

EXETER HARBOUR BOARD

Date: Monday 25 September 2023
Time: 5.30 pm
Venue: Rennes Room, Civic Centre, Paris Street, Exeter

Entry to the Civic Centre can be gained through the rear entrance, located at the rear of the Customer Services Centre, Paris Street.

If you have an enquiry regarding any items on this agenda, please contact Sharon Sissons, Democratic Services Officer (Committees) on 01392 265115.

Membership -

Councillor Williams, R (Chair), Ellis-Jones, Leadbetter, Pearce, Read and Snow
R Eggleton, A Garratt, J Green, A May, O Michaelson and C Seddon

Agenda

1 **Apologies**

2 **Minutes**

(Pages 3 -
6)

To approve the minutes of the Exeter Harbour Board meeting held on 13 July 2023.

3 **Local Government (Access to Information Act 1985) - Exclusion of Press and Public**

It is considered that the Board would be unlikely to exclude the press and public during consideration of the items on this agenda, but if it should wish do so, then the following resolution should be passed:

RECOMMENDED that, under Section 100A (4) of the Local Government Act 1972, the press and public be excluded from the meeting for the particular item(s) of business on the grounds that it (they) involve the likely disclosure of exempt information as defined in the relevant paragraphs(s) of Part 1, of Schedule 12A of the Act”.

4 **Public Questions**

A period of up to 15 minutes is available to deal with questions relating to the business of the Harbour Board from the public.

Details of questions should be notified to the Democratic Services Manager via the committee.services@exeter.gov.uk email by 10.00am at least three working days prior to the meeting. For this meeting any questions must be submitted by 10.00am on Wednesday 20 September 2023.

5 Update on the Harbour Revision Order

To receive an update on progress towards the HRO application from representatives of Ashford's Solicitors.

6 Exeter Port Users Group Update

To receive a verbal update from the Secretary of the Exeter Port Users Group (EPUG)

7 Exeter Ship Canal and Heritage Harbour Route Map

(Pages 7 - 26)

To receive a presentation from John Monks, Chair Friends of the Exeter Ship Canal. The circulated document has also been presented to the Exeter Canal and Quay Trust.

8 Harbour Master's Report

(Pages 27 - 34)

To receive a quarterly report from the Harbour Master. (Grahame Forshaw)

9 Update of the Terms of Reference/Confirmation of the Duty Holder

(Pages 35 - 36)

To note the revised terms of reference and Duty Holder.

Date of Next Meeting

The next scheduled meeting of the Exeter Harbour Board will be held on **Thursday** 14 December 2023 at 5.30 pm in the Civic Centre.

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EXETER HARBOUR BOARD

Thursday 13 July 2023

Present:-

Councillor Ruth Williams (Chair)

Councillors Ellis-Jones, Leadbetter, Pearce, Read, Snow and Messrs Adams, Garratt, May and Michaelson

Also Present:-

Harbour Master Exeter Port Authority (GF), and Democratic Services Officer (SLS)

David Rochester– Secretary of Exeter Port Users Group

42

APOLOGIES

No apologies were received.

43

MINUTES

The minutes of the meeting held on 17 April 2023 were taken as read and signed by the Chair as correct, subject to the rewording of Minute 37, in the fourth paragraph, the wording of the final sentence to be changed to “It had been unfortunate for the Exe Water Sports Association that an open event they were holding was the following day.”

44

DECLARATIONS OF INTEREST

No declarations of discloseable pecuniary interest were made.

45

PUBLIC QUESTIONS

The following question had been submitted by a member of the public. The Chair, Councillor Williams invited Ms Jane Evans of the Exe Water Sports Association to read out her submitted question.

A premises plan will determine the Council land to be included as Harbour land in the Harbour Revision Order (HRO). Is the Harbour Board reviewing the allocation of land set out in the Supplementary Planning Document and Design Code for the Water Lane area between the canal and railway line so that essential harbour land is not allocated as development land?

The Chair responded and confirmed that there was no completed detail as everything was still at a work in progress stage.

Ms Evans asked a supplementary question citing the same request to the Board members, and the Chair reiterated her earlier response.

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EXETER PORT USERS GROUP UPDATE

The Secretary of the Exeter Port Users Group (EPUG), David Rochester presented a verbal update on the Group’s recent activities:-

- the planned visit of Anne Marie Morris, MP for Newton Abbot was cancelled due to her busy schedule, and it is anticipated the trip can be rescheduled in the autumn.
- the numbers of boats on moorings in the Estuary have not returned to pre-covid levels with over 25% of moorings being vacant. Amidst the impending HRO, and lack of evidence, there have been concerns over the lack of information relating to the future level of charges which may be imposed and which may have a further impact on the numbers of boats moored in the Estuary. Although current charging was low, the estuary may not be seen as a favourable option, with the tidal flow and relatively shallow water.
- apart from the usual problems of silting, especially in the lower river area, the EPUG had no other issues to report.

Members noted the report.

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HARBOUR MASTER'S REPORT

The Harbour Master provided the following update on his report circulated with the agenda: -

- they had successfully negotiated an arrangement for alternative accommodation for the Harbour Master's office in Exmouth, in the management offices for the Exmouth Marina.
- in respect of a Board Member's enquiry on the use of the remainder of the Buoy Store, some repairs will be made to the roof to make it weatherproof, but there will be a better use of the space overall, and the space that was currently earmarked for office accommodation will be able to be used as a drying space for their equipment.
- the patrolling regime for the waterways team was changing, with a new patrol on a Friday evening including around the Turf Hotel area. There has been an issue with the number of boats tied up on the pontoon. The team were also making every effort to engage with recreational boat users with safety advice.
- four body cams will be issued to the team later in the year, and will be a positive move in the effort to manage safety on the waterways and as an additional communication and evidence gathering tool.
- he had contacted the personal watercraft partnership and they are going to provide signage templates aimed at personal watercraft to put up at launch points. He will be making contact with East Devon and Teignbridge District Councils about obtaining permission to erect additional signage.

The Harbour Master responded to the following comments:-

- he thanked a Board Member for the reminder about the open invitation for all City Council Members and particularly Members of this Board to shadow the Harbour Patrol which offered an oversight of their role and some of the issues they faced when out on the water.
- he had not attended the recent Scrutiny Committee meeting when representatives from Southwest Water, the Environment Agency and Natural England were invited as a result of an earlier Notice of Motion to Council to answer questions from Members in relation to the water quality and use of the River Exe. The water quality and overall environment of the Estuary was something the Waterways team were very aware of along with the diverse flora, fauna and biodiversity. He added that he had been interviewed by students from Exeter University who have been carrying out a study on rivers and waterways in the south of England. There were issues relating to litter and

rubbish in the River Exe, including plastic and discarded fishing nets which could become embedded on the mud banks requiring the team to physically free off the material.

A Board Member also responded to comments made at the meeting about the water quality of the Estuary and a lack of testing. He was conscious that although there was less rubbish in the River Exe, the make-up of the pollution was different with potentially more invisible pollution, such as nitrate phosphate run-off. He noted a fellow Board Member's suggestion that the Board might consider how to progress issues relating to the Estuary, however encouraging the Environment Agency, as the testing enforcement body to carry out testing was not within the remit of the Harbour Board or even the City Council. He hoped however, that they could use every possible opportunity to engage with Southwest Water in relation to the river.

Members noted the report.

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HARBOUR REVISION ORDER UPDATE

The Harbour Master reported that he had been working with the Council's Estates team on a mapping exercise of the Council's harbour land, which included eleven miles of the Estuary to the coast to put together a Port Premises plan as part of the Harbour Revision Order (HRO) submission.

The Harbour Master responded to the following comments:-

- there were varying issues with active points along the Estuary. He was aware that an electronic version of a map which indicated waterline development land had been circulated by a Board Member but advised that the detail of the mapping exercise had not been agreed. The profile of the latest HRO application had been raised but no decisions would be made without very careful consideration and consultation.
- a request for discussion on the Harbour land at the next meeting was noted.
- following a number of Board Member's suggestions, he would collate some information, communicating the reasoning and benefits as well as what a HRO will mean for everyone, to help provide a focal point of contact, and manage expectation in advance of the consultation and publish that detail on the Council's web site.
- any charging principle in association with a HRO to be levied by the Council would be included in the consultation exercise and would be considered by the Council's Executive.
- although future charging charges was a valid concern for some users of the waterways, and the future consultation would offer an opportunity to seek public comments on such matters and future use, the primary purpose of the HRO was to work towards compliance of the Port Marine Safety Code. Exeter was a municipal port and the Council would always have to offer support including funding, and any charges that might or might not be levied would make a contribution towards its upkeep.

A Board Member welcomed members of the public at the meeting, but as it was not possible for some who were visitors as well as residents to attend and he suggested that opportunities to attend or hold information events about the Estuary and the HRO at locations on the periphery of the Estuary be explored to further opportunities for attendance.

The Chair confirmed that representatives from Ashfords would attend the

September meeting and provide the latest update on progress.

Members noted the report.

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APPOINTMENT OF NEW MEMBERS OF THE BOARD

The Chair advised that following an advertising campaign for two External Board Members vacancies, she was pleased to be recommend two successful applicants for appointment, Jane Green and the reappointment of Richard Eggleton. Their applications had been paired against a review of the skills and knowledge of the current Board members. Satisfactory references had been received.

Members noted that Jane Green and Richard Eggleton had been appointed for three year period up to June 2026.

The Chair advised that the meeting would need to be moved into Part 2 in order to discuss the approach to dealing with a further vacancy on the Board.

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LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT 1985) - EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting during consideration of the following items on the grounds that it involved the likely disclosure of exempt information as defined in paragraph's 1 and 2 of Part 1, Schedule 12A of the Act.

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HARBOUR BOARD MEMBERSHIP

The Chair reported that following the resignation of Simon Adams, due to pressure of work and other commitments, she sought Members views for pressing ahead and recommending a further candidate for appointment so as to be able to invite the new Member to the September meeting. A further candidate was deemed suitable and was put forward for Members consideration. The Chair provided the profile and experience of the candidate. The Democratic Services Officer would make contact with him and confirm the Board's support to confirm the appointment subject to the candidate's satisfactory references being received. The appointment would be made until June 2025.

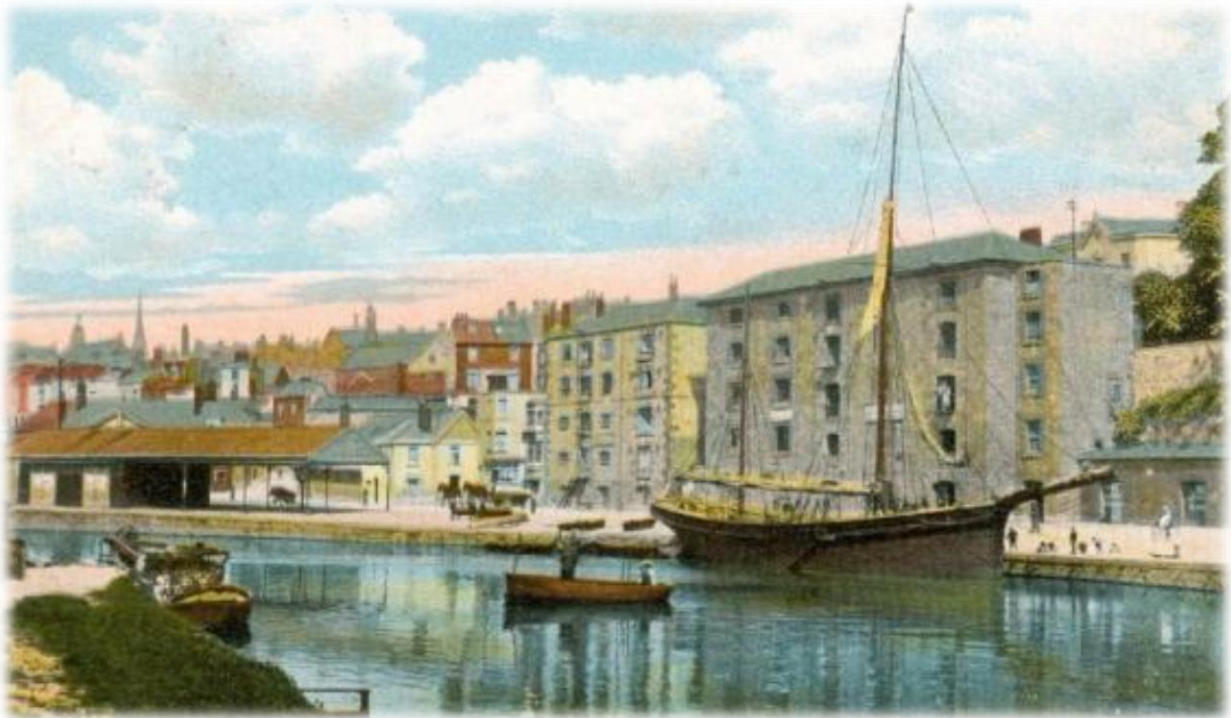
The Chair and Members thanked Mr Adams for his contribution over the last two years of membership and supported the Chair's recommendation for an appointment to replace Mr Adam's position on the Board.

(The meeting commenced at 5.30 pm and closed at 6.30 pm)



Exeter Ship Canal and Heritage Harbour Route Map

Greenwood Projects



A sustainable waterway and harbour-side for Exeter now and in the future, providing benefits for the community, boat users, businesses and visitors.



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Exeter Quay - an increasingly popular destination, but with the potential for so much more, both within the city and along the canal.

What the Heritage Harbour Route Map is about

The purpose of the Route Map is to propose complementary aims and activities that can be endorsed by Exeter City Council, Exeter Harbour Board and Exeter Canal and Quay Trust as a route to regenerating Exeter Ship Canal and Basin and reviving their maritime heritage.

It builds on the opportunities of the waterway and its existing infrastructure and access to the sea; and particularly on the Heritage Harbour status granted to the canal and basin by the Maritime Heritage Trust and National Historic Ships UK in 2021.

The Route Map's approach

The general aims of the Route Map are to:

- Set out interlocking projects, activities and improvements to take the canal and basin forward to achieve their potential as a leading heritage inland port and improve the level and range of activity centred on the canal and basin
- Enhance community and visitor appeal through supporting working maritime and heritage revival, including the docking and restoration of historic vessels, return of traditional maritime skills and crafts, and a wider range of activities and opportunities for all on and off the water
- Place maritime activity and Exeter's maritime heritage firmly on Exeter's programme of events and culture
- Put Exeter back on the wider maritime map through networking with boat owners, boat builders and maritime heritage groups
- Become an exemplar of the Heritage Harbour scheme.



*For centuries, the harbour provided the basis for much of Exeter's prosperity.
Our vision is for it to once more be a major contributor to the city's economic*

The Route Map is not intended to be a ‘shopping list’ but a tool for looking forward. It does not imply that contexts, needs of customers, and technical and environmental issues will not change—but it does indicate that the proposals have potential that should be explored.

It adopts a realistic and responsible approach. It does not recommend major at-risk capital investment but that at each stage evaluation and a satisfactory business case should feed into projects of varying sizes. Establishing priorities is therefore a critical first step towards implementing any part of the plan.

Slow burns and quick wins

The Route Map’s approach is also to treat the waterway as a whole. It combines the long term with the short term to ensure that proposals complement each other and none exists in isolation.

This is achieved through a mixture of larger ‘slow-burn’ projects and smaller, highly visible ‘quick-wins’ that can bring appreciable results relatively quickly. It means there will always be something happening on or near the water.

All the projects are designed to continue to yield benefits over time.

The benefits of focusing on the added dimension the water brings to cities can be seen in other examples, notably Bristol, where projects to regenerate Underfall Yard (<http://underfallyard.co.uk>) as part of an overall maritime revival brought new life and vigour to what was a largely a redundant corner of the Floating Harbour.

The Exeter Heritage Harbour Route Map will lead to a sea-change in perceptions of, and connections with, the water for Exeter’s residents and visitors through the renewal of maritime life on the canal and basin. *Not just a Heritage Harbour—a Heritage Harbour for today and tomorrow.*



Underfall Yard in Bristol is an exemplar project, showing how a heritage facility can make a major contribution to economic revival. Traditional skills are allied with an intriguing and popular tourist destination.

How the Route Map came about

The Route Map was commissioned by Exeter Canal and Quay Trust (ECQT) after the Friends of Exeter Ship Canal secured Exeter's nomination as a Heritage Harbour. The brief contained two strands which became woven together:

- Consideration of the practicality of hosting a traditional vessel in the harbour area;
- A framework for taking forward plans for maritime and heritage revival of the canal and basin and for commercial projects of varying sizes, paying attention to the best of other heritage harbour schemes.

After advertisement and tendering, Nicola Dyer of Greenwood Projects was appointed as consultant to produce the report.

The project was overseen by the Exeter Heritage Harbour Group (EHHG), an informal subgroup of ECQT encompassing views from within Exeter City Council, ECQT and the Friends of Exeter Ship Canal. Its members were Jon Bell and Roger Johnson, independent ECQT trustees; Anna Gilroy, ECQT Programme Co-ordinator; Cllr David Harvey, then City Council portfolio holder for waterways and an ECQT board member; John Monks, Friends of Exeter Ship Canal (who secured the Heritage Harbour nomination); and Grahame Forshaw, Harbour Master. Cllr Harvey chaired the group. Subsequently Cllr Ruth Williams succeeded Cllr Harvey as portfolio holder and Jon Bell took over as EHHG chair. Nicola Dyer submitted regular drafts and was in frequent contact with EHHG. The final draft was edited by John Monks.

Taking the Route Map forward

Given its make-up, EHHG was able to take account of different perspectives. However it is not assumed that it represents the eventual mechanism for going forward. The body to take the Route Map forward needs to be able to channel ideas and activities as well as to review and measure progress and achievement. For this reason, agreement on EHHG or its successor to lead on promoting the Route Map will be fundamental to progressing it.

Such a body and its members will also have leading parts to play as 'heritage harbour champions' in developing the heritage harbour concept locally and contributing to shaping the national and emerging regional heritage harbour networks.

Whatever EHHG's make-up, the future of Exeter's waterways will always be concerted effort that includes the statutory and official bodies, users, communities and businesses who all have a stake in its success.

A further question relates to funding. In order to attract external funding, in particular towards higher-value projects (for example, from the National Lottery Heritage Fund), it is important to demonstrate that the applicant organisation cannot fund the works themselves. The advantages of creating in due course a specifically heritage harbour-focused organisation in terms of fundraising should also be considered.

The effect of covid-19

The world has changed post-pandemic, and that applies across all aspects of life. The maritime world has seen rapid change and maritime heritage bodies of all types are looking to diversify, grow and change—as is the High Street, the tourism sector, businesses, and people in their private lives as

residents and citizens. If access to open spaces and water was important before 2020, it is even more so now as people place greater emphasis and value on outdoor and cultural pursuits as means to promote mental and physical health and well-being. Reviving Exeter's relationship to its waterway couldn't come at a more challenging or exciting time.

What the Heritage Harbour designation means

The Heritage Harbour designation for Exeter Canal and Basin came as a result of conversations between the Friends of Exeter Ship Canal and the Maritime Heritage Trust (the late Brian Corbett). The Trust, together with National Historic Ships UK, originated the Heritage Harbour concept.

- **Maritime Heritage Trust** (maritimeheritage.org.uk) is the only national membership body for maritime preservation, with its origins in The Maritime Trust created in 1969. It campaigns for a better deal for historic ships and to keep them working, and represents the UK on the European Maritime Heritage organisation.
- **National Historic Ships UK** (nationalhistoricships.org.uk) is a government funded, independent body that advises the UK governments and local authorities, funding organisations and the historic ships sector on all matters relating to historic vessels in the UK and their importance as part of our heritage. It also addresses support infrastructure for historic ships, their potential in the wider economic, social and community context, and maintains a watch list of vessels abroad with UK significance.

The booklets *Making the Canal Matter Again to Exeter* and *Exeter Harbour: A New Outlook for Exeter Canal Basin*, published in 2020 and 2021 by the Friends of Exeter Ship Canal (friendsofexetershipcanal.co.uk), comprehensively outline the possibilities for the canal and basin as a working Heritage Harbour. They make the recommendation that ECQT and the City Council should work together towards promoting and achieving common objectives.

Brian Corbett of MHT gave an introductory talk in March 2022 to the Heritage Harbour Group on the aspirations of Heritage Harbours and what the designation entails in practical terms. This will be expanded at a later date to a wider presentation to a comprehensive breadth of stakeholders.

Heritage Harbour is not yet a statutory designation, nor were there many previous examples for reference. Exeter's was only the fourth nomination since the scheme was established – which was a recognition of Exeter's potential. MHT and Historic Ships UK are setting up a nationwide group to promote the development of heritage harbours.

Vision statement and key objectives of the Heritage Harbour scheme

Drawing on similar initiatives in Europe, we seek to recognise the value ageing ports and harbours still have today. Often located in urban areas, there is potential to breathe new life into existing historic buildings; moorings; maintenance facilities; and waste land. We think that a 'Heritage Harbour' should reflect the story of an area's maritime heritage; offer a safe haven for local and visiting historic vessels; and connect with the local community.

Details on the National Historic Ships UK website, <https://nationalhistoricships.org.uk>

A key feature of the Heritage Harbour ambition for Exeter is its commitment to the long-term evolution of a busy working harbourside for the city rather than a series of one-off promotions.

Exeter Heritage Harbour in context

Supporters of maritime heritage and owners of historic and traditional vessels, who were contacted through National Historic Ships and Maritime Heritage Trust, have already shown considerable enthusiasm for the physical, cultural and operational advantages of Exeter Ship Canal and Basin.

The waterway benefits from

- accessible and secure sites for restorations and re-fits, and calm moorings
- recognition of the potential for bringing new life to the harbourside and maintaining the operational capacities of the canal
- generally well-cared for stock of historic waterside buildings, although predominantly in non-maritime use
- infrastructure such as locks and banks in generally good condition
- multiple committed stakeholders including users, businesses, water sports and residents, who care deeply for the future of the area and activity on the water.

But to secure the potential for the future and make the most of maritime revival, these advantages will have to be improved, diversified and promoted collectively.

The number and variety of stakeholders, and the various strategies and visions put forward officially and otherwise for the canal and basin, mean that the single most challenging aspect of the Route Map is to arrive at a direction that a) succeeds in meeting as many as possible of the key aspirations; and b) lays out a method for achieving this flexibly enough to be realistic and allow for sufficient review. So one of the immediate actions necessary is to establish commonly accepted aims in terms of the specific projects to underpin the Heritage Harbour.

The way of the Route Map is therefore to:

- Achieve agreement on a structure for ongoing monitoring and responsibility for promoting the Route Map's aims
- Identify projects, improvements, initiatives and activities that will establish and maintain a working and active heritage harbour
- Support delivery of short and long term projects, promotion and evaluation, including addressing funding and building partnerships as required
- Establish channels of communication and consultation with those with responsibility for the waterway and other stakeholders
- Suggest a timescale and overall strategy for achieving all these.

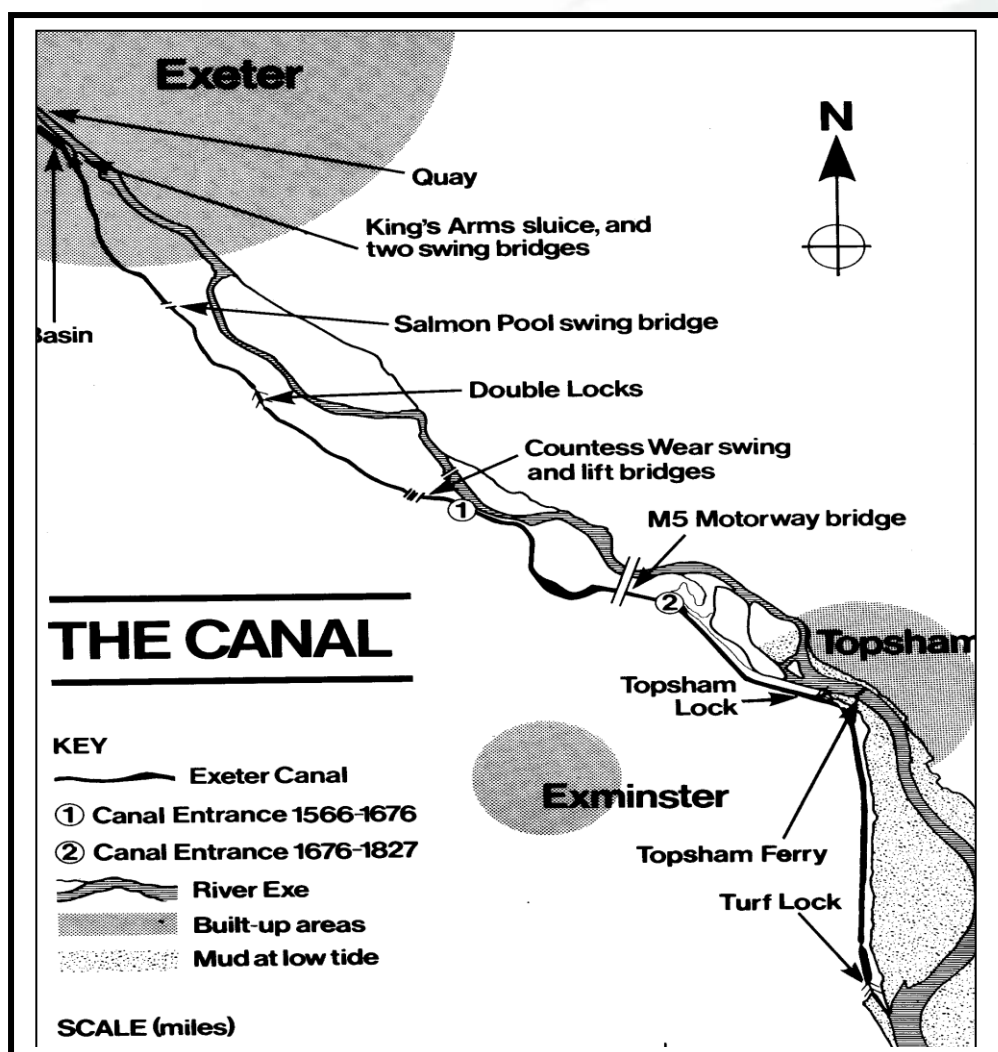
Smaller projects

It is likely that smaller, short-term projects towards promoting and consolidating the Heritage Harbour will be more activities-based. They can often inform and strengthen the business case for larger schemes through acting as trials of larger-scale activity and are a good way also of trialling partnerships with external organisations with a view to building long-term relationships and outcomes.

Running smaller projects engages communities, users and stakeholders by bringing in their expertise, knowledge and acumen as advocates of the Heritage Harbour, as well as canvasses visitor feedback. Partnerships with special-interest maritime networks will contribute towards raising the profile of Exeter nationally as a Heritage Harbour and create working momentum (i.e., the 'provide it and they will come' approach).

The Heritage Harbour area

The extent of the Heritage Harbour designation is not formal in the sense, for example, a conservation area is, i.e. there are no firm boundaries to what is and is not included. The canal & basin (named in the designation) make up the heart of the Heritage Harbour. However, given that the estuary and harbours of the River Exe as far as the sea off Exmouth combine with the canal and the quayside to make up the Port of Exeter, the designation is also to be understood in terms of this wider area.



Its geographical extent is considerable and the opportunities legion. Through focussing on the central City area, wider benefits will also be felt and the potential of the whole can be explored and opened up.

Consultation and working with others

The Route Map is a 'direction of travel'. Progress entails the need for detailed consultation. Consultation and feedback are win-win processes in taking the Route Map forwards. They are the route to winning hearts and minds for initiatives and changes; and the way to learn from and

harness others' knowledge and experience of the waterway.

The maritime sector is changing. By being involved in maritime networks, such as National Historic Ships' Shipshape Network, Exeter Heritage Harbour will not only become known as an active player but can also respond to opportunities that arise.

Investment of time and resource will be required at this end, highlighting the importance of willingness and commitment among users, stakeholders and volunteers to see the waterway thrive.

Inclusion of ECQT's Programme Co-ordinator as a member of the Exeter Heritage Harbour Group enabled a collaborative link with ECQT events. Assuming that the group continues to exist in some form beyond the production of this Route Map, continuing engagement with officers of the City Council and ECQT will ensure cross-referencing across departments and reduce the risks of missing key inputs.

Stakeholders and user groups are critical to the future also. They are an extremely broad group overall. The heritage harbour ambition is to include businesses, communities and amenity groups in those who are engaged and informed supporters of, and contributors to, the waterway's revival.

All this underlines why efficient communications and promotion are essential, both generally to keep the whole stakeholder network and the public informed, but also, in more depth, as specific projects are put forward. The scale of consultation may be extensive or limited to a narrower field. There are particular activities in the Route Map that will require very specific engagement with a stakeholder community. They include sail cargo to bring goods by water to Exeter, which requires the participation of local businesses in order to be successful.

The Route Map in detail

The Route Map's aim is to bring about a busy, vibrant and well-promoted waterway and harbourside for Exeter that looks to the future, is an environmentally sustainable contribution to net zero, and will deliver an improved asset full of benefit and interest for all.

Maritime heritage is part of Exeter.

The Route Map will be useful as long as it is seen as a live document that sets a general direction. It is to be consulted, reviewed and adapted as opportunities evolve, partnerships grow, and different challenges arise.

It is not restricted to the possibilities it outlines. As such, the Route Map marks the start of maritime tradition returning to Exeter and a working renewal of its waterway heritage.

How the proposals are set out

The Route Map sets out, for each proposal, a project description and an indication of timescale and priority. It includes projects for the short (0-3 years), medium (3-10 years), and long (10-20 years) terms. Every project will take into account evaluation of previous activity, as well as new opportunities, emerging partnerships and changed circumstances.

Rather than dividing projects into short, medium, and long-term, the timescale of each is considered within the whole lifetime of the Route Map (i.e., 0-20 years).

There is a suggestion for a paid Co-ordinator role to be included in the first short-term period of the Route Map if this resource is fundable and could support progress. The creation or otherwise of the role will be a decision at the start of the Route Map. Progress is not dependent on appointing paid staff but the inclusion or otherwise of the role will determine the level of voluntary resources required.

| | Project/Activity | Description | Timescale |
|---|------------------------|---|--------------------|
| 1 | Heritage Harbour Group | <p>Establish a framework for taking the Route Map forwards, reviewing progress and updating the programme.</p> <p>Establish a dedicated body (either the existing Heritage Harbour Group or another) to undertake this. This is fundamental to the timetable and resource with which the Route Map can be progressed.</p> <p>Establish channels of communication with Exeter City Council, the Harbour Board and Harbour Master, ECQT and other stakeholders, users and communities.</p> <p>Consider a fixed-term co-ordinator post to develop initial ideas and sources of funding.</p> <p>Consider how volunteer resources could be used in support of the Route Map and Heritage Harbour objectives.</p> | Immediate; ongoing |
| 2 | Communications | <p>Prepare a communication plan to win ‘hearts and minds’ and keep all interested parties engaged and informed about the Route Map’s projects and progress.</p> <p>Use all available media as well as an ongoing email ‘postbox’ to gather ideas.</p> <p>Integrate communications with releases from other stakeholders.</p> | Immediate; ongoing |
| 3 | Networking plan | <p>Prepare a networking plan to ensure that the Route Map and the aims of the Heritage Harbour are introduced, explained and represented in a co-ordinated way.</p> <p>Use networks to maintain and create contacts and partnerships</p> | Immediate ongoing |

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| | | <p>within Exeter and outside.</p> <p>Use networking to increase the reputation of Exeter as a proactive maritime destination and place to visit.</p> | |
| 4 | Promotion | <p>Consider and consult on how the Heritage Harbour and its attractions for all can be publicized and promoted locally, regionally and nationally.</p> <p>Set up a framework for co-ordinating and reviewing comprehensive and targeted promotion of the canal and basin and boatyard and maritime facilities.</p> <p>Investigate the case for reduced fees to attract traditionally built and heritage vessels.</p> <p>Investigate and consult on the resource and funding implications of a dedicated website to underpin promotion with up-to-date information and timetables for using and visiting the canal and basin, heritage harbour attractions, visiting historic boats, convoys and other events.</p> <p>Promote Exeter through taking a leading role in developing the heritage harbour concept at all levels.</p> | Immediate ongoing |
| 5 | Bring forward proposals for returning waterside buildings to waterway-related use | <p>Liaise with ECQT over the potential for a review of lettings policy to encourage maritime activities and businesses.</p> <p>This includes flexibility for spaces for maritime pop-up and short-term uses.</p> | Immediate ongoing |
| 6 | Historic vessel restoration at the East Quay of the basin | <p>Aim to consolidate quickly a highly visual, spirit-of-place element of traditional boatbuilding/restoration at the basin.</p> <p>Develop detailed proposals for restoration to be carried out on an historic vessel on the East Quay of the basin in 2023-2024.</p> | 2023 – 2024 Ongoing thereafter |

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| | | <p>Establish, and consult on, a plan to implement the proposals.</p> <p>Other aims and outcomes:</p> <ul style="list-style-type: none"> - attraction of long-term residencies of traditional boats overwintering or working out of the basin; - building partnerships with owners, funders and marine-related businesses, employers and training providers; - recognition of the potential for education, training and work opportunities; - connect with people through events and trips and visits on board. | |
| 7 | Prepare a small project relating to the historic crane on the basin's East Quay | <p>Develop a detailed and funded restoration/conservation project for the historic crane on the basin's East Quay which will also see it part of an ongoing programme of interpretation and community heritage engagement.</p> <p>Involve schools and other groups in developing the project.</p> <p>Progress will be dependent on a viability study to establish if relocation is desirable/ feasible.</p> | Short to medium term |
| 8 | Attract boat building to the canal and basin, especially projects by newly established boat builders | <p>Identify and investigate possibilities for making spaces, including workshops, available on favourable short-term and longer lets for emerging boat builders, especially boat building academy graduates, and for one-off projects.</p> <p>Include community engagement and craft and skills demonstrations in return.</p> <p>Consult and liaise with established boat builders and boat building academies and with further education providers.</p> | Immediate, medium and long term project |
| 9 | Firmly position the Heritage Harbour and Exeter's maritime revival on the cultural map of Exeter | <p>Consolidate the message that a working maritime heritage is part of Exeter.</p> <p>In liaison with other programmes and organisations, co-ordinate regular and frequent small-scale and complimentary events—walks, shanty singing, demonstrations of maritime crafts, visiting vessels, children's activities—to tie in with existing attractions such as</p> | Ongoing programme |

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| | | <p>Heritage Open Days.</p> <p>Contribute maritime themed talks, displays and events to others' programmes, such as at the Custom House and in association with schools, clubs, interest groups and local theatrical companies.</p> | |
| 10 | Celebrate the harbour and canal with larger festivals on and off the water | <p>In addition to the small-scale activities above, consult on an annual or bi-annual Canal and Harbour Festival, Cavalcade or Carnival to become a major city and regional attraction.</p> <p>Investigate resource and funding implications.</p> | When resources allow |
| 11 | Bring in visiting historic and traditionally built vessels | <p>Attract historic and beautifully crafted traditional vessels to berth, re-fit or undergo restoration. Research whereabouts of suitable vessels needing a harbour and initiate discussions with vessel owners in liaison with the Harbour Master.</p> <p>Consult on the case for increasing the attractiveness through reductions in fees, accompanied by targeted, competitive marketing.</p> <p>Encourage engagement with the public and specialised interest groups during a vessel's stay.</p> <p>Build long-term relationships and partnerships with vessel owners and with maritime heritage organisations, e.g. Shipshape.</p> <p>The aim is to build momentum and promote Exeter as an exciting 'new' maritime destination.</p> | Immediate ongoing |
| 12 | Host conferences | In conjunction with National Historic Ships UK, host a South West regional conference and networking event. | Occasionally |
| 13 | Feasibility studies of canalside sites for marine activities | <p>Identify sites adjoining the canal suitable for operational uses such as boat yards, slipways, cramage, boat building, lay-up and re-fit, managed short and long term berths, and 'green' holiday/visitor moorings, and explore their feasibility and business potential</p> <p>In consultation and liaison with principal stakeholders, undertake</p> | Ongoing |

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| | | <p>feasibility appraisals and develop business cases.</p> <p>Explore funding to carry out such appraisals.</p> | |
| 14 | A canal management, information and community hub at the basin | <p>Undertake a feasibility assessment for a welcoming, accessible Harbour and Canal Centre and hub at the basin to replace the present canal office for management and information for visitors.</p> <p>Facilities such as toilets, showers and waste disposal from boats should be integral to the scheme.</p> <p>Flexible space for community-inclusive activities such as a studio/gallery and meeting room should be included.</p> <p>Services available at the Canal Centre should be supported by a dedicated canal website (see Promotion above).</p> | Begin as soon as practical |
| 15 | Establish the contributions the waterway can make to net zero | <p>Consider and consult on a viability study to establish the place of the canal and harbour in a net zero future that will bring sustainable benefits to people's well-being and Exeter's economy.</p> <p>Investigate funding for the study or studies.</p> <p>Encourage schemes for: more boats to be electrically powered; adequate numbers of charging points; conversion of organic port waste to bio fuel; zero emission freight carriage, e.g., through sail cargo schemes; berths for 'green' holiday moorings; and promotion of electrically powered water transport, taxis and pleasure boat trips.</p> | Ongoing |
| 16 | Ongoing evaluation and periodic review | Build in ongoing evaluation and carry out reviews of progress at least every six months to maintain the momentum of the Route Map. | Ongoing |
| 17 | Topsham Lock mini-hub | Develop as soon as circumstances allow a proposal for a canal mini-hub at Topsham Lock, centred on a sound plan for Topsham Lock Cottage that combines operational use by the Harbour Master's | As soon as practical |

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| | | <p>staff, involvement of volunteers, and a base for the council-run Topsham Ferry service.</p> <p>Investigate funding for the secure conservation of Topsham Lock Cottage.</p> <p>Features of the mini-hub would include heritage and environmental interpretation; educational and bird watching visits by boat; carbon zero holiday moorings; berthing on the east bank of the canal.</p> <p>Investigate and consult on the viability and advantages of restoring Topsham Lock. This to include the possibility of large-scale funding, and the involvement of organised canal restoration volunteers, such as through the Inland Waterways Association (IWA).</p> | |
| 18 | Prepare for increased headroom beneath the bridges over the canal at Bridge Road (A379). | <p>Maintain all possible pressure to secure increased headroom beneath the moveable bridges over the canal on the A379 that will allow more boats to navigate the canal and reach the heritage harbour without the bridges needing to be opened.</p> <p>Monitor and liaise over the progress of Devon County Council's funding application to the Department for Transport to replace the bridges.</p> <p>Promote the safety and environmental benefits of the scheme to pedestrians, cyclists and traffic.</p> <p>Draw up and consult on ways to prepare in advance for the outcomes of this 'game-changer' for canal navigation (see also Waterborne Freight, No. 23 below).</p> <p>Ensure no new fixed bridges are built over the canal (see No. 21 below).</p> | Immediate ongoing |
| 19 | Bridges and locks to be electrically operated | <p>Consider and consult on the feasibility and advantages of upgrading existing bridges and locks from manually to electrically operated to aid navigation and boater-operation.</p> <p>The costs involved would make this a long-term project better</p> | Ongoing |

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| | | <p>achieved a step at a time. Initial consideration of the desirability will be beneficial, especially if new bridges are planned across the canal.</p> | |
| 20 | Slipways | <p>Investigate new slipways that would be beneficial for attracting new traffic to the canal and basin.</p> <p>Slipways for access in and out of the canal for vessels of all sizes are generally inadequate or non-existent. The current basin slipway is not fit for purpose.</p> <p>Make an immediate start on an audit of slipways and access points on the canal to identify requirements, potential locations and the business case. Consult fully with users and stakeholders. Develop proposals including options for funding and construction carried out by volunteers, e.g., through the IWA.</p> <p>A facility such as a patent cradle slipway could draw vessels and skills to the area. This would be a major investment for which clear need and project viability would have to be demonstrated.</p> | Immediate start then ongoing |
| 21 | Cranage | <p>Cranage in and out of the water is essential to bring vessels to the harbour for re-fit, restoration and lay-up. It is also essential for removal of unsafe vessels or in emergencies, e.g., a boat sinking.</p> <p>Make an immediate start on an audit of current and potential cranage sites in order to assess requirements and develop proposals and timescale.</p> <p>Consult on flexible arrangements such as crane pads.</p> | Immediate start, then ongoing |
| 22 | Waterborne freight: passenger, leisure and cargo | <p>Make the gradual return of low carbon impact waterborne freight a focus of Exeter's waterway revival.</p> <p>Promote the commercial, cultural and tourist attractions for the harbour and the City's image of waterborne cargo, passenger, leisure services.</p> | Ongoing |

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| | | <p>Begin consultations to establish enthusiasm among existing operators, local outlets and producers, and stakeholder and community groups.</p> <p>Initial opportunities include local supplies for markets and catering establishments to be landed at the basin, and landing of shellfish on certain days. Investigate the potential for sail cargo schemes to deliver cargo from further afield, zero carbon, to Exeter.</p> <p>Investigate options for public transport including combined bus and ferry tickets.</p> <p>Consult on and explore the immediate and longer-term feasibility of water bus/water taxi services on the length of the canal, with hop on–hop off points including for Marsh Barton railway station and the Topsham Ferry.</p> | |
| 23 | Strengthen links between the heart of the city and the waterway. | <p>Consult and offer input to plans to improve connectivity, signage and public transport between the city centre and the quays and waterway.</p> <p>An integrated, well-signed and accessible route from the centre would help ‘unlock’ access to the waterside.</p> <p>Generate maritime heritage input to basin and quayside circular walks; longer day-trails via canal, river and paths; and cultural events and activities for families and children.</p> | Ongoing |
| 24 | And a reminder ... | That living near a regenerated urban canal is good for life expectancy, mental and physical health, interest and engagement, and all-round fitness and well-being. | Always |

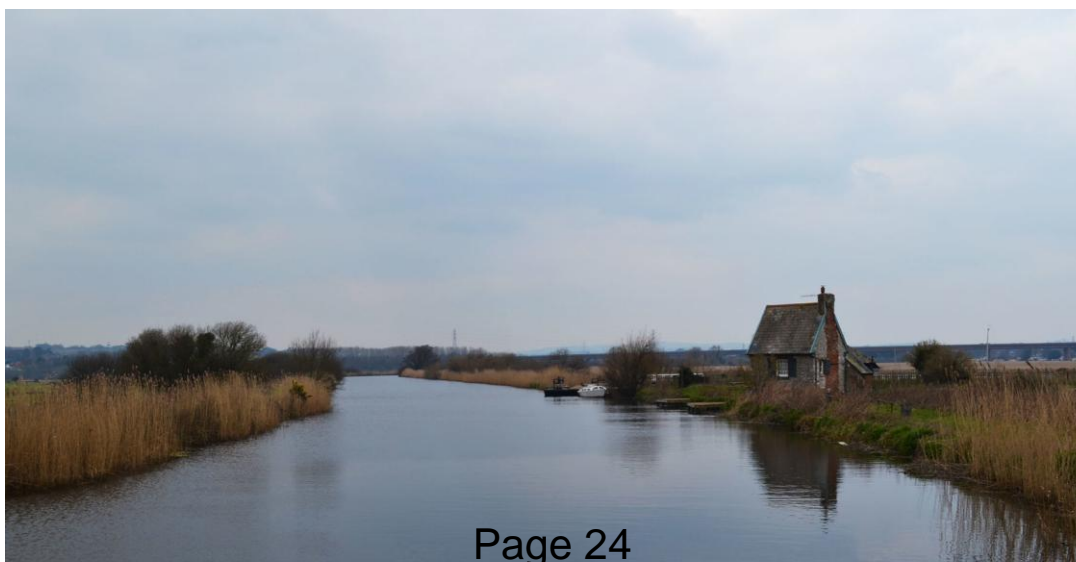
Summary of next steps

First priorities

The Route Map's aim for a working and varied Heritage Harbour will take time and critically resource for EHHG to progress. It will require a focused mindset, as well as an open-mindedness that can take the considerable knowledge and enthusiasm of existing stakeholders and harness them so they can better support and promote the concepts of the Route Map.

An initial list of priorities is summarised below:

- A Establish the future make-up of Exeter Heritage Harbour Group and its channels of communication with Exeter City Council, Exeter Harbour Board and ECQT** – this is critical to agreeing priorities, execution, consultation, and maintaining momentum in order to develop ideas contained in the Route Map.
 - B Develop initial priorities:**
 - i Trial Harbour Festival 2023** – trial a range of lively waterside activities and initiate relationships with owners of historic and traditional vessels as well as gain opportunities for feedback and evaluation.
 - ii Investigate** the potential for a vibrant hub for canal management and community and visitor involvement and information at the heart of the basin.
 - iii Historic and traditional vessels visits and moorings** – that will add interest to the canal and basin, and build relationships with vessel owners, in particular those wishing to develop a longer-term partnership.
 - iv Traditional vessel restoration** – to contribute to the development and promotion of traditional maritime skills and potential apprenticeship schemes; create visible dynamism throughout the harbour and in particular pursue development of the basin's East Quay as a traditional vessel restoration site; and to attract vessel owners, businesses and heritage organisations to Exeter canal and basin and the wider area.
- Topsham Lock Cottage** – support and contribute as required towards a sound and appropriate business plan for the cottage, taking into account the ongoing conservation requirements of the building, its use by the Harbour Master's staff and the council-run Topsham Ferry, and the contribution of volunteers.



- vi **Waterside lettings policy review** – urge ECQT to consider and implement a plan for maritime businesses at the basin, as well as for facilitating short-term ‘pop-ups’ for maritime uses or traditional skills or similar.
- vii **Review proposals for development** – by identifying and advising on proposed developments that might impinge on the Heritage Harbour and the Route Map’s proposals and aims.

The first consideration: Exeter Heritage Harbour Group

The first consideration is the Exeter Heritage Harbour Group. The progression of every activity thereafter will be defined by the structure of the EHHG, its meeting and reporting schedules, and the way it organises itself to take the Route Map forwards.

The EHHG in whatever form it takes must be prepared collectively to take on the role of Heritage Harbour ‘champions,’ to represent the interests of the group through the communications and networking strategies, and to review and adapt the Route Map plan as heritage harbour activities develop.

Focus

Whether it is to meet the need for the well-being of local communities, add a new dimension to appreciation of Exeter as a maritime city, support historic and traditional vessels and the return of traditional maritime skills and crafts, or put Exeter back on the wider maritime map, the useful waterway can only be achieved by careful and focused planning and management of its operational needs and of the area around it. The Route Map aims to contribute to this.

Timetable

The timetable must be coherent and ‘stagger’ activity so it is realistic and achievable and subject to external variables. There is cumulative impact to be gained: projects will successively support and reinforce the broader aims in a complementary fashion. As some opportunities recede or become difficult to progress, there will undoubtedly be others that emerge to pursue.

Resource

The Route Map represents a major voluntary commitment of time and commitment by EHHG or its successor. The inclusion of the suggestion for finding funding for a single year of a .5 Full Time Equivalent (FTE) Co-ordinator post does not mean it is essential to progressing the Route Map. It may be desirable to support activities through existing staff, or EHHG and other volunteer time, or through temporary consultant support – or a mixture of all these. This needs to be an early consideration.

Vision

Much is said and written about ‘Vision’ when reports such as this are prepared and considered. The Route Map identifies a goal and a way to get there. Its guiding principle is: Have the right aims and the right steps will follow.

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Harbour Master report to the Harbour Board 25 September 2023

The shortening days herald the 'Season of mists and mellow fruitfulness' but for the Waterways teams the on-coming autumn means that we start gearing up for a busy maintenance period interspersed with convoys and boat storage at the canal and navigation aids repairs and moorings servicing in the river.

Patrolling

Of note now in the river Exe our patrollers have been very active this summer, teams have been out most weekends since Easter barring just a few because of poor weather. We have had a positive response to patrolling in the main, most people in boats that we ask to stop and speak to are receptive, understand why we might need to ask them to reduce speed in the river and in some cases we offer advice such as wearing a lifejacket and wearing a kill-cord in powerboats. We will continue our patrolling up to the October half-term period but less frequently.

Our volunteers that help with patrolling have again been invaluable and I extend my thanks to them. We are always on the lookout for more, we can offer full training and for members of the local community it is a worthwhile engagement exercise particularly if other water users know the volunteer.

Office

The new office space that we are going to lease at the Exmouth marina will be available to us mid-September so I hope that the admin base will move to there by October, there will need to be some small interior alterations but should all be completed by the end of that month.

Moorings vessel

The Can-Doo has been decommissioned now and we are looking at how we can dispose of the vessel. The replacement boat that we are going to charter is still being fitted out and I hope to have the contract for five years use in place and take control of the vessel by late September or early October. The dory workboat replacement is due to arrive in October. Once it arrives, all of our boats will then be MCA coded as the Port Marine Safety Code directs that they should be for our areas of operations so that is a further step closer to compliance with the code.

Abandoned/sinking vessels in the river

Since our last meeting we have dealt with two abandoned boats, one of them is still afloat and we are waiting for the tides to be right before we can recover it from a part of the riverside that is difficult to access. We also went to help with a sinking catamaran on a mooring in the channel off Starcross. Unfortunately, as our team got to the vessel it slipped under the water so our first action was to raise a Local Notice to Mariners and mark the vessel with a 'wreck' mark. We managed to get hold of the owners and assist with the recovery of the boat, the rigging and interior has suffered significant damage. The vessel is now back on a mooring and I am waiting for the owners to decide what to do with it.

Net Zero

We have invited three different consultants to look at our area and put forward quotations for the work, we have received two and I am just waiting for the third before deciding on the next step forward.

Business plan for the port

We are putting together a plan, there is a meeting planned for late September with Council Officers to review the outline plan before we write up the detail. I will brief on this at the next Harbour Board. The business plan will also make a recommendation for a more realistic budget to be set against a too optimistic current target.

Harbour Revision Order

This will be the subject of an update at the meeting with representatives from Ashford's Solicitors. As discussed at the last Harbour Board meeting, and attached to this report for information, is a communication citing the reasoning and benefits as well as what a HRO will mean for everyone, to offer a focal point of contact, and manage expectation in advance of the consultation. The attached information was published on the City Council's weekly newsfeed in July 2023.

Topsham Ferry

The Topsham Ferry continues to be popular with walkers and cyclists although the numbers of passengers is starting to reduce now that the summer holidays have ended. We will continue to run the service until the end of September and then halt. The vessel is in need of some considerable maintenance and so we are planning to move it to the canal basin in October, lift it out and block it up on the west quay for the work to be completed.

Exeter Ship Canal

Since our last meeting, the canal team have been carrying out the typical summer duties of canal bank repairs and foliage control, weed cutting in the canal and the locking in and out of visiting vessels to the Turf. Visitors in yachts and larger craft are reluctant to go further up the canal because of the weed issue.

Weed in the canal is becoming a problem to navigation, exacerbated by the warm weather in the early part of the summer the weed is a hindrance to all leisure users as well as the moving of workboats and equipment. Going forwards we will definitely need to explore a better way of controlling weed, the numbers of rowers, kayakers and paddle-boarders is only going to increase.

Lock gate leaks

Some of the lock gates are leaking badly and in need of extensive refurbishment and repairs. The inner set of gates at the Turf are particularly bad and our engineer is consulting with a possible contractor on the most economical way to make those repairs.

Convoys and craning/boat storage over winter

The team are starting to work out the plans for this winter, at present there are three sets of dates for locking vessels into the canal from mid-October and at least two dates for convoys to travel up to the basin later in the month and early November.

Snark and Britannia

I hope that by the time we are at the Harbour Board meeting both these vessels will have arrived at the basin. I will brief fully after the weekend Historic Harbour events.

Anti-social behaviour

At Double Lock and Salmon pool Bridge, we do receive complaints about anti-social behaviour. This can be diving and swimming in the lock, which is not allowed for safety reasons or at worst the throwing of stones and flinging of mud onto the passing ferry, kayakers and paddle-boarders. We do not have the staff resources to police these areas but we do contact the local neighbourhood police teams to help. Fortunately, at the height of the summer this year there was slightly less of this bad behaviour because of the poor weather conditions.

Visitors to the service

The Lord Mayor of Exeter Councillor Kevin Mitchell and Consort visited the Buoy Store in August and had a tour of the river Exe, the Chief Executive of Exeter City Council Bindu Arjoon visited the canal office and had a tour of the site in August.

Staff

The service remains undermanned; much of the urgent and necessary works needed to keep the infrastructure going is unable to be done due to the lack of work force. The business plan that we are preparing will address this issue.

Grahame Forshaw

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Your HRO Questions Answered – Copy of detail on the Exeter City Council newsfeed and link from 28th July 2023

<https://news.exeter.gov.uk/your-questions-answered-over-plans-for-a-harbour-revision-order-in-exeter/>

A new question and answer guide has been produced as the Council continues preparations to consult on introducing a Harbour Revision Order (HRO) for Exeter.

The Q&A (below) explains what an HRO is and why it's important for Exeter.

A HRO is a set of rules which govern what the authority can do and the powers that it has within the boundaries of the harbour in Exeter.

Harbour Orders are a form of delegated legislation which either amends or introduces new harbour legislation. They confer powers on the harbour authority for the purpose of improving, maintaining or managing a harbour.

The process of introducing a Harbour Revision Order for Exeter is expected to take several years to complete and represents a significant change to the way waterways have been managed in the past.

Everyone will be given the opportunity to have their say when formal consultation is launched at a date to be arranged.

In the meantime, any comments or questions about the process are welcomed and should be emailed to epa@exeter.gov.uk.

Harbour Revision Order – Questions and Answers

Q: Why does Exeter City Council need a Harbour Revision Order

A: Exeter City Council (ECC) is the Statutory Harbour Authority for the port of Exeter and the Exeter Ship Canal. The Council are seeking a Harbour Revision Order (HRO) under Section 14 of the Harbours Act 1964 in order to seek compliance with the Port Marine Safety Code (PMSC). Compliance with the code is not mandatory but by being compliant, the Council will be able to demonstrate best practice. In order to achieve compliance with the code, the Council has to have the correct powers of General Direction and Special Direction, which can only be gained by an

application to the Secretary of State of the Department for Transport to have a Harbour Revision Order.

Q: What do users of the Exe waterways gain by an HRO?

A: Currently, the river Exe has a small number of byelaws that cover the estuary, and date back to 1976 so are not fit for purpose in managing a harbour in a modern and efficient way. By having an HRO the Council will be able to review those byelaws and update their meanings in modern day harbour General Directions and apply Special Directions for specific incidents or occasions. An HRO will also allow the Council to make the harbour as safe and sustainable for the long term future.

Q: Does this mean users of the Exe waterways will have to pay harbour dues?

A: Currently nobody is paying harbour dues to use the water for recreational purposes. The exception is that visiting yachts pay a small overnight mooring fee or for the seasonal storage or restoration of boats at the canal or Topsham Quay. The HRO will give the Council powers to levy harbour dues but before any scale of fees are decided upon there will be a full public consultation. Under the Port Marine Safety Code, any fees charged will have to be reasonable and justifiable.

Q: Is this just a way of making more money for the Council?

A: No. If it is decided by the Council that fees are to be levied, then those funds will be ring-fenced and invested in the port. That is a requirement of the Port Marine Safety Code. The Council will continue to invest in the port as it always has done.

Q: I am a paddle-boarder and enjoy kayaking too. Will I have to pay to use the river or canal for exercise?

A: There are no plans currently to levy a fee to kayakers or paddle-boarders to use the waters of the Exe.

Q: Will I still be able to launch my boat/kayak/paddleboard whenever I want to?

A: Yes, access to the river and canal will not change.

Q: Will the shore-side facilities be improved?

A: Facilities at the canal will continue to be upgraded as funding permits. Elsewhere in the river the navigation buoyage will be improved as will mooring facilities for visitors at Topsham Quay.

Q: Will the navigation channel in the river be dredged?

A: There are no plans to dredge the navigation channel in the river. Under the Port Marine Safety Code the council are not obliged to dredge the channel but it does have to carry out regular surveys of the depths and alter the positions of navigation aids to mark the best route up the river.

Q: How long will the process take?

A: The process of obtaining an HRO might take up to three years to complete.

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EXETER HARBOUR BOARD TERMS OF REFERENCE

The Harbour Board sits within the existing committee structure of Exeter City Council and consists of six Exeter City Council Members and also six external representatives, who have a broad experience and interest in the workings of a harbour and its operational environment. The Chair is the Portfolio Holder with responsibility for the city's waterways.

*Exeter City Council is the Port Authority for the Exe Estuary, some non-tidal sections of the River Exe and the Exeter Ship Canal. This stretches from Blackaller Weir (in Bonhay Road, Exeter) to a safe water mark a mile off the Exmouth beach. The Board is the **advisor to the Duty Holder (the Director responsible for the Council's waterways)** responsible for the management of the Port of Exeter and will meet every quarter. The Board's duties include **working with the Harbour Master to prepare preparing an annual business plan for the service, monitoring compliance with the Port Marine Safety Code and consulting harbour users and other stakeholders.***

The Terms of Reference for the Board is as follows:

- (a) To **have maintain** strategic oversight and direction of all aspects of the Harbour operation, including marine safety;
- (b) To **take an active role with the Harbour Master in the development** be responsible for the development of policies, plans, systems and procedure for safe navigation;
- (c) To ensure that all assessments and reviews are undertaken as required to maintain and improve marine safety;
- (d) To **work with the Duty Holder to** ensure that the Harbour Authority sees and adopts appropriate powers for the effective enforcement of their regulations, and for the setting dues at a level which adequately funds the discharge of all their duties;
- (e) To appoint a Designated Person to provide independent assurance directly to the Duty Holder that the Marine Safety management system is working effectively; and
- (f) To continue to investigate the potential for applying for a Harbour Revision Order to empower the Council to take enforcement action on issues such as dangerous use of jet skis through Special Directions and to oversee a review of the Bye-Laws covering the Estuary.

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