



East Suffolk House, Riduna Park, Station
Road, Melton, Woodbridge, IP12 1RT

Southwold Harbour Management Committee

Members:

Councillor David Ritchie (Chairman)
Councillor Maurice Cook (Vice-Chairman)
Mr David Gledhill
Mr Alistair MacFarlane
Mr Richard Musgrove
Mr Mike Pickles
Councillor James Mallinder
Councillor Craig Rivett
Councillor Letitia Smith

Members are invited to a **Meeting** of the **Southwold Harbour Management Committee**
to be held in the Stella Peskett Millennium Hall, Might's Road, Southwold, IP18
6BE
on **Thursday, 27 January 2022 at 4.00pm**

In order to comply with East Suffolk Council's coronavirus arrangements and guidance, the number of people at this meeting will have to be restricted to only those whose attendance is reasonably necessary.

If you do believe it is necessary for you to be in attendance we encourage you to notify Democratic Services, by email to democraticservices@eastsuffolk.gov.uk, of your intention to do so no later than 12 noon on the working day before the meeting so that the meeting can be managed in a COVID secure way and the Team can endeavour to accommodate you and advise of the necessary health and safety precautions.

However, we are not able to guarantee you a space/seat and you are advised that it may be that, regrettably, we are not able to admit you to the meeting room.

An Agenda is set out below.

Part One – Open to the Public

Pages

- | | | |
|----------|---|----------------|
| 1 | Apologies for Absence
To receive apologies for absence, if any. | |
| 2 | Declarations of Interest
Members and Officers are invited to make any declarations of Disclosable Pecuniary or Local Non-Pecuniary Interests that they may have in relation to items on the Agenda and are also reminded to make any declarations at any stage during the Meeting if it becomes apparent that this may be required when a particular item or issue is considered. | |
| 3 | Minutes
To confirm as a correct record the Minutes of the Meeting held on 11 November 2021. | 1 - 6 |
| 4 | Southwold Harbour Management Committee Budget 2022/23 ES/1030
Draft Budget for 2022/23 | 7 - 21 |
| 5 | Recruitment of Southwold Harbour and Asset Manager ES/1028
To review and approve the recruitment of a Southwold Harbour and Asset Manager | 22 - 32 |
| 6 | Southwold Harbour Management Committee's Forward Work Programme
To consider the Committee's Forward Work Programme. | 33 - 34 |
| 7 | Exempt/Confidential Items
It is recommended that under Section 100A(4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act. | |

Part Two – Exempt/Confidential

Pages

- | | | |
|----------|--|--|
| 8 | Exempt Minutes <ul style="list-style-type: none">Information relating to the financial or business affairs of any particular person (including the authority holding that information). | |
| 9 | Asset Rental Summary and Proposed Future Reviews <ul style="list-style-type: none">Information relating to the financial or business affairs of any particular person (including the authority holding that information). | |

10 Date of Next Meeting

To note the date of the next meeting, which is Thursday, 10 March 2022 at 4.00pm.

To consider 5 May and 14 July 2022 as future meeting dates.

Close



Stephen Baker, Chief Executive

Filming, Videoing, Photography and Audio Recording at Council Meetings

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democraticservices@eastsuffolk.gov.uk



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www.local.gov.uk/Community-Leadership

Unconfirmed



Members of the Committee present:

Councillor Maurice Cook, Mr David Gledhill, Mr Alistair MacFarlane, Councillor James Mallinder, Mr Richard Musgrove, Mr Mike Pickles, Councillor Craig Rivett, Councillor Letitia Smith

Other Members present:

Officers present: Kerry Blair (Head of Operations), Jacqui Bullen (Planning Lead Lawyer), Kathryn Hurlock (Asset and Investment Manager), V Johnston (Senior Environmental Health Officer), Lorraine Rogers (Deputy Chief Finance Officer), Alli Stone (Democratic Services Officer), Nicola Wotton (Deputy Democratic Services Manger)

1 Apologies for Absence

Apologies were received from Councillor Ritchie and Andrew Jarvis.

In the absence of the Chairman, Councillor Cook, Vice Chairman, assumed the Chair for this meeting.

2 Declarations of Interest

There were no Declarations of Interest.

3 Minutes

RESOLVED

That the Minutes of the meeting held on 23 September 2021 be agreed as a correct and signed by the Chairman.

During the consideration of the Minutes, the Chairman explained that the revised logo had been circulated to the HMC outside of the meeting and had been approved. All those present confirmed that it was now appropriate to trademark the logo.

The Chairman confirmed that a meeting of the Advisory Group would be arranged in due course.

4 Budget Monitoring Report Quarter 2 2021/22

The Chairman introduced report ES/0944 which provided an overview of the Budget Monitoring position for Quarter 2 2021/22; recommended a schedule of charges and dues for the Harbour for 2022/23 and sought the Committee's view on Campsite and Caravan Site fees and charges proposals for 2022/23.

The Chairman advised that as at Quarter 2 net Southwold Harbour income and expenditure was showing a small favourable variance compared with budget to date. It was anticipated that the outturn position for the year would be broadly in line with budget.

Net Southwold Caravan Site and Campsite Harbour income and expenditure was showing an adverse variance of around £62,000, and this was anticipated to increase by year end. Officers would explore further the potential for Government support funding for additional costs and income losses in respect of the pandemic.

The Chairman drew the Committee's attention to the key points in the report which provided further detail on the income and expenditure across the Harbour and Caravan and Campsite, and highlighted the proposed fees and charges for 2022/23 which were broadly in line with current rates of inflation and would increase income in the next financial year.

A Committee Member asked what figures had been applied to the white diesel stock in the harbour, and advised that the white diesel had 'sat' for a number of months and would be largely unusable. He added that there would be a cost for the removal and decontamination of this diesel, however there would also be additional income for the future sale of white diesel. The Head of Operations responded that this had not been taken into account, and that he and the Senior Environmental Health Officer would discuss the removal of the white diesel with the Harbour Working Group.

The Chairman moved the recommendation in the report which was duly seconded by Councillor Rivett and it was

RESOLVED

1. That the Budget Monitoring Report Quarter 2 2021/22 be reported to Cabinet.
2. That the annual schedule of charges and dues for the Harbour for 2022/23 attached as Appendix B, be recommended to Cabinet.
3. That the draft proposals for Fees and Charges for the Caravan Site and Campsite for 2022/23, attached as Appendix C, be recommended to Cabinet.

Review of Health and Safety Responsibilities - Southwold Harbour

The Chairman introduced report ES/0945 which set out health and safety responsibilities in Southwold Harbour and invited the Head of Operations and Senior Environmental Health Officer to summarise the report.

The Head of Operations advised that with the formation of the Harbour Management Committee, East Suffolk Council had sought clarification of its responsibilities in relation to the harbour operation; to confirm where legal responsibility would lie for activities taking place in the harbour lands, and to identify how to make best use of the skills and expertise of the Members of the Harbour Management Committee.

The Head of Operations went on to explain that the Council was the owner and Statutory Harbour Authority for Southwold Harbour. The HMC was a Committee of the Cabinet of the Council and was not run or operated through any separate legal entity and therefore the HMC had no separate status from the Council in health and safety law. The Council was the employer, and therefore the duty holder under the key sections of the Health and Safety at Work Act. It was also the legal entity against which enforcement action would be taken in the event of breaches of the legislation.

In addition to the Health and Safety at Work Act, the Council was also expected to comply with the Marine Safety Code as the Statutory Harbour Authority. Under the Marine Safety Code a harbour management committee may act as the 'duty holder' for marine safety although the role of internal duty holder should not be confused with the Council's role as the legal duty holder. The Marine Safety Code also referred to a 'Designated Person' whose role was to provide independent assurance directly to the duty holder that the safety management system was working effectively, and subject to the HMCs agreement the Council would begin to recruit for a designated person for the Southwold Harbour.

The Head of Operations confirmed that HMC did have a role in terms of oversight, expertise and to provide recommendations to the Council to guide its management of the harbour and that a Compliance Working Group should be formed to enable best use of the HMCs expertise. He added that one of the first priorities of the Working Group would be to ensure a rota for the harbour master was in place and to review current health and safety risk assessments for the harbour and caravan site.

A Committee Member highlighted the webinars available from the British Port Association and advised that any new designated person and relevant officers should make use of this. He added that the Council should consider becoming a member of the Association to make use of their health and safety advice. The Head of Operations confirmed that he would investigate this further with the Compliance Working Group.

A Committee Member stated that some larger port organisations used other organisations rather than individuals in the designated person role, and that there were a number of marine advisors who would offer this service.

In response to a query from a Committee Member, the Head of Operations advised that the role of designated person would be for port health and safety functions only.

There being no further comments, on the proposition of Richard Musgrove, seconded by Councillor Rivett it was by a unanimous vote

RESOLVED

- That it be noted that ESC will remain the duty holder
- That a Working Group be created to look at Compliance, including Health and Safety
- That an independent Designated Person be appointed

6 Appointments to the Southwold Harbour Management Committee Working Groups

The Chairman introduced paper ES/0946 which provided details of appointments to four Working Groups and their Terms of Reference.

The Chairman summarised the four Working Groups, their aims and membership. He stated that the Working Groups would allow for detailed consideration of significant pieces of work, as identified on the HMCs work programme, with recommendations made to the HMC for further consideration and debate.

The Working Groups were as follows

Compliance Working Group, to focus on health and safety, security, processes and procedures

Alistair MacFarlane – Chairman

David Gledhill

Richard Musgrove

Councillor Craig Rivett

Supporting Officer – Nancy Riddell, Health and Safety Advisor

Caravan Site Working Group, to focus on modernisation and reorganisation of the Southwold Caravan and Campsite Site

Councillor Letitia Smith – Chairman

Councillor Maurice Cook

Alistair MacFarlane

Councillor James Mallinder

The Chairman of the Southwold Caravan Users Association would be a Co-opted/Consultee Member, who will attend meetings on an ad hoc basis (attending in an unpaid, advisory capacity)

Supporting Officer – Kathryn Hurlock, Asset and Investment Manager

Working Harbour Working Group, to focus on improvements and income generation for the Harbour

Councillor Maurice Cook – Chairman

David Gledhill

Mike Pickles

Councillor David Ritchie

Supporting Officer – Kerry Blair, Head of Operations

Southwold Harbour Investment Plan (SHIP) Working Group, to focus on future projects and investment for the Harbour

David Gledhill – Chairman

Richard Musgrove

Mike Pickles

Councillor David Ritchie

Councillor Craig Rivett

Supporting Officer – Madeline Fallon, Senior Coastal Advisor

There being no further discussion, on the proposal of the Chairman and seconded by Councillor Smith it was by unanimous vote

RESOLVED

That the HMC note the appointment of Members of the Southwold Harbour Management Committee to the four Working Groups and their Terms of Reference.

7 Southwold Harbour Management Committee's Forward Work Programme

The Committee considered the work programme for 2021 and 2022.

A Committee Member asked that the Harbour Revision Order be deferred to the March 2022, meeting to allow time for the necessary work to be done. The HMC agreed that the item be deferred.

8 Exempt/Confidential Items (LGA)

RESOLVED

That, under Section 100A(4) of the Local Government Act 1972 (as amended) the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Act.

9 Exempt minutes

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

10 Southwold Caravan and Camping Site

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

11 Southwold Harbour Lands Assets

- Information relating to the financial or business affairs of any particular person (including the authority holding that information).

12 Date of Next Meeting

It was noted that the next meeting be held on Thursday 27 January 2022 at 4.00pm.

The Committee agreed an additional meeting date of Thursday 10 March 2022 at 4.00pm.

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Chairman



SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE

Thursday, 27 January 2022

Subject	Southwold Harbour Management Committee Budget 2022/23
Supporting Officer	Brian Mew Chief Finance Officer and Section 151 Officer Brian.mew@eastsoffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Category of Exempt Information and reason why it is NOT in the public interest to disclose the exempt information.	N/A
Wards Affected:	Southwold

Purpose and high-level overview

Purpose of Report:

This report presents the draft Budget for 2022/23 to the Committee for recommendation to the Cabinet, together with an overview of the Budget Monitoring position for Quarter 3 2021/22.

Recommendation/s:

The Committee is recommended to

1. Note and review the Budget Monitoring position for Quarter 3 2021/22;
2. Recommend the draft Budget for the Harbour for 2022/23 attached as Appendix A to Cabinet.

Impact Assessment

Governance:

None directly arising from this report.

Environmental:

None directly arising from this report.

Equalities and Diversity:

None directly arising from this report.

Financial:

The position at Quarter 3 2021/22 remains unchanged from Quarter 2. Net Southwold Harbour income and expenditure is currently showing a favourable variance of £65k compared with the budget to date. After adjusting for income in advance at the end of the year, it is anticipated that the outturn position for the year should be broadly in line with budget.

As at Quarter 3 2021/22, net Southwold Caravan Site and Campsite Harbour income and expenditure (adjusted for income in advance) is showing a small favourable variance of £9k. This is an improved position from Quarter 2 due to income and expenditure being in a more favourable position when compared to the budget to date. As reported to the Committee in November, officers have explored the potential for Government support funding for additional costs and income losses in respect of the pandemic to be claimed. It is estimated that support funding in the region of £30k can be attributed to the Caravan Site and Campsite for additional costs. A claim for compensation for income losses to the Council in the first quarter of 2021/22 has been submitted and is awaiting confirmation. This is expected before the end of March. This support will further improve the outturn position at the end of the year.

The draft Budget for 2022/23 is provided in Appendix A for both Southwold Harbour and the Caravan Site and Campsite. For Southwold Harbour there are no significant changes to the budget from the current year. Income has been aligned with current performance and has been increased by £20k which includes the agreed increase to Fees and Charges for 2022/23. The 2022/23 Budget for the Caravan Site and Campsite has also been

produced on current performance. The income budget reflects the agreed charges for next year and includes loss of income from vacant pitches. The touring fee income is very much weather dependent. The main change on expenditure budgets is to increase utility costs to reflect rising energy prices.

Legal:

None directly arising from this report.

Risk:

None directly arising from this report.

Harbour Business Plan Priorities

To be added when the plan is in place.

East Suffolk Council Strategic Plan Priorities

Select the themes of the Strategic Plan which are supported by this proposal:		
T01	Growing our Economy	<input checked="" type="checkbox"/>
T02	Enabling our Communities	<input checked="" type="checkbox"/>
T03	Maintaining Financial Sustainability	<input checked="" type="checkbox"/>
T04	Delivering Digital Transformation	<input type="checkbox"/>
T05	Caring for our Environment	<input checked="" type="checkbox"/>

Background and Justification for Recommendation

1 Background facts	
1.1	The Terms of Reference of the Harbour Management Committee state that the Committee will monitor performance against approved budgets and take appropriate action where this is required, and that the Committee will make a six monthly and annual report to the Cabinet reporting on performance against budget.
1.2	The Terms of Reference also state that the Committee will review and then recommend an annual budget, (including rental charges and central re-charges to the Council) to the Cabinet. A schedule of charges and dues for the Harbour for 2022/23 was considered by the Committee on 11 November 2021 and was approved by Cabinet on 7 December 2021. The Committee's views on Campsite and Caravan Site fees and charges proposals for 2022/23 were also reported to Cabinet, and these were also approved by Cabinet on 7 December 2021.
2 Current position	
2.1	The Budget Monitoring report for Quarter 3, up to 31 December 2021, is attached as Appendix A. The Appendix shows a Summary and account code level detail for the Harbour, and the Caravan and Campsite.

3 How to address current situation

3.1	The draft Budget for the Harbour, Campsite and Caravan Site for 2022/23 for review and recommendation to Cabinet is also shown in Appendix A, together with projections over the Council's Medium Term Financial Strategy (MTFS) period.
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4 Reason/s for recommendation

4.1	To fulfil the Committee's responsibilities in respect of budget monitoring, and recommending an annual budget to Cabinet.
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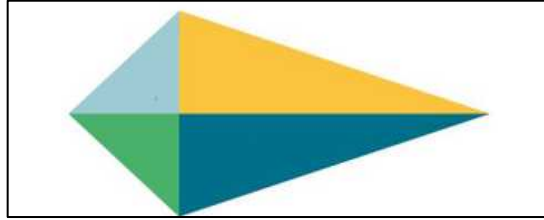
Appendices

Appendices:

Appendix A	Southwold Harbour Management Committee Budget Monitoring Report Quarter 3 2021/22 and Draft Budget 2022/23.
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Background reference papers:

None.



Southwold Harbour Income & Expenditure for year to 31st December 2021

	Actual	Budget	Variance
Mooring Fees	£(85,551.00)		
Property Lettings	£(72,448.00)		
Other Fees & Charges	£(35,997.00)		
Total Income	£(193,996.00)	£(118,110.00)	£(75,886.00)
Employee Expenses	£60,975.00	£73,943.00	£12,968.00
Premises Expenses	£21,150.00	£15,214.00	£(5,936.00)
Supplies & Services	£34,050.00	£38,024.00	£3,974.00
Total Cost	£116,175.00	£127,181.00	£11,006.00
Total Direct Income/Expenditure	£(77,821.00)	£9,071.00	£(64,880.00)

Southwold Caravan/Campsite Income & Expenditure for year to 31st December 2021

	Actual	Budget	Variance
Static Caravan Fees	£(215,939.00)	£(295,000.00)	£79,061.00
Touring Fees	£(350,545.72)	£(280,000.00)	£(70,545.72)
Other Fees & Charges	£(10,807.00)	£(9,150.00)	£(1,657.00)
Total Income	£(577,291.72)	£(584,150.00)	£6,858.28
Employee Expenses	£135,964.00	£142,950.00	£(6,986.00)
Premises Expenses	£89,430.00	£117,400.00	£(27,970.00)
Supplies & Services	£53,405.00	£33,900.00	£19,505.00
Total Cost	£278,799.00	£294,250.00	£(15,451.00)
Total Direct Income/Expenditure	£(298,492.72)	£(289,900.00)	£(8,592.72)

Monthly Finance Report - December 21

23514 - Southwold Harbour
Harbours and Yacht Stations
Communities, Leisure and Tourism
Peter Simmons
Kerry Blair



Account Code & Description	2021/22 Original Budget 2122B £	2021/22 Current Budget 2122A £	2021/22 Actuals YTD £	2021/22 Commitments YTD £	2021/22 Budget YTD 2122A £	2021/22 Variance YTD £	2021/22 Variance YTD %	Notes
Direct Income & Expenditure								
Income								
67191 General Vatable Sales 20%	£(20,000.00)	£(20,000.00)	£(12,956.00)	£0.00	£(15,000.00)	£2,044.00	(14)%	Mooring Fees
67444 Vatable Leisure Activity Fees	£(68,000.00)	£(68,000.00)	£(72,595.00)	£0.00	£(42,840.00)	£(29,755.00)	69%	Harbour Dues
67466 Vatable Staff Costs Recovered	£(200.00)	£(200.00)	£(1,200.00)	£0.00	£(150.00)	£(1,050.00)	700%	Internal Staff , between Harbour and Campsite
67481 Vatable Energy Costs Recovered 5%	£(24,000.00)	£(24,000.00)	£(29,731.00)	£0.00	£(15,120.00)	£(14,611.00)	97%	Electricity/Diesel
67491 General Vatable Fees & Charges	£0.00	£0.00	£223.00	£0.00	£0.00	£223.00	0%	Refund
67615 Exempt Leisure Activity Fees	£0.00	£0.00	£(1,512.00)	£0.00	£0.00	£(1,512.00)	0%	Rent for Pedestrian Ferry
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£(1,500.00)	£0.00	£0.00	£(1,500.00)	0%	Cost of legal Charges for Easement
67815 Vatable Property Lettings	£0.00	£0.00	£(7,600.00)	£0.00	£0.00	£(7,600.00)	0%	Storage
67835 Exempt Property Lettings	£(60,000.00)	£(60,000.00)	£(63,336.00)	£0.00	£(45,000.00)	£(18,336.00)	41%	Rent Fisherman's Huts etc
67838 Exempt Wayleaves & Easements	£0.00	£0.00	£(3,500.00)	£0.00	£0.00	£(3,500.00)	0%	Easement Income
Total Cust & Client Receipts	£(172,200.00)	£(172,200.00)	£(193,707.00)	£0.00	£(118,110.00)	£(75,597.00)	64%	Income in advance (Mooring Fees and Rent) approx £70,000
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Recharges/Other Income	£0.00	£0.00	£(289.00)	£0.00	£0.00	£(289.00)	0%	
TOTAL INCOME	£(172,200.00)	£(172,200.00)	£(193,996.00)	£0.00	£(118,110.00)	£(75,886.00)	64%	
Expenditure								
71111 Basic Pay	£57,000.00	£57,000.00	£41,633.00	£0.00	£42,750.00	£(1,117.00)	(3)%	
71121 Overtime	£0.00	£0.00	£8,194.00	£0.00	£0.00	£8,194.00	0%	
71151 Employers National Insurance	£5,500.00	£5,500.00	£5,008.00	£0.00	£4,125.00	£883.00	21%	
71161 Employers Superannuation	£18,800.00	£18,800.00	£16,354.00	£0.00	£14,100.00	£2,254.00	16%	
Total Direct Employee Expenses	£81,300.00	£81,300.00	£71,189.00	£0.00	£60,975.00	£10,214.00	17%	
71312 Recruitment Advertising	£0.00	£0.00	£2,754.00	£0.00	£0.00	£2,754.00	0%	
71331 Employee Insurances	£400.00	£400.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Other Employee Expenses	£400.00	£400.00	£2,754.00	£0.00	£0.00	£2,754.00	0%	
72111 Building Services - Planned Maintenance	£8,600.00	£8,600.00	£0.00	£0.00	£6,450.00	£(6,450.00)	(100)%	Repairs to ice plant and freezer unit, repair visitor mooring uprights
72114 Building Services - Responsive Maintenance	£10,000.00	£10,000.00	£4,417.00	£0.00	£7,500.00	£(3,083.00)	(41)%	Replace vandalised speed signs
72131 Vandalism	£1,000.00	£1,000.00	£795.00	£0.00	£750.00	£45.00	6%	
72211 Electricity	£5,300.00	£5,300.00	£2,349.00	£0.00	£3,975.00	£(1,626.00)	(41)%	
72214 Gas	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72217 Oil	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72311 Rents Payable	£1,800.00	£1,800.00	£0.00	£0.00	£1,350.00	£(1,350.00)	(100)%	
72317 Business Rates	£0.00	£0.00	£6,802.00	£0.00	£0.00	£6,802.00	0%	
72411 Water	£400.00	£400.00	£403.00	£0.00	£225.00	£178.00	79%	

72414 Sewerage Charge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72511 Cleaning Materials	£1,200.00	£1,200.00	£0.00	£0.00	£900.00	£(900.00)	(100)%	
72527 Other Cleaning Services	£0.00	£0.00	£448.00	£0.00	£0.00	£448.00	0%	
72711 Fire Insurance	£900.00	£900.00	£0.00	£0.00	£0.00	£0.00	0%	
72817 Other General Premises Expenses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Premises Expenses	£29,200.00	£29,200.00	£15,214.00	£0.00	£21,150.00	£(5,936.00)	(28)%	
73114 Repairs & Service	£1,200.00	£1,200.00	£0.00	£0.00	£900.00	£(900.00)	(100)%	
Total Transport Expenses	£1,200.00	£1,200.00	£0.00	£0.00	£900.00	£(900.00)	(100)%	
74111 Health and Safety	£13,500.00	£13,500.00	£1,993.00	£0.00	£10,125.00	£(8,132.00)	(80)%	H&S Signs, PAT Testing, Fire Extinguisher Service
74114 Furniture and Equipment	£3,200.00	£3,200.00	£347.00	£0.00	£2,400.00	£(2,053.00)	(86)%	
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£2,485.00	£0.00	£1,500.00	£985.00	66%	Tractor Service
74121 Materials For Resale	£23,000.00	£23,000.00	£23,587.00	£4,860.00	£17,250.00	£11,197.00	65%	Red Diesel for Resale
74213 Clothing & Uniforms	£400.00	£400.00	£155.00	£0.00	£300.00	£(145.00)	(48)%	
74335 Internal Printing	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74346 External Printing	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74357 Stationery	£300.00	£300.00	£27.00	£0.00	£225.00	£(198.00)	(88)%	
74402 Insurance Premiums	£0.00	£0.00	£384.00	£0.00	£0.00	£384.00	0%	
74414 Consultants	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74425 Legal Fees	£0.00	£0.00	£619.00	£0.00	£0.00	£619.00	0%	Tax on Diesel
74491 Bank Fees	£0.00	£0.00	£1,954.00	£0.00	£0.00	£1,954.00	0%	Credit Card Machine
74492 Other Ext Provided Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74515 Postages	£600.00	£600.00	£15.00	£0.00	£450.00	£(435.00)	(97)%	
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£306.00	£0.00	£900.00	£(594.00)	(66)%	
74548 Hardware Maintenance	£0.00	£0.00	£392.00	£0.00	£0.00	£392.00	0%	
74570 Software Maintenance	£0.00	£0.00	£765.00	£0.00	£0.00	£765.00	0%	
74717 Subsistence	£0.00	£0.00	£135.00	£0.00	£0.00	£135.00	0%	
74811 Grants & Contributions Expenditure	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74992 Miscellaneous Other Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Supplies & Services	£44,200.00	£44,200.00	£33,164.00	£4,860.00	£33,150.00	£4,874.00	15%	
78611 Internal Recharges	£9,500.00	£9,500.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Recharges/Other expenditure	£9,500.00	£9,500.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL DIRECT EXPENDITURE	£165,800.00	£165,800.00	£122,321.00	£4,860.00	£116,175.00	£11,006.00	9%	
TOTAL DIRECT INCOME AND EXPENDITURE	£(6,400.00)	£(6,400.00)	£(71,675.00)	£4,860.00	£(1,935.00)	£(64,880.00)	3,353%	
77407 Cent - Human Resources	£3,900.00	£3,900.00	£0.00	£0.00	£0.00	£0.00	0%	Support Service Costs
Total Support Services	£3,900.00	£3,900.00	£0.00	£0.00	£0.00	£0.00	0%	
78112 Depreciation Charge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
78128 Revaluation Losses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Capital/Other Adjustments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
No. Name								
71221 Supn - Reverse Cash Payments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
71231 Supn - Current Service (Pension)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Pension Fund Adjustments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL INDIRECT EXPENDITURE	£3,900.00	£3,900.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL INCOME STATEMENT	£(2,500.00)	£(2,500.00)	£(71,675.00)	£4,860.00	£(1,935.00)	£(64,880.00)	3,353%	

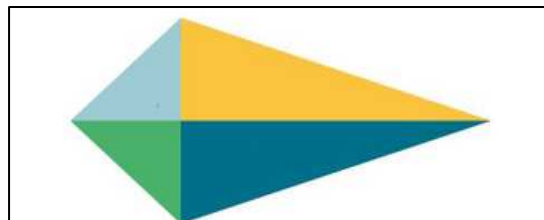
Monthly Finance Report - December 21

23707 - Southwold Caravan and Camping Site
Caravan and Camping Sites
Communities, Leisure and Tourism
Peter Simmons
Kerry Blair



Account Code & Description	2021/22 Original Budget 2122B £	2021/22 Current Budget 2122A £	2021/22 Actuals YTD £	2021/22 Commitments YTD £	2021/22 Budget YTD 2122A £	2021/22 Variance YTD £	2021/22 Variance YTD %	Notes
Direct Income & Expenditure								
Income								
67191 General Vatable Sales 20%	£0.00	£0.00	£(155.00)	£0.00	£0.00	£(155.00)	0%	Vatable Shop Sales - Juice/Water Gas Sales
67194 General Vatable Sales 5%	£(9,000.00)	£(9,000.00)	£(7,478.00)	£0.00	£(6,750.00)	£(728.00)	11%	
67292 General Zero Rated Sales	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67393 General Exempt Sales	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67444 Vatable Leisure Activity Fees	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	Battery Charging
67491 General Vatable Fees & Charges	£(3,200.00)	£(3,200.00)	£(3,174.00)	£0.00	£(2,400.00)	£(774.00)	32%	
67691 Exempt General Fees & Charges	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67751 Cash Over/Short	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	Static Caravan Rent £215,939 Touring Pitch Income £528,783 Touring Pitch Income in advance £178,237.28
67811 Vatable Land Rents	£(575,000.00)	£(575,000.00)	£(264,528.00)	£0.00	£(575,000.00)	£310,472.00	(54)%	
67813 Vatable Land Rents 5%	£0.00	£0.00	£(480,194.00)	£0.00	£0.00	£(480,194.00)	0%	
Total Cust & Client Receipts	£(587,200.00)	£(587,200.00)	£(755,529.00)	£0.00	£(584,150.00)	£(171,379.00)	29%	
	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
68611 Internal Recharges Income	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Recharges/Other Income	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL INCOME	£(587,200.00)	£(587,200.00)	£(755,529.00)	£0.00	£(584,150.00)	£(171,379.00)	29%	
Expenditure								
71111 Basic Pay	£121,000.00	£121,000.00	£58,281.00	£0.00	£90,750.00	£(32,469.00)	(36)%	
71121 Overtime	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
71151 Employers National Insurance	£10,700.00	£10,700.00	£4,381.00	£0.00	£8,025.00	£(3,644.00)	(45)%	
71161 Employers Superannuation	£39,900.00	£39,900.00	£19,233.00	£0.00	£29,925.00	£(10,692.00)	(36)%	
71171 Contract Staff	£19,000.00	£19,000.00	£49,687.00	£4,382.00	£14,250.00	£39,819.00	279%	
Total Direct Employee Expenses	£190,600.00	£190,600.00	£131,582.00	£4,382.00	£142,950.00	£(6,986.00)	(5)%	
71331 Employee Insurances	£900.00	£900.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Other Employee Expenses	£900.00	£900.00	£0.00	£0.00	£0.00	£0.00	0%	
72111 Building Services - Planned Maintenance	£1,500.00	£1,500.00	£0.00	£0.00	£1,125.00	£(1,125.00)	(100)%	Repairs to toilets, showers, and painting
72114 Building Services - Responsive Maintenance	£25,000.00	£25,000.00	£12,445.00	£8,299.00	£18,750.00	£1,994.00	11%	
72131 Vandalism	£1,000.00	£1,000.00	£0.00	£0.00	£750.00	£(750.00)	(100)%	
72136 Legionella	£0.00	£0.00	£378.00	£378.00	£0.00	£756.00	0%	
72211 Electricity	£47,200.00	£47,200.00	£10,419.00	£0.00	£35,400.00	£(24,981.00)	(71)%	Legionella Test
72214 Gas	£4,500.00	£4,500.00	£3,246.00	£455.00	£3,375.00	£326.00	10%	
72317 Business Rates	£41,400.00	£41,400.00	£40,192.00	£0.00	£41,400.00	£(1,208.00)	(3)%	
72411 Water	£11,700.00	£11,700.00	£3,521.00	£0.00	£9,550.00	£(6,029.00)	(63)%	
72414 Sewerage Charge	£100.00	£100.00	£(785.00)	£0.00	£75.00	£(860.00)	(1,147)%	
72511 Cleaning Materials	£5,000.00	£5,000.00	£4,717.00	£14.00	£3,750.00	£981.00	26%	
72521 Refuse Collection	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72527 Other Cleaning Services	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
72612 Grounds Maintenance - Variations	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	Repairs to grass roller, compost hedge cutting
72617 Grounds Maintenance - Other	£3,000.00	£3,000.00	£5,605.00	£411.00	£2,250.00	£3,766.00	167%	
72711 Fire Insurance	£500.00	£500.00	£0.00	£0.00	£0.00	£0.00	0%	

72712 Engineering Insurance	£300.00	£300.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Premises Expenses	£141,200.00	£141,200.00	£79,738.00	£9,557.00	£116,425.00	£(27,130.00)	(23)%	
73111 Fuel	£100.00	£100.00	£135.00	£0.00	£75.00	£60.00	80%	
73114 Repairs & Service	£1,200.00	£1,200.00	£0.00	£0.00	£900.00	£(900.00)	0%	
73222 Car Allowances - Lump Sum	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Transport Expenses	£1,300.00	£1,300.00	£135.00	£0.00	£975.00	£(840.00)	(86)%	
74111 Health and Safety	£15,000.00	£15,000.00	£3,007.00	£360.00	£11,250.00	£(7,883.00)	(70)%	
74114 Furniture and Equipment	£3,200.00	£3,200.00	£1,187.00	£522.00	£2,400.00	£(691.00)	(29)%	H&S Signs, PAT Testing, Fire Extinguisher Service
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£3,483.00	£996.00	£1,500.00	£2,979.00	199%	Repairs to washing machines
74121 Materials For Resale	£17,000.00	£17,000.00	£5,637.00	£787.00	£12,750.00	£(6,326.00)	(50)%	Gas for resale
74127 General Purchases	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74131 Equipment Hire	£2,200.00	£2,200.00	£2,074.00	£0.00	£1,650.00	£424.00	26%	Rent of Laundry Machines
74213 Clothing & Uniforms	£600.00	£600.00	£228.00	£106.00	£450.00	£(116.00)	(26)%	
74335 Internal Printing	£0.00	£0.00	£185.00	£0.00	£0.00	£185.00	0%	
74346 External Printing	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74357 Stationery	£2,000.00	£2,000.00	£750.00	£0.00	£1,500.00	£(750.00)	(50)%	Tent Pegs
74391 Other Office Expenses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74414 Consultants	£0.00	£0.00	£1,050.00	£0.00	£0.00	£1,050.00	0%	
74491 Bank Fees	£0.00	£0.00	£201.00	£0.00	£0.00	£201.00	0%	
74492 Other Ext Provided Services	£1,500.00	£1,500.00	£31,268.00	£0.00	£1,125.00	£30,143.00	2,679%	Hire of Portable Toilets and showers
74515 Postages	£500.00	£500.00	£0.00	£0.00	£375.00	£(375.00)	(100)%	
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£896.00	£0.00	£900.00	£(4.00)	(0)%	
74537 Hardware Purchases	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
74548 Hardware Maintenance	£0.00	£0.00	£45.00	£0.00	£0.00	£45.00	0%	
74559 Software Purchases	£0.00	£0.00	£4.00	£0.00	£0.00	£4.00	0%	
Total Supplies & Services	£45,200.00	£45,200.00	£50,015.00	£2,771.00	£33,900.00	£18,886.00	56%	
	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Third Party Payments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
76131 Settlement Of Complaints	£0.00	£0.00	£330.00	£0.00	£0.00	£330.00	0%	
Total Transfer Payments	£0.00	£0.00	£330.00	£0.00	£0.00	£330.00	0%	
78611 Internal Recharges	£0.00	£0.00	£289.00	£0.00	£0.00	£289.00	0%	
Total Recharges/Other expenditure	£0.00	£0.00	£289.00	£0.00	£0.00	£289.00	0%	
TOTAL DIRECT EXPENDITURE	£379,200.00	£379,200.00	£262,089.00	£16,710.00	£294,250.00	£(15,451.00)	(5)%	
TOTAL DIRECT INCOME AND EXPENDITURE	£(208,000.00)	£(208,000.00)	£(493,440.00)	£16,710.00	£(289,900.00)	£(186,830.00)	64%	
77407 Cent - Human Resources	£8,100.00	£8,100.00	£0.00	£0.00	£0.00	£0.00	0%	
77519 Cent - Customer Services	£27,800.00	£27,800.00	£0.00	£0.00	£0.00	£0.00	0%	
77616 Cent - ICT	£37,600.00	£37,600.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Support Services	£73,500.00	£73,500.00	£0.00	£0.00	£0.00	£0.00	0%	
78112 Depreciation Charge	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
78128 Revaluation Losses	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Capital/Other Adjustments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
No. Name								
71221 Supn - Reverse Cash Payments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
71231 Supn - Current Service (Pension)	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
Total Pension Fund Adjustments	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL INDIRECT EXPENDITURE	£73,500.00	£73,500.00	£0.00	£0.00	£0.00	£0.00	0%	
TOTAL INCOME STATEMENT	£(134,500.00)	£(134,500.00)	£(493,440.00)	£16,710.00	£(289,900.00)	£(186,830.00)	64%	



Southwold Harbour Income & Expenditure Budget for MTFs Period 2022-23 - 2025-26

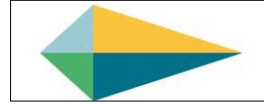
	2022-23	2023-24	2024-25	2025-26
Mooring Fees	£(94,000.00)	£(94,000.00)	£(94,000.00)	£(94,000.00)
Property Lettings	£(60,000.00)	£(60,000.00)	£(60,000.00)	£(60,000.00)
Other Fees & Charges	£(80,200.00)	£(80,200.00)	£(80,200.00)	£(80,200.00)
Total Income	£(234,200.00)	£(234,200.00)	£(234,200.00)	£(234,200.00)
Employee Expenses	£80,900.00	£83,300.00	£85,900.00	£88,400.00
Premises Expenses	£38,500.00	£38,800.00	£39,300.00	£39,600.00
Supplies & Services	£53,700.00	£53,700.00	£53,700.00	£53,700.00
Total Cost	£173,100.00	£175,800.00	£178,900.00	£181,700.00
Total Direct Income/Expenditure	£(61,100.00)	£(58,400.00)	£(55,300.00)	£(52,500.00)

Southwold Caravan/Campsite Income & Expenditure Budget for MTFS Period 2022-23 - 2025-26

	2022-23	2023-24	2024-25	2025-26
Touring Fees	£(295,000.00)	£(295,000.00)	£(295,000.00)	£(295,000.00)
Static Caravan Fees	£(297,000.00)	£(297,000.00)	£(297,000.00)	£(297,000.00)
Other Fees & Charges	£(12,200.00)	£(12,200.00)	£(12,200.00)	£(12,200.00)
Total Income	£(604,200.00)	£(604,200.00)	£(604,200.00)	£(604,200.00)
Employee Expenses	£201,800.00	£209,000.00	£216,200.00	£223,900.00
Premises Expenses	£153,400.00	£156,400.00	£159,600.00	£162,900.00
Supplies & Services	£87,200.00	£87,200.00	£87,200.00	£87,200.00
Total Cost	£442,400.00	£452,600.00	£463,000.00	£474,000.00
Total Direct Income/Expenditure	£(161,800.00)	£(151,600.00)	£(141,200.00)	£(130,200.00)

Budget 2022-23 - 2025-26

23514 - Southwold Harbour
Harbours and Yacht Stations
Communities, Leisure and Tourism
Peter Simmons
Kerry Blair



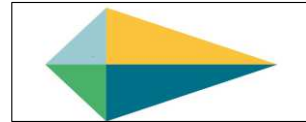
Account Code & Description	2022-23 Budget 2223B £	2023-24 MTFS 2324I £	2024-25 MTFS 2425P £	2025-26 MTFS 2526E £	Notes
Direct Income & Expenditure					
Income					
67191 General Vatable Sales 20%	£(20,000.00)	£(20,000.00)	£(20,000.00)	£(20,000.00)	Mooring Fees
67444 Vatable Leisure Activity Fees	£(74,000.00)	£(74,000.00)	£(74,000.00)	£(74,000.00)	Harbour Dues
67466 Vatable Staff Costs Recovered	£(800.00)	£(800.00)	£(800.00)	£(800.00)	Internal Staff , between Harbour and Campsite
67481 Vatable Energy Costs Recovered 5%	£(31,400.00)	£(31,400.00)	£(31,400.00)	£(31,400.00)	Electricity/Diesel
67491 General Vatable Fees & Charges	£0.00	£0.00	£0.00	£0.00	
67615 Exempt Leisure Activity Fees	£0.00	£0.00	£0.00	£0.00	
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£0.00	£0.00	
67815 Vatable Property Lettings	£(6,000.00)	£(6,000.00)	£(6,000.00)	£(6,000.00)	Storage
67835 Exempt Property Lettings	£(60,000.00)	£(60,000.00)	£(60,000.00)	£(60,000.00)	Rent Fisherman's Huts etc
67838 Exempt Wayleaves & Easements	£0.00	£0.00	£0.00	£0.00	
Total Cust & Client Receipts	£(192,200.00)	£(192,200.00)	£(192,200.00)	£(192,200.00)	
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	
Total Recharges/Other Income	£(42,000.00)	£(42,000.00)	£(42,000.00)	£(42,000.00)	
TOTAL INCOME	£(234,200.00)	£(234,200.00)	£(234,200.00)	£(234,200.00)	
Expenditure					
71111 Basic Pay	£56,600.00	£58,200.00	£59,900.00	£61,600.00	
71121 Overtime	£0.00	£0.00	£0.00	£0.00	
71151 Employers National Insurance	£5,900.00	£6,100.00	£6,400.00	£6,700.00	
71161 Employers Superannuation	£18,100.00	£18,600.00	£19,200.00	£19,700.00	
Total Direct Employee Expenses	£80,600.00	£82,900.00	£85,500.00	£88,000.00	
71312 Recruitment Advertising	£0.00	£0.00	£0.00	£0.00	
71331 Employee Insurances	£300.00	£400.00	£400.00	£400.00	
Total Other Employee Expenses	£300.00	£400.00	£400.00	£400.00	
72111 Building Services - Planned Maintenance	£8,600.00	£8,600.00	£8,600.00	£8,600.00	
72114 Building Services - Responsive Maintenance	£10,000.00	£10,000.00	£10,000.00	£10,000.00	
72131 Vandalism	£1,000.00	£1,000.00	£1,000.00	£1,000.00	
72211 Electricity	£5,900.00	£6,000.00	£6,200.00	£6,300.00	
72214 Gas	£0.00	£0.00	£0.00	£0.00	
72217 Oil	£0.00	£0.00	£0.00	£0.00	
72311 Rents Payable	£1,800.00	£1,800.00	£1,800.00	£1,800.00	
72317 Business Rates	£7,000.00	£7,200.00	£7,400.00	£7,600.00	
72411 Water	£900.00	£900.00	£1,000.00	£1,000.00	
72414 Sewerage Charge	£0.00	£0.00	£0.00	£0.00	
72511 Cleaning Materials	£1,200.00	£1,200.00	£1,200.00	£1,200.00	
72527 Other Cleaning Services	£0.00	£0.00	£0.00	£0.00	
72711 Fire Insurance	£900.00	£900.00	£900.00	£900.00	
72817 Other General Premises Expenses	£0.00	£0.00	£0.00	£0.00	
Total Premises Expenses	£37,300.00	£37,600.00	£38,100.00	£38,400.00	
73114 Repairs & Service	£1,200.00	£1,200.00	£1,200.00	£1,200.00	
Total Transport Expenses	£1,200.00	£1,200.00	£1,200.00	£1,200.00	
74111 Health and Safety	£13,500.00	£13,500.00	£13,500.00	£13,500.00	H&S Signs, PAT Testing, Fire Extinguisher Service
74114 Furniture and Equipment	£3,200.00	£3,200.00	£3,200.00	£3,200.00	
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£2,000.00	£2,000.00	Tractor Service
74121 Materials For Resale	£23,000.00	£23,000.00	£23,000.00	£23,000.00	Red Diesel for Resale
74213 Clothing & Uniforms	£400.00	£400.00	£400.00	£400.00	
74335 Internal Printing	£0.00	£0.00	£0.00	£0.00	
74346 External Printing	£0.00	£0.00	£0.00	£0.00	
74357 Stationery	£300.00	£300.00	£300.00	£300.00	
74402 Insurance Premiums	£0.00	£0.00	£0.00	£0.00	
74414 Consultants	£0.00	£0.00	£0.00	£0.00	
74425 Legal Fees	£0.00	£0.00	£0.00	£0.00	Tax on Diesel
74491 Bank Fees	£0.00	£0.00	£0.00	£0.00	Credit Card Machine
74492 Other Ext Provided Services	£0.00	£0.00	£0.00	£0.00	
74515 Postages	£600.00	£600.00	£600.00	£600.00	
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£1,200.00	£1,200.00	
74548 Hardware Maintenance	£0.00	£0.00	£0.00	£0.00	
74570 Software Maintenance	£0.00	£0.00	£0.00	£0.00	

APPENDIX A

74717 Subsistence	£0.00	£0.00	£0.00	£0.00
74811 Grants & Contributions Expenditure	£0.00	£0.00	£0.00	£0.00
74992 Miscellaneous Other Services	£0.00	£0.00	£0.00	£0.00
Total Supplies & Services	£44,200.00	£44,200.00	£44,200.00	£44,200.00
78611 Internal Recharges	£9,500.00	£9,500.00	£9,500.00	£9,500.00
Total Recharges/Other expenditure	£9,500.00	£9,500.00	£9,500.00	£9,500.00
TOTAL DIRECT EXPENDITURE	£173,100.00	£175,800.00	£178,900.00	£181,700.00
TOTAL DIRECT INCOME AND EXPENDITURE	£(61,100.00)	£(58,400.00)	£(55,300.00)	£(52,500.00)
77407 Cent - Human Resources	£2,400.00	£2,300.00	£2,100.00	£1,900.00
Total Support Services	£2,400.00	£2,300.00	£2,100.00	£1,900.00
78112 Depreciation Charge	£0.00	£0.00	£0.00	£0.00
78128 Revaluation Losses	£0.00	£0.00	£0.00	£0.00
Total Capital/Other Adjustments	£0.00	£0.00	£0.00	£0.00
No. Name				
71221 Supn - Reverse Cash Payments	£0.00	£0.00	£0.00	£0.00
71231 Supn - Current Service (Pension)	£0.00	£0.00	£0.00	£0.00
Total Pension Fund Adjustments	£0.00	£0.00	£0.00	£0.00
TOTAL INDIRECT EXPENDITURE	£2,400.00	£2,300.00	£2,100.00	£1,900.00
TOTAL INCOME STATEMENT	£(58,700.00)	£(56,100.00)	£(53,200.00)	£(50,600.00)

Budget 2022-23 - 2025-26

23707 - Southwold Caravan and Camping Site
Caravan and Camping Sites
Communities, Leisure and Tourism
Peter Simmons
Kerry Blair



Account Code & Description	2022-23 Budget 2223B £	2023-24 MTF5 2324I £	2024-25 MTF5 2425P £	2025-26 MTF5 2526E £	Notes
Direct Income & Expenditure					
Income					
67191 General Vatable Sales 20%	£0.00	£0.00	£0.00	£0.00	
67194 General Vatable Sales 5%	£(9,000.00)	£(9,000.00)	£(9,000.00)	£(9,000.00)	
67292 General Zero Rated Sales	£0.00	£0.00	£0.00	£0.00	
67393 General Exempt Sales	£0.00	£0.00	£0.00	£0.00	
67444 Vatable Leisure Activity Fees	£0.00	£0.00	£0.00	£0.00	
67491 General Vatable Fees & Charges	£(3,200.00)	£(3,200.00)	£(3,200.00)	£(3,200.00)	
67691 Exempt General Fees & Charges	£0.00	£0.00	£0.00	£0.00	
67751 Cash Over/Short	£0.00	£0.00	£0.00	£0.00	
67791 General Outside Scope Fees & Charges	£0.00	£0.00	£0.00	£0.00	
67811 Vatable Land Rents	£(592,000.00)	£(592,000.00)	£(592,000.00)	£(592,000.00)	Touring Fees £295,000
67813 Vatable Land Rents 5%	£0.00	£0.00	£0.00	£0.00	Static Caravans £297,000
Total Cust & Client Receipts	£(604,200.00)	£(604,200.00)	£(604,200.00)	£(604,200.00)	
	£0.00	£0.00	£0.00	£0.00	
Total Grants & Contributions	£0.00	£0.00	£0.00	£0.00	
68611 Internal Recharges Income	£0.00	£0.00	£0.00	£0.00	
Total Recharges/Other Income	£0.00	£0.00	£0.00	£0.00	
TOTAL INCOME	£(604,200.00)	£(604,200.00)	£(604,200.00)	£(604,200.00)	
Expenditure					
71111 Basic Pay	£127,600.00	£132,500.00	£137,400.00	£142,500.00	
71121 Overtime	£0.00	£0.00	£0.00	£0.00	
71151 Employers National Insurance	£12,600.00	£13,300.00	£14,000.00	£14,900.00	
71161 Employers Superannuation	£40,800.00	£42,400.00	£44,000.00	£45,600.00	
71171 Contract Staff	£20,000.00	£20,000.00	£20,000.00	£20,000.00	
Total Direct Employee Expenses	£201,000.00	£208,200.00	£215,400.00	£223,000.00	
71331 Employee Insurances	£800.00	£800.00	£800.00	£900.00	
Total Other Employee Expenses	£800.00	£800.00	£800.00	£900.00	
72111 Building Services - Planned Maintenance	£1,500.00	£1,500.00	£1,500.00	£1,500.00	
72114 Building Services - Responsive Maintenance	£25,000.00	£25,000.00	£25,000.00	£25,000.00	
72131 Vandalism	£1,000.00	£1,000.00	£1,000.00	£1,000.00	
72136 Legionella	£0.00	£0.00	£0.00	£0.00	
72211 Electricity	£54,300.00	£55,600.00	£57,000.00	£58,500.00	
72214 Gas	£8,600.00	£8,800.00	£9,000.00	£9,200.00	
72317 Business Rates	£41,400.00	£42,600.00	£43,900.00	£45,200.00	
72411 Water	£11,400.00	£11,700.00	£12,000.00	£12,300.00	
72414 Sewerage Charge	£100.00	£100.00	£100.00	£100.00	
72511 Cleaning Materials	£5,000.00	£5,000.00	£5,000.00	£5,000.00	
72521 Refuse Collection	£0.00	£0.00	£0.00	£0.00	
72527 Other Cleaning Services	£0.00	£0.00	£0.00	£0.00	
72612 Grounds Maintenance - Variations	£0.00	£0.00	£0.00	£0.00	
72617 Grounds Maintenance - Other	£3,000.00	£3,000.00	£3,000.00	£3,000.00	
72711 Fire Insurance	£600.00	£600.00	£600.00	£600.00	
72712 Engineering Insurance	£200.00	£200.00	£200.00	£200.00	
Total Premises Expenses	£152,100.00	£155,100.00	£158,300.00	£161,600.00	
73111 Fuel	£100.00	£100.00	£100.00	£100.00	
73114 Repairs & Service	£1,200.00	£1,200.00	£1,200.00	£1,200.00	

APPENDIX A

73222 Car Allowances - Lump Sum	£0.00	£0.00	£0.00	£0.00
Total Transport Expenses	£1,300.00	£1,300.00	£1,300.00	£1,300.00
74111 Health and Safety	£15,000.00	£15,000.00	£15,000.00	£15,000.00
74114 Furniture and Equipment	£3,200.00	£3,200.00	£3,200.00	£3,200.00
74117 Machine Repair & Maintenance	£2,000.00	£2,000.00	£2,000.00	£2,000.00
74121 Materials For Resale	£17,000.00	£17,000.00	£17,000.00	£17,000.00
74127 General Purchases	£0.00	£0.00	£0.00	£0.00
74131 Equipment Hire	£2,200.00	£2,200.00	£2,200.00	£2,200.00
74213 Clothing & Uniforms	£600.00	£600.00	£600.00	£600.00
74335 Internal Printing	£0.00	£0.00	£0.00	£0.00
74346 External Printing	£0.00	£0.00	£0.00	£0.00
74357 Stationery	£2,000.00	£2,000.00	£2,000.00	£2,000.00
74391 Other Office Expenses	£0.00	£0.00	£0.00	£0.00
74414 Consultants	£0.00	£0.00	£0.00	£0.00
74491 Bank Fees	£0.00	£0.00	£0.00	£0.00
74492 Other Ext Provided Services	£1,500.00	£1,500.00	£1,500.00	£1,500.00
74515 Postages	£500.00	£500.00	£500.00	£500.00
74526 Telephone Calls/Data/Broadband	£1,200.00	£1,200.00	£1,200.00	£1,200.00
74537 Hardware Purchases	£0.00	£0.00	£0.00	£0.00
74548 Hardware Maintenance	£0.00	£0.00	£0.00	£0.00
74559 Software Purchases	£0.00	£0.00	£0.00	£0.00
Total Supplies & Services	£45,200.00	£45,200.00	£45,200.00	£45,200.00
	£0.00	£0.00	£0.00	£0.00
Total Third Party Payments	£0.00	£0.00	£0.00	£0.00
76131 Settlement Of Complaints	£0.00	£0.00	£0.00	£0.00
Total Transfer Payments	£0.00	£0.00	£0.00	£0.00
78611 Internal Recharges	£42,000.00	£42,000.00	£42,000.00	£42,000.00
Total Recharges/Other expenditure	£42,000.00	£42,000.00	£42,000.00	£42,000.00
TOTAL DIRECT EXPENDITURE	£442,400.00	£452,600.00	£463,000.00	£474,000.00
TOTAL DIRECT INCOME AND EXPENDITURE	£(161,800.00)	£(151,600.00)	£(141,200.00)	£(130,200.00)
77407 Cent - Human Resources	£5,300.00	£5,100.00	£4,800.00	£4,500.00
77519 Cent - Customer Services	£31,700.00	£32,600.00	£33,500.00	£34,400.00
77616 Cent - ICT	£42,300.00	£42,600.00	£43,300.00	£43,900.00
Total Support Services	£79,300.00	£80,300.00	£81,600.00	£82,800.00
78112 Depreciation Charge	£0.00	£0.00	£0.00	£0.00
78128 Revaluation Losses	£0.00	£0.00	£0.00	£0.00
Total Capital/Other Adjustments	£0.00	£0.00	£0.00	£0.00
No. Name				
71221 Supn - Reverse Cash Payments	£0.00	£0.00	£0.00	£0.00
71231 Supn - Current Service (Pension)	£0.00	£0.00	£0.00	£0.00
Total Pension Fund Adjustments	£0.00	£0.00	£0.00	£0.00
TOTAL INDIRECT EXPENDITURE	£79,300.00	£80,300.00	£81,600.00	£82,800.00
TOTAL INCOME STATEMENT	£(82,500.00)	£(71,300.00)	£(59,600.00)	£(47,400.00)



SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE

Thursday, 27 January 2022

Subject	Recruitment of Southwold Harbour and Asset Manager
Supporting Officer	Kerry Blair Head of Operations Kerry.blair@eastsuffolk.gov.uk

Is the report Open or Exempt?	OPEN
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Wards Affected:	Southwold
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Purpose and high-level overview

Purpose of Report:

To provide members with a summary of the reasons for creating a new post – Southwold Harbour and Asset Manager– to support the work of the HMC and to oversee operations in the harbour.

This report provides an overview of the current position and sets out the rationale for creating the role.

It also sets out the main responsibilities of the post, and the skills required. A Job Description is attached as an appendix to this report.

Recommendation/s:

That the Harbour Management Committee (HMC):

- Review the role and its responsibilities
- Approve a recruitment process.

Impact Assessment

Governance:

The Southwold Harbour and Assets 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:

The risk of not creating additional, dedicated capacity by appointing to this post is that the HMC does not have the ability to deliver on its priorities.

In addition, the role will provide clear leadership of, and responsibility for the day-to-day management of health and safety and compliance. This will provide additional support to the HMC in the management of risk.

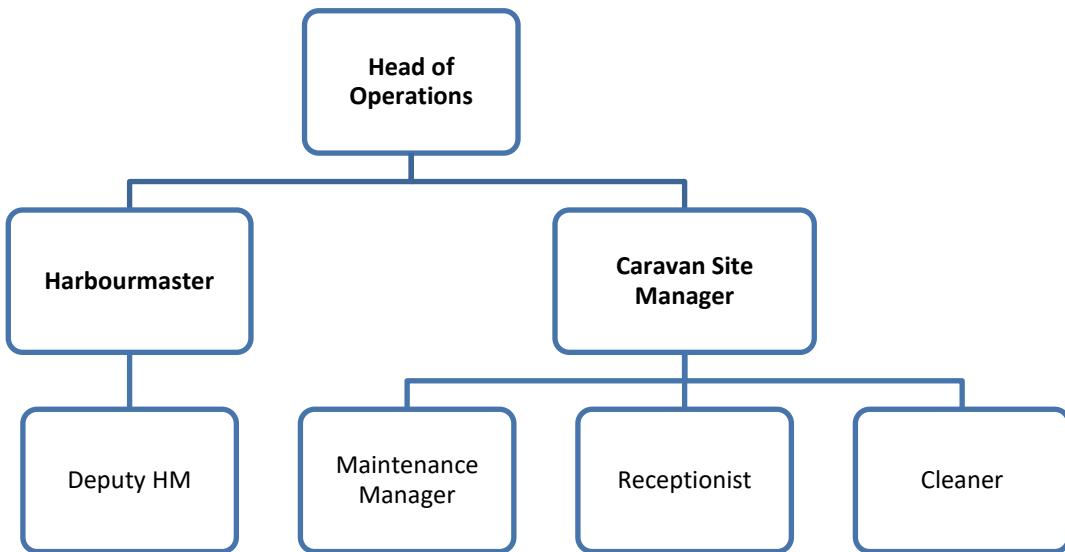
Harbour Business Plan Priorities

To be added when the plan is in place.

East Suffolk Council Strategic Plan Priorities

Select the themes of the Strategic Plan 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

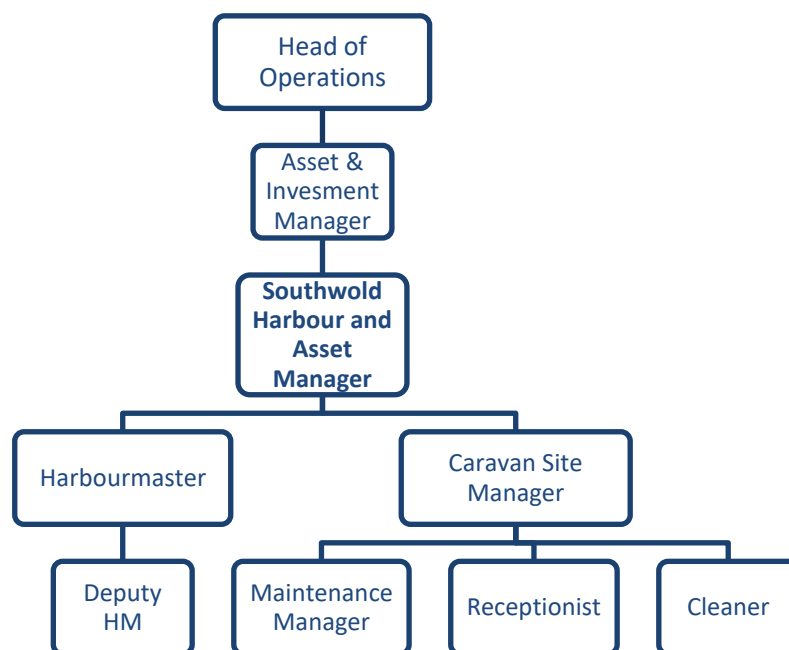
1 Background facts	
1.1	Responsibility for Southwold Harbour currently sits with the Head of Operations.
1.2	Day to day delivery of the Harbour and Caravan Site responsibilities are carried out and by the Harbourmaster, and the Caravan Site Manager. They are supported by and oversee other operational roles – set out in section 1.3.
1.3	<p>The following is a simple organisational chart showing the current structure:</p>  <pre> graph TD HO[Head of Operations] --> HM[Harbourmaster] HO --> CSM[Caravan Site Manager] HM --> DHM[Deputy HM] CSM --> MM[Maintenance Manager] CSM --> R[Receptionist] CSM --> C[Cleaner] </pre>
1.4	Under previous conditions, this was a sufficiently robust arrangement. However – several changes have occurred in the last 12 months that mean that this structure is no longer considered sufficient to meet the needs of the Harbour and to deliver on future plans.

2 Current position	
2.1	The most significant of these changes is the creation of the HMC. The HMC has created, in turn, four working groups, and a Stakeholder Advisory Group has been formed to capture the views of a wide range of local interests.
2.2	The HMC includes expert advice, with a focus on important issues such as health and safety, income growth and the redevelopment of the caravan site. This will require time and resources that exceed those currently available. The Head of Operations does not consider that the Harbourmaster or the Caravan Site Manager have the capacity alongside their existing responsibilities to deliver on these ambitions without additional management support.
2.3	The workload and responsibilities of the HMC are considerable. The Committee takes an oversight role over the Health and Safety arrangements in the Harbour, which require regular review. In addition, plans have been proposed for the redevelopment of the caravan site, and a working group has been formed to take this forward. The redevelopment of the site has an allocation of £1m of capital funding and is a major project in its own right.
2.4	Further to this, the HMC will be responsible for making decisions on how to manage a programme of engineering works in the harbour and address the risk of rising sea levels. The Harbour and Asset Manager will be responsible for working

	with members to review professional advice – and to oversee the delivery of the agreed engineering solution.
2.5	The Caravan and Camping site is an important local asset – and provides recreational use for both seasonal and regular campers, touring caravans and static caravans. The site needs a major refurbishment, which will improve provision for visitors. The Harbour and Asset Manager role provides dedicated resource to push this important project through on time, and on budget.
2.6	Finally, the HMC will be required to make decisions on how to increase revenue from the Harbour to fund these works – and oversee a successful, commercial operation.
2.7	Therefore, the staffing arrangements that have served the harbour historically need to be changed if these new objectives and responsibilities are to be met.
2.8	The Head of Operations function is responsible for delivery across the whole of East Suffolk of refuse, environmental services (street cleansing, grounds maintenance), leisure services, contract management, procurement and emergency and civil response. The breadth of this role does not allow sufficient focus on the work that is undoubtedly required in Southwold in the coming years.
2.9	The proposal set out in this paper is to create a new post that sits between the Harbourmaster and Caravan Site Manager, and the Asset and Investment Manager who reports directly to the Head of Operations. This post would be responsible for delivering the objectives of the HMC.
2.10	The council is seeking a candidate with the commercial acumen and experience to be able to both manage the harbour operation to ensure compliance with legislation, and to drive the performance of assets such as the caravan site to both improve the facility, and to maximise income.

3 How to address current situation

3.1 A revised structure would look as follows:



3.2 The Harbour Manager would have the following responsibilities:

	<ul style="list-style-type: none"> • Responsible for the overall management of Southwold Harbour Lands including the Caravan and Camping Site – including overseeing the redevelopment of the site • Responsibility for delivering the financial benefits of the caravan site redevelopment. • Responsibility for drafting – with the HMC – the Southwold Harbour Business Plan. • Servicing the Harbour Management Committee on the delivery of the objectives in the Harbour Business Plan. • Working with the Coastal Partnership East team to identify and deliver key capital and flood defence schemes, on the basis of relevant engineering reports and surveys. • Delivering on key projects – including the redevelopment of key assets within the Harbour Undertaking most significantly the Caravan and Camping Site. • Identifying additional income and optimising existing revenue streams.
3.3	<p>The Harbour and Asset Manager will manage Harbour and Caravan Site employees and work closely with the Asset Management Team, supporting the HMC on the delivery of the objectives which will be set out in the Harbour Business Plan.</p> <p>The post will work with the Coastal Partnership East team to identify and deliver key capital and flood defence schemes, deliver on key projects, and be responsible for developing strategic plans and managing budgets to identify additional income and optimising existing revenue streams.</p> <p>The successful candidate will require a good understanding of the requirements of the Port Marine Safety Code and the Guide to Good Practice on Port Marine Operations. A STCW Certificate of Competence as Master or Chief Mate and/or Harbour Master's certificate is also desirable.</p>
3.3	<p>Key responsibilities of the role include:</p> <ul style="list-style-type: none"> • Responsible for delivering the Business Plan for the Southwold Harbour Lands • Responsible for ensuring that the harbour and caravan and camping sites always comply with prevailing legislation including health and safety legislation, and the relevant sections of the Port Marine Safety Code. • In liaison with the Asset Management Team plan, direct and oversee harbour and caravan and camping sites maintenance and improvements including structures, moorings, navigation assets and leisure facilities, always ensuring compliance. • Oversee the delivery of flood defence and other capital works, in collaboration with Coastal Partnership East and any specialist advisors. • Responsible for the financial profitability and budget management. Ensuring all commercial areas are performing to the optimum potential and operating within budget. • Ensure all day-to-day Harbour operations are carried out via the Harbourmaster function.

	<ul style="list-style-type: none"> • As the Council's lead officer, attend Harbour Management Committee (HMC) meetings and Southwold Harbour Stakeholder Advisory Group meetings. Prepare reports to inform these meetings. • Liaising with Council's Corporate Health and Safety Team and Harbourmaster ensuring health and safety standards are maintained or improved, risk assessments undertaken, and staff training completed. • Overall accountability for emergency responses within harbour limits. <p>This is not an exhaustive list – but is intended to give a picture of the responsibilities of the role.</p>
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4 Reason/s for recommendation

4.1	The recommendation is that ESC commences a recruitment process for this role in February 2022, in order that the postholder is in place by the end of May 2022. This paper seeks approval from the HMC to start this process.
4.2	A job description for the post is attached as appendix A.
4.3	A draft advertisement is attached to this report as appendix B.

Appendices

Appendices:	
Appendix A	Job Description
Appendix B	Draft Advert

Job Description

Main Purpose of Job:

- Responsible for the overall management of Southwold Harbour Lands including the Caravan and Camping Site and the delivery of the Southwold Harbour Business Plan.
 - Report into the Harbour Management Committee on the delivery of the objectives in the Harbour Business Plan.
 - Working with the Coastal Partnership East team to identify and deliver key capital and flood defence schemes.
 - Fulfilling the statutory functions of the Council and managing the Harbour Master and Caravan and Camping Site functions.
 - Delivering on key projects – including the redevelopment of key assets within the Harbour Undertaking - most significantly the Caravan and Camping Site.
 - Identifying additional income and optimising existing revenue streams.
-

Our Values:

You will be expected to work in line with our values which are:

Proud - Believing in who we are, what we do and where we live

Dynamic - Transforming the future with you in mind

Truthful - Honest and clear in all we do

Good Value - Delivering outstanding services, smartly & economically

United - Whoever we work with, we work as one team

Key Responsibilities:

1. Responsible for the day-to-day management and operations of the Southwold Harbour and Caravan and Camping Sites.
2. Responsible for delivering the Business Plan for the Southwold Harbour Lands.
3. Responsible for ensuring that the harbour and caravan and camping sites always complying with prevailing legislation including health and safety legislation, and the relevant sections of the Port Marine Safety Code.
4. In liaison with the Asset Management Team plan, direct and oversee harbour and caravan and camping sites maintenance and improvements including structures, moorings, navigation assets and leisure facilities. Ensuring compliance at all times.
5. Oversee the delivery of the Capital Programme agreed by the HMC and on the basis of specialist advice.

6. Responsible for the financial profitability and budget management. Ensuring all commercial areas are performing to the optimum potential and operating within budget.
7. Ensure all day-to-day Harbour operations are carried out via the Harbourmaster function.
8. As the Council's lead officer, attend Harbour Management Committee (HMC) meetings and Southwold Harbour Stakeholder Advisory Group meetings. Prepare reports to inform these meetings.
9. Liaising with the Department for Transport, Defra, the Environment Agency and the Marine Management Organisation and other bodies on all matters relating to harbour, operations and future developments.
10. Liaising with Council's Corporate Health and Safety Team and Harbourmaster ensuring health and safety standards are maintained or improved, risk assessments undertaken and staff training completed.
11. Keeping abreast of current and proposed legislation affecting areas of operation under the Officers direct control, identifying impacts and instigating appropriate action.
12. Co-ordinating and managing such projects, investigations or particular areas of activity as may from time to time be assigned by the Head of Operations or HMC.
13. To oversee efficient harbour control with an appropriate level of enforcement to ensure the Harbour Acts, Byelaws and Regulations are observed including taking witness statements, conducting interviews under caution and attending Court.
14. Overall accountability for emergency responses within harbour limits.
15. To manage and motivate the team to ensure the smoothing running of operations and to deliver an outstanding level of customer service throughout.
16. To manage any services provided by external contractors in relation to the Harbour Lands e.g. grass cutting, landscaping, waste control, gas supply and caravan sitting etc.
17. To work unsociable hours, when required, including being on call.
18. To undertake such other duties as may reasonably be required compatible with and/or arising from those listed above.
19. To promote and adhere to the workplace values of our organisation.

Line Manager: **Asset and Investment Manager**

Responsible for: **The Harbour and Caravan and Camping Site staff**

Political Restriction:

This post is politically restricted.

Note: This is a description of the job as it is constituted at (**November 2021**) but, as the organisation develops, it may be necessary to vary the duties and responsibilities from time to time. It is the practice of the Council to periodically review Job Descriptions to ensure that they relate to the job as being performed or to incorporate whatever changes may be necessary. It is the Council's aim to reach agreement to such reasonable changes with the postholder but if agreement is not possible the Council reserves the right to insist on changes to the Job Description after consultation with the postholder.

Person Specification

	Essential	Desirable
Knowledge and Experience:	<ul style="list-style-type: none"> • A proven track record in a management/supervision role • Detailed knowledge and understanding of the role of the Harbourmaster and the workings of a busy harbour. • Knowledge and understanding of port/marine operations, including the requirements of the Port Marine Safety Code and the Guide to Good Practice on Port Marine Operations. • Proven experience of developing strategic plans based on needs assessment and delivery of required outcomes. • Previous budget management experience <p>Computer literate - experience of using Microsoft packages</p>	<ul style="list-style-type: none"> • A working knowledge and understanding of current industry issues • Knowledge of relevant legislation relating to health & safety, harbour operations and the natural environment • Experience of improving the performance of revenue generating assets • Understanding of holiday park management • Knowledge of camping and caravan site legislation
Skills and Abilities:	<ul style="list-style-type: none"> • Ability to develop and maintain effective working relationships • Excellent communication skills – ensuring that the reputation of ESC is promoted at every opportunity. • Ability to plan, organise and co-ordinate effectively • Advocate for good customer service • Proven ability to lead change 	
Education and Training:	<ul style="list-style-type: none"> • To be educated to degree level or have significant and demonstrable operational experience in a similar role • Appropriate and suitable experience gained in a marine environment 	<ul style="list-style-type: none"> • STCW Certificate of Competence as Master or Chief Mate, or equivalent • Harbour Master's certificate

Other Requirements:	<ul style="list-style-type: none"> • Ability to accommodate occasional homeworking • A commitment to own development and to supporting training and development initiatives. • Must be mobile / have access to a car to attend business meetings at other sites / locations within the district on a regular basis. • Flexible and willing to work outside of normal working hours. • To promote and adhere to the workplace values of our organisations. • Commitment to Safeguarding Children and Young People • A Commitment to the Corporate Customer Service Standards 	

Southwold & Harbour Asset Manager

£41,881 to £45,859 per annum

Permanent

37 hours per week

Based in Lowestoft or Melton (near Ipswich)

East Suffolk Council is an exciting place to work and a great place to make a real difference to people's lives, delivering vital services to a quarter of a million people across East Suffolk.

This is an ideal opportunity for an experienced manager to join our Operations Team. You will be responsible for the overall management of Southwold Harbour Lands including the Caravan and Camping Site.

You will supervise the Harbour and Caravan Site employees and work closely with the Asset Management Team, supporting the Harbour Management Committee on the delivery of the objectives in the Harbour Business Plan.

With a proven ability to lead change, you will work with the Coastal Partnership East team to identify and deliver key capital and flood defence schemes, deliver on key projects, and use your experience of developing strategic plans and managing budgets to identify additional income and optimising existing revenue streams.

With a degree in a relevant field or significant demonstrable operational experience in a similar role, you should have an understanding of port/marine operations, including the requirements of the Port Marine Safety Code and the Guide to Good Practice on Port Marine Operations. A STCW Certificate of Competence as Master or Chief Mate and/or Harbour Master's certificate would be of a distinct advantage.

Excellent communication, organisational and interpersonal skills are essential to provide professional support and good customer service. You must have outstanding organisational and project management skills.

In return, we can offer a superb benefits package including flexible working options, generous leave entitlement, discount scheme and pension scheme.

Due to the current situation with Covid-19, the majority of our teams are working from home and there are strict social distancing measures in place for the limited number of staff working from our offices. If you wish to discuss how that might impact your working arrangements if you were the successful candidate, please contact the recruiting manager listed at the bottom of this advert.

Please read the job description and person specification before applying for this job.

Southwold Harbour Management Committee

Work Programme

Induction Session 1 July 2021	<ul style="list-style-type: none"> • Lunch • Training Session • Code of conduct • ESC Overview • Harbour Tour
8 July 2021	<ul style="list-style-type: none"> • Election of Chair and Deputy Chair • Co-opted Members Allowances • Calendar of Meetings • Advisory Group – approve public notices • Harbour Undertaking and assets included
23 September 2021	<ul style="list-style-type: none"> • Establishment of the Advisory Group • Annual Report and Accounts • EXEMPT: Southwold Harbour Investment Plan – Update • Work Programme
11 November 2021	<ul style="list-style-type: none"> • Appointments to Working Groups and their TOR • EXEMPT: Review of Caravan Site Development Report • EXEMPT: Asset List • Health and Safety • Budget Monitoring Report • Work Programme • To agree date of future meeting – 10 March 2022
27 January 2022	<ul style="list-style-type: none"> • Draft Budget 2022/23 • EXEMPT: Asset Rental Summary and Proposed Future Reviews • Recruitment of Southwold Harbour and Asset Manager • To agree future meeting dates – 5 May and 14 July • Work Programme
10 March 2022	<ul style="list-style-type: none"> • Harbour Revision Order – with support from Lara Moore • Work Programme
May 2022	<ul style="list-style-type: none"> • Business Plan • Work Programme
July 2022	<ul style="list-style-type: none"> • Annual Report and Accounts • Work Programme

September 2022	<ul style="list-style-type: none"> • Work Programme •
November 2022	<ul style="list-style-type: none"> • Work Programme •
January 2023	<ul style="list-style-type: none"> • Work Programme •
March 2023	<ul style="list-style-type: none"> • Work Programme •
May 2023	<ul style="list-style-type: none"> • Work Programme •