NORTH YORKSHIRE COUNCIL

HARBOURS STRATEGY

2026 – 2036

DRAFT

Version 3.0 (for Consultation)

EXECUTIVE SUMMARY

North Yorkshire Council's Harbours Strategy outlines a 10-year plan to revitalise Scarborough Harbour, Whitby Harbour, and Filey Coble Landing. Following the 2023 local government reorganisation, the Council became the statutory harbour authority, aiming to ensure safe, sustainable, and economically viable harbours.

Vision & Mission

- **Vision**: To fulfil the potential of Scarborough and Whitby Harbours and Filey Coble Landing, by providing safe, and sustainable facilities, which celebrate their rich maritime heritage and embrace innovation and economic growth. Our harbours will be environmentally responsible, resilient to future challenges, and welcoming to all—offering accessible, and engaging spaces for residents, visitors and businesses alike. Through collaboration and investment, we will ensure that our Harbours remain cherished and dynamic destinations for generations to come.
- **Mission**: Manage harbours to benefit current and future communities while preserving their historic value.

Strategic Objectives

1. Ensure safety and high service standards.
2. Strengthen stakeholder relationships.
3. Improve operational efficiency and resilience.
4. Maintain and upgrade infrastructure.
5. Invest in new facilities to attract growth sectors.
6. Develop markets in fishing, leisure, tourism, and renewables.
7. Ensure robust financial management.
8. Support environmental sustainability and net zero goals.

Challenges & Opportunities

- **Challenges**: Ageing infrastructure, fishing industry decline, climate change, and funding gaps.
- **Opportunities**: Offshore wind supply chain, tourism, maritime training, and improved harbour facilities.

Strategic Actions

- Infrastructure upgrades.
- New developments.
- Environmental initiatives.
- Enhanced stakeholder engagement and financial planning.

Conclusion

This strategy provides a clear roadmap to secure the long-term future of North Yorkshire's harbours through investment, innovation, and collaboration.

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INTRODUCTION

Following local government reorganisation in 2023, North Yorkshire Council became the Statutory Harbour Authority for Scarborough and Whitby harbours and Filey Coble Landing.

The Harbour Authority is responsible for managing and operation of safe and efficient harbours and has responsibilities in relation to the safety of vessels and people within the harbour, efficient navigation and the protection of the harbour environment.

The harbours are governed by the Harbour Executive, chaired by the Corporate Director of Environment as the Duty Holder. The Harbour Executive provides strategic direction as to how these harbours will develop over the next ten years. This strategy ensures that all three harbours have a clear direction and are aligned under the management of North Yorkshire Council whilst recognising their unique qualities and value to local communities and continue to operate as three separate and distinct harbours.

The harbours embrace a combination of both physical assets and operational responsibilities. As such, the Harbour Authority must always consider and often balance a set of important outcomes for the coast:

- The long-term financial sustainability of the Harbours as operational assets.
- The creation of active, inviting and accessible public spaces.
- Optimal use of land and water to meet the Town's economic, social, and tourism agendas.
- Compliance with Harbours legislation.

There are many challenges which our harbours face; a changing economy, increasing tourism pressures and changing needs of the tourism economy, keeping up with rapidly emerging technological advances, alongside climate change and the impacts of a changing coast on infrastructure, increased flood risk and increasing pressures on marine ecology. All these factors impact how the harbours will develop over the next ten years.

This strategy will help to underpin decision making on how the harbours develop by providing an overarching vision and objectives but will allow for flexibility for these changing considerations.
The document has been produced following a public consultation with stakeholders about the Council's positive vision for the future of the harbours and their development and management for the next ten years. The plan sets out the strategic and guiding policies and objectives together with timelines for achieving to proposed outcomes.

PURPOSE AND AIMS OF THE STRATEGY

The North Yorkshire Council Harbours Strategy is a high level document which provides the framework for the development and future direction of management for Scarborough and Whitby Harbours and Filey Coble Landing, and how each of these unique assets will develop over ten years from 2026 to 2036. It is an ongoing and active document which will need to respond to economic, social and environmental changes as well as new policies.

The purpose of the strategy is to:

1. Set out a vision, aims, objectives and strategic goals to guide the operation and development of the harbours.
2. Provide a working framework to ensure harbour users, local communities and key stakeholders know what they can expect regarding development of the harbours over the next 10 years.
3. Aid the local planning authority to understand the ambitions of the harbours and help to ensure that future harbour development remains coherent with change delivered through the Council's Economic Plans, Local Plans, and other regional and local strategies.
4. Generate a partnership approach to the development of the harbours.

Strategic Context

The strategy aligns with the Council plan | North Yorkshire Council 2025-2029, which sets out the council's vision, ambitions and priorities for the next four years, as well as the approach we will take to achieve them.

The plan is based around five key themes (each theme has a number of ambitions and priorities):

- place and environment
- economy
- health and wellbeing
- people
- organisation

Locality working is another key element to the council plan, with the plan outlining our four pillars of locality working:

- local services and access
- local accountability
- local action
- local empowerment

This Harbours Strategy seeks to recognise the role of the harbours within this strategic context, and identifies how the harbours contribute to the Council's priorities. The strategy also aligns with other cross cutting themes such as carbon reduction, our Climate Change Strategy and our economic growth strategy.

Current Position Statement

The harbours at Scarborough and Whitby, and Filey Coble Landing have been in a period of decline due to several factors:

- **Structural Issues**: Despite significant investment in repairs, the infrastructure at both harbours continues to deteriorate due to constant exposure to the marine environment. Problems such as accelerated low water corrosion

weaken the steel piles supporting harbour walls, leading to sinkholes and reduced load-bearing capacity.

- **Lack of Investment and Strategy**: Local Councillors have expressed concerns over progress in support of the harbours. There is a desire from local members to attract renewable energy supply chain businesses and develop a formal investment strategy. Officers have been in discussions with representatives from the renewable sector, as the Council believes the coast has a unique opportunity in this area, with the North Sea having favourable wind conditions, shallow waters and proximity to larger markets.
- **Environmental Challenges**: Rising sea levels, coastal erosion, and dredging difficulties are impacting the usability of the ports.
- **Decline of the fishing industry**: decades of overfishing leading to stricter quotas and regulations, shellfish die-off, rising fuel costs and competition from larger commercial fleets, and Brexit impacts have combined to create a difficult environment for the fishing industry and put financial strain on local fishing communities.

Whilst efforts are being made to address these issues, the decline remains a pressing concern for the Local Authority and businesses.

Vision Statement

Our vision for the harbours is:

““To fulfil the potential of Scarborough and Whitby Harbours and Filey Coble Landing, by providing safe, and sustainable facilities, which celebrate their rich maritime heritage and embrace innovation and economic growth. Our harbours will be environmentally responsible, resilient to future challenges, and welcoming to all—offering accessible, and engaging spaces for residents, visitors and businesses alike. Through collaboration and investment, we will ensure that our Harbours remain cherished and dynamic destinations for generations to come.”

Mission Statement

Our mission is:

“Manage harbours to benefit current and future communities while preserving their historic value.”

It will present a set of strategic goals which will help achieve our vision:

Strategic Objectives

Our strategic objectives are:

1. To provide safe working harbours and the highest practicable levels of service to our customers and stakeholders.

2. To strengthen relationships with harbour users and stakeholders and work in partnership to achieve common goals.

3. To consolidate and optimise operations and practice together with the utilisation of resources to drive up commercial viability of the Harbour undertakings.

4. To maintain the existing infrastructure, property and facilities to a necessary standard to sustain current Harbour activity.

5. To invest in new overarching infrastructure, property and facilities necessary to grow future Harbour activity and attract growth sectors and activities.

6. To provide a significant focus of effort on the development of growth markets and opportunities in all sectors including commercial fishing, leisure, tourism and the renewables sector.

7. Ensure that the commercial and financial management is robust, market led and enables the Statutory Harbour Authority to deliver its statutory duties, strategic objectives and fund harbour operations and maintenance.

8. To rise to the challenge of net zero by identifying long-term decarbonisation opportunities for electrification and reducing carbon emissions and increasing biodiversity.

Beyond the Shoreline

This strategy should also be read in conjunction with the Council's complimentary "Beyond the Shoreline" report dated March 2025 which explores the scale and nature of maritime economic opportunities for North Yorkshire's Coast.

GOVERNANCE AND LEGISLATION

Scarborough and Whitby harbours and Filey Coble Landing operate under a mix of local, national, and international legislation governing maritime activities, environmental protection, and public safety. Key legislative frameworks include:

1. Harbour, Docks and Piers Clauses Act 1847: provisions relating to the construction of the harbour, the appointment and functions of a Harbour Master, the regulation of activities and conduct at the harbour, including the power to make byelaws.

2. Harbours Act 1964: This is a foundational UK law that regulates harbour authorities, providing powers to manage and improve harbour facilities. It outlines provisions for harbour development, charging harbour dues, and managing navigation.

3. Dangerous Vessels Act 1985 and Dangerous Substances in Harbour Areas Regulations 1987: Harbour Masters given powers re dangerous vessels and substances.

4. Merchant Shipping Act 1995: Regulates shipping and navigation in UK waters, including the safety of vessels using the harbour, pollution control, and enforcement powers for harbour authorities.

5. Ports and Marine Facilities Safety Code (PMFSC) and supplemental guide to good practice : A national code that applies to all UK harbours, ensuring safe marine operations. Harbour authorities are responsible for maintaining navigational safety and implementing risk assessments and marine safety management systems.

6. Environmental Legislation:
    - Marine and Coastal Access Act 2009: Governs the sustainable development of the marine environment, including environmental protection and the establishment of Marine Conservation Zones (MCZs).
    - Water Resources Act 1991: Regulates water pollution and outlines responsibilities for managing water quality in and around the harbour areas.

7. Local Harbour Acts: Specific to each harbour, these acts define the operational jurisdiction and authority of the local harbour boards or authorities in Scarborough, Whitby and Filey, detailing their powers to manage harbour infrastructure, collect dues, and regulate activities.

As successor to Scarborough Borough Council, North Yorkshire Council is the statutory harbour authority for Scarborough and Whitby Harbour. This function transferred to North Yorkshire Council by virtue of Local Government Reorganisation, particularly the North Yorkshire (Structural Changes) Order 2022 and the Local Government (Structural Changes) (Transfer of Functions, Property, Rights and Liabilities) Regulations 2008).

The council accommodates underlying statutory requirements (both in local government legislation and in any specific local harbours legislation) in its approach to management of its harbours. Statutory harbour authorities are under a common law duty to conserve and facilitate the safe use of the harbour. This includes a duty to ensure that those who may choose to navigate the harbour, may do so, without danger to their lives or property. In addition to any provisions in local legislation, the common law duty to conserve and facilitate safe use of the harbour extends to maintenance of the harbour, including dredging, and a discretion to repair, improve and maintain harbour infrastructure. Scarborough and Whitby are subject to the 'Open Port Duty' to keep the harbour open, upon payment of rates, for the shipping and unshipping of goods and the embarking and landing of passengers.

Local Authority owned harbours are part of the council so ultimately accountable to elected Council members and the local electorate. They also operate within the council's governance and decision-making structure. Relevant delegations to the Executive, Executive

Member, Corporate Director and Harbour Master are therefore set out in the Council's Constitution. Local legislative harbour functions are reserved to the Council's Executive.

As part of our Ports Good Governance arrangements, North Yorkshire Council has also established an officer led Harbour Executive which comprises the Duty Holder, Designated Person, Head of Harbours and Coastal Infrastructure and the Harbour Master, and is supported by relevant council officers from Finance and Legal. The Harbour Executive meets quarterly.

The Council has established three stakeholder groups; one for each harbour as well as Filey Coble landing. Membership includes the NYC Portfolio Holder, Ward Member, harbours staff and a range of harbour users as well as a Ward Member from each of the Town Councils.

These frameworks ensure the harbours operate safely, sustainably, and in compliance with environmental and navigational standards.

OVERVIEW OF HARBOURS – WHERE WE ARE TODAY

Scarborough Harbour

See appended Plan No. 1 in Annex 1

Scarborough Harbour is situated at the foot of Scarborough Castle and in the lee of the Castle Headland, and with a southerly facing entrance Scarborough Harbour offers direct access to the North Sea. The Harbour has been in existence in one form or another since the 13th century. In the 19th century the Harbour served as one of the one of the east coast's principal ship building centres. Since that time, it has served a wide range of roles including a major harbour for the herring fishery, a cargo harbour for timber and foodstuffs; and between the 1970-1990s a major regional harbour for the commercial North Sea fishing fleet.

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

The harbour is directly open to the sea and is protected from marine inundation by the East Pier, West Pier and Lighthouse Pier. The RNLI has a rescue boat based adjacent to the seaward side of the West Pier. The harbour 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 fishing trades, leisure and commercial pleasure craft.

Cargo trade has now ceased entirely within the harbour and the commercial fishing industry has reduced and rationalised. Scarborough is now host to 28 commercial fishing vessels. The majority of fishing boats are smaller vessels, under 10m, predominantly serving the shellfish industry. However, in recent years the Harbour has been a popular destination with visiting prawn trawlers and scallop vessels. The number of leisure craft in Scarborough has increased in recent years with over 200 leisure vessels in the Harbour and a healthy waiting list for future users.

The wharves and piers of the Harbour are open to the public and are considered to be part of the attraction of the town and are public promenades and visitor attractions in their own right. The Harbour therefore has a very mixed role within the local economy and to the community in which it is located.

Scarborough's geographic position makes it attractive for some commercial operations in the North Sea, such as the supply chain for wind farm development and operation. Competing for any offshore wind supply chain opportunities will be an important consideration moving forward.

Whitby Harbour

See appended Plan No. 2 in Annex 1

The harbour 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 and their extension arms. The harbour 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 harbour has existed at Whitby since the 16th Century and between 1700 – 1800 Whitby was the home to a large number of whaling vessels and Baltic traders used to lie up for the closed season in the port. In 1706 Whitby was the sixth largest trading harbour in Britain, building some 130 ships per year. In 1957 the harbours fishing quay was built in the lower

harbour (western side) includes a fish market, office accommodation, ice house and lobster hatchery. At the present time there are 31 fishing vessels operating out of the harbour on a regular basis.

In 1964 a commercial cargo wharf (Endeavour Wharf) was built to facilitate a demand for cargo handling at the harbour and in 1996 a new transit shed, and 40 tonne weighbridge was added. Whilst the cargo trade has now significantly declined the Wharf can still handle vessels of up to 85 metres in length and 3000 tonnes DWT, though the width of the harbour mount 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. Local boatbuilding and maintenance businesses also operates from the upper part of the harbour. One business provides a dry dock and another provides a boat lift up to 16 tonnes.

In 2025 the Council commenced the construction of the Whitby Maritime Hub located on Endeavour Wharf. The hub is designed to support training, research, and enterprise in the maritime sector, helping to diversify the local economy and provide new opportunities. The hub is expected to open in 2026.

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

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

Importantly, the harbour 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 harbour's dredging operation. At low tides and river flows, there are areas of the harbour which dry out especially in the upper harbour.

Filey Coble Landing

See appended Plan No. 3 in Annex 1

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 at least 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.

Main Activities

The main activities at each harbour can largely be broken down into 7 primary areas / sectors:

1. Commercial Fishing sector: including fish and shellfish catching sector, fish processing, sales and support services such as equipment, chandlery and storage and premises.
2. Leisure Craft sector: Privately owned and operated leisure vessels such as sailing yachts,

motor launches, sport angling craft and supporting facilities such as pontoons, club premises launch facilities etc.
3. Commercial activity: such as passenger vessels, charter angling, speed boat operations and other commercial activity such as visiting work and survey boats etc.
4. Retail activity: largely but not entirely tourism based activity such as cafés, restaurants, retail kiosks and other associated premises.
5. Public Parking: Chargeable Pay and Display public and permit holder parking.
6. Other / unrelated activity: Letting of buildings and land for other purposes i.e. artist studios, storage etc.
7. Communal space: such as public space, navigable water, slipways, access ways, piers, toilets Etc.

Each of these activities generate income, while incurring both direct and indirect costs.

Port and Marine Facilities Safety Code

The Ports and Marine Facilities Safety Code sets out a national standard for every aspect of port and marine facility safety. Its aim is to enhance safety for everyone who works in, or uses, ports, harbours, marinas and other marine facilities.

This Code, and associated Guide to Good Practice, play an essential role in achieving this by setting out the minimum national standards to which all ports and marine facilities should be managed.

The Statutory Harbour Authority has an excellent record for safety within the harbours and compliance with the code and guide, and will continue this with regular internal and external audits and external inspections by the Maritime & Coastguard Agency.

Fishing Industry

The fishing industry in Scarborough, Whitby and Filey has undergone considerable change in the last 30 years and is now facing significant challenges, with local fishermen reporting a sharp decline in catches—down by around 90% since a mass shellfish die-off event began nearly two years ago. All Harbours now feature fishing vessels that primarily focus on crustaceans. There are very few fish landings.

Additionally, recent EU trade agreements have sparked frustration among the fishing community, with industry leaders describing the latest deal as a betrayal that sacrifices UK fishing rights for other trade benefits. The agreement allows EU vessels continued access to UK waters for another 12 years, raising concerns about competition and sustainability.

Despite these challenges, the region remains one of the largest lobster fishing hubs in Europe.

Offshore Renewables

North Yorkshire's geographical proximity to existing and future offshore wind farms allows for quicker travel times and operational efficiencies in servicing and maintenance activities, and both harbours currently host visiting guard vessels and survey vessels.

The offshore renewables sector is experiencing significant growth, with increasing demand for maintenance and servicing of workboats such as crew transfer vessels (CTVs), survey vessels, and guard vessels. There is a perception that Scarborough and Whitby have the potential to capture a share of this market by providing maintenance, servicing, and port support for CTV's. This opportunity does exist but should be understood as a limited niche.

Net Zero

The Statutory Harbour Authority is committed to supporting the UK's transition to a low-carbon future and contributing to the goal of achieving net zero carbon emissions.

However, fishermen have expressed strong concerns and resistance toward the decarbonisation of the fishing fleet, particularly in response to recent government and council initiatives. There are economic concerns that retrofitting or replacing diesel-powered boats with electric alternatives would be prohibitively expensive, especially for small-scale operators, and safety concerns about the practicality and safety of electric vessels in harsh North Sea conditions.

SWOT ANALYSIS

This SWOT analysis explores the key factors shaping North Yorkshire's harbours, examining their unique advantages, challenges, potential for growth, and risks that require strategic management. By understanding these elements, we can make informed decisions to strengthen and future-proof these vital coastal assets.

Strengths

- Unique identity – character and history.
- Diverse mix of uses.
- Large leisure fleet.
- User groups in place.
- All harbours under one governance structure.
- Provides diverse range of employment.
- Good strategic location for visiting vessels travelling up and down the North coast.
- Strong record of PMSC compliance.
- Events (e.g. goth weekend, seafest).
-

Weaknesses

- Remote location.
- Poor access to the North East coast by road.
- Demand for parking can exceed available spaces.
- Congestion of people.
- Poor water quality.
- Poor reputation with users.
- Susceptible to flooding and overtopping.
- Local businesses heavily reliant on seasonal tourism.
- Ageing piers infrastructure that needs improvement and renewal.
- Buildings in poor state of repair.
- Drying of outer harbour.
- Lack of onshore facilities.
- Lack of maintenance facilities.
- Understaffed.

Opportunities

- Proximity to offshore windfarms.
- Identified infrastructure development opportunities.
- Potential opportunities to diversify activities, e.g. Aquaculture, Guard Vessels, Survey Vessels, CTVs.
- Significant waiting list for leisure berths.
- Use of improved technology to manage harbours.
- Availability of government grants.
- Strong tourism offer.
- Support businesses (e.g. Chandlery, boat maintenance).
- Shellfish facilities.
- Prepare for net zero.

Threats

- Decline of the fishing industry.
- Low skills base of the local population.
- Differences of opinion over direction and redevelopment aims.
- Insufficient funding to implement all infrastructure improvements.
- Competition from other harbours.
- Ability to maintain satisfactory dredging.
- Insufficient staffing levels.
- Conflicts of interest between competing activities affecting fishing, commercial and leisure.
- Pollution incidents and contaminants in sediment.
- Shellfish mortality incidents.
- Climate change and sea level rise.
- Ageing workforce.

CONSULTATION AND STRATEGY DEVELOPMENT

As part to the development of this strategy, the Council has undertaken a range of consultation and engagement measures, including:

- Desk based research.
- Interviews with harbour staff.
- Consultation with harbour user groups including establishment of Working Groups in Scarborough, Whitby and Filey.
- Engagement with the Area Committees.
- Draft document available for public consultation via the Council website, and publicised in local media.
- Reviewed by the Harbour Executive

Initial consultation was based upon key areas of investigation for each of the three areas of strengths, weaknesses opportunities, threats and priorities.

Feedback from the consultation has been incorporated into the final strategy.

STRATEGIC ACTION PLANS

Strategic Objective 1

To provide safe working harbours and the highest practicable levels of service to our customers and stakeholders.

It is vital that the harbours are safe places for people to work and visit and there are a number of ways to maintain and improve safety including following the Ports and Marine Facilities Safety Code which sets out the national standard for Port Marine Safety. Having appropriately trained harbour staff with clear roles and responsibilities is essential for the safety and the provision of good infrastructure and facilities throughout the seasons. It is important that the harbours are safe and accessible to all.

Action Point	Brief Description	Harbour	Completed by
1. Implement guidance in the Ports and Marine Facilities Safety Code	• Promote a safety-first culture ensuring the highest standards of health and safety for employees and harbour users. • Delivered via briefings at team meetings and user group meetings. • Operating a safe management system that fully complies with the PMFSC. • Delivered by a combination of annual internal audits, external audits every three years and external inspections by the MCA as requested.	All	On-going
2. Promote, educate and enforce marine safety	• Deliver harbour safety, working with harbour users and stakeholders on matters of safety and security to determine harbour performance and share reports on accidents and maritime incidents. • Issue of enforcement action by the Harbourmaster where necessary.	All	On-going
3. Ensure staff roles and responsibilities are clear and staff are appropriately trained.	• All staff familiar with their job descriptions. • All staff complete corporate mandatory training. • All staff training requirements identified in annual IPM.	All	Ongoing
4. Improve compliance	• Set out expectations of compliance with important harbour rules and policies for all users.	All	Ongoing

Strategic Objective 2

To strengthen relationships with harbour users and stakeholders and work in partnership to achieve common goals.

A key part of harbours being at the heart of the communities is the relationships they have with their communities, users and key stakeholders. Harbour users are important and the way in which they are dealt with is equally important. Improvement in stakeholder engagement and consultation, both through the existing harbour users groups and public communications within the wider community is essential going forward. There needs to be consistency in approach to providing high quality customer service across the harbours with all users to build excellent working relationships. The harbours staff will continue to work in partnership and align with local, regional, and national plans and policies to achieve common goals.

Action Point	Brief Description	Harbour	Completed by
1. Improve customer service approach.	• Manage the harbours in an open, consistent and accountable manner to deliver the highest quality customer service. • Develop robust partnerships with key maritime stakeholders.	All	On-going
2. Re-establish Harbour User Groups.	• Use of harbour user groups as a means of communication and consultation is long established but has been sporadic in recent years. Re-establish these meetings to a regular quarterly basis. • Use as a basis for development of constructive partnerships. • Review the existing arrangements to consider whether these groups contain appropriate representatives, are adequately inclusive and suitably representative of all harbour users.	All	On-going
3. Improve consultation and engagement on developments through the consultative groups and associations and wider stakeholders.	• Consult regularly through relevant groups, recreational clubs, and businesses as well as other harbour users, residents and Town Council's to ensure that everyone's opinion is taken into consideration in harbour redevelopment.	All	On-going
4. Develop a communications plan.	• Communicate well with our customers and stakeholders and develop the North Yorkshire Ports brand. • A bespoke communications plan will be developed for the harbours	All	March 2026

	to ensure our active engagement with users.		

Strategic Objective 3

To consolidate and optimise operations and practice together with the utilisation of resources to drive up commercial viability of the Harbour undertakings.

It is intended for the harbours to be operationally financially self-funding and be able to manage any ring-fenced reserves to ensure that the harbours see reinvestment to support the strategic goals.

Action Point	Brief Description	Harbour	Completed by
1. Review staffing structure to build more resilience into the service and ensure succession planning for ageing workforce.	• Undertake service transformation process. • Review existing staffing structure and implement restructures to build in better resilience within the service. • Ensure succession planning of ageing workforce.	All	December 2026
2. Implement policies to ensure vessels are sea-worthy and do not remain static within the harbour	• Require provision of MCA inspections. • Removal of vessels that do not move will free up valuable berths for alternative users and contribute more to thriving working harbours.	All	On-going
3. Review harbours policies and procedures	• Harbours policies and procedures are numerous and detailed. • Reviewing these will enable a rationalisation to drive efficiency and simplicity for harbour users. • Move to rolling berthing licences to reduce administration.	All	March 2027
4. Implement the recommendations of the harbours audit.	• Implementing the recommendations of the harbours audit will ensure improved procedures and better operational compliance.	All	December 2025
5. Dredging	• When not carrying out in-house dredging programmes, utilise the dredger to bid for external commercial contracts to generate additional income.	Scarborough and Whitby	On-going
6. Harbours Management System	• Introduction of a newHarbours Management System will replace the disparate current	All	March 2027

	systems and lead to more integration and efficiency [subject to integration with new Finance system]		

Strategic Objective 4

To maintain the existing infrastructure, property and facilities to a necessary standard to sustain current Harbour activity.

With few exceptions, the infrastructure of the harbours is ageing, and in some cases is not in a satisfactory operational condition. Improvements in the condition of these assets is therefore a strategic priority, subject to affordability and prioritisation.

Action Point	Brief Description	Harbour	Completed by
1. Annual condition surveys	• Annual condition surveys by Coastal Engineers will facilitate an overall assessment of condition of the harbours and provide a benchmark for continuous repairs and improvements.	All	Annually
2. Maintain dredge depths	• Maintain a sustainable and cost-efficient dredging operation underpinned by monitoring. • Undertake two dredging campaigns per year per harbour at Whitby and Scarborough. • Be proactive in renewing dredging licences with the MMO. • Continue recruitment of Assistant HM Dredging and use of agency skippers under review.	Both Both Scarborough Whitby Whitby	On-going On-going Dec 2027 June 2028 April 2026
3. Undertake repairs to West Pier inner sheet steel piles.	• Strengthening the piles will prolong the life of the structure for a further 10+ years, and enable continued use by the fishing industry. • This will support the West Pier Regeneration scheme and buy time to consider the further development and extension of the West Pier.	Scarborough	December 2026
4. Replace sheet steel piles to West Pier Bullnose and Lighthouse Pier.	• Replacing the piles will ensure the ongoing structural integrity of the piers and protect the historic lighthouse. • Two stage process (1) : appoint a design and build contractor to	Scarborough	2027

	carry out surveys and investigations, design a solution and obtain consents. • Two stage process (2) : Carry out the works.		2028
5. Replace sheet steel piles to Eskside Wharf.	• Replacing the piles will ensure the ongoing structural integrity of the wharf and the continued operations of Parkol Marine. • Two stage process (1) : appoint a design and build contractor to carry out surveys and investigations, design a solution and obtain consents. • Two stage process (2) : Carry out the works.	Whitby	On-going 2026
6. Refurbish West Pier Lighthouse.	• Work with the Property Service to carry out masonry repairs to lighthouse to prevent further deterioration.	Whitby	December 2028
7. Carry out phase 2 of North Wharf Strengthening	• Phase 2 of the North Wharf strengthening will build on the phase 1 works and improve loading capabilities on the wharf, whilst also extending its structural life.	Scarborough	December 2029
8. Refurbish Lancaster Landing	• Refurbishing Lancaster landing will extend the life of the structure.	Scarborough	December 2031
9. Install protection measures to Endeavour Wharf	• Installing protection measures such as cathodic protection will extend the life of the structure.	Whitby	December 2032
10. Piers Coast Protection	• Work with the Coastal Infrastructure Service and Environment Agency to secure grant aid to protect the piers and extension arms	Whitby	2032-2040 (tbc subject to grant aid)
11. Fuel supply	• Bring fuel supply in house to better control supply and availability to users. • Provide NYC's own fuel tanks in both harbours	Scarborough Whitby	Summer 2025 2032 at end of lease

Strategic Objective 5

To invest in new overarching infrastructure, property and facilities necessary to grow future Harbour activity and attract growth sectors and activities.

It is recognised that ongoing development of the harbours is essential in order to grow and this ambitious set of objectives provides scope to deliver industry leading facilities. Most of these initiatives will require and be subject to external funding bids and funding availability and will only be able to progress once appropriate funding has been identified.

Action Point	Brief Description	Harbour	Completed by
1. Improve dredge depths	• Improving dredge depths in selected locations will enable the harbours to attract larger vessels (up to 50m), particularly the markets related to offshore renewables supply chain.	All	On-going
2. Extend the West Pier to provide additional working area	• An extended area will provide additional space for the fishing industry and offshore renewables industry and will generate additional income for the harbour. • Will be dependent upon significant grant aid being available, a harbour revision order, and other associated consents.	Scarborough	2036
3. Improve our moorings to best meet the needs of our customers	• Providing new drying pontoons in the outer harbour associated with some additional dredging if possible will reduce witing lists and generate additional income for the harbour. • Provide new pontoons in Whitby Marina with deeper dredge depths to accommodate larger keels • Balance waiting lists by increasing numbers of more popular mooring types, such as pontoon berths, whilst reducing numbers of less popular moorings.	Scarborough Whitby All	December 2027
4. Improve existing or provide new onshore user facilities building	• Improving existing or providing a new onshore user facilities building, as well as providing better facilities will compliment the provision of new berths and increase revenue.	Scarborough Whitby	2036
5. Replacement of Vincent Pier crane	• Vincent Pier crane is unreliable, and due to its Italian manufacturer, spare parts and	Scarborough	December 2026

	repairs can be a lengthy process. • Replacement of the crane will increase lifting capacity (to ~ 7t) and		
6. Explore provision of a boat lift.	• Providing a boat lift will replace the 'grid' enabling better maintenance of vessels and avoiding the need for boats to travel to Bridlington or further afield. • A boat lift will be subject to the West Pier Regeneration scheme being completed, sufficient demand being demonstrated and external grant aid being secured. • Define the nature/size of a boat lift that is right for the harbours. • Possibility of a boat lift in Whitby to compliment the Whitby Maritime Hub	Scarborough Whitby	TBC
7. New management arrangements to FCL	• Implementing new management arrangements will ensure better upkeep of vessels, better access and an improvement to the general area.	Filey	December 2025
8. Complete construction of Whitby Maritime Hub	• The opening of the Whitby Maritime Hub will provide a new, state of the art facility for maritime businesses and the related education sector.	Whitby	2026

Strategic Objective 6

To provide a significant focus of effort on the development of growth markets and opportunities in all sectors including commercial fishing, leisure, tourism and the renewables sector.

In order to thrive, the harbours need to focus on growth markets, and provide suitable facilities for emerging sectors to invest in. Aim to provide facilities and infrastructure that meets the needs of a range of workboats operating in the North Sea, including the offshore wind supply chain, which will explicitly require external funding.

Action Point	Brief Description	Harbour	Completed by
1. Deliver the Action Plan contained in the "Beyond the Shoreline" report	• Working closely with the Regeneration Service, deliver the action plan, with a focus on the essential actions.	All	2029
2. Marketing	• Promote the harbours marine facilities and services to potential users in a manner designed to provide value for money for customers, promote the overall improvement of the harbours and encourage water borne tourism to the towns.	All	On-going
3. Continue engagement with offshore renewables sector through active participation within the Humber Marine and Renewables Cluster	• Being visible within the cluster will place North Yorkshire at the forefront of opportunity	All	On-going
4. Deliver education and training from the Whitby Maritime Hub	• Engage with education providers to deliver maritime skills training within the Whitby Maritime Hub. • Assist industries in decline to diversify into new growth sectors.	Whitby	On-going from 2026
5. Refocus future lettings of harbour properties in the first instance to maritime related uses.	• Ensures business space within the harbours is put to the correct primary uses. • Encourage harbour users to also co-locate their land-based operations onto the harbour or surrounding area including business parks.	All	On-going

6. Progress and enter into Memorandums of Understanding with key organisations in the offshore renewables sector supply chain.	• Enter into MOU with organisations to work together to improve infrastructure and meet their future operational requirements.	Scarborough	On-going

Strategic Objective 7

Ensure that the commercial and financial management is robust, market led and enables the Statutory Harbour Authority to deliver its statutory duties, strategic objectives and fund harbour operations and maintenance.

The budgets for the harbours are individually ring-fenced and aligned with the financial strategy for the Council in terms of revenue and capital. Budgets will be managed in a prudent manner. This will include funding for maintenance of harbour assets but will recognise that subsidy from the general fund may be required, and external grant funding may be required for major improvements of harbour assets.

Action Point	Brief Description	Harbour	Completed by
1. Manage movements to reserves for future investment	• Direct surpluses to the appropriate harbour reserve to fund new initiatives and provide supplementary capital funding when required.	All	On-going
2. Review harbour fees and charges on an annual basis	• The Harbour executive will consider all fees and charges in the autumn prior to the Council's budget setting process for the following year. • Determination of fees and charges will be based upon the legal framework, economic landscape, operational requirements, input from consultative groups and benchmarking against other local harbours.	All	On-going
3. Explore external funding opportunities	• Continually investigate external funding opportunities to help meet our development aspirations. • It is recognised that external funding will be required for infrastructure developments, and also to respond to the challenges of climate change in the future.	All	On going

Strategic Objective 8

To rise to the challenge of net zero by identifying long-term decarbonisation opportunities for reducing carbon emissions, increasing sustainability and biodiversity, and improving the environment.

We will seek to maintain and improve the natural environment through sustainable management and conservation of the harbours, and respond to the climate emergency as we strive to achieve net zero emissions by 2030.

Action Point	Brief Description	Harbour	Completed by
1. Manage water quality	• Through the bathing water partnership we will encourage the Environment Agency and Yorkshire Water to meet their statutory responsibilities for water quality. • We will contribute through partnership working, provision of appropriate education, and promoting responsible waste disposal within the harbours.	All	On-going
2. Facilitate Biodiversity Net Gain	• Provide opportunities on harbour land for projects to meet their BNG obligations. • Facilitate the offshore renewables sector to meet their Biodiversity Net Gain obligations through continued support for the Aquaculture sector.	All	On-going
3. Investigate the shoreside power energy opportunities at Whitby and Scarborough harbours, and Filey Coble Landing to provide an alternative option to power vessels when operating in the harbour.	• The driving factors of this project is to meet global and local Net Zero targets and guidance. • Analysis has determined that fishing and commercial vessels who have a yearly consumption of more than 1,000 litres of fuel per annum are the biggest carbon emitters within the harbour. Due to this, they would require the most power out of all vessels at the harbour if shoreside power charging or renewable energy provisions were considered. • Analysis has concluded that North Yorkshire Council should prioritise grid connectivity via shoreside power charging points first, renewables second, and wider technologies third.	Scarborough and Whitby	2030

4. Align with the Shoreline Management Plan and Coastal Defence Strategies	• Monitor the development of the Shoreline Management Plan and Coastal Strategies to mitigate the impacts of climate change and in particular overtopping. Ensure proposals coordinate with harbours strategic objectives.	All	On going
5. Actively engage in opportunities to enhance and protect the natural environment	• Take part in national, regional and local initiatives. Incorporate opportunities to enhance and protect the natural environment. • Work closely with conservation bodies and environmental groups including make space available for biodiversity enhancement.	All	On going

CONCLUSIONS

North Yorkshire's harbours serve as valued and vital economic, cultural, and environmental assets which are well loved by residents and visitors alike. By implementing a strategic approach that leverages their strengths, addresses challenges, and embraces new opportunities, the Council can ensure their long-term sustainability. Subject to affordability, continued investment in modern infrastructure, sustainable fishing, and tourism development will support local communities while preserving maritime heritage.

This strategy sets out a vision for the future which will ensure that the harbours:

- Provide a safe and welcoming environment for harbour users and members of the public.
- Thrive economically; and
- Can adapt to climate change and better support nature.

Collaboration between local authorities, businesses, and residents will be essential in adapting to economic shifts, environmental concerns, and evolving industry demands. This proactive, well-informed strategy will help North Yorkshire's harbours not only withstand future challenges but thrive as key coastal hubs for generations to come.

This ten-year strategy will be reviewed on a regular basis by the Harbour Executive taking into account any legal, financial, policy, operational or technological changes ensure continued relevance.

For further information and enquiries about the North Yorkshire Harbours Strategy please contact the Harbours Service at :

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