

# Littlehampton Harbour Board Business Plan

February 2016



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# 1 Introduction

Littlehampton Harbour is managed as a Trust Port by the Littlehampton Harbour Board (LHB), an independent statutory body. There is a public right to navigate in the harbour and to use the facilities upon payment of dues. The future of the harbour at Littlehampton has been the subject of a series of reports in 1985, 1999 and 2004. There are a number of recurring themes in these reports, notably the decline of commercial traffic in the harbour, the opportunities for leisure and recreational use, the structure of the Littlehampton Harbour Board (LHB), its financial position and future constitution. The purpose of this business plan is to set out the LHB's current position, the strategic outlook for the next ten years and financial forecasts for the next five years.

## **The local context**

Littlehampton Harbour lies at the mouth of the River Arun in West Sussex. The unusually narrow harbour entrance drains a catchment of 966 km<sup>2</sup> including the Arun's main tributary, the Rother. The influence of the tide extends as far as Pallingham weir north of Pulborough. Between Littlehampton and Arundel lie extensive flood plains with embankments running parallel to the river. The harbour walls of Littlehampton's east bank have been reinforced over many years behind which significant proportions of the town are built on the flood plain. Harbour structures have navigational, land drainage and flood defence functions. Beyond the homes and businesses of the West Bank is the Climping strategic gap. The future of the harbour should be seen within its broader catchment context where natural processes including sea level rise will influence decision making that affect the river and coastline.

At a more local level the harbour is a dynamic and integral part of Littlehampton's identity. This is clearly evidenced by the responses from local people to consultation as part of the Neighbourhood Development Plan produced by Littlehampton Town Council (LTC) and approved at referendum in October 2014, in which the "top like" for the local community was the "river and harbour" above even the seafront, unspoilt beaches, parks and open spaces.

## **Background to the business plan**

There are two main uses of the river that generate revenues for LHB, commercial shipping and leisure activities. The decline of commercial shipping through Littlehampton is well documented and in 2004 a report commissioned by LHB recommended a preferred future direction of a leisure-based harbour.

It is apparent however that due to existing commercial leases and the open port duty conferred upon Competent Harbour Authorities (CHAs) that for the next ten years a combined strategy of larger commercial ships as well as leisure activity and fishing be pursued. The Board formally adopted a revised strategic aim incorporating leisure, commercial shipping and fishing activities at a meeting on 29<sup>th</sup> September 2014.

# 2 Vision, strategic aims, objectives and mission statement

## A shared vision

*To maintain an open port and to act in capacity as a Competent Harbour Authority (CHA). We will use all reasonable endeavours to maintain the port as a viable commercial operation for our major commercial tenant, Tarmac.*

*To transform the harbour and seafront into a thriving leisure destination, creating a variety of new skills, development and business opportunities that are economically sustainable as one part of a holistic approach to regeneration in Littlehampton. The harbour will have attractive and accessible waterfronts that are well connected with the town supporting a harbour that is extensively used by local people and attracts visitors to the area with a range of marine, cultural, heritage and recreational activities.*

*The harbour will be managed cost-effectively, safely and sustainably as a Trust Port in the interest of all its beneficiaries. We will encourage active use of the harbour by all stakeholders including the leisure, commercial, and fishing sectors.*

## Strategic aims

- Manage the harbour's infrastructure for safe navigation of Littlehampton Harbour and improve the financial and operational efficiency of the Harbour Board including its consultation with stakeholders.
- Work towards a business-as-usual state where precepting powers can be relinquished in favour of a long-term management plan for the harbour and its assets as a Trust Port.

## Objectives

- Require the Harbour Board membership to be collectively and individually fit for the purpose of running a Trust Port including the management of assets to generate a commercially acceptable return.
- Improve stakeholder consultation to provide the Harbour Board with effective links with harbour user groups and others with a direct interest in the harbour's operations.
- Increase revenue streams from all marine activity.

In order to adopt these strategic aims and objectives to the LHB's business plan, a set of business objectives have been developed against which progress can be assessed, decision making tested and measurable objectives and targets monitored. These are presented in chapter 4.

Mission statement

*The Littlehampton Harbour Board will manage the safety and sustainable development of an effectively run Trust Port and provide a friendly and efficient customer focussed service to all harbour users.*

# 3 Background

## Governance

Littlehampton Harbour is managed as a Public Corporation Trust Port by the LHB, which is an independent statutory body, rather than as a Municipal Port. The duties and responsibilities of the LHB are defined by local Acts, principally the Littlehampton Harbour and Arun Drainage Outfall Act 1927 (as amended) and Part II of the West Sussex County Councils Act 1972 (as amended). At present there is a Board of eleven members appointed as follows:

West Sussex County Council	4
Arun District Council	4
Environment Agency	1
Representative of commercial interests	1
Representative of recreational interests	1

Local Authority appointees are representatives of the precepted authority but are required to act as commissioners as set out in the Commissioners Clauses Act of 1887. The duty of the harbour commissioner is to secure the economic and efficient running of the harbour.

While the precept continues, it is clearly in the interests of the Local Authorities that they should appoint members to the Board and have the controlling vote on the board.

## Precept

LHB has powers to precept on West Sussex County Council and Arun District Council. West Sussex County Council and Arun District Council underwrite the long-term debt charges of the LHB through the precept and meet a budget deficit (if it exists) at the end of each financial year.

The precept is not an acceptable position to the Local Authorities but the LHB is unlikely to relinquish its powers to precept whilst, as reflected in this plan, it retains financial responsibility for the repair and maintenance of the harbour's structures, nor could it, even with an assured all leisure future, service its current level of debt unaided. It is acknowledged however that the Department for Transport's policy is that Trust Ports should be fully self-sufficient and that in the long term a subsidy (by way of precept) is not appropriate.

## Legal

There is a common law public right to navigate in the harbour and to use the facilities upon payment of dues. Navigation of the harbour and the River Arun extend upstream to Town Bridge, Arundel under the provisions of the ports establishing Act. The LHB has defined responsibilities for the repair and

maintenance of certain marine structures within the harbour and it has a duty to balance income and expenditure taking one year with another.

Littlehampton Harbour has an 'open port duty': Upon payment of the rates (dues) made payable by the local legislation for that port, the harbour is open to all persons for the shipping and unshipping of goods, and the embarking and landing of passengers. (Section 33 of the Harbours, Docks and Piers Clauses Act 1847) The DfT comments that 'This provision is fundamental to the statutory powers of harbour authorities. The provision of harbour facilities is of the nature of a monopoly created by Parliament and undertakers benefiting from the powers conferred are obliged to serve the public interest in certain specified ways. The shipper of goods has a right to bring them on to the dock premises and through these premises to the ship on which they are shipped. The dock company can reasonably regulate the order and place of shipping so long as they do not destroy or unreasonably limit the shipper's right to ship.'

Changes to the 'open port duty' in support of a fully leisure based harbour and the powers in relation to the regulation of shipping and provision of pilotage would require a Harbour Revision Order to exclude Section 33 from the Board's local governing acts.

LHB has statutory powers in relation to the regulation of shipping movements and the safety of navigation within the River Arun and harbour of Littlehampton (Littlehampton Harbour and Arun Drainage Outfall Act 1927) and is a 'competent harbour authority' as defined in the Pilotage Act 1987. Pilotage is compulsory within the limits of the Littlehampton Pilotage District because a Pilotage Direction under the 1987 Act has been made by the Littlehampton Competent Harbour Authority.

## **Organisational structure and staffing**

### **Marine (Full time)**

Harbour Master and Manager (Pilot)

Deputy Harbour Master (Pilot)

Harbour Foreman (Pilot)

Harbour Attendant

### **Support (Part time)**

Clerk

Treasurer

Accounts and Administration Officer

### **Casual Staff**

Seven to ten casual staff are called upon on an ad hoc basis to cover patrol, workboat ops as well as commercial shipping operations. These staff generally have a minimum of a Power Boat Level 2 qualification and a local induction.

The organisation and staffing structure is kept under review to meet operational requirements..

## Stakeholders

Trust Ports are independent statutory bodies run by independent boards of trustees for the benefit of all stakeholders. The Trust Port Review (2000) recognised two categories of stakeholders:

- **Beneficiary stakeholders** who are entitled to benefit from the use of trust facilities including those who pay a commercial rate and others who derive direct benefit from the trust ( employees, traders).
- **Non-beneficiary stakeholders** representing a broad range of those with an indirect interest in the port and its accountable and effective operation including local authorities, the community at large and specific interest groups and organisations covering environmental management amongst others.

The Trust Port Review states that it is the duty of the board to strike a balance that fully respects the interest of all stakeholders, not just one group, in the light of the objectives of the trust and what constitutes the 'common good' for all stakeholders (current and future) and the trust itself.

**Table 1 - Stakeholders in Littlehampton Harbour**

Beneficiary stakeholders	Non-beneficiary stakeholders
Ship operators	Local community
Tenants	Visitors
Leisure boat owners	Local authorities
Employees	Environment Agency
Traders and other businesses around the harbour	Natural England
Yacht Clubs and Marina	Marine and Coastguard Agency
Fishermen	Angmering Park Estate

**Table 2 – Current list of invitees to Littlehampton Harbour Stakeholder Group**

Littlehampton Harbour Board
Sussex Police
Maritime & Coastguard Agency

Arun District Council Foreshore Officer  
West Sussex Fire and Rescue  
Arun Yacht Club  
Osborne Boatyard  
Littlehampton Marina  
Ship & Anchor Marina Ford  
Littlehampton Marina Berth Holders Association  
Arun Youth Aqua  
Littlehampton Yacht Club  
The Shipyard  
Harbour Park  
Sea Cadets  
Nautical Training Corps  
Littlehampton Angling Club  
Charter Fishermen's Representative  
RNLI  
Environment Agency  
Commercial Fishermen Representative  
Angmering Park Estate Representative  
Baird's Farms Representative

# 4 Revenue generation

The main revenues to LHB are:

- Tonnage duties
- Cargo dues
- Pilotage, including the pilot boat service
- Rents
- Mooring dues.

There are also a number of less significant sources of income including the footbridge operation and chargeable services including labour.

**Table 3 - Littlehampton Harbour Board projected operating income 2015/16**

Item	Actual (£)
Commercial harbour dues	25,521
Pilotage	21,263
Footbridge	26,936
Commercial rents	131,595
Chargeable services	39,157
Harbour dues – leisure craft	55,700
Moorings	60,200
Investment interest	300
Storage	5000
<b>Total</b>	<b>365,672</b>

Source: LHB Forecast 2015/16

Local Authority grants and precept excluded (£207,494)

Table 1 shows LHB's projected operating income for 2015/16. The largest single income stream is from commercial rents. Approximately 46 percent of LHB's income is derived from commercial shipping and related activities (commercial harbour dues, pilotage, rental Railway Wharf and the footbridge operation). Leisure craft harbour dues, leisure moorings, (including visitors) and services rendered contribute approximately 40per cent of LHB's total income.

## Commercial shipping

**Table 4 - Littlehampton cargo volumes**

Year	Number of ships	Cargo (tonnes)	Tonnes per vessel
1994	243	262,851	1,082
1996	208	224,720	1,080
1998	154	129,378	840
2000	175	187,752	1,073
2002	194	212,499	1,095
2004	76	90,556	1,192
2006	55	70,545	1,282
2007	59	71,581	1,213
2008	59	77,580	1,315
2009	22	23,809	1,082
2010	21	23,357	1,112
2011	29	33,159	1,143
2012	28	36,327	1,297
2013	20	29,110	1,455
2014	21	29,524	1,405

Source: LHB

Railway Wharf was purchased by the LHB in 1983. In the early 1990s, the two principal users of cargo berths were UMA, with the inward movement of sea won aggregates being the main cargo handled, and Tarmac whose principal cargoes handled at Littlehampton were limestone and granite. UMA ceased operating from Littlehampton in 2004 and tonnage more than halved as a result. The tonnage handled by Tarmac has fluctuated over the years but has steadied at around 30,000 tonnes per annum in the current business model. Average cargo size has increased and the number of vessels calling has fallen. Further details of cargoes handled at Littlehampton are found in Appendix A.

Since 2001, Railway Wharf has been leased to Tarmac to berth ships bringing in cargoes of granite chippings. The income from the lease is the largest single source of LHB income. Together with cargo dues, tonnage dues, pilotage charges, and charges for opening the footbridge, the Tarmac operation is budgeted to bring in more than 46% of the LHB's income during 2015/16.

The following table illustrates how the balance between commercial income (shipping and rents) and leisure income has changed. Commercial income from shipping has steadied at a base level while leisure income is about or at a steady maximum (without additional mooring development).

It is important to note the significant increases in commercial income that can be achieved through the sale of marine services (workboat services) with little extra capital cost.

**Table 5 – Commercial and leisure income**

	Commercial income (£)		Leisure income (£)
2002/03	286,700		42,216
2003/04	225,646		57,512
2004/05	161,480		83,518
2005/06	162,930		84,602
2006/07	168,465		88,483
2007/08	186,579		100,380
2008/09	182,663		100,346
2009/10	134,415		111,207
2010/11	137,834		120,823
2011/12	164,455		123,652
2012/13	157,615		108,264**
2013/14	179,860*		123,916
2014/15	258,294*		124,895
2015/16 (forecasted)	205,315		117,900

Income from budget heads:

Commercial income includes: gross tonnage dues, harbour dues, pilotage and rent.

\*The commercial income benefited from a safety boat contract during 2013/14 and 2014/15.

Leisure income includes: small craft dues, moorings, visitor berths and boat storage.

\*\* Harbour Dues invoiced as a 9 month year to adjust cycle to April invoicing date.

## Leisure

During the period 2003-2015 period, income from leisure uses has risen in line with the development of LHB moorings that produce rental income, together with a steady increase in the number of leisure craft using the harbour and subject to paying harbour dues. Leisure income is from the following sources:

- Moorings. LHB owns and operates some 190 metres of permanent moorings at Duke's Wharf (installed in 2004) and 115m at Pier Road (installed in 2000). Dukes Wharf moorings run at capacity while Pier road has some 33m of space at present.
- Visitor moorings. LHB owns and operates 90m of visitor moorings at Town Quay (installed in 2000). These are a well used facility for visiting craft during the summer season and are subsidised by the Local Authorities.
- Boat storage. LHB operates a small boat storage facility at the Harbour Board workshop.
- Harbour dues. All craft using the harbour have to pay dues, calculated on a daily, monthly or annual rate.

## Land holdings and rentals

### Railway Wharf

Railway Wharf is an area of land owned by LHB. It is approximately 2.0 hectares of river frontage comprising five elements:

1. Aggregates wharf – Railway Wharf (approx. 0.8ha)
2. Aggregates wharf – UMA Wharf (approx. 0.55ha).

*(Railway Wharf and UMA Wharf (approx. 1.35ha in total) are leased to Tarmac as shown in appendix D and are referred to collectively as Railway Wharf within this lease.)*

3. Storage land (approx. 0.4ha) – Part leased to RP Aero.
4. Harbour Board Workshop and Yard (approx. 0.1ha) – single storey modern building comprising 130m<sup>2</sup> working area and 10m<sup>2</sup> rest room. Half of the workshop site is leased to Dando Drilling International for storage.
5. Office site (approx. 0.07has) – three storey office building with car parking leased to Dando Drilling International.

### Duke's Wharf and Town Quay

The LHB owns the 5m wide walkway along the quay edge from the Baltic Wharf building (Empress Bar) south of Look and Sea Centre to Pier Road; associated pontoons are also owned by LHB.

### Harbour Office and visitor facilities.

The Harbour Office was built in 2004. The ground floor is leased to J&R Computing and Fuse Logistics. A possessory title has now been established at the Land Registry on behalf of the LHB by WSCC.

### Pier Road/Arun Parade

Prior to EA flood defence works, the concrete revetment section of the river wall was owned by LHB. A legal agreement for the maintenance of the surface by the Harbour Office and at Arun Parade was entered into with ADC and WSCC in May 1985. It is hoped that a revised agreement can be made when ownership of land and sheet piling infrastructure put in place by the EA as part of the East Bank Tidal Flood defence Scheme is transferred.

Associated pontoons and gangway (also installed by the EA as part of the flood defence project) at Pier Road are also owned by the LHB.

### **Bridge Hard**

LHB lease a small area of foreshore from West Sussex County Council on the east bank, south of the footbridge. The 125 year lease commenced 11 February, 2002 at £1500 per annum. The current agreed rental is £1625 per annum agreed from 11 February 2007. At present only a minimal return is made from this land with a view to covering costs.

# 5 Liabilities

## Loans

Appendix C sets out the loans that LHB have taken out over a period of time to finance capital projects. These loans are funded by Arun District Council and West Sussex County Council as part of the arrangement whereby the authorities are precepted by the LHB for any deficits. The deficits are comprised mainly of the loan repayments, together with any operational deficits that are incurred. In 2015 the Board took out a loan with West Sussex County Council of £314,000 to fund the purchase of a multipurpose vessel serving as both a pilot and workboat.

## Infrastructure liabilities

The 2004 Halcrow report identified the structures for which the LHB is responsible, together with their remaining life, replacement costs and annual maintenance liabilities. A more recent assessment by Arun District Council in 2007 provides updated estimated figures. In 2008 these estimates were updated by using a combination of the Halcrow figures and the Arun District Council figures, and applying a 5% per annum uplift. Future projections are similarly based on 5% per annum uplifts.

Appendix B sets out the capital requirements for infrastructure investment. Both the Halcrow and Arun District Council assessments identified a number of structures that require replacement within the next 5 to 20 years. These are also amongst the most costly elements of the replacement programme. So whilst there is no updated engineering input into this report, it is assumed that there is a significant capital investment need that now falls within the very short-term horizon. The updated analysis of the Halcrow and Arun District Council estimates suggests that the priorities for capital investment are:

**Priority 1 structures – these structures require replacement in the next 5-20 years and with very little likelihood of Environment Agency funding, will need to be funded by the Littlehampton Harbour Board. These structures are essential for access to the harbour.**

East Training Wall – 2 years beyond estimated remaining life, current estimated replacement cost £2,100,000.

West Training Wall – remaining life 13 years, current estimated replacement cost £1,800,000

West Works – remaining life 13 years, current estimated replacement cost £1,300,000

**Priority 2 structures – require replacement in 20+ years, some of which may attract Environment Agency funding through the River Arun Tidal Walls Scheme (UMA Wharf, Railway Wharf, Town Quay).**

UMA Wharf – remaining life 15 years, current estimated replacement cost £564,850

Railway Wharf – remaining life 38 years, current estimated replacement cost £1,304,875

Town Quay – remaining life 41 years, current estimated replacement cost £900,900

East Pier – remaining life 43 years, current estimated replacement cost £580,000

Arun Parade/Pier Road Wall – remaining life 50 years, current estimated replacement cost £8,000,000  
(West Works, West Training Wall, East Pier and East Training wall figures from Black & Veatch report 2015)  
(Remainder of figures from Appendix B updated from Halcrow study 2004, except Arun Parade which uses construction estimate from Halcrow during flood defence works.)

Traditionally capital expenditure has been funded by raising loans that the local authorities repay – see Appendix C. In 2004 Halcrow also recommended a level of annual maintenance that similarly the LHB is not able to fund. The annual revenue expenditure on structures falls well short of this assessment.

Following advice from Arun District Council (Condition Reports on West Works, West Training Wall, East Pier and East Training Wall, ADC Senior Structural Engineer, January-December 2013); and further advice from an independent engineering consultant on potential for repair and replacement options on training wall structures (Littlehampton Harbour Training Wall Assessment, Black & Veatch, September 2015) a revised and more realistic annual expenditure figure has been worked into draft budgets for the period of this plan.

It is believed that a maintenance only approach to infrastructure represents the most cost effective, achievable and responsible strategy. See Chapter 8 Financial implications.

# 6 Strengths, weaknesses, opportunities and threats

This section provides a brief and broad overview of the harbour's strengths, weaknesses, opportunities and threats.

A SWOT analysis starts by defining a desired end state or objective, in this case, a safe and sustainable harbour supporting active, leisure, commercial and fishing activity and running at a operational surplus.

The following are identified:

- **Strengths:** attributes that are helpful to achieving the objective.
- **Weaknesses:** attributes that are harmful to achieving the objective.
- **Opportunities:** *external* conditions that are helpful to achieving the objective.
- **Threats:** *external* conditions which could do damage to the business's performance.

As a result of the SWOT analysis (and given that the objective is considered achievable), the results of the SWOT should be used to consider:

- How can we use and capitalize on each strength?
- How can we improve each weakness?
- How can we exploit and benefit from each opportunity?
- How can we mitigate each threat?

<p><b>Strengths</b></p> <p><u>Geography</u></p> <p>Sheltered harbour</p> <p>Close proximity to the sea, Blue Flag beach</p> <p>Close proximity to fishing and diving grounds (30 minutes)</p> <p>River access to Arundel and beyond – 20 miles inland for small craft</p> <p>Attractive rural setting of Climping Gap (nature designations) and Arun Valley</p> <p>Attractive visual appearance of east bank redevelopment and Look &amp; Sea</p> <p><u>Infrastructure</u></p> <p>Access to railway station – central London in under two hours</p> <p>Proximity to town centre</p> <p>Northern part of east bank has good access to A259</p> <p>Retracting bridge provides access to West Bank</p> <p>Tourist attraction of walkway from Look &amp; Sea to Lighthouse</p> <p><u>Existing Businesses</u></p> <p>Littlehampton Marina’s services including Larsen dealers</p> <p>Yacht clubs and Golf Club close vicinity</p> <p>RNLI station of interest to visitors</p> <p><u>Property</u></p> <p>LHB’s freehold ownership of Railway Wharf and opportunities for site development/management</p> <p>Freehold ownership of Customs House, Workshop and Harbour Office</p>	<p><b>Weaknesses</b></p> <p><u>Geography</u></p> <p>Distance to sailing destinations (Shoreham 4 hours sail, Bembridge 6 hours sail)</p> <p>Sea state at sea – i.e. not in the more sheltered Solent</p> <p>Restricted tidal access:</p> <ul style="list-style-type: none"> <li>- two periods of two hours per day for commercial shipping;</li> <li>- three hours before and after high water for leisure vessels drawing 1.5m</li> </ul> <p>Harbour’s reputation for being challenging to enter</p> <p>Height of bar has to be monitored and dredged</p> <p><u>Infrastructure</u></p> <p>Retracting bridge restricts access to masted boats or commercial vessels upstream</p> <p>Constrained road access to West Bank especially to area south of Rope Walk</p> <p>Huge capital liabilities in infrastructure maintenance/replacement.</p> <p><u>Development</u></p> <p>Planning policy restrictions: safeguarding of Railway Wharf; development of West Bank restricted to marine related industrial &amp; leisure/recreational uses</p> <p>Known landfill methane gas emissions on part of Littlehampton Marina site</p> <p><u>Business</u></p> <p>Size of commercial shipping restricted to 75m</p> <p>LHB’s income insufficient to maintain harbour structures</p>
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<p><u>Staff</u></p> <p>Staff are multi-skilled in practical marine work including boat handling</p> <p>Staff hold requisite qualifications for work at sea</p> <p>Marine Insurance policy covers all marine ops</p> <p>Harbour Master and deputy qualified maritime pilots for port of Littlehampton</p> <p>Finance</p> <p>The LHB has a power to precept ADC and WSCC</p>	<p>No LHB break clauses in lease with Tarmac (Railway Wharf) or West Sussex (Bridge Hard)</p> <p><u>Finance</u></p> <p>LHB has no operational surpluses to meet future capital expenditure requirements</p> <p>LHB services a significant amount of debt via precept</p>
<p><b>Opportunities</b></p> <p><u>Leisure Boating</u></p> <p>Installation of new moorings and/or staging at Bridge Hard and in front of Riverside Autos (compatible with commercial shipping)</p> <p>Replacement existing piles with new pontoons at North Yacht Berth and provide access via the Island (compatible with commercial shipping)</p> <p>Upgrade to scrubbing piles</p> <p>Provision of crane out and/or dry storage</p> <p>Provision of LHB ferry service (disabled and cycle friendly)</p> <p><u>Commercial Shipping</u></p> <p>Regeneration of Railway Wharf</p> <p>Change to Pilotage Directions to allow larger vessels</p> <p><u>Commercial Fishing</u></p> <p>Facilities for fishermen</p>	<p><b>Threats</b></p> <p><u>Planning</u></p> <p>Planning policy does not support regeneration</p> <p><u>Infrastructure</u></p> <p>Major infrastructure failure</p> <p><u>Environment</u></p> <p>Loss of depth at river mouth (material from West Beach)</p> <p><u>Economy</u></p> <p>Recession</p> <p><u>Business</u></p> <p>Loss of major commercial tenant (Tarmac) at break clause points in 2017, 2022.</p>

Marine Services

Development of fuel sales south of the footbridge

Workboat services (ERICA, WINDSONG)

Dredge services (ERICA)

Rampion

Property

Development of Workshop

Infrastructure

Pedestrian realm and traffic improvements in Pier Road

Connectivity from commercial wharves to rail network

Tidal gate at harbour entrance (with hydropower option)

Large scale regeneration project to replace seaward infrastructure (East Pier)

# 7 Objectives and action plan

## Business plan options and objectives

Based on the agreed harbour objectives (chapter 1) and the analysis of the trends and opportunities available to the LHB, the following business plan objectives have been developed:

1. **Increase income by developing and using assets more intensively**
2. **Improve efficiency and sustainability**
3. **Market harbour effectively**
4. **Deliver better services to customers**
5. **Manage the harbour's infrastructure for safe navigation**
6. **Manage and develop the Board's buildings and property to ensure their safe and profitable use and occupation.**

The structure of the LHB is driven by operational needs which are largely dictated by its status as a Trust Port. There are opportunities to improve operational efficiency and governance and the action plan recommends a number of actions to support these improvements.

The approach to business planning is consistent with the British Ports Association response to the second edition of the Modernising Trust Port guidance (2007) and it is anticipated that the business plan will go a large way to ensuring compliance. Some elements related to this compliance are discussed below:

## Performance indicators

The LHB recognises its responsibility to scrutinize performance and actively strive for increased efficiency and improvements whilst also ensuring that performance assessment is proportionate and not unduly onerous a process for a small port. The following performance indicators will be monitored and results included in the board's Annual Report:

1. **Number of Commercial Calls**
  - 1a. **Cargo Tonnage Handled**
2. **Number of Harbour Dues Plaques Issued**
  - 2a. **Breakdown of Harbour Dues Boat sizes**
3. **Number of LI registered fishermen**
4. **Overnight Stays at Town Quay**
- 5a. **Number of Incidents Logged**
- 5b. **Number of Commercial Shipping Incidents Logged**
- 5c. **Breakdown of Incidents**
- 5d. **Reportable Incidents (MAIB, HSE)**
6. **Number of LNTMs Published**

<b>7. Number of RNLI Launches</b>
<b>8. Number of Compliments and Complaints</b>
<b>9. Commercial Rent Income</b>
<b>10. Harbour Dues Income (less commercial shipping)</b>
<b>10a. Moorings Income</b>
<b>11. Commercial Shipping Income</b>
<b>12. Precept</b>
<b>13. Running Cost</b>
<b>14. Independent Income</b>
<b>15. Environmental Incidents</b>

## Target level of return

It is in the interest of all port stakeholders that business is transacted openly, accountably and with commercial prudence. It is the intention of the Board to maximise its rate of return on its activities and make commercial decisions in the best interest of the future of the Trust Port and its stakeholders.

Some thought should be given to the development of a (confidential) pricing policy for commercial activity in the following areas:

- Mooring charges
- Workboat services
- Diesel retail

## Stakeholder benefit

Department for Transport guidance states that Trust Ports, having no shareholders, must use any profits generated to support the long term viability of the port and thus for the benefit of the whole community of stakeholders. Rather than a direct dividend, there is a range of ways in which a Trust Port's surpluses may be employed and these constitute a stakeholder benefit. As noted above, the LHB does not generate profit under its constitution. However, the LHB recognise the benefit of the harbour to the whole community and has identified a number of stakeholder benefits that will be included in the Annual Report and in future will be the subject of consultation with stakeholders. Examples are:

- Routine maintenance of public walkway
- Maintenance of infrastructure for safe navigation
- Community engagement (talks to schools and community groups)
- Oil spill contingency planning and training
- Provision of services within the harbour
- Dredge activity

## Monitoring and review of action plan

The business plan is a living document and will be reviewed at least annually by the LHB.

The indicative timescale for the action plan sets a framework for the development of activities to deliver the business plan's objectives during the period 2015-20. As activities are implemented and targets achieved, the action plan will require regular review and revision by the relevant officer.

# LITTLEHAMPTON HARBOUR BUSINESS PLAN

## ACTION PLAN 2015-2020

<b>OBJECTIVE 1: Increase income</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Installation of new moorings: Bridge hard; Workshop; North Yacht Berth.	Feasibility report and Board decision. Solution to North Yacht Berth ownership now actively being pursued by Boards solicitors.	
Review of the chargeable services Moorings; Workboat services; Fuel.	Review every year	Annual review each October
Develop Workboat and dredge service income using ERICA and WINDSONG		
Continue to seek additional tenants at unused land at Railway Wharf (Former UMA site).		
Support for local fishing industry with provision of moorings and fishing hub	Fishing Hub	
Continue to liaise with Tarmac to encourage increased throughput at Railway and UMA Wharves	Keep Pilotage Directions (maximum size of vessel) under review.	

<b>OBJECTIVE 2: Improve efficiency and sustainability</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Board membership and conduct	Work with Local Authority Councils to approve appointment of suitably qualified Board Members	

<b>OBJECTIVE 2: Improve efficiency and sustainability</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
	Develop induction, training and appraisal system for Board members	
	Review procedure for public questions at Board meetings	
	Amend LHB constitution to bring into line with established and recommended governance principles including maximum term of office.	
Staffing	Review staffing structure annually	
Buildings	Consider eco-friendly heating and lighting opportunities at Harbour Office	
IT infrastructure	Replacement mooring and HDs management system to include on-the-water payment option	
Regulation	Review Modernising Trust Port guidance and report to Board with action plan	
	Liaise with WSCC to remove Railway Wharf from WSCC Minerals Plan protected sites list.	

<b>OBJECTIVE 3: Market the harbour effectively</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Social media presence	LHB profile on Facebook,	

	Twitter, Instagram and Flickr	
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<b>OBECTIVE 4: Deliver better services to the customer</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Stakeholder/customer reporting	Annual report published (in line with Modernising Trust Ports)	Yearly post April
	Establish LHB approach to reporting on the stakeholder benefit	Stakeholder Group (quarterly)
	Annual stakeholder engagement event	
	One open annual event	Summer

<b>OBECTIVE 5: Manage the harbour's infrastructure for safe navigation</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Harbour infrastructure baseline assessment (independent inspection) and establish risk-based assessment schedule	Develop: (1) asset condition report schedule; (2) routine maintenance plan.	
Capital investment strategy: infrastructure	Infrastructure Project Development Group to consult, develop and oversee investment plan	
Active sediment management plan	Dredging as required at entrance and berths	
	Shoal bank removal	

	operations from shore	
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<b>OBJECTIVE 6: Manage and develop the Board's buildings and property to ensure their safe and profitable use</b>		
<b>ACTION</b>	<b>TARGET</b>	<b>INDICATIVE TIMESCALE</b>
Investment in Harbour Workshop	Creation of additional mezzanine 1 <sup>st</sup> floor space for lease or use by staff.	
Investment in road link to Riverside industrial estate from Railway Wharf.	Join RP Aero leased and Former UMA sites to Riverside Industrial Estate to increase potential for longer term leases or investment.	

(Opportunities for capital expenditure investment have been highlighted in green)

# 8 Financial implications

The biggest challenge for the Harbour is to achieve an operational breakeven throughout the duration of the plan. Opportunities to achieve any significant increase in income are very limited indeed and most will invariably require capital investment which cannot be funded out of operational income. However some existing assets, in particular Railway Wharf, are not maximising their income potential and this needs to be addressed.

There is a number of income generating objectives in this plan, and these are incorporated in the operational revenue forecasts. The provision of a fishing hub, probably the most ambitious and desirable investment of all, is not included as it would require significant investment which would have to come primarily from grants as it could not be supported financially either by the Board or the two local authorities. However it still remains a key objective.

Capital investment in the first year of the plan includes new harbour management software to replace the now ageing HMS. The major business plan objective however is to increase income by developing and using the Board's assets more intensively and thus in the first year of the plan an additional pontoon is to be installed at the workshop this is included at a capital cost of £10,000. Other items of proposed income generating capital investment over the plan period are:

- Moorings/staging at Bridge Hard (2018/9 – 30K);
- Extension of facilities at the former UMA Wharf and the construction of a new access road from the adjacent trading estate (2017/8 – 20K);
- Construction of a mezzanine floor at the workshop to increase accommodation and/or to sublet (2019/20 – 25K).

With regard to infrastructure, included in the plan is an approved program of maintenance and planned works with the only major expense during that period, £20,000, being included in the first year of the plan. In addition the engineering plan recommended that a total of £50,000 should be provided over the next 5 years for the next phase of major works. Thus £10,000 per annum is included in the plan for 2017/18 onwards, the 2016/17 contribution coming from reserves.

In general both income and expense have been subject to an inflationary uplift, (CPI), rising to 2% by 2020.

The Financial Summary shows the amount of external funding required to finance non- operational costs over the 5 years. However, even if that funding is forthcoming, principally from the two precepting authorities, there is still an operational shortfall across the whole plan period averaging £40K per annum. This will have to be funded from additional third party services principally by the work boats and overhead savings.

Employee costs account for 58% of the total operational costs and are therefore an obvious target for cost saving. In terms of headcount operationally the harbour has 4 full time employees and 1 part time administrative post. In addition the Board employ a Clerk and Treasurer both part time posts, this completes the establishment. The Harbour Manager and his Deputy are supported by casual and seasonal labour when needed, which gives maximum flexibility especially during peak demand as well as minimising wage costs overall. It is difficult to see how the harbour could operate at its current level with less staff.

## **Key Assumptions**

### Income

- Commercial Shipping set at 2 per month (1 Swift (794GT) and 1 Ben Varrey (997 GT) throughout the plan period.
- Given the market values for rented industrial property in Littlehampton, there is little confidence in increasing rental income at all with the exception of the additional space at the UMA Wharf where we have added an additional £4K per annum from 2017/18 onwards.
- Income will be generated by both work boats to at least cover the loan repayments to WSCC.

### Costs

- Staffing levels remain as current; however they will be subject to regular review at least annually to make sure the objectives of the harbour can still be met.
- Pension costs rises significantly (17.4% to 19.3% by 2017).
- The operational base for Legal and Professional costs is set at £5,000 per annum from 2017/18 onwards, it is assumed that any additional significant legal costs or consultancy fees can be recovered from precept.
- Repairs, maintenance and planned Infrastructure works throughout the plan period are set to fit with the engineering consultancy recommendations recently approved by the Infrastructure Project Development Group. In addition a £10K per annum provision is included in the plan from 2017/18 onwards to meet the engineering plan which recommends a further major outlay of £50K in year 6.
- The total loan figures include the Public Works Loan Board, which are recovered from precept, and the repayments on the loan for ERICA which is treated as an expense to be recovered from commercial shipping dues and 3<sup>rd</sup> party income from both work boats.

**Table 6 – Income and Expenditure Summary**

LITTLEHAMPTON HARBOUR 2015-2020 BUSINESS PLAN FINANCIAL SUMMARY 2014-2020						
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
<b>INCOME</b>						
Commercial Shipping	72,594	73,720	77,570	78,918	80,339	81,387
Commercial Rents	129,675	131,595	129,675	133,675	133,675	133,675
Harbour Dues	61,647	55,700	54,720	55,596	56,596	57,728
Moorings & Storage	63,248	62,200	60,800	61,773	62,885	64,142
Chargeable Services	119,137	39,037	20,852	21,186	21,567	21,998
Other Income	3,632	3,816	1,300	1,310	1,321	1,333
Asset Disposal	0	9,167	0	0	0	0
WSSC Loan for new Multipurpose Work Boat	91,637	222,363	0	0	0	0
<b>TOTAL INCOME</b>	<b>541,570</b>	<b>597,598</b>	<b>344,917</b>	<b>352,457</b>	<b>356,383</b>	<b>360,264</b>
<b>EXPENDITURE</b>						
Employees	231,528	217,497	219,025	222,420	226,423	230,952
Legal and Professional Fees	45,289	50,154	24,000	9,144	9,309	9,495
Repairs and Maintenance Premises & Equipment	6,821	11,616	10,113	10,275	10,460	10,669
Repairs and Maintenance Infrastructure	35,693	19,300	23,300	14,869	14,957	15,056
Repairs and Maintenance Navigational	24,868	7,600	8,600	8,738	8,895	9,073
Repairs and Maintenance Boats and Vehicles	19,588	9,811	10,174	10,337	10,523	10,733
Rent and Rates	15,731	16,001	17,225	17,485	19,281	22,117
Insurance	23,289	26,449	27,245	28,607	30,038	31,539
Fuel purchases for resale	0	458	450	457	465	475
Recoverable Costs	6,520	110	150	150	150	150
Utilities/IT/Travel/Training/Administrative	49,077	49,393	55,625	56,501	57,466	58,589
<b>TOTAL OPERATIONAL EXPENSE</b>	<b>458,404</b>	<b>408,389</b>	<b>395,907</b>	<b>378,982</b>	<b>387,966</b>	<b>398,848</b>
<b>CAPITAL</b>	<b>97,255</b>	<b>225,177</b>	<b>25,000</b>	<b>32,000</b>	<b>30,000</b>	<b>25,000</b>
<b>LOAN REPAYMENTS</b>	<b>157,695</b>	<b>180,595</b>	<b>177,111</b>	<b>170,552</b>	<b>168,992</b>	<b>167,405</b>
<b>LA PRECEPT</b>	<b>209,642</b>	<b>207,494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>SURPLUS/(DEFICIT)</b>	<b>37,858</b>	<b>(9,069)</b>	<b>(253,101)</b>	<b>(229,076)</b>	<b>(230,575)</b>	<b>(230,989)</b>
<b>OUTSTANDING LOANS</b>						
PWLB	1,158,375	1,074,569	990,884	904,563	822,200	741,152
WSSC	314,000	298,300	282,600	266,900	251,200	235,500
<b>NON OPERATIONAL COSTS REQUIRING EXTERNAL FUNDING</b>						
Legal, professional & consultancy	0	20,000	15,000	0	0	0
Infrastructure capital replacement study		13,000				
Project Manager for infrastructure program		10,000				
West Pier	20,000	0				
East Training Wall	2,000	0	0			
West Works/West Training Wall	10,000	0	0	0	0	0
Harbour Mouth Clearance	8,946	0	0	0	0	0
Visitor Moorings	5,000	5,000	5,000	5,000	5,100	5,202
Infrastructure (including annual provision)			20,000	10,000	10,000	10,000
PWLB Principal	82,471	83,805	86,943	90,246	93,329	96,290
PWLB Interest	81,225	75,689	70,343	60,481	55,838	51,290
Capital Investment			25,000	20,000	30,000	25,000
	<b>209,642</b>	<b>207,494</b>	<b>222,286</b>	<b>185,727</b>	<b>194,267</b>	<b>187,782</b>

# 9 Appendices

## Appendix A – Littlehampton cargo volumes 1994-2014

Year	Ships	Gross tonnage	Average vessel size	GT Dues £	Cargo dues £	Aggregate	Silt	UMA Total	Limestone	Granite	Furn	Sand	Leca*Steel 2013	Ash	Tarmac total	Grand total (tonnes)	Tonnes/ vessel
1994	243	215731	788	39,820	35,391	214974	0	214974	3011	42069	748	2049	0	0	47877	262851	1082
1995	222	215816	972	39,234	34,067	207210	0	207210	0	40658	0	745	0	0	41403	248613	1120
1996	208	202023	971	37,249	32,012	182092	2250	184342	2798	37580	0	0	0	0	40378	224720	1080
1997	187	162029	866	30,874	26,351	128070	4050	132120	8971	39509	0	0	0	0	48480	180600	966
1998	154	123094	799	26,641	19,633	95219	1400	96619	6135	26624	0	0	0	0	32759	129378	840
1999	169	205396	1215	42,715	26,889	144725	4253	148978	11210	12965	1270	0	0	0	25445	174423	1032
2000	175	217152	1241	46,413	30,523	140737	3150	143887	28329	15536	0	0	0	0	43865	187752	1073
2001	194	219149	1130	49,213	35,968	148123	2496	150619	40057	19257	0	0	0	0	59314	209933	1082
2002	194	217394	1121	50,803	42,136	108443	3376	111819	46009	34740	0	17032	1845	1054	100680	212499	1095
2003	162	163938	1012	38,229	34,308	104048	2912	106960	25021	30073	0	4478	0	4898	64470	171430	1058
2004	78	77608	995	20,189	18,455	37564	804	38368	18639	27335	0	3682	0	2533	52189	90557	1161
2005	46	36524	794	10,735	14,911	0	0	0	14917	41039	0	5368	0	0	61324	61324	1333
2006	55	44755	814	16,496	62,356	0	0	0	3418	62507	0	4620	0	0	70545	70545	1283
2007	59	44159	748	15,441	20,725	0	0	0	0	70427	0	1154	0	0	71581	71581	1213
2008	59	48157	816	18060	23971	0	0	0	0	73669	0	3911	0	0	77580	77580	1315
2009	22	17855	811	7004	8105	0	0	0	0	20682	0	3126	0	0	23809	23809	1082
2010	21	16412	781	6970	7611	0	0	0	0	19607	0	3750	0	0	23357	23357	1112
2011	29	22547	777	9672	12141	0	0	0	0	29118	0	4041	0	0	33159	33159	1143
2012	28	24014	857	10671	13127	0	0	0	0	33185	0	3142	0	0	36327	36327	1297
2013	20	18402	920	8505	11960	0	0	0	0	22346	0	3820	2944	0	29110	29110	1455
2014	21	18430	877	8795	11483	0	0	0	0	28184	0	1340	0	0	29524	29524	1405
2015	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Average (94-14)</b>	<b>107</b>	<b>105027</b>	<b>878</b>	<b>24260</b>	<b>23733</b>	<b>68691</b>	<b>1122</b>	<b>69813</b>	<b>9478</b>	<b>33050</b>	<b>92</b>	<b>2830</b>	<b>218</b>	<b>386</b>	<b>46053</b>	<b>115867</b>	<b>1101</b>
<b>Average (94-03)</b>	<b>191</b>	<b>194172</b>	<b>1012</b>	<b>40119</b>	<b>31728</b>	<b>147364</b>	<b>2389</b>	<b>149753</b>	<b>17154</b>	<b>29901</b>	<b>202</b>	<b>2430</b>	<b>185</b>	<b>595</b>	<b>50467</b>	<b>200220</b>	<b>1043</b>
<b>Average (04-08)</b>	<b>59</b>	<b>50241</b>	<b>833</b>	<b>16184</b>	<b>28084</b>	<b>7513</b>	<b>161</b>	<b>7674</b>	<b>7395</b>	<b>54995</b>	<b>0</b>	<b>3747</b>	<b>0</b>	<b>507</b>	<b>66644</b>	<b>74317</b>	<b>1261</b>
<b>Average (09-14)</b>	<b>24</b>	<b>19610</b>	<b>837</b>	<b>8603</b>	<b>10738</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>25520</b>	<b>0</b>	<b>3203</b>	<b>491</b>	<b>0</b>	<b>29214</b>	<b>29214</b>	<b>1249</b>

## Appendix B – Revenue and capital investment needs for harbour infrastructure

STRUCTURE	Priority	Remaining Life*	Replacement year	Annual revenue required (2008 values)	Current LHB revenue expenditure (2015/16 values)	Replacement cost (2015 values)
Town Quay	3	41	2056	2,600	500	900,900
Railway Wharf	3	38	2053	3,380	500	1,304,875
UMA Wharf	3	15	2030	1,560	500	564,850
<del>Arun Parade</del>	<del>2</del>	<del>5</del>	<del>2013</del>	<del>14,560</del>	<del>4,000</del>	<del>2,719,860</del>
East Pier	3	43	2058	1,560	200	576,290
East Training Wall	1	-2	2013	8,320	500	2,108,535
West Pier	1	13	2028	7,124	10,000	1,811,810
West Training Wall	1	13	2028	8,164	10,000	1,261,260
<del>Pier Road Wall</del>	<del>2</del>	<del>40</del>	<del>2018</del>	<del>7,800</del>	<del>0</del>	<del>1,174,745</del>
Drum Head	3	30	2045	0	0	3,784,495
Arun Parade/Pier Road Sheet Piling	3	50	2065	n/a	n/a	n/a
<b>TOTALS</b>				<b>32,708</b>	<b>22,200</b>	<b>12,313,015</b>

Based on Littlehampton Harbour Future Development Study, Halcrow 2004  
(Increased by 43% for construction costs as per construction price index 2013 to 2014 as per Report 2015.)

### Priority 1 structures

These structures are essential for access to the harbour.

Replacement in the next 5-20 years and with no likelihood of Environment Agency funding, will need to be funded by the Littlehampton Harbour Board.

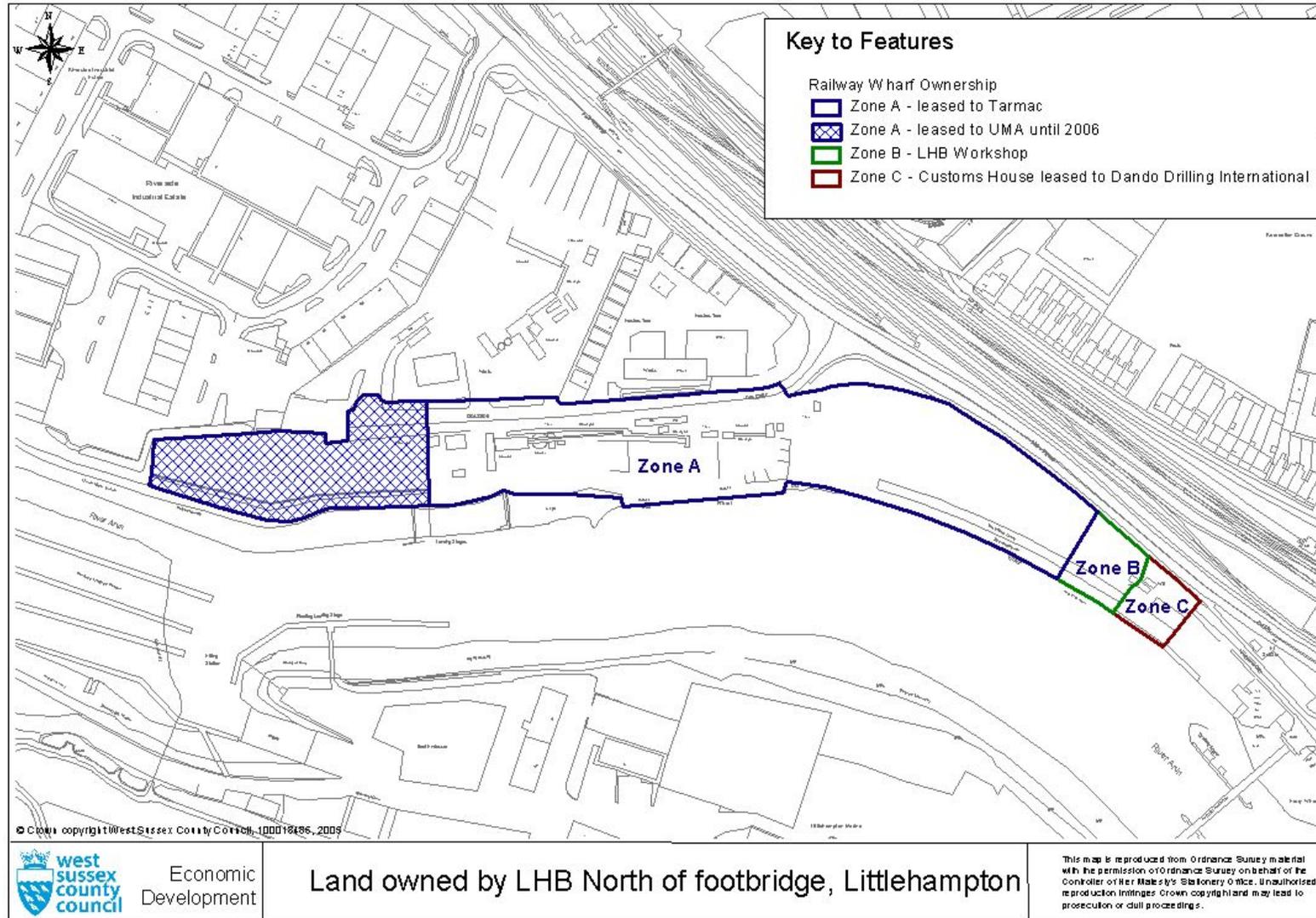
### Priority 2 structures

Pier Road Wall and Arun Parade Quay replaced by EA East Bank Flood defence project.

### Priority 3 structures

Replacement in 20+ years, some of which may attract Environment Agency funding or could form part of any potential redevelopment of Railway Wharf.

# Appendix C – Map of LHB land ownership at Railway Wharf



# 10 Glossary

## Open port

Almost every harbour authority's statutory powers are subject to what is called the 'open port duty'. Upon payment of the rates (harbour dues) made payable by the local legislation for that port, and subject to the other provisions thereof, the harbour, dock, or pier "shall be open to all persons for the shipping and unshipping of goods, and the embarking and landing of passengers". Harbours, Docks, and Piers Clauses Act 1847, section 33

## Trust port

'Trust Port' is a plain English term, without precise legal definition, for an independent corporation, with an independent board, created by or under statute for the purposes of managing a harbour. Trust Ports do not have share capital or members. Their constitutions vary depending on the detail of the individual legislation. A key feature of Trust Ports is that they do not distribute profits to investors: instead they are recycled for the benefit of the port.

# 11 Bibliography

## Catalogue of Reports Commissioned Concerning Littlehampton Harbour

Title	Date	Author	Commissioned by	Précis
Arun District Council Research Paper: Littlehampton Harbour Board – An outline strategy for the future	June 1985	ADC	LHB	
Littlehampton Harbour – A development strategy for the future	September 1985	ADC	ADC	
Littlehampton Harbour Commercial Development Study	August 1987	Baxter Eadie	ADC	
Littlehampton Harbour Board Business plan 1993-2003	1992	PD Rollason	LHB	
East Bank Littlehampton Development Brief	September 1996	ADC	ADC/WSCC LTC/LHB	
Littlehampton East Bank Pedestrian links study	May 1999	Posford Duvivier	ADC Littlehampton 2000	
Littlehampton Harbour Cost Benefit Analysis	August 1999	Adams Henry	WSCC	
Littlehampton Harbour Board - Trust Ports Review – Draft Harbour Strategy – Responses to Consultation	January 2001	PD Rollason	LHB	
Littlehampton Harbour Study	February 2003	HR Wallingford	LHB	
Littlehampton Harbour Board Future Port Study – Littlehampton, Appraisal of Existing Infrastructure	May 2003	Halcrow	LHB	Document outlining reconstruction costs for existing infrastructure.
Assessment of bathymetric change and sediment movement Mouth of the River Arun	May 2003	HR Wallingford	LHB	Confirmation that a dredged channel beyond the training walls will infill.

Littlehampton Harbour Future Development Study	June 2004	Halcrow/Cluttons	LHB	Leisure future recommendation.
Littlehampton Vision	July 2004	Donaldson's/Building Design Partnership et al.	Littlehampton Town Centre Action Group	
Littlehampton Harbour Board Customer Survey	March 2008	ADC	LHB	
Arun District Council – Littlehampton Scheme Project Appraisal Study	September 2008	Halcrow	ADC	
Littlehampton Harbour Leisure Study	April 2009	Haskoning	ADC/WSCC	Harbour strategy document informing content of Business Plan dated
Littlehampton Waterfront Strategy	May 2009	Farrells	ADC	
Littlehampton West Bank Regeneration Study	July 2010	Baca Architects	ADC/WSCC	
ADC Condition Reports on West Works, West Training Wall, East Pier and East Training Wall	January – December 2013	ADC Principal Structural Engineer	LHB	Condition Reports on LHB Infrastructure with a view to assessing required maintenance.
Littlehampton Harbour Training Walls Assessment	September 2015	Black& Veatch	LHB	Evaluation of repair and/or replacement options.

## Key Documents from Outside Agencies

### Environment/Flooding

Lower Tidal River Arun flood risk management scheme, Environment Agency, May 2012

<https://www.gov.uk/government/publications/lower-tidal-river-arun-flood-risk-management-scheme>

Littlehampton Arun East Bank flood risk management scheme, Environment Agency, May 2013

<https://www.gov.uk/government/publications/littlehampton-arun-east-bank-flood-risk-management-scheme>

River Arun to Pagham Flood and Coastal Erosion Risk Management Strategy – Clipping frontage, Environment Agency, November 2014

<https://www.gov.uk/government/publications/river-arun-to-pagham-flood-and-coastal-erosion-risk-management-strategy-clipping-frontage>

## **Ports and Governance**

Modernising Trust Ports second edition (MTP2), Department for Transport, August 2009

<https://www.gov.uk/government/publications/modernising-trust-ports>

Port Marine Safety Code, Department for Transport, March 2015

<https://www.gov.uk/government/publications/port-marine-safety-code>

A Guide to Good Practice on Port Marine Operations, Department for Transport, July 2013

<https://www.gov.uk/government/publications/a-guide-to-good-practice-on-port-marine-operations>

## **Planning**

Wharfs and Railheads Study, February 2014, Prepared by LUC in association with Cuesta Consulting for WSCC

[http://www2.westsussex.gov.uk/yourcouncil/ppri/mwdf/wsx\\_wharvesandrailheads\\_feb2014.pdf](http://www2.westsussex.gov.uk/yourcouncil/ppri/mwdf/wsx_wharvesandrailheads_feb2014.pdf)

New WSCC Minerals Plan, yet to be published.

<https://www.westsussex.gov.uk/about-the-council/strategies-plans-and-policies/environment-planning-and-waste-plans-and-policies/minerals-and-waste-policy/>

Arun Local Plan, Arun District Council, yet to be approved.

<http://www.arun.gov.uk/planning-policy>

## **Statutory**

Littlehampton Harbour and Arun Drainage Outfall Act 1927

West Sussex County Council Act 1972

Littlehampton Harbour Revision Order 1986

Littlehampton (Pilotage) Harbour Revision Order 1988

Littlehampton Harbour Revision Order 2015