

# Draft Ports Strategy

2007 Onwards

*'charting a course for the future'*



Engineering  
and Harbour  
Services



*A great place to live, work & play*

## PREFACE

The Ports at Scarborough, Whitby and Filey are unique. They lie at the heart of the towns' communities and in many ways are the principal reason why the towns have existed and developed to their present scale and status.



This strategy has been developed to recognise the importance of the Ports, not only in terms of their heritage, but also importantly as a key driver for the future economic well being and regeneration of the area, Ports for the 21st century.

The issues to be tackled by this Strategy are important and the targets will be ambitious. However, with a collective effort I am optimistic that much can be achieved.

I am grateful for the input received in developing this strategy and commend it to you as a means of 'charting a course for the future" of our Ports.

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Cabinet Member for Harbours  
Scarborough Borough Council

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# **1. Introduction**

This strategy is aimed at providing an overarching steer which will guide the future of the Borough Council's Ports undertakings.

The strategy will be an evolutionary document which will be reviewed on a regular basis (typically every 5 years) to reflect upon changing circumstances and will be informed by ongoing dialogue with stakeholders and the relevant community(s).

Attached to this strategy is a draft action plan which will also be embodied into the Technical Services Business Plan and associated documentation.

## **2. Vision**

The vision for the Ports is based upon a future where tourism and leisure opportunities will be key drivers so far as investment opportunities are concerned. The fishing industry locally continues to strive against a background of ever demanding constraints. Its future seems to be based upon consolidation and diversification rather than expansion. Ports settings and lands are desirable development opportunities and these must be carefully exploited but without prejudice to the status of the Ports or their users.

### **3. Strategic Context**

The Borough Council's Corporate Plan contains five key aims, viz:

- Developing Safer and Stronger Communities
- Building Prosperous Communities
- Creating Healthy and Vibrant Communities
- Creating Quality Environments
- Improving the Council

This Ports Strategy seeks to recognise the role of the ports in a strategic context and is a bold contribution which will underpin the Council's aims.

The vision for the ports is to create centres of excellence where economic sustainability and viability are important aspects in a tourism setting of high environmental quality. Let us not forget that they are also terminus in terms of transport and consideration will be given to enhance the benefits of travelling by sea as a sustainable mode of transport.

The Community Strategy core themes are based around kindred aims of Prosperous, Healthy and Vibrant and Safer and Stronger Communities. The Ports Strategy embraces these and, through appropriate investment, will help to sustain the communities based around the ports and beyond.

Investment will, therefore, be aimed at job sustainment and creation and all year round tourism.

This Strategy is one of a number of mutually compatible instruments used to support the Council's Corporate Plan as illustrated on diagram 1 on page 24.

The Municipal Ports Review, undertaken by the Department for Transport and European Union periodic stocktakes/reviews of fishing will importantly influence the business of the ports and so the Strategy will need to be kept under review. The timescale for adoption of this strategy will be by April 2008 whereupon targets will be set and reviewed to meet the indicated outcomes.

## 4. Where We Are Today

The ports and coastal waters along the Borough's coastline have been and continue to be vitally important to the wellbeing of the local community(s).

Scarborough Borough Council have, since 1974, owned and operated the Borough's ports at Whitby, Scarborough and Filey Coble Landing. The main ports of Whitby and Scarborough are shown on the enclosed plan no. 1 which illustrates their location in relation to the main European ports bordering the North Sea.

### Whitby (See Plan No. 2 Enclosed)

The port of Whitby is situated at the mouth of the River Esk and is protected from the brunt of the marine environment by two masonry piers. The port is, in effect, separated into a lower and upper harbour by a mechanical swing bridge which was built in 1908. This controlling structure governs navigational access/egress to many vessels using the upper harbour and facilitates vehicular and pedestrian movement for those using the town centre of Whitby.

A port has existed at Whitby since the 16th Century and between 1700 – 1800 Whitby was the home of the whalers and the Baltic traders used to lie up for the closed season. In 1706 Whitby was the sixth largest trading port in Britain, building some 130 ships per year.

In 1957 the ports fishing quay was built in the lower harbour (western side) and has benefited from regular investment since that time. This has included a modern fish market, office accommodation, ice house and ancillaries and there at the present time 30 fishing vessels operating out of the port on a regular basis.

In 1964 a commercial cargo wharf (Endeavour Wharf) was built to facilitate a demand for cargo handling at the port and in 1996 a new transit shed and 40 tonne weighbridge was added. The Wharf can handle vessels of up to 85 metres in length and 3000 tonnes DWT, though the width of the harbour mouth and the swing bridge span are governing factors.

1979 saw the completion of dredging and land reclamation in the upper harbour and the laying of some 21 floating pontoon berths and drying pontoons. 7 acres of tidal flood plain land was reclaimed on the western side for car parking and marine orientated business.

The berthing of vessels is split in the upper harbour between the east and west sides with marina type facilities predominantly on the western side.

The port is bounded by the town's main tourist area and a significant number of private properties face over the port. Some are actually founded on the harbour walls (eastern side).

The port has a newly refurbished RNLI rescue boat based in the lower harbour (east side).

Importantly, the port is subject to tidal and fluvial influences both of which can dominate depending upon various stages of tide and river conditions. Siltation caused by this interaction places a constant demand upon the port's dredging operation. At low tides and river flows, there are areas of the port which dry out especially in the upper harbour.

### **Current/Recent Investment**

The Port of Whitby is undergoing an evolutionary process and planned public funding investment in the short term equating to some £3m is being undertaken principally around fishing diversification and leisure facilities.

### **Scarborough (See Plan No. 3 Enclosed)**

The port at Scarborough is situated beneath, and in the lee of, the town's Castle Headland. A harbour, to varying degrees, has existed at Scarborough for many centuries and in the 13th Century Henry II granted a charter to help create a 'new port'. In 1732 George II passed an act of parliament for investment in the port to construct an outer harbour whereupon, at that time, some 300 sailing vessels were based in the port.

At the beginning of the 19th Century, Scarborough was one of the principal ship building centres on the east coast and it is recorded that from 1785 to 1810 just over 200 ships were built at the port.

In 1825 the port's West Pier was built and this is now the focus for the fishing industry activities. Over the years, and particularly since 1974, significant investment has taken place on the Pier. This includes a fish market, box washing and storage, ice plant, bait sheds and ancillary buildings. However, since the hey day of fishing there are now only a 'handful' of trawlers operating regularly out of Scarborough.

The port is directly open to the sea and is protected from marine inundation by the East Pier, West Pier and Lighthouse Pier. The port is separated by the Vincent Pier into two parts. The outer harbour being ostensibly used for the berthing of leisure craft and the inner traditionally used for cargo and fishing trades. However, in recent years these waters have been utilised more for leisure and pleasure craft as the cargo trade has ceased and the fishing fleet has contracted.

The waters of the port are purely marine in nature and are subject to drying out at low water to varying degrees.

The RNLI has a rescue boat based adjacent to the seaward side of the West Pier.

Located at the root of the East and Vincent Piers is a timber trestle structure which stages a platform for a large funfair activity (Luna Park).

### **Current/Recent Investment**

The Port of Scarborough is at the heart of the urban renaissance of the town and some £2.5m of public funding is being spent on new deeper berth pontoons and environmental improvements to the harbour and adjacent public realm.

### **Filey Coble Landing (See Plan No. 4 Enclosed)**

Filey Coble Landing comprises a level cobbled and concrete structure situated towards the northern end of Filey Bay. It has historically dated back to the Roman times in the 4th Century when the nearby Filey Brigg was used as a natural and safe harbour.

Since that time, the local fishing trade has used the Landing. However, tourism has now taken the forefront and the Landing is now used for a mixture of fishing, pleasure and passenger vessel storage and launching with tourist arcades and cafes abutting the landward and southern side of the Landing. The RNLI has a rescue boat based here.

### **Current/Recent Investment**

Filey Coble Landing has recently had several hundred thousand pounds of public funding investment in the form of new kiosks at the southern end of the Landing.

## 5. Looking to the Future - Developing the Strategy

In developing this Ports Strategy there is clearly a need to take stock of the present trends in order to look to the future. In this regard there are some key areas to consider, inter alia:

- Fishing
- Leisure
- Commercial Cargo
- Asset Management
- Renaissance
- Tourism
- Environmental Protection

### Fishing

The fishing industry in the UK generally has undergone considerable change of the last 20 years. Declining stocks and EU fisheries management measures have contributed to a decrease in the amount of fishing effort and whitefish landed at the ports.

As whitefish landings have decreased, landings of alternative species, particularly shellfish species have become more important (e.g. crab (velvet and brown), scallops, nephrops and lobster).

The fishing industry of the North Yorkshire Coast has similarly reflected these trends, affecting its performance and its competitive position within the UK.

As a result of this trend, it is generally acknowledged that some of the existing harbourside fishing infrastructure at Whitby and Scarborough is under utilised, inadequate for purpose or outdated. This does not apply to Filey Coble Landing where onshore processing facilities are remote from the Landing itself.

The fishing industry in Scarborough is generally positive about the provision of services and infrastructure available to support both the onshore and catching sectors in the town. The decline of the whitefish sector has had implications for all sectors of the local industry with both the market and the ice factory being reliant upon those vessels that remain. Any further reduction in the fleet numbers is likely to have a severe impact on the viability of the port as a base for whitefish operations.

It is recognised that the fish market in Scarborough is under utilised with daily sales rarely approaching one third of the market capacity.

The ice factory is not currently viable with existing demand. Although fully operational, the machinery is ageing and will need to be replaced in the near future. An ice factory with less than half of the existing capacity would probably be suitable for Scarborough. Ice is an integral part of the fishing industry and without its local

availability there would be knock-on effects for the catching sector and the fish market.

The West Pier at Scarborough Harbour is, at times congested with traffic and the buildings are currently largely under-used. Public access to the Pier is constrained either due to health and safety considerations or by parked vehicles or fishing gear storage. Some gear storage is also catered for on the port's North Wharf and insitu repairs and maintenance of fishing vessels occurs on the adjacent Lancaster Landing.

The fishing industry in Whitby is generally more buoyant than at Scarborough, although even here the market is depressed. Diversification of the fishery effort around the shellfish sector is one area that requires and warrants investment to support the market. Existing quayside infrastructure, although not fully utilised, is not of sufficient size and versatility to allow conversion for shellfish holding and a marked recovery in whitefish landings would require expansion into this space.

The storage of fishing gear at Whitby is an issue, but with limited space available on the existing fish quay and no convenient harbour lands available, this would appear a difficult conundrum to resolve.

## **A Future for Fishing**

The indications are that the fishing industry has genuinely struggled in recent years. In 2003 for example Whitby ranked 4th and Scarborough 6th in the landings of whitefish along the North East Coast. Hull and Grimsby being by far and away the largest markets. Whitby was also behind Bridlington in the total volumes landed at approximately 2,000 tonnes. In terms of shellfish landings, Whitby, Hartlepool and Amble doing better than Scarborough.

The trends are that whitefish landings have probably reached a nadir in recent years but also that they are unlikely to recover significantly in the short to medium term.

***The strategy therefore will be to critically reflect upon the capacity and needs, including training, of the fishing industry and its infrastructure looking instead to consolidate activities into existing space and to utilise spare capacity for alternative uses. This will particularly be the case at Scarborough.***

***At Whitby where the whitefish sector is marginally more buoyant, the opportunity for utilising space for other uses is less and in any event may not be compatible with any relatively small increases in whitefish landings.***

***Professional fishermen have had to adapt to changing trends and markets. Many have in recent years decided to leave the industry all together. However, many have also diversified into the shellfish sector, e.g. lobsters, crabs etc. where market demands have helped sustain employment.***

***Fishing at all the Council's ports is considered not only part of the Borough's heritage, but importantly an important part of its tourism and economic strategies.***

***The strategy therefore is to work with, encourage and facilitate the fishing industry to meet existing and future demands and to retain a suitable position and profile at all the Council's ports. The shellfish industry will therefore be offered priority in terms of investment opportunity at the ports. However, space at all the ports is at a premium and so this approach will be tempered by a requirement that storage of pots and ancillary equipment will be constrained to manageable proportions.***

***The ecological aspect of fishing is important and opportunities will be taken to explore whether a hatchery facility can be incorporated to provide a local whole lifecycle process for certain species which would also enable research for fisheries and academic institutions.***

### **Boat Angling - 'Rod and Line'**

Although more modest in scale, boat angling remains a popular activity and there are approximately 20 vessels at Whitby and 2 at Scarborough. In terms of the ports scene and local economic benefits around participants using local temporary accommodation, these vessels' activities are welcome.

***The strategy will therefore be to continue to accommodate boat angling at the Council's ports in an appropriate way and to explore opportunities for enhanced facilities, having regards to other port activities and user compatibility issues.***

### **General Angling - 'Fishing for Fun'**

Because of the Council's ports relationship with and access to the sea, the outer pier structures in particular are popular platforms for the sea anglers.

***The Council is mindful of this but the strategy will be to not actively encourage any greater activity than currently exists but instead to respect the history of such activities and to accommodate it, subject to the health and safety of all harbour users and the general public.***

### **Leisure**

The Borough's ports are seen as being of strategic importance for safe leisure boating in the North East and the North Sea. The number of international visiting boats continues to play a part of the ports business.

Surveys by the Royal Yachting Association indicate that an average annual spend by a 'marina' based boat owner, excluding berthing fees and charges, is approximately £3,375. In terms of visiting yachts to coastal towns, daily spend is between £30 and £50 per day.

The demand for leisure berths (home based and visiting) at both Whitby and Scarborough has consistently outstripped demand for many years and the current waiting list for both ports remains healthy despite the shortfall in berths and lack of high quality onshore facilities.

In considering this proposed strategy this potential growth market is clearly germane, and the economic outputs in terms of sustaining local employment and increasing spend are key factors.

## **Leisure – ‘A Buoyant Outlook’**

There are currently some 180 leisure berths at Scarborough and 300 at Whitby. In the last 10 years or so there is a consistent trend both nationally and internationally in the increase size of private leisure craft. This needs to be taken into account in the future, but in the case of Scarborough, and to a lesser extent Whitby navigable parameters, including available water depths will largely dictate the size of craft which can be accommodated now and in the future.

***Nevertheless the strategy will be to seek to further exploit the market for leisure berthing. Of key importance here will be the need to meet customer expectations around value for money and the quality of the water bound and land based facilities. It will therefore be important when considering investment opportunities to reflect upon the costs and facilities being offered elsewhere along the North East Coast from Amble to Hull, but having regard to the product value and draw of our ports relative to others.***

***As stated above the characteristics and geographical constraints of the Council's ports will have a bearing on the demand management aspects of the business. The drying out of areas of the ports at Scarborough and Whitby may be a consideration for the future and although dredged depths (increased as appropriate) may suffice for the short to medium term, impounded basins may have to be considered in the future to enable the ports to maintain their market share. The size of the ports are unlikely to increase and so the utilisation of existing waters and lands needs to be maximised.***

***As part of the strategy new and modern onshore facilities will be developed to support the water and land based activities (e.g. public toilets). Consideration will be given to a training facility for maritime interests such as sailing and diving possibility linked to any research activities envisaged.***

## **Pleasure Craft - ‘Enjoying the Ride’**

A number of notable pleasure craft operate from the Council's ports and these are a welcome addition to the visitor product offered. They vary in scale and character.

***The strategy will include seeking opportunities to explore this area of activity where appropriate subject to the sustainability or otherwise of existing licences and the market place in terms of customer requirements and***

***expectations. Care will be taken to ensure that no monopoly exists and that such operations are compatible with the operation of the port(s) and are of a type and quality which compliments the general ports scene and the image of the area.***

## **Visiting Vessels**

The ports at Scarborough and Whitby retain the capability to accommodate certain sized vessels at times of seeking refuge in poor sea conditions or in the event of an emergency subject to port capacity.

***The strategy will retain this capability for vessels up to 60 m at Scarborough and up to 85 m at Whitby. Such vessels will be moored against the North Wharf (Scarborough) and Endeavour Wharf (Whitby) unless otherwise directed by the Ports Manager. Other visiting craft including historic vessels and tall ships likely to enhance the business of the port(s) and town(s) generally will also be considered for berthing.***

The general cruise market is a growing one. This area of business to the Council's ports has hitherto not been exploited as cruise ships and companies have not expressed a wish to include either Scarborough or Whitby on their itinerary. In any event the ports are not able to accommodate directly such vessels. Also, was this to be pursued, the ports' security and any HM Customs requirements would need to be considered.

***The strategy will not rule this aspect out and collaboration with the providers of such operations will be made to gauge opportunities as part of the Renaissance vision and development opportunities for the ports.***

## **Tall Ships - 'Nostalgia in a Modern World'**

In 1997 the visit of the "Endeavour" replica caused huge interest in Whitby with the town seeing unprecedented levels of visitor numbers.

In 2005 Whitby enjoyed a visit from several vessels engaged in the tall ships race. The participants enjoyed the facilities on offer and promised to return in the future.

Favourable financial conditions for the visits of sail training vessels are already in place.

The square rigged vessel "Grand Turk" currently spends the winter in Whitby and visits both ports for periods during the summer.

***The strategy is to encourage visits from these interesting and prestigious ships which bring significant drawing power for tourists to the town. The staging of any events around such visiting vessels to be done in consultation with local stakeholders to ensure that the communities play an active part in such events.***

## **Commercial Cargo - 'Diminishing Return Locally'**

Much of the cargo entering and leaving Britain in the form of raw materials – oil, chemicals, petroleum, ores, grains and foodstuffs - the commodities needed to fuel the economy. Finished goods include vehicles, fresh foods, steel timber, building materials, machinery and manufactured goods - to name but a few. Over 95% of imports and exports by volume, and 75% by value still pass through the country's ports.

The key ports in terms of cargo are ones where there are good transport links i.e. road and rail and/or where local generators of goods exist.

Until the 1980's Scarborough did benefit from some cargo with timber and potatoes being transported to and from the port aimed at local suppliers and users. However, cargo facilities have for many years not been a sustainable source of business to Scarborough and although the port retains a Wharf it is no longer used for the purpose of cargo handling.

***The strategy at Scarborough is therefore not to facilitate cargo operations on a commercial scale, but to utilise the North Wharf for other marine based activities and berthing. The recent addition of a high quality restaurant adjacent to the Wharf emphasises the strategy direction and the future activities on the Wharf will have regard to this in terms of character and scale.***

The cargo facilities at Whitby were introduced between 1960's and 1990's originally for limestone then general cargoes and more recently the steel trade.

The ports nearest competitors in terms of cargo handling are significantly the largest and second largest ports in the country with Grimsby and Immingham handling 58.1 million tonnes in 2005 and Tees and Hartlepool with 55.8 million tonnes.

More and more commodities are now being shipped in containers either on lift on lift off container ships or roll on roll off ferries. These vessels are invariably too large for the port at Whitby to handle and the storage of containers requires considerably more port land than is available at Whitby.

Coupled with this the relatively poor transportation links to the town. The principal roads are only 'A' class and travel through the North York Moors National Park where wholesale upgrade and improvements are very unlikely. The Esk Valley Railway line is weight restricted and therefore cannot handle heavy freight traffic.

Little cargo has therefore been attracted to the port of Whitby for several years and this trend shows no signs of a revival.

***The strategy is therefore the proposed decommissioning of Endeavour Wharf and to seek alternative uses for the site. This exercise will be informed by reference to the local community of Whitby and will have regard to this strategy and the strategic importance of the site in terms of the port and the town. The existing infrastructure including transit shed and weighbridge on***

***the site will be disposed of pending the redevelopment of the site. Mooring against the Wharf will be catered for with appropriate quayside space.***

## **Asset Management – ‘Maximising our Investment’**

The management of the ports assets is under the overall responsibility of the Technical Services or, through leasing arrangements, to the private sector, handled by the Council's Finance and Asset Management Services in consultations with Technical Services.

***The strategy will be to maintain all the ports assets to the highest standards consistent with their use, the demands placed upon them and the budgetary constraints appertaining.*** Should this be identified as being at any time incompatible, additional funding will be sought.

Of prime importance will be the Council's ability to examine opportunities for investment at the ports in line with this strategy and others, having regard to the aspirations of the local communities and customer requirements.

The current asset value of the ports is estimated at £7.9 m with annual revenue income at £1.155 m, excluding car parking and expenditure at £1.891 m, including capital charges.

Although all lettings at the ports are at market value, at this time the full potential of the ports may not yet be met and this strategy seeks to explore the opportunities. Obvious sites, other than areas of water, for consideration are at Scarborough; West Pier and Luna Park and at Whitby; Endeavour Wharf and Eskside Wharf. At Filey Coble Landing, following a major upgrade to the southern end of the Landing including new kiosks, it is difficult to contemplate further significant development opportunities, particularly as there are some land ownership issues still outstanding.

***The strategy is to examine these sites in the context of redevelopment opportunities which seek to enhance and have a sympathy with the ports activities and the towns' expectations.***

Of importance will be to maintain any existing and future infrastructure to a satisfactorily standard and an appropriate growth in revenue budget need to be introduced in a timely fashion to ensure that this is done.

Technical Services will work principally with the Regeneration and Planning Services and Finance and Asset Management Services to explore with others the future asset management potential for the ports.

## **Shoreline Management and Flood Protection - ‘An Integrated Approach’**

***This strategy will have regard to any emerging initiatives and proposals arising from the Shoreline Management Plan, Coastal Defence Strategies and Flood Catchment Management Plan and will seek to ensure synergy and***

***programming with these in its undertaking. The impacts of climate change will be germane to these.***

Of particular importance will be the development of coastal and flood protection measures, including restoration and repair, on key structures such as the East and West Piers at Whitby and at locations up the River Esk, at and within the area of the Port. Liaison with Defra and the Environment Agency will be key to this.

### **Dredging - 'Keeping Things Moving'**

Both Whitby and Scarborough ports require regular maintenance dredging due to siltation from the River Esk at Whitby and from marine sediment at Scarborough.

***The strategy will be for the Council to own and operate its own dredger and to ensure that licences are in place in order to dredge and dispose of material arising from these operations. The annual cost of the dredger operations is £202,000, including licences.***

***Any spare capacity in the dredger unit will be taken up, where possible, by opportunities arising on external contracts, subject to procurement rules and regulations. Upgrading of the dredger equipment will be part of the strategy depending upon use and demand. Consideration will also be given to the nature of dredging activities now and in the future.***

### **Boat Building and Repairs - 'Supporting the Ports' Activities'**

Boat building and repair facilities have existed at the ports almost since their inception. However, the hey day of boat building at Scarborough and Whitby has long gone and is concentrated now on the main river ports elsewhere in the United Kingdom.

Nevertheless at Whitby there remains a strong legacy of boat building and repairs and the private sector does provide facilities for medium and small undertakings with the building of steel fishing vessels and the presence of a floating dock. In Scarborough this does not exist and apart from a modest dry docking grid for 'do it yourself' work or laying too against the piers no meaningful facilities exist on site.

***The strategy will be to encourage and support such facilities, delivered primarily via the private sector, and to reflect upon market forces in developing this strategy further in the future. The trends in this aspect of the life of the ports will no doubt be dictated by the operations and strategic direction the ports are to take. However at this stage the strategy will be to make no direct public intervention.***

### **Renaissance - 'Supporting the Vision'**

The Council's vision is to 'to achieve the renaissance of the North Yorkshire Coast by 2020'.

The ports at Whitby, Scarborough and Filey are at the hearts of these community and are seen as one of the key drivers in terms of the local economy including job creation and sustainability. One of the Borough's greatest assets is its heritage – both the natural and built environment. The quality of the environment is important and the need not only to protect it now but to manage and improve it for the future is fundamental to this strategy.

The environment of the ports is changing. It is a organic process as society's needs change. It has happened in the past and it will happen in the future.

***Whereas the ports were the base for ship building, fishing and cargo in the past, the future is about a different market of leisure, diversified fishing and using the sites for the greater wellbeing of the communities. The strategy will embrace this renaissance.***

## **Tourism - 'The Ports Role'**

All the Council's ports are 'magnets' to tourists visiting the area, be this by sea or land. It is estimated that some 4 million people per year will visit the ports at Whitby, Scarborough and Filey as part of their excursions to the area. The atmosphere of calm water, boats and activities emanating from ports operations seems to strike at the soul of many who visit the Borough.

It is essential therefore that the appropriate balance is given to public enjoyment, accessibility and safety at each of the ports.

***This strategy will encourage people, including those with disabilities, to have access to appropriate areas of the ports, including car parking where appropriate, but will ensure that, where necessary, suitable levels of controls and safeguards are implemented.***

***The strategy will be to engender good maintenance, cleanliness and house-keeping by the Council and its users at the ports.***

***The Council will provide assistance to encourage and facilitate suitable events at the ports likely to benefit the local economy. There will be a presumption against encouraging or accommodating events at the ports which are not of a community benefit or are clearly commercially focused.***

## **Equalities and Diversity**

***This strategy recognises that equality is about making sure people are treated fairly and given fair chances. Equality is not about treating everyone in the same way, but it recognises that their needs will be met in different ways.***

***Equality focuses on those areas covered by the law, namely the key areas of race, gender, disability, religion or belief, sexual orientation and age. In addition the legislation which seeks to prevent discrimination in all these areas, the strategy has a public duty to promote equality and remove discrimination in race, gender and disability.***

Diversity in the context of this strategy, is about valuing difference. So diversity is much more than a new word for equality. A diversity approach aims to recognise, value and manage difference to enable all employees and users of the ports to be treated fairly and to work together to ensure that the management of the port meets so far as is practicable their needs.

We will help our customers to approach us and use our services if we have a diverse workforce that feels comfortable with and understands their different needs. Diversity will therefore contribute to improving the services we provide.

***The strategy will be to apply the Council's Equality and Diversity Policy and to undertake the necessary impact assessments in an effort to strive for compliance and delivery in all aspects of the ports' activities.***

## **Port Information and Marketing - 'Read All About It'**

***As part of this strategy, a complimentary marketing strategy for the ports will be developed in conjunction with the Council's Transformational Management Services having regard to the evolution of the overall Ports Strategy, with time, and the delivery of the associated business plan.***

***The port's web-site [www.yorkshireports.com](http://www.yorkshireports.com) established in 2006 will continue to be utilised to provide electronic information and to promote all the activities and facilities on offer at the ports. This will be maintained with up to date details and have links to the Council's main website. Notice boards at the ports offices and media releases will also be used to disseminate information in a timely fashion.***

## **Environmental Protection - 'Respect for the Ports' Heritage'**

The operations of each of the Council's ports will have regard to protecting and enhancing the environment in accordance with relevant legislation and practice.

As the ports consist of architecturally important infrastructure, any significant works to these will have due regard to their status and construction.

***The strategy embraces environmental protection and in envisaging a change to the use of some parts of the ports' lands infrastructure will be subject to rigorous examination using appropriate environmental, planning and ports***

***legislative procedures where necessary. Any significant permitted development will be pursued but will be subject to full notification through the necessary public medium.***

## **Security and Safety - 'Keeping a Watchful Eye on Things'**

***The strategy will be to ensure that both Whitby and Scarborough's ports are continuously manned with watchkeepers utilising dedicated closed circuit television (CCTV) camera systems which will cover the parts of the ports infrastructure. This is not warranted at Filey Coble Landing but a CCTV camera surveillance will be maintained and linked to the Council's main control centre for this site.***

***The strategy proposes that the CCTV coverage will be maintained, upgraded and expanded as necessary. An interface with the local Police has been established and this will continue as part of this strategy.***

***The Council operates a commercial vessel licensing scheme as agents for the Maritime and Coastguard Agency (MCA) under the nominated departure point code of practice. It will remain the Council's objective as part of this strategy to provide trained and experienced staff to operate the scheme.***

The port of Whitby currently falls into the category of needing to comply with the international ship and port security code. Until this is no longer a requirement, the Council will ensure that the necessary procedures are in place to meet this.

The Ports management will continue to work with the users of the ports to observe the recommendations of the Port Marine Safety Code to preserve the safety of navigation.

Security and safety will continue to be a high priority in the future at all the Council's ports.

## **Pilotage - 'Steering a Steady Course'**

The Council is the 'competent harbour authority' for the ports and is required by law to provide licensed pilots.

***The strategy will be to ensure that the Council will maintain sufficient numbers of licensed pilots to cope with the anticipated demand at the ports.***

***All pilots regularly exercise on the Council's dredging vessels and this strategy will ensure that this will be augmented as necessary by developing expertise in the handling of larger vessels using simulation techniques.***

## **Controlling Structures - 'Bridging the Gap'**

The navigable passages at the ports at Whitby and Scarborough have some physical controls in place which constrain the movement of vessels.

At Whitby the swing bridge separates the upper and lower harbours and at Scarborough the Captain Sydney Smith Bridge and outer harbour boom spans between the inner and outer harbours and the sea.

In each case the efficient operation of these structures is vital to ensure that the ports operations are kept to an optimum and in the case of the bridges that land based traffic is accommodated.

The link bridge between the east pier and east pier extension at Whitby Harbour has been temporarily removed. Concurrent with any works to these pier structures the opportunity will be taken to reinstate this link.

Should works to the piers not directly facilitate the reinstatement of this link, then the Council will seek to explore other options for this to be achieved.

*This strategy envisages the retention of all existing bridge structures and that where the structures are controlling ones that an increase in the operations of these structures will be considered in a timely fashion and according to changes in customer needs. The Council will work with stakeholders to ensure that, as far as is practicable, the needs of users and the community are catered for.*

*In terms of both harbour bridges a strategy will be developed around future maintenance.*

## **Staffing - 'Our Greatest Asset'**

***The strategy is that the Council will provide the necessary number of suitably trained and experienced staff to meet the operational requirements of its ports.***

This will include professional and non-professional staff and operatives who will be trained to be competent in the functions and roles they are required to perform. The Service has achieved the Investors in People standard and it will aspire to at least maintain this standard.

***The strategy anticipates a change in the nature of activities at the ports to a greater or lesser degree and the level of staffing will therefore be commensurate with the activities at the ports and will be kept under review in the light of changing circumstances and efficiency considerations.***

***If and where appropriate, it will include an element of succession in planning as staff near retirement age or are envisaging leaving the Council's employ.***

## **Institutional Affairs - 'The Team to Take This Forward'**

This strategy uses as its basis the existing Council structure and governance arrangements.

The Ports Business Unit, managed by the Ports Manager is part of the Technical Services and the Port Manager reports to the Head of Technical Services and, through him, to the Cabinet Member with the portfolio for Harbours.

***The activities of the Service are scrutinised by the Council's Partnerships and Projects Overview and Scrutiny Committee. Reports are provided to the Cabinet Member or Cabinet of the Council for decision making and approval. This will remain an inherent part of this strategy, in accordance with the Council's Constitution.***

The governance arrangements of the ports will be kept under review and will have regard to the Council's Corporate Plan etc. It will also have regard to emerging Government guidance and policy such as the recently issued Municipal Ports Review. Such may influence the way in which the ports are operated in the future, subject to the Council's position not being prejudiced.

Harbour byelaws will be reviewed, in consultation with stakeholders, to ensure that they are fit for purpose.

## **Customer Care - 'Creating Customer Confidence'**

Users of the ports, be they from the commercial, leisure, fishing or tourist sectors, are important and the way in which they are dealt with is equally important. We realise we may not be able to please all of the people all of the time. Nevertheless we will strive to meet our "customers" expectations and ***the Strategy will be to engage with our customers to determine levels of satisfaction and requirements.*** This will seek to reinforce our customers' confidence in using the ports.

## **Stakeholder and Community Engagement - 'Working Together'**

The success or otherwise of this strategy will be in no small part due to the support it receives from stakeholders and the community at large.

At present User Groups operate at each of the Council's ports, typically meeting on a quarterly basis.

The Groups comprise representatives of all relevant port interests and the ports management and embraces the large and small fishing vessels, merchants, leisure users, passenger craft and associations. They are non-political, although copies of the meetings minutes are provided to Elected Members for reference and information. The Cabinet Member attends to keep a 'watching brief'.

Separate consultation is undertaken for specific port based projects and it is the policy on such matters to seek the views and input of organisations and stakeholders outwith the ports' users and customers.

***This strategy proposes a review of the existing arrangements to consider whether these Groups are adequately inclusive and individual suitably competent? Consideration will be given to training needs and the opportunity for greater representation.***

## **Financial Prudence - 'A Considered Approach'**

The budgetary strategy for the Council's ports is aligned to the Council's financial strategy in terms of revenue and capital. The strategy will be kept under consent review and maintained in a prudent manner seeking to make the ports viable and, so far as is possible, self sufficient in terms of accounting. This will include funding for maintenance and improvement of harbour assets. Private sector and external funding will be considered where appropriate.

***The strategy will be for it to be kept under constant review and maintained in a prudent manner seeking to make the ports viable and, so far as is possible, self sufficient in terms of accounting. Private sector and external funding will be considered where appropriate.***

Fees and charges at the ports will reflect market forces and be set annually and be benchmarked against other ports and market forces.

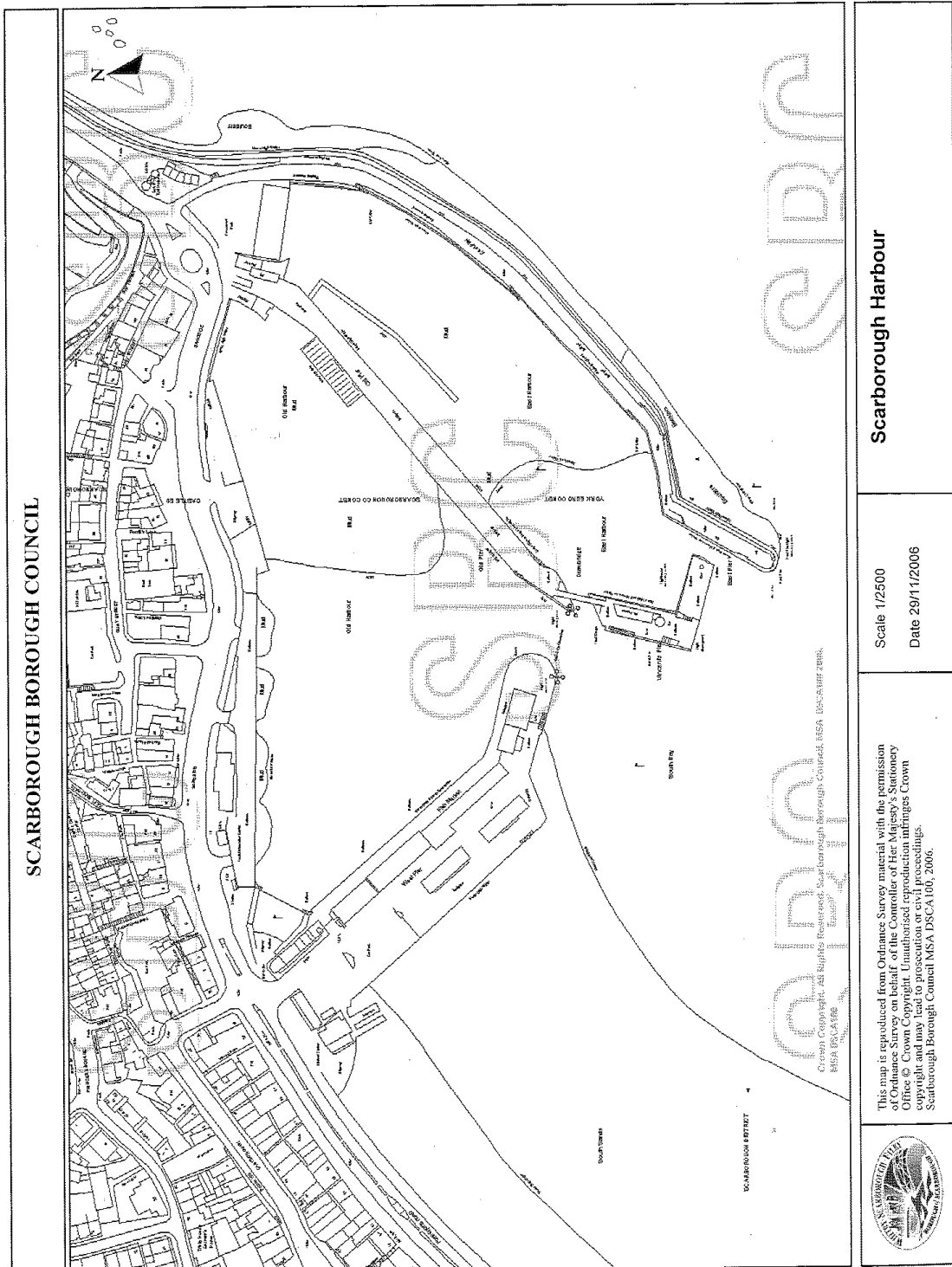
## **Action and Investment Planning - 'The Key to Success'**

***This Strategy should be read in association with the Technical Services and the Ports unit Business Plans. Performance Indicators and Critical Success Factors will be reviewed and targets adjusted to maintain the aspirations of this Strategy. Priorities for action at this stage will focus around the leisure sector, fishing diversification and asset management reviews.***



Plan No. 2



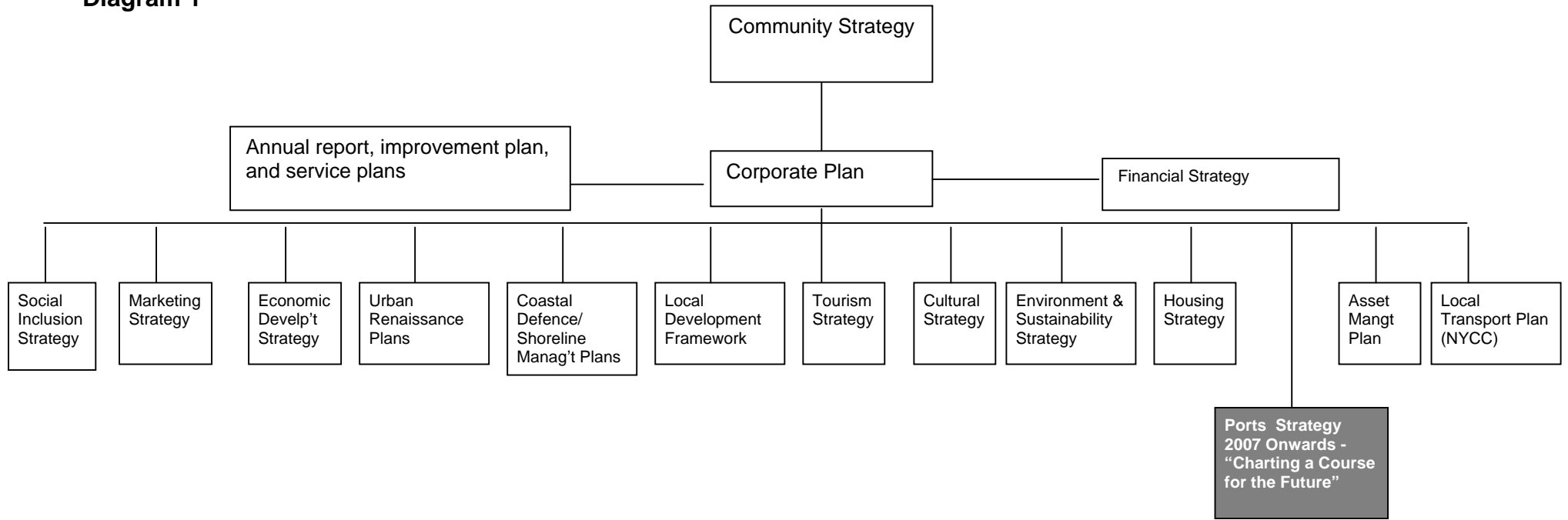


<p><b>Scarborough Harbour</b></p>	<p>Scale 1/2500 Date 29/11/2006</p>	<p>This map is reproduced from Ordnance Survey material with the permission of Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright. Unauthorised reproduction infringes Crown copyright and may lead to prosecution or civil proceedings. Scarborough Borough Council MSA DSCA100, 2006.</p>
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Diagram 1



## DRAFT ACTION PLAN

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
<b>Whitby</b>							
• Port Strategy	✓	•	•	•	✓	✓	Adopt and review the Port Strategy.
• Fishing	✓ ✓	✓	✓	✓	✓	✓	Keep under review the needs of the fishing industry including training and diversification opportunities (e.g. shellfish holding facility).
• Boat Angling	✓	✓	✓	✓	✓	✓	Keep under review the facilities for boat angling.
• General Angling	✓	✓	✓	✓	✓	✓	Maintain adequate and safe access for general angling.
• Leisure	✓	✓	✓	✓	✓	✓	Provide new pontoon berths and onshore facilities on West Side of Upper Harbour. Maintain existing and new berths to high standard.
• Pleasure Craft	✓	✓	✓	✓	✓	✓	Maintain adequate facilities and arrangements for pleasure craft licensees.
• Tall Ships	✓	✓	✓	✓	✓	✓	Explore opportunities for temporary/permanent Tall Ships events with local community.

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
• Commercial Cargo	✓	✓	✓	✓	✓	•	Decommissioning of Endeavour Wharf as a cargo facility. Develop with local community possible redevelopment of Wharf.
• Bridges	✓	✓	✓	✓	✓	✓	Maintain Swing Bridge in association with NYCC. Review bridge openings with stakeholders.
• Asset Management	✓	✓	✓	✓	✓	•	Examine opportunities for investment at Endeavour Wharf and Eskside Wharf and review Asset Management Plan for existing and future port's assets.
• Shoreline Management and Flood Protection	✓	✓	✓	✓	✓	✓	Following adoption of the second generation Shoreline Management Plan, work with Environment Agency to develop a strategy for coast and flood defence assets concentrating on East and West Piers and areas alongside the River Esk prone to flooding within the harbour.
• Dredging	✓	✓	✓	✓	✓	✓	Continue annual dredging of Whitby Harbour and examine opportunities for external work at other ports. Also consider upgrading of dredging equipment.
• Boat Building and Repairs	✓	✓	•	•	•	•	Work with private sector to maintain boat building and repairing capability at Whitby.

<b>Issues</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Yr 5-10</b>	<b>Comments</b>
• Renaissance	✓	✓	✓	✓	✓	✓	Examine any opportunities which may arise for renaissance projects based at Whitby Harbour.
• Tourism	✓	✓	✓	✓	✓	✓	Assist and facilitate suitable events at Whitby Harbour.
• Equalities and Diversity	✓	✓	✓	✓	✓	✓	Carry out impact assessments and comply with Council policy.
• Information and Marketing	✓	✓	✓	✓	✓	✓	Continue to develop and maintain the port's website. Develop a marketing strategy.
• Environmental Protection	✓	✓	✓	✓	✓	✓	Ensure any development of the port's lands is done so using appropriate environmental, planning and port legislative procedures.
• Security and Safety	✓	✓	✓	✓	✓	✓	CCTV coverage to be maintained and enhanced where necessary. Port Marine Safety Code recommendations to be adhered to.
• Pilotage	✓	✓	✓	✓	✓	✓	Maintain pilot expertise.
• Staffing	✓	✓	✓	✓	✓	✓	Keep under review.

<b>Issues</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Yr 5-10</b>	<b>Comments</b>
<ul style="list-style-type: none"> <li>Customer Satisfaction</li> </ul>	✓	✓	✓	✓	✓	✓	<p>Carry out regular customer satisfaction surveys and react accordingly.</p> <p>Improve the role and expertise of Harbour User Group.</p>
<ul style="list-style-type: none"> <li>Budget Strategy</li> </ul>	✓	✓	✓	✓	✓	✓	Undertake annual review of budgets consistent with the Council's budget strategy.
<ul style="list-style-type: none"> <li>Municipal Ports Review</li> </ul>	✓	✓	•	•	•	•	Carry out a review of the ports using the DfT guidelines in conjunction with O&S Committee and implement any recommendations.
<b>Scarborough</b>							
<ul style="list-style-type: none"> <li>Port Strategy</li> </ul>	✓	•	•	•	✓	✓	Adopt and review the Port Strategy.
<ul style="list-style-type: none"> <li>Fishing</li> </ul>	✓	✓	✓	✓	✓	✓	<p>Keep under review the needs of the fishing industry including diversification opportunities.</p> <p>Examine lobster hatchery and research facility for certain species.</p>
<ul style="list-style-type: none"> <li>Boat Angling</li> </ul>	✓	✓	✓	✓	✓	✓	Keep under review the facilities for boat angling.

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
• General Angling	✓	✓	✓	✓	✓	✓	Maintain adequate and safe access for general angling.
• Leisure	✓	✓	✓				Examine opportunities for on-shore resource facilities and new berths in outer harbour.
				✓	✓	✓	Maintain existing and new berths to high standard.
• Pleasure Craft	✓	✓	✓	✓	✓	✓	Maintain adequate facilities and arrangements for pleasure craft licensees.
• Tall Ships	✓	✓	✓	✓	✓	✓	Explore opportunities for temporary/permanent Tall Ships events with the local community.
• Bridges	✓	✓	✓	✓	✓	✓	Maintain Captain Smith's Bridge and outer harbour boom. Review openings with stakeholders.
• Asset Management	✓	✓	✓	✓	✓	•	Examine opportunities for investment at West Pier and Luna Park. Review Asset Management Plan for existing and future port's assets.

<b>Issues</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Yr 5-10</b>	<b>Comments</b>
• Shoreline Management and Flood Protection	✓	✓	✓	✓	✓	✓	Following adoption of the second generation Shoreline Management Plan, work with Environment Agency to develop a strategy for coast and flood defence assets concentrating on the West Pier.
• Dredging	✓	✓	✓	✓	✓	✓	Continue annual dredging of Scarborough Harbour and examine opportunities for external work at other ports. Also consider upgrading of equipment.
• Boat Building and Repairs	✓	✓	✓	✓	✓	•	Consider as part of West Pier development facilities to support vessel repairs and ancillary services.
• Renaissance	✓	✓	✓	✓	✓	✓	Examine any further opportunities which may arise for renaissance projects based with the environs of Scarborough Harbour.
• Tourism	✓	✓	✓	✓	✓	✓	Assist and facilitate suitable events at Scarborough Harbour. Examine opportunities for new TIC facility as part of West Pier redevelopment.
• Equalities and Diversity	✓	✓	✓	✓	✓	✓	Carry out impact assessments and comply with Council policy.
• Information and Marketing	✓	✓	✓	✓	✓	✓	Continue to develop and maintain the port's website. Develop a marketing strategy.

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
• Environmental Protection	✓	✓	✓	✓	✓	✓	Ensure any development of port's lands is done so using appropriate environmental, planning and port legislative procedures.
• Security and Safety	✓	✓	✓	✓	✓	✓	CCTV coverage to be maintained and enhanced where necessary. Port Marine Safety Code recommendations to be adhered to.
• Pilotage	✓	✓	✓	✓	✓	✓	Maintain pilot expertise.
• Staffing	✓	✓	✓	✓	✓	✓	Keep under review.
• Customer Satisfaction	✓	✓	✓	✓	✓	✓	Carry out regular customer satisfaction surveys and react accordingly.  Improve the role and expertise of Harbour User Group.
• Budget Strategy	✓	✓	✓	✓	✓	✓	Undertake annual review of budgets consistent with the Council's budget strategy.
• Municipal Ports Review	✓	✓	•	•	•	•	Carry out a review of the ports using the DfT guidelines in conjunction with O&S Committee and implement any recommendations.

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
<b>Filey Coble Landing</b>							
• Port Strategy	✓	•	•	•	✓	✓	Adopt and review the Port Strategy.
• Fishing	✓	✓	✓	✓	✓	✓	Keep under review the needs of the fishing industry.
• Boat Angling	✓	✓	✓	✓	✓	✓	Keep under review the facilities for boat angling.
• Leisure	✓	✓	✓	✓	✓	✓	Maintain boat launching capabilities and parking facilities.
• Asset Management	✓	✓	✓	✓	✓	✓	Examine opportunities for investment at Coble Landing and review Asset Management Plan for existing and future port's assets.
• Shoreline Management and Flood Protection	✓	✓	✓	✓	✓	✓	Following adoption of the second generation Shoreline Management Plan, work with Environment Agency to further develop a strategy for coast and flood defence assets including Filey Coble Landing.
• Renaissance	✓	✓	✓	✓	✓	✓	Examine any opportunities which may arise for renaissance projects based at Filey Coble Landing.

<b>Issues</b>	<b>Yr 1</b>	<b>Yr 2</b>	<b>Yr 3</b>	<b>Yr 4</b>	<b>Yr 5</b>	<b>Yr 5-10</b>	<b>Comments</b>
• Tourism	✓	✓	✓	✓	✓	✓	Assist and facilitate suitable events at Filey Coble Landing.
• Equalities and Diversity	✓	✓	✓	✓	✓	✓	Carry out impact assessments and comply with Council policy.
• Information and Marketing	✓	✓	✓	✓	✓	✓	Continue to develop and maintain the ports website. Develop a marketing strategy.
• Environmental Protection	✓	✓	✓	✓	✓	✓	Ensure any development of port's lands is done so using appropriate environmental, planning and port legislative procedures.
• Security and Safety	✓	✓	✓	✓	✓	✓	CCTV coverage to be maintained and enhanced where necessary.
• Staffing	✓	✓	✓	✓	✓	✓	Keep under review.
• Customer Satisfaction	✓	✓	✓	✓	✓	✓	Carry out regular customer satisfaction surveys and react accordingly. Improve the role and expertise of Harbour User Group.
• Budget Strategy	✓	✓	✓	✓	✓	✓	Undertake annual review of budgets consistent with the Council's budget strategy.

Issues	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 5-10	Comments
<ul style="list-style-type: none"> <li>• Municipal Ports Review</li> </ul>	✓	✓	•	•	•	•	Carry out a review of the ports using the DfT guidelines in conjunction with O&S Committee and implement any recommendations.

**Footnotes:**

1. Other issues may arise as the above are considered and these will be inserted into the Action Plan as necessary.
2. Any actions will be subject to involvement of Elected Members and their recommendations/approvals.
3. Some of the above issues are dependent upon attracting external funding which will influence the programme for delivery.



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