, properly trained staff	Adhere to principles of Investors in People (IiP)		None budgeted	Ongoing	All line managers	Sep 2011	Ongoing
38	3	Staff	To provide appropriate training for Management Committee and Harbour Board members	Organise training events for Members as required	Availability of Members	None budgeted	Ongoing	Marine Director and Members	Sep 2011	Training for new members completed August 2011
39	3	Equalities and accessibility	To ensure compliance with all equalities and accessibility legislation	Ensure that equalities and accessibility are taken into account in all activities and decisions	Equalities legislation	None budgeted	Ongoing	Marine Director	Sep 2011	Ongoing