

## SOUTHWOLD HARBOUR MANAGEMENT COMMITTEE

Thursday, 27 January 2022

<b>Subject</b>	Recruitment of Southwold Harbour and Asset Manager
<b>Supporting Officer</b>	Kerry Blair Head of Operations <a href="mailto:Kerry.blair@eastsoffolk.gov.uk">Kerry.blair@eastsoffolk.gov.uk</a>

Is the report Open or Exempt?	OPEN
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<b>Wards Affected:</b>	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 <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

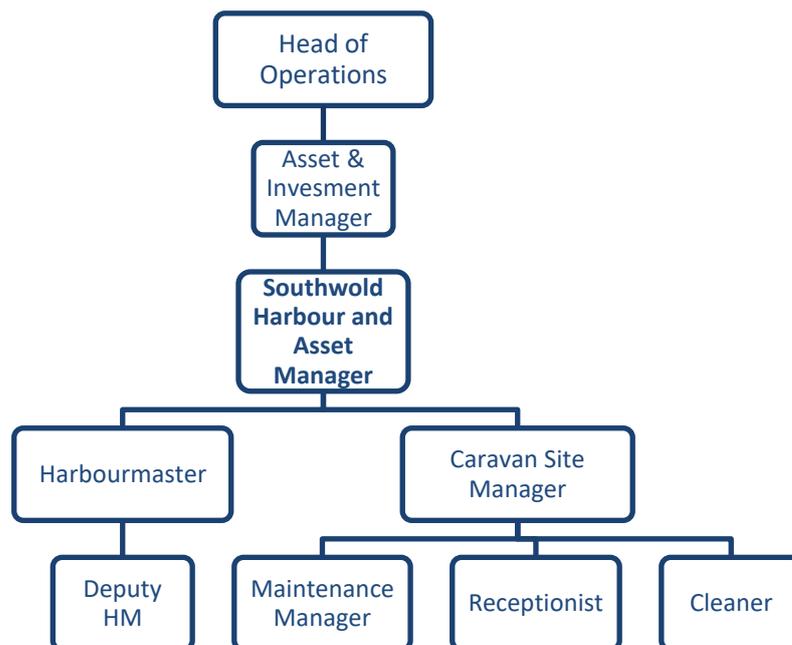
1 Background facts	
1.1	Responsibility for Southwold Harbour currently sits with the Head of Operations.
1.2	Day to day delivery of the Harbour and Caravan Site responsibilities are carried out and by the Harbourmaster, and the Caravan Site Manager. They are supported by and oversee other operational 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] --&gt; HM[Harbourmaster]     HO --&gt; CS[Caravan Site Manager]     HM --&gt; DHM[Deputy HM]     CS --&gt; MM[Maintenance Manager]     CS --&gt; R[Receptionist]     CS --&gt; 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"> <li>• Responsible for the overall management of Southwold Harbour Lands including the Caravan and Camping Site – including overseeing the redevelopment of the site</li> <li>• Responsibility for delivering the financial benefits of the caravan site redevelopment.</li> <li>• Responsibility for drafting – with the HMC – the Southwold Harbour Business Plan.</li> <li>• Servicing the Harbour Management Committee on the delivery of the objectives in the Harbour Business Plan.</li> <li>• 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.</li> <li>• Delivering on key projects – including the redevelopment of key assets within the Harbour Undertaking most significantly the Caravan and Camping Site.</li> <li>• Identifying additional income and optimising existing revenue streams.</li> </ul>
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"> <li>• Responsible for delivering the Business Plan for the Southwold Harbour Lands</li> <li>• 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.</li> <li>• 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.</li> <li>• Oversee the delivery of flood defence and other capital works, in collaboration with Coastal Partnership East and any specialist advisors.</li> <li>• Responsible for the financial profitability and budget management. Ensuring all commercial areas are performing to the optimum potential and operating within budget.</li> <li>• Ensure all day-to-day Harbour operations are carried out via the Harbourmaster function.</li> </ul>

	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> <li>• Overall accountability for emergency responses within harbour limits.</li> </ul> <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:	
<b>Appendix A</b>	Job Description
<b>Appendix B</b>	Draft Advert

## Job Description

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### 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.
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### 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

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### 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.

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**Line Manager:** **Asset and Investment Manager**

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

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**Political Restriction:**

**This post is politically restricted.**

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

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



# Southwold & Harbour Asset Manager

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**£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.