



## SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE

Thursday, 14 September 2023

<b>Subject</b>	Staff Structure Update
<b>Supporting Officer</b>	Kerry Blair Head of Operations <a href="mailto:Kerry.blair@eastsoffolk.gov.uk">Kerry.blair@eastsoffolk.gov.uk</a>
<b>Director</b>	Andy Jarvis Strategic Director <a href="mailto:Andrew.jarvis@eastsoffolk.gov.uk">Andrew.jarvis@eastsoffolk.gov.uk</a>

Is the report Open or Exempt?	OPEN
Category of Exempt Information and reason why it is <b>NOT</b> in the public interest to disclose the exempt information.	Not applicable

<b>Wards Affected:</b>	Southwold
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## Purpose and high-level overview

**Purpose of Report:**

To provide members with an update on the staff structure for Southwold Harbour and Caravan Site.

**Recommendation/s:**

That the Harbour Management Committee (HMC) note the contents of the report.

## Impact Assessment

**Governance:**

The Southwold Caravan and Harbour Manager will be the responsible officer for delivery of the work of the Harbour Management Committee (HMC). This will include overseeing responsibility for operational matters, Health and Safety, and the delivery of the HMC business plan each year. The postholder will be employed by East Suffolk Council but will be required to work closely with HMC members and stakeholders to define and deliver business objectives.

**Environmental:**

No impact.

**Equalities and Diversity:**

No impact.

**Financial:**

The post has been evaluated as a Band 9 on the council's pay scale. This post has been budgeted for in the council's staff budget and will be funded from the Harbour Account.

**Legal:**

No impact.

**Risk:**

There are no risks associated with the creation of this role. Instead, it is considered that the risks of operating the harbour will be reduced, with a higher level of staffing and oversight covering issues such as compliance with tenancies and improving housekeeping.

## Harbour Business Plan Priorities

To be added when the plan is in place.

## East Suffolk Council Strategic Plan Priorities

Select the themes of the <a href="#">Strategic Plan</a> which are supported by this proposal:		
T01	Growing our Economy	<input checked="" type="checkbox"/>
T02	Enabling our Communities	<input type="checkbox"/>

T03	Maintaining Financial Sustainability	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation	<input type="checkbox"/>
T05	Caring for our Environment	<input type="checkbox"/>

## Background and Justification for Recommendation

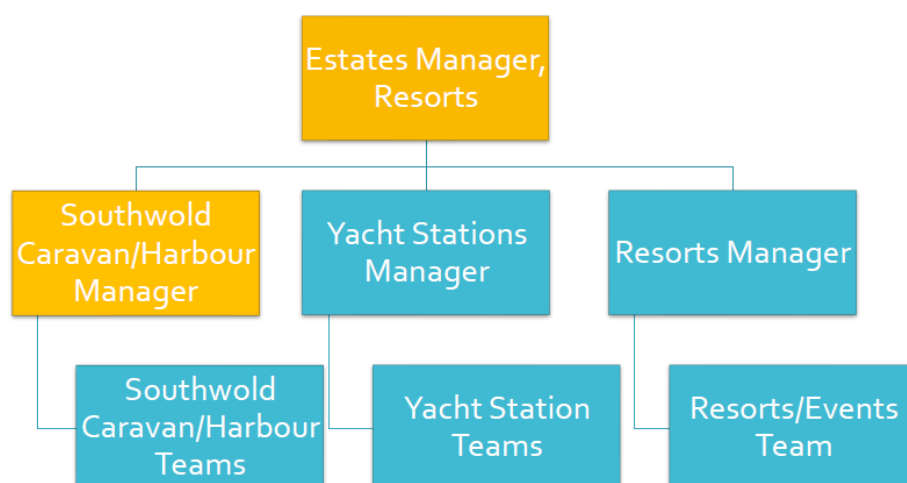
1 Background facts	
1.1	In September 2022, the Council appointed a General Manager for Southwold Harbour Lands to be responsible for delivering the objectives of the HMC.
1.2	The General Manager resigned with effect from June 2023 – following an alternative offer of work. East Suffolk Council had sought to recruit to this post on two occasions – unsuccessfully. In discussion with the General Manager, it was felt that it was unlikely that someone with a ports and maritime background would be attracted to work at Southwold – due to the limited nature of the role, when compared with comparable posts in Felixstowe, Ipswich, Yarmouth or Lowestoft.
1.3	It was decided, therefore, to roll this post into an expanded resorts function – with dedicated responsibility for Southwold. This function would sit as part of the council’s asset management team. This was felt to be appropriate due to the fact that most of the issues that are under review relate to leases, licenses, and the effective management of land and harbour side operations.
1.4	At the same time, a review of the council’s wider Asset Management team had identified a need to expand the capacity of the resorts team. This is the team who look after the council’s assets in resort areas such as Lowestoft seafront, Felixstowe, Aldeburgh and Southwold.
1.5	As part of this review, the role of the Southwold Caravan site manager was also considered and re-scoped. The new JD has a greater focus on being able to deliver the redevelopment of the caravan site – and also manage the site in a more commercial way, with a focus on safety, quality and income generation.
1.6	Both the caravan site manager post and the General Manager role have been included within the asset management review.

2 Current position	
2.1	As set out above – there was a need to review staffing arrangements in Southwold to ensure that they are able to deliver the expectations of the HMC – particularly in the area of compliance, management of tenants and tenancies, and general management.
2.2	Around the same time an Asset and Investment Consultant was appointed to manage the Asset Management Team, bringing in much needed expertise at a strategic level
2.3	It was quickly identified that the structure of the team needed to be reviewed and due to the resignation of the General Manager for Southwold Harbour Lands those conversations included looking more closely at the Southwold Harbour and Caravan Site team.
2.4	It is recognised that there needs to be a greater focus on the management of the harbour. Significant improvements have been made to the compliance of the marine side operation. However the harbour needs now to ensure that land side

operations are provided with sufficient staff resources to address long standing issues, such as rent reviews, and management of existing tenanted sites.

### 3 How to address current situation

3.1 The proposed new structure in the Assets team is set out below:



3.2 The restructured team provides a dedicated Southwold Harbour Manager – responsible for the caravan site and the wider harbour operation. This post will be solely responsible for Southwold Harbour assets.

3.3 This post reports to another new role – the Estates Manager – Resorts post. This is a district wide role, with a remit of ensuring that our ‘resort and tourism’ assets are well managed, that they are compliant, and that we have good, constructive commercial arrangements in place with tenants.

3.4 Regarding the Caravan Site Manager role – a review of the site by Rural Solutions demonstrated the potential for the facility to deliver more for the caravan owners, and for Southwold Harbour, than under the current model. One of the recommendations of the report writers was a more commercial approach to the management of the site, and to carry out an exercise to benchmark the JD and the salary for the Caravan Site Manager post to equivalent sites in the private sector. This led to a revision of the JD and salary for the post. The current post holder does not want to apply for the role – and ESC will therefore be ac

3.5 The revised structure gives more support and enables closer working with the wider Asset Management Team, supporting the HMC on the delivery of their objectives.

### 4 Reason/s for recommendation

4.1 To ensure the HMC are updated.

## Appendices

**Appendices:**

None.

**Background reference papers:**

None.