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SOUTH HAMS SALCOMBE HARBOUR BOARD - MONDAY, 15TH JULY, 2013

Agenda, Reports and Minutes for the meeting

Agenda No Item

1. **Agenda Letter** (Pages 1 - 2)

2. **Reports**

Reports to Harbour Board:

a) Item 9 - Annual Report (Pages 3 - 38)

b) Item 10 - Year End Budget Report (Pages 39 - 58)

c) Item 11 - Performance Management (Pages 59 - 72)

d) Item 12 - Matters for Future Consideration (Pages 73 - 76)

3. **Minutes** (Pages 77 - 80)

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Agenda Item 1

To: Chairman & Members of the Salcombe Harbour Board
(Cllrs R J Carter, M J Hicks, KRH Wingate and S A E Wright)
Co-opted Members – Mr G Burrell, Mr C C Harling,
Mr H Marriage, Mr M Mackley, Mr A Thomson and Mr M Taylor)

Our Ref: CS/KT

cc: Remainder of Council for information
Usual press and officer circulation

5 July, 2013

Dear Member

A meeting of the **Salcombe Harbour Board** will be held at **Cliff House, Salcombe** on **Monday, 15 July, 2013**, at **2.30 pm** when your attendance is requested.

Yours sincerely

Kathryn Trant
Member Services Manager

<p>FOR ANY QUERIES ON THIS AGENDA, PLEASE CONTACT KATHRYN TRANT THE SENIOR MEMBER SUPPORT OFFICER ON DIRECT LINE 01803 861185</p>
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A G E N D A

1. **Apologies for Absence;**
2. **Minutes** - to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Board held on 20 May, 2013 (pages 1 to 5);
3. **Urgent Business** - brought forward at the discretion of the Chairman;
4. **Division of Agenda** - to consider whether the discussion of any item of business is likely to lead to the disclosure of exempt information;
5. **Declarations of Interest** – Members are invited to declare any personal or disclosable pecuniary interests, including the nature and extent of such interests, they may have in any items to be considered at this meeting;
6. **Public Question Time** – a period of up to 15 minutes is available to deal with questions from the public;
7. **Feedback from Harbour Community Forums** – to receive verbal reports from Board Members who attend the Harbour Community Forums on behalf of the Board;

8. **Code of Conduct Dispensation** – oral update from the Deputy Monitoring Officer;
9. **Annual Report** – a report to present the Harbour Board’s Annual Report (pages 6 to 39);
10. **Year End Budget Report** – a report which advises Members of the Harbour’s final trading position in 2012/13 together with brief details of the main variations from the original budget (pages 40 to 51);
11. **Performance Management** – to consider a report which reports the Harbour’s performance against agreed Performance indicators (PIs) (pages 52 to 63);
12. **Matters for Future Consideration** – to consider a report which identifies matters for future consideration by the Harbour Board (pages 64 to 67).

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MEMBERS ARE REQUESTED TO SIGN THE ATTENDANCE REGISTER

THIS AGENDA HAS BEEN PRINTED ON ENVIRONMENTALLY FRIENDLY PAPER

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AGENDA
ITEM

9

SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM

9

NAME OF COMMITTEE	Salcombe Harbour Board
DATE	15 July 2013
REPORT TITLE	Annual Report
REPORT OF	Salcombe Harbour Master
WARDS AFFECTED	All South Hams

Summary of report:

To present the Harbour Board's Annual Report.

Financial implications:

There are no direct financial implications from this report.

RECOMMENDATIONS:

That the Harbour Board RESOLVES to publish the Annual Report 2013.

Officer contact:

Ian Gibson – 01548 843791 (Internal 7104)

1. BACKGROUND

- 1.1 The Harbour Board Published the Strategic Business Plan 2012-2017 on 26 March 2012 (SH 62/11). This Annual Report covers the period 1 April 2012 to 31 March 2013 and reports the progress made against the Board's Strategic Objectives up to 31 March 2013.

2. LEGAL IMPLICATIONS

- 2.1 Statutory Powers: Local Government Act 1972, Section 151. The Pier and Harbour Order (Salcombe) Confirmation Act 1954 (Sections 22-36).
- 2.2 There are no other legal implications to this report.

3. DISTRIBUTION

3.1 The distribution for the annual report is:

Board Members
District Council
 Leader
 Chairman
 CEX
 Strategic Directors x 2
 Head of Assets
 Assets Portfolio Holder
 Press Office
Harbour Community Forums
 SKEA
 KEBC
 South Devon and Channel Shell Fishermen
 Conservation Forum
 Marine Business Forum
Duchy of Cornwall
Salcombe Town Council
Kingsbridge Town Council
East Portlemouth Parish Council
Charleton Parish Council
Frogmore & Sherford Parish Council
Southpool Parish Council
West Alvington Parish Council
Malborough Parish Council
NCI Prawle
DfT
RNLi Poole
RNLi Salcombe
Marine Management Organisation Brixham
Marine Management Organisation Plymouth
British Ports Association
UK Harbour Masters Association
SW Regional Ports Association
UKHO
Trinity House
Natural England
Environment Agency
National Trust
MCA Brixham
MCA Plymouth
Devon and Severn IFCA
Devon Maritime Forum
The Yacht Harbour Association
RYA
Devon and Cornwall Police
Salcombe Yacht Club
Island Cruising Club
Salcombe Library
Totnes Library
Ivybridge Library

Kingsbridge Library
 Dart Harbour Navigation Authority
 Torbay Harbour
 Teignmouth harbour Commissions
 Fowey Harbour Commissioners
 Falmouth Harbour Commissioners
 River Yealm Harbour Authority
 Cornwall County Council Maritime Group
 Salcombe Yawl Owners Association
 South Sands Ferry
 Salcombe Ferry Company
 Kingsbridge Ferry
 RNSA SW
 Dartmouth Steam Railway and River Boat Company
 Salcombe TIC
 Kingsbridge TIC
 MDL Marina Torquay
 Practical Boat Owner
 WALCON

4. FINANCIAL IMPLICATIONS

- 4.1 There are no new financial implications as a result of this report; however there will be some minor costs for printing (125 copies) and postage, estimated at no more than £300.

5. Risk Assessment

- 5.1 The risk management implications are:

Risk/Opportunity	Risk Status			Mitigating and Management Actions
	Impact/Severity	Likelihood/Probability	Risk Score	
<p>To report annually against progress will ensure that the Harbour Board meets their statutory obligations and that there is real improvement in the service offered to users of Salcombe Harbour. The Harbour Authority is not delivering a satisfactory service to harbour users. Stakeholder accountability will ensure harbour policies and strategies remain relevant.</p>	3	2	6	<p>The Harbour Board, through its contact with harbour Community Forums and by reporting against objectives set in the Strategic Business Plan will ensure it remains relevant and that Harbour funds are invested wisely.</p>

Corporate priorities engaged:	Community Life Economy
Consideration of equality and human rights:	There are no equality or human rights issues with this report
Biodiversity	Biodiversity is an integral part of the SBP.

considerations:	
Sustainability considerations:	Sustainability is an integral part of the SBP.
Crime and disorder implications:	Crime prevention is an integral part of the SBP.
Background Papers:	Strategic Business Plan 2012-2017 on 26 March 2012 (SH 62/11).
Appendices attached:	Appendix 1 – Annual Report 2013



South Hams
District Council

Salcombe Harbour Board

Annual Report 2013





South Hams
District Council

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Chairman's review

I am pleased to present Salcombe Harbour Board's annual report for 2012/2013, a report that Salcombe Harbour Board sees as an important part of our relationship with harbour users and the general public.



We are a very public Board: our co-opted Members are appointed by open competition, our meetings are open and we vary the place where we meet to make ourselves available to different communities, our agenda and minutes are available on South Hams District Council's website, we publish the annual Harbour Guide as well as Harbour Newsletters, we hold public consultations on matters of importance and the Harbour even has a Twitter account. We want the public to know about the issues we are tackling and to engage with us and help us in tackling them.

Nowhere was this better demonstrated this year than in the consultations and discussion which took place over the future of Kingsbridge basin and how the new moorings in the basin there should be laid out (see page 19). That exercise produced a solution to which the people of Kingsbridge made a major contribution. The Board is very grateful to all the people of Kingsbridge who took part in that exercise.

The 2012 season saw really atrocious weather for much of the summer. But in spite of that, the news is not all bleak. The feedback from our annual customer satisfaction survey still remains positive. 2012 was the first summer for the improved Salcombe Town Landings, which were enthusiastically received by our customers. Improved access to Salcombe, safer landings and more available berthing all made a visit to Salcombe a much more gratifying experience.

The completion of the showers at Whitestrand this Spring has been the fulfilment of a very long-held aspiration. These showers, together with the upgraded showers at the Salcombe Yacht Club, have significantly improved on-shore facilities in Salcombe.

Financial Situation

Moreover, and again in spite of the atrocious weather, the news on the Harbour's finances is also good: the account remained in the black this year (see page 22). The Harbour operates 'ring-fenced' accounting arrangements with South Hams District Council. The Harbour Budget is set annually as a balanced account with any in-year trading surplus being transferred to the General Reserve, which is used to reduce the requirement for capital borrowing for future projects and to fund any unforeseen expenditure on infrastructure repairs.

The fact that we were able to increase our income and reduce our operating costs in these difficult financial times is not only particularly pleasing, and a tribute to the staff in bringing this about, but it also eases the way for the further infrastructure improvements, particularly at Kingsbridge, which are in the pipeline.

Customer Satisfaction

It is also gratifying to be able to report that the seventh annual Customer Satisfaction Survey confirmed the fact that the Harbour Authority is continuing to improve

The official opening of the new shower facilities at Whitestrand Salcombe



its services and puts the Customer First. The survey results confirmed that 76% believed they received value for money; 87% found the staff friendly and welcoming; 91% thought the Harbour was safe; and 95% would use the Harbour again. Further details about this are on page 9. The Board is determined that Salcombe should be seen as a friendly, peaceful and beautiful harbour which gives a warm welcome to all its users.

Staff

Much of the credit for these achievements must go to our excellent Harbour Master, Ian Gibson, and his staff team - the 13 permanent staff helped by a further 10 seasonal staff during the summer months. They have done brilliantly to deliver service with a smile despite the vagaries of the British weather.

Harbour Board Members

This year sees the end of the terms of office of two members of the Board: Jonno Barratt and Peter Waring. Jonno brought to the Board his long experience of the Harbour and particularly his close links with local marine businesses, whilst Peter brought his deep knowledge of many aspects of port

management gained from his time advising the RYA, his support in justifying and introducing the Water Injection Dredging was particularly noteworthy. I would like to thank them both most sincerely for their expertise and contributions as Board Members. I welcome in their place Mark Taylor and Geoff Burrell.

Conclusion

This Report covers the first year of the Board's Strategic Business Plan 2012-2017. It is this Plan which gives us the focus on improving the Customer experience whilst upgrading the infrastructure and access to facilities and utilities. It is pleasing to see that we are already making tangible progress with this and the Board has every confidence that we can build on our current strong position into the future. Salcombe Harbour is in good shape.

Cllr John Carter
Chairman

1 The harbour's activities



The Harbour Swim is an extremely popular event during the Salcombe Town Regatta

Status and Governance

Salcombe Harbour is a municipal harbour and the Harbour Authority is South Hams District Council.

The Municipal Ports Review, *Opportunities for Ports in Local Authority Ownership*, was conducted by the Department for Transport and the Department for Communities and Local Government and published in 2006. Following this, the Council implemented its findings and established a Harbour Board as a committee of Full Council, but with independent, co-opted members, to advise the Harbour Authority and act for it in respect of much of the business of running the Harbour.

The Harbour Board is made up of four District Councillors and six co-opted members. The members of the Harbour Board are listed on page 25 together with contact details of key personnel.

In recognition of the successful implementation of the Municipal Ports Review and its recommendations for best practice in decision making and

accountability, strategy and business planning, and review of performance and finance, Salcombe Harbour Authority was awarded *Leading Lights Status* by the Department for Transport, Communities and Local Government and the British Ports Association.

Quite separately from being the Harbour Authority, South Hams District Council also owns a number of important assets around the Harbour. The most notable of these are the car park at Batson (which doubles as a boat park during the winter), the Fish Quay, Jubilee Pier, and slipways and quaysides at Kingsbridge. The Harbour Authority assists the District Council by managing these assets on a day to day basis.

The Harbour is within an Area of Outstanding Natural Beauty (AONB) and is a Site of Special Scientific Interest (SSSI). This has many benefits, including stunning scenery and white sandy beaches; however there are also a number of constraints which are designed to protect the delicate environment.

Salcombe is predominantly a leisure harbour with an active shell fishing fleet but there are no commercial shipping movements.

Many people make their living from marine related businesses which include an array of boatyards, service industries, sailing schools and ferries to East Portlemouth, South Sands and Kingsbridge. The Salcombe Yacht Club hosts a series of dinghy racing events throughout the year which are very well attended by sailors who return year after year to compete in the spectacular harbour with some extremely challenging conditions.

Salcombe has no marinas. The Harbour Authority provides deep water swinging moorings, deep water high density pontoon moorings (not connected to shore), drying swinging moorings, drying pontoon berths (attached to shore) and drying berths in the Kingsbridge basin. Large areas of the Harbour have no moorings at all, which ensures there are areas which are totally unspoilt by any form of development, providing a superb environment for wildlife.

The estuary also supports many non-boating activities, directly within the tidal area, around the fringe of the estuary and within its catchments. Recreational activities range from wildfowling and angling to rock pooling, swimming and snorkelling. There is a good and varied network of footpaths and bridleways, some hugging the coast of the estuary and the nationally acclaimed South-West Coastal footpath comes into the estuary for its vital ferry link between Salcombe and East Portlemouth.

Due to the rich and unusual diversity of the estuary's marine habitats and wildlife, the estuary has a particularly strong history of scientific study by the Plymouth-based Marine Biological Association and is frequently used for educational visits and academic research.

April

- Merlin Rocket Silver Tiller

May

- Salcombe Yawl & National 12 Open Meetings
- Replaced Batson Pontoon Floats

June

- Solo & Salcombe Yawl Open
- Continued replacing all Batson Pontoon Floats
- Queen's Diamond Jubilee Parade of Sail

July

- Welcomed Blind Week Sailing Rally
- Topper Traveller Open
- Merlin Rocket Week
- Police Crime Prevention Day
- Salcombe Gig Regatta

Events Diary – 2012/13

- Kingsbridge Fair Week
- KEBC/Crabshell Fun Regatta

August

- Salcombe Yacht Club Regatta
- Salcombe Town Regatta
- Lifeboat Open Day
- Salcombe Yacht Club Open Meeting
- Frogmore Regatta
- Big Sea Paddle – Cancer Research

September

- Salcombe Yawl Open Meeting

October

- National 12 & Solo Open Meeting

February

- RNLI SOS Challenge
- Construction of Whitestrand Showers

2 Port Marine Safety

Managing Salcombe Harbour - The Safety Management System

A major responsibility of the Harbour Authority is keeping the Harbour safe. The benchmark for this is provided by the Port Marine Safety Code. The Harbour's Safety Management System, in compliance with the Code, is published on the Harbour's web page. Salcombe Harbour Authority is also a Local Lighthouse Authority and maintains 62 Navigation Marks and beacons which are checked annually by Trinity House.

The Port Marine Safety Code (PMSC) was published in March 2000 and revised in October 2009 by Department for Transport (DfT) Ports Division. It established an agreed national standard for port marine safety and is a measure by which harbour authorities can be held accountable for the legal powers and duties which they have in order to run harbours safely.

The Harbour Board, as a committee of South Hams District Council, is the designated PMSC Duty Holder. Salcombe Harbour Board is a safety conscious and a publicly accountable board. It is committed to undertaking and regulating marine operations in a way that safeguards the Harbour, its users, the public and the environment. The Board regularly reviews its obligations as the designated Duty Holder under the Port Marine Safety Code.

Management of these safety controls and procedures are set out in existing public documents which, taken together, form a cohesive management framework. As appropriate, relevant sections of these documents are cross-referenced to PMSC standards:

- Salcombe Harbour Authority Strategic Business Plan (2012-2017)
- Salcombe Harbour Board Annual Report (2012)
- Salcombe Harbour Board Policy Document (2000)
- Salcombe/Kingsbridge Estuary Environmental Management Plan (2005-2010)
- The Pier and Harbour [Salcombe] Confirmation Act 1954
- Salcombe Harbour Byelaws (2009)
- Salcombe Harbour Health & Safety at Work - Policy, Orders and Risk Assessment (2012)
- Salcombe Harbour Safety Controls (2012)
- Local Notices to Mariners
- Harbour Publications, such as
 - The Salcombe Harbour Guide
 - Salcombe Harbour Emergency Plan
 - The Oil Spill Response Plan (OPRC) and the Estuary Pollution Plan (EA)
 - Salcombe Harbour Waste Management Plan
 - Admiralty Chart 28 and 5602.10
 - Salcombe Harbour Moorings Policy 2012.

Audit by independent designated person under the PMSC

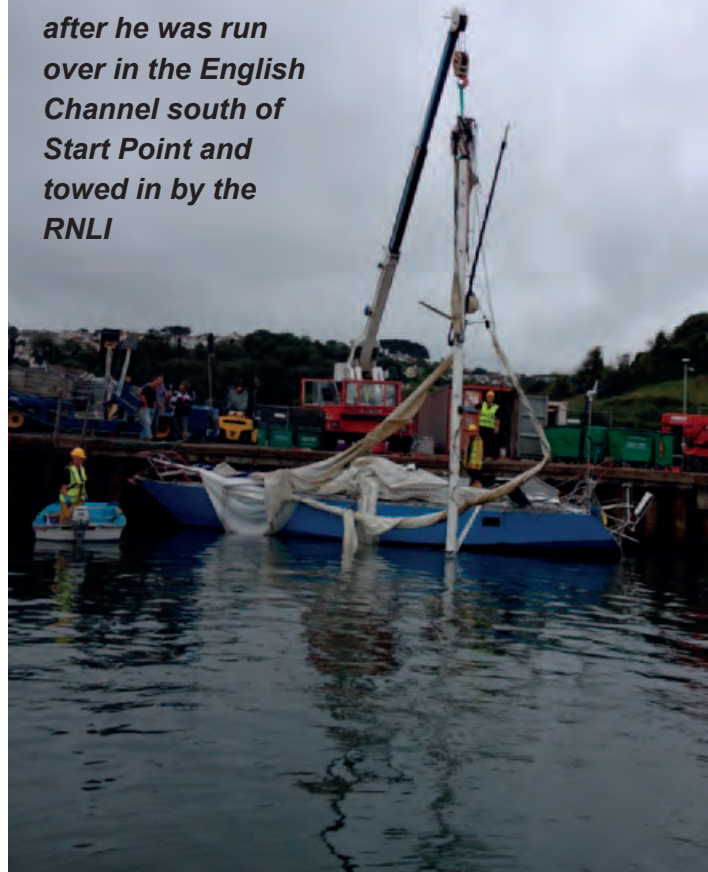
To audit Salcombe Harbour's compliance and advise on any changes, developments and safety issues, the Harbour Authority has appointed an independent designated person. He reported in December 2012 that, in his opinion, there is in place a safety management system which, if maintained actively, complies with the requirements of the PMSC. The Harbour has been compliant with the Port Marine Safety Code for the past nine years.

This year, following a best-practice recommendation by the independent designated assessor, we have introduced a summary of accidents and incidents. We have collated the data in these categories for two years now, which enables some comparison and measure of progress.

Accidents and Incidents

For the first time this year the Harbour Authority has sufficient data to be able to publish this summary of accidents and incidents. By monitoring the frequency of

Assisting the owner of a Belgium yacht remove his mast after he was run over in the English Channel south of Start Point and towed in by the RNLI



such incidents mitigating actions can be implemented to reduce the incidence of issues in the future.

Nature of Accident / Incident	2011 / 12	2012 / 13
Accidents involving members of the public	7	2
Accidents involving members of staff	6	1
Minor Collisions	43	25
Speeding incident	71	45
Harbour Mooring Failure	3	4
Private Mooring Failure	3	15
Fire	1	0
Pollution Incident	16	14
Reported Lost Boats	11	18
Marine Crimes reported to Harbour Office	32	26
Damage/vandalism reported to Harbour Office	15	16

Safety of moorings

The safety of moorings is paramount in all harbours: boats breaking away are dangerous and can cause significant damage. All of the Harbour Authority's moorings are maintained annually – the foreshore moorings from the mud, and the deep water moorings from the barge using divers. Each mooring is disconnected and brought to the surface for maintenance, the blocks are not disturbed if at all possible, the mooring block eyes are photographed and the block replaced if significant wear has been identified.

Nevertheless, as the table above shows, there are still a small number of Harbour mooring safety failures. Two changes have been made in an attempt to minimise these: one is a modification to the ground tackle for Harbour Authority Moorings at South Sands, to try and reduce the “snatch” caused by summer storm conditions as this can ultimately lead to moorings dragging or failing.

The other is the requirement for all boats berthed on Harbour Authority Pontoons to cover the propeller and skeg of raised outboard legs with a bucket or similar protective device to prevent damage being caused to other boats.

In addition to the Harbour Authority moorings, there are a considerable number of licensed moorings throughout the Harbour. These are moorings which are laid and maintained by the customer on a licence. In recent years there has been a disturbing number of these licensed moorings failing. The Harbour Authority therefore requires all licence holders to sign annually to state that their mooring has been maintained. A check of a number of these mooring licences is made each year to ensure adequate levels of maintenance are being maintained. The Harbour Board has established a clear policy that where moorings are in a poor state of repair or fail as the result of poor maintenance, the mooring licences will be revoked.



A routine inspection of a Licensed Mooring revealed that the Licence Holder had not been maintaining their mooring

Salcombe Harbour Byelaws

The Harbour Board reviews the byelaws from time to time. They were last amended in 2009 when they were republished in full together with the byelaws applying to the Local Nature Reserve.

Having byelaws which are up-to-date and relevant is all part of the proper governance of the Harbour. The PMSC review recommended that the next revision of byelaws should include prohibiting windsurfing in the main fairway in July and August; prohibiting yachts of 7m or more from sailing between the Salcombe Harbour Hotel and the Saltstone in July and August; and prohibiting scrubbing foulings which might pollute the water.

Speeding and the danger of wash

The Harbour has an 8 knot speed limit from the Harbour entrance to the Salcombe Harbour Hotel (formerly the Marine Hotel); a 6 knot limit from there to the Saltstone (and including the whole of Southpool creek); an 8 knot limit from the Saltstone to the entrance to Kingsbridge; and 6 knots within Kingsbridge. The speed limits are clearly marked by conspicuous yellow buoys at the entrance to the Harbour and at key points throughout the Harbour.

Speed limits on water are probably no easier to enforce than on the roads. However, a major difference between a speed limit on water and on land is that the speed limit on water is set, at least in part, in order to avoid or minimise wash. A number of skippers still seem unaware that they can be creating wash which is an annoyance or a danger perhaps

several hundred metres astern, disturbing both vessels under way as well as moored vessels. This is particularly the case in a harbour which has a number of small craft, like canoes or kayaks, often crewed by children. Wash also seriously disturbs wildlife or otherwise damages the environment.

The Harbour Master has wide-ranging powers to enforce speed limits and it is a condition of Harbour and moorings licences (which can be withheld) that vessels observe the Harbour byelaws. The Harbour is regularly patrolled, especially since the Harbour acquired a new fast-response patrol boat. In 2012, a large number of skippers were stopped and subsequently warned about breaking the speed limits. In addition, one skipper was successfully prosecuted for repeatedly navigating within the Harbour at night without navigation lights.

Notwithstanding this, Salcombe is essentially a leisure harbour and the Harbour Board has no desire to implement heavy-handed speed enforcement. The Board would much prefer to foster a culture which discourages speeding and the creation of wash, so that boats move around calmly within the harbour with the minimum of disturbance, consistent with one of the attractions of the harbour, which is its peaceful, rural, character and its status as an AONB. That is also a culture which causes skippers to become aware of the effect their speed is having on vessels around and astern of them, and so promote safety.

Lifejackets

The Harbour's PMSC review drew attention to the need to promote the use of lifejackets for all harbour users, with automatic lifejackets being preferred to those which are inflated manually. Sadly, there have been incidents in the Harbour which might have been less serious if an automatically-inflating lifejacket had been worn.

Phone 999 and ask for the Coastguard

It is also important that all harbour users appreciate that when an emergency occurs anywhere in the Harbour, the proper procedure on dialling 999 is to ask for the Coastguard rather than any land-based emergency service. Asking for the Coastguard can significantly reduce the delay in the proper action being taken. The Coastguard know the Harbour and the Harbour staff regularly exercise with them.



Salcombe Lifeboat The Baltic Exchange III, returning to Salcombe

3 Our strategic aims

*A yacht enjoying the peace and tranquillity of Salcombe at anchor in Sunny Cove.
Below - One of our Resident Customers enjoying the afternoon
in the sun at Ditch End*



This is the first report pertaining to the Strategic Business Plan 2012 to 2017 and is on the following vision, mission statement, corporate values and objectives.

Vision

The Board's vision is:

To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of harbour users in the 21st century.

Mission Statement

The Board's Mission Statement is:

The Board is committed to running a safe, efficient and welcoming harbour that caters for the needs of harbour users and the environment.

Corporate Values/Core Principles

The core principles that underpin all the activities of the Harbour Board are:

- Safety
- Stakeholder Involvement
- Value for Money
- Environmental Stewardship
- Support for local employment

Strategic Business Objectives

The Harbour Board has identified four Strategic Business Objectives. These are:

- To operate a safe harbour following the guidelines in the Port Marine Safety Code.
- The provision of a high level of customer service and satisfaction.
- To maintain and develop the harbour infrastructure to meet the needs of harbour users and the environment.
- Long term security of tenure.

4 Progress made in 2012/13

The Harbour has continued to make tangible progress in line with the strategic objectives which were agreed by the Harbour Board and ratified by South Hams District Council in March 2012. The following details progress made during financial year 2012/13.

To operate a safe harbour following the guidelines in the Port Marine Safety Code

The Harbour Board has:

- ✓ Regularly checked all water supplies for the risk of legionnaire's disease.
 - ✓ Operated a night security patrol
 - ✓ Supported Mr Phil Goodhead, a Harbour employee, to study for the Harbour Master's Diploma. Phil was awarded a bursary from the UKHMA for half of the cost of the distance learning course; the Harbour Authority paid the balance. The picture below shows Phil receiving his diploma certificate, which he gained with distinction.
 - ✓ Successfully prosecuted one boat owner for contravening Harbour Byelaws associated with dangerous navigation.
 - ✓ To manage the Harbour during the busy summer months the Harbour Authority employs an additional 10 staff each summer. The contribution of these highly motivated and capable staff to fulfilling the requirements of the PMSC and a high standard of customer service cannot be underestimated.
- ✓ Supported the UK Hydrographic Office with sponsored field trips for their students
 - ✓ Following submission of survey data in 2009 and 2011 to the UKHO, Chart 28 has been updated and reissued.
 - ✓ The introduction of a fast-response craft, Eddystone, during last summer greatly improved the Harbour Authority's ability to respond quickly and in more difficult weather conditions than was previously possible.
 - ✓ Let a three-year contract for diving support for the maintenance of the deep water moorings.
 - ✓ Continued to promote safety by encouraging harbour users to wear a lifejacket and use a kill cord.

Moorings Officer Phil Goodhead receiving his Harbour Master's Diploma from the Chairman, Cllr John Carter





Salcombe Community Policing Team and Kingsbridge Estuary Boat Watch's Crime prevention day

The provision of a high level of customer service and satisfaction

- ✓ Conducted a 7th annual Customer Satisfaction Survey.
- ✓ Published 2013 Salcombe Harbour Guide
- ✓ Published the 6th annual Harbour Newsletter
- ✓ Frozen harbour charges for craft visiting Salcombe from the sea for the 7th consecutive year
- ✓ Frozen the yacht taxi charges for the 8th consecutive year
- ✓ Kept costs under control which has enabled price rises to be kept below the rate of inflation.
- ✓ Operated a Twitter account for the dissemination of Harbour information
- ✓ Provided the Devon and Cornwall Police with a base in Salcombe, a desk in the Harbour Office, following the closure of the Salcombe Police Station.
- ✓ Introduced a marine crime initiative with the Devon & Cornwall Police in an attempt to reduce the number of marine crime opportunities.
 - Marine crime down by 22% on 2011/12 figures
- ✓ The Moorings policy was revised and published. The review process included two rounds of consultation.
- ✓ The Harbour Office, with the support of the District Council, provided a link to the Web page which allows customers to pay invoices on line.
- ✓ Extended the Duty Boatman's shifts to give a full service during April and September weekends.
- ✓ Developed a new web page in cooperation with South Hams District Council.
- ✓ Managed the winter lift out and storage of boats within the Boatpark on behalf of South Hams District Council.

To maintain and develop the harbour infrastructure to meet the needs of harbour users and the environment

The following projects have been delivered in financial year 2012/13:

- ✓ After over 30 years of trying, the Harbour Board has, in co-operation with the District Council, now provided shower facilities at Whitestrand for the crews of visiting yachts.
- ✓ Considerable progress has been made towards the project to improve the berthing arrangements at Kingsbridge. Following an extended period of public consultation a decision was made in November to progress the project. The remaining hurdles to the delivery of the berthing improvements for the start of the 2014 season are to obtain planning permission and a licence from the Marine Management Organisation.
- ✓ Replaced all the plastic floats on the Batson Pontoons with concrete floats. This upgrade was in cooperation with the contractor who supplied the pontoons in 2009. The plastic floats were beginning to fail so all were changed at no cost to the Harbour Authority.
- ✓ Manufactured and fitted the replacement steps at Cliff House Gardens.

The new Harbour Environmental Information Boards. This one is situated at Kingsbridge, there is another at Batson in Salcombe



Artists from Salcombe CofE Primary School decorated the tiles for the shower facility

- ✓ A new garbage reception pontoon with facilities for the reception of landfill waste, glass bottle bank, paper and card and plastic and cans on the Visitors' Pontoon.
- ✓ The introduction of red gash bags for landfill waste
- ✓ The provision of two alongside berths with Water and Electricity on the Whitestrand Commercial Landing from 1900-0800.
- ✓ Purchased an additional 20m of plastic pontoon to improve the remote tender parking service in July and August.



- ✓ Continued with the Phosphate-Free Estuary campaign.
- ✓ Supported the District Council with the preparations for the refurbishment of the Fish Quay.
- ✓ South Sands Beach was again awarded a Blue Flag.
- ✓ Recycled 26% of all yacht waste collected. This was disappointing compared to previous years and was plagued by contamination of recyclables.
- ✓ Fitted four finger berths to the Coad Cove Residents' Pontoons to accommodate small craft up to 8m and to generate some larger berths to help move on the waiting list.

Long term security of tenure

The current lease with the Duchy of Cornwall runs until 24 March 2028. This gives security of tenure to the Harbour Authority for at least the next 15 years which will enable long-term planning and improvements to be undertaken.

The Board met in October to consider the longer term issues which are likely to affect the Harbour 2016 and beyond. This work will continue and form the basis of the Strategic Business Plan 2018-2022.

Issues which have been debated by the Board

During the year a number of issues have been debated by the Board which have been either contentious or not easy to resolve.

Moorings Policy

The Board has published a revised Moorings Policy. Although the bulk of such documents tend to stay unchanged, it is undoubtedly true that even small changes can be potentially controversial. The revised moorings policy clarifies a number of issues which have caused difficulty over the years: for instance, what is included in the overall length of a boat; and also that Council Tax receipts will be required as proof of residence. The moorings policy continues to give priority in the allocation of moorings to customers who are permanently resident in the South Hams.

One aspect of moorings policy which is likely to give rise to difficulty concerns the permissible length of boat on Harbour pontoon moorings. Both the length and breadth of boats increases slightly all the time. Most of the harbour's pontoon berths have a limit of 5.5m. The Harbour Board has confirmed that this overall length include things like bowsprits and bumkins and, of course, the ever-larger outboard engines when tilted.

However, many of the boats on these berths are coming out at nearer 6m, sometimes even more, and it will soon be literally impossible to squeeze them onto their berths without their protruding outboards damaging boats on neighbouring berths. The Board has decided to insist on protection for outboard propellers as a start, whilst recognising that any further increase in overall boat length will be difficult to accommodate and is likely to result in people not being able to have a berth on Harbour pontoons and having to move to a swinging mooring instead.



***Salcombe
Town
Sewer is a
pressurised
system,
leaks from
the manhole
covers,
submerged
at high tide,
will hopefully
be a thing of
the past***

Water quality

Salcombe Harbour is one of very few harbours where you can bathe off a beautiful golden sandy beach within the shelter of the harbour. This is a particular attraction for visitors so the Harbour's beaches and their water quality are valuable assets. It can be forgotten that one of the largest groups of harbour users, and one of the most significant for the local economy, are people who come for the beaches, swimming and surfing.

This is why it is so important that major beaches on both sides of the Harbour – Mill Bay, North Sands and South Sands – now have bathing water which consistently meets the standard of the EU Bathing Water Directive (2006/7/EC). In addition, South Sands Beach has retained its Blue Flag status in 2011, 2012 and 2013.

In pursuance of even better water quality, the Harbour Office participated in the Beachlive initiative with South West Water (SWW). The trial involved SWW informing the Harbour Authority if there were any instances of sewage being discharged into the estuary and again when the risk to bathers had passed. The Harbour Authority then placed warning signs at the beach to inform the public of the potential temporary risk. As it turned out, many of the apparent spillages were false alarms due to malfunctioning monitoring equipment at the Malborough water treatment works.

The good news is that, over that last 12 months, South West Water has invested heavily in upgrading the sewerage infrastructure. It is hoped that this will put an end to the repeated sewage leaks from the Salcombe Town sewer.

5 Future Development Plans

Development Plans

Development plans for 2013/14 centre on supporting the District Council with their project to refurbish the Salcombe Fish Quay and the project to improve the berthing arrangements at Kingsbridge.

The Fish Quay

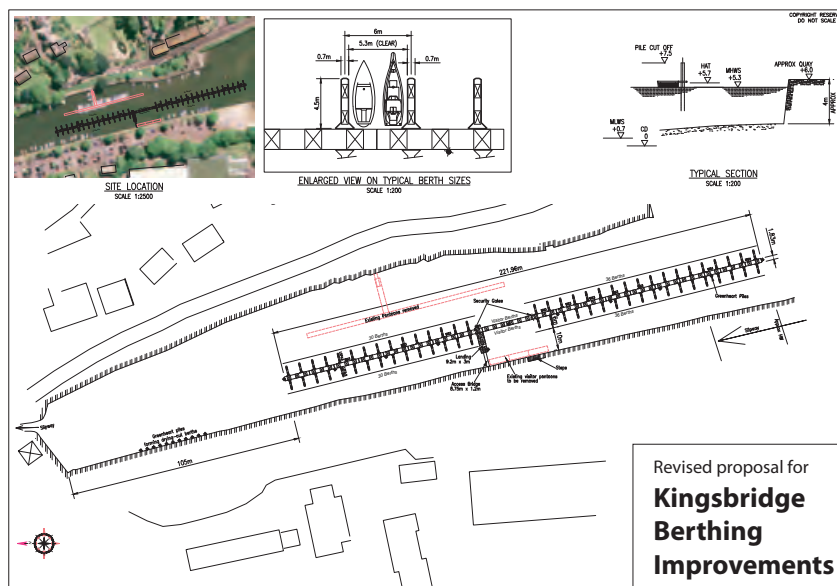
Much time and effort has been devoted to assisting South Hams District Council with their preparations for the refurbishment and improvements to the Salcombe Fish Quay. The project is being jointly funded by the District Council and the European Fisheries Fund. This is a very large project which has taken some time to progress to the construction phase, which started just before Easter 2013 and should complete by early summer. Despite the delays to the original planned schedule, the benefits from the project considerably outweigh the short term frustrations and inconvenience of the fisherman having to share the public slipway with all of the leisure users. These major works should safeguard the future of the Salcombe Fish Quay for the next 25 years.

Kingsbridge

The main Harbour Authority development for 2014 is the delivery of the berthing improvements at Kingsbridge. Real progress has been made this year but there are still several significant hurdles still to negotiate. Following a very successful and constructive public consultation, an exciting proposal has been adopted which plans to deliver 132 pontoon berths for the use of the residents of Kingsbridge. A contractor has been appointed and the necessary permits and permissions have been requested. If all goes well, and there are no problems gaining Planning Permission and a Marine Management Organisation Licence, this project should be delivered in the next financial year and so be ready by Easter 2014.

Other plans for 2013/14 include:

- Introduction of e-harbours, an internet based harbour management system
- Continuing the campaign to get harbour users to wear life jackets and buoyancy aids.
- Continue to educate harbour users of the byelaws relating to the speed limit.



**Revised
proposal for the
Kingsbridge
Berthing
Improvements
Project planned
for Easter 2014**



Harbour staff fitting four fingers to B Pontoon in Coad Cove. These fingers will be used for vessels up to 8m LOA

- Encouraging the routine reporting of collisions to the Harbour Office, in line with the legal obligation on skippers. In addition to collisions between moving vessels which are not reported, there are too many cases of damage being done to moored vessels that are not properly reported.
- Trialling finger berths for boats up to 8m on the Coad Cove Pontoons. If this trial is successful it will be possible to generate some larger berths for vessels of 12m and over which will give the opportunity to get some real movement in what has been a very long and slow moving waiting list.

Business Development

Building Salcombe's reputation as a destination for cruising yachts and dinghy sailors is central to the success of the Harbour in the future. Visitor income accounts for a large percentage of the Harbour's overall income and, with the numbers of residents' moorings capped, it is the only area where any growth is possible. However visitor numbers are a variable which, not least because of the vagaries of the British weather, is not wholly within the control of the Harbour Authority.

Competing with harbours which provide marina facilities and walk ashore access is not easy, so the Harbour Authority is working to make the most of the strengths and mitigating our weaknesses. Visiting yacht numbers had been falling steadily over the five years up to 2009. Since 2009 the visiting yacht numbers have been relatively stable at around the 6,000 - 6,500: however the 2011/12 figures were at the lower end of this band, 7% lower than in 2010/11. It has to be said that 2012/13 was a disaster, down by almost 1,000 yachts or 20% on the previous year. This is likely to be due to three factors, the weather, the Olympics and the recession.

5,000 Visiting Yachts and one Squirrel visited Salcombe last summer!



The average length of stay of the visiting yachts in the summer months was up from 1.37 nights to 1.67, which does not sound much, but saved the summer of 2012 from being a complete financial disaster for the Harbour Authority. The aim is to encourage visiting yachts to consider Salcombe as more than an overnight stopover on their West Country cruise. The addition of the free showers for visiting yachtsmen in the new facilities at Whitestrand, as well as improved facilities at Salcombe Yacht Club, should help. This will definitely be a welcome addition to the ever improving range of facilities available in Salcombe.

Having the new Salcombe Town Landings with water and electricity and sufficient room to accommodate visiting yachts alongside for the night out of season is a fantastic improvement of facilities and makes Salcombe a viable short visit destination for yachts based in Plymouth, Dartmouth and Tor Bay, which is where many of our visitors come from. Encouraging visitors in the shoulder months is a key objective as the Harbour has space and capacity and is generally very quiet and beautiful, and this gives a completely different experience from the hustle and bustle of regatta weeks in August.

Yacht taxi

The yacht taxi service showed its first downturn in growth since 2007. Dissapointing visitor numbers and the fact that the Yacht Taxi can be seen as a discretionary spend, perhaps particularly when staying a little longer makes it more worthwhile inflating the dinghy. So it may be the first thing to make a saving on in difficult financial times. However maintaining an affordable and successful

yacht taxi service is fundamental to the smooth and safe operation of the Harbour, which is why the prices have been frozen for eight consecutive years and nominal fares have been introduced for young people.

Customer experience

All this means that we must work very hard to improve the Customer Experience: this includes the welcome given by all staff, the general staff helpfulness and improving facilities and access within the limitations of a drying harbour with limited water frontage. The Board has also introduced a range of promotions and discounts which are tied to the level of service the Harbour provides at different times of the year. This initiative, along with no increases in visitor charges since 2006, is delivering good value for money in Salcombe. The Board is confident that over time the message is spreading and that Salcombe will increasingly be included once again in the itineraries of cruising yachts.

Following the successful changes to staffing in recent years, further enhancements have been put in place for 2013 to improve the level of personnel available for service delivery, particularly at the weekends and later into the evenings, throughout the Harbour. There will be a concerted effort with additional staff on and around the Salcombe Town landings again for 2013 to explain the changes and help customers understand how to get the best out of the improved landings.

6 Financial position

The financial position for the three years to 31 March 2013 is summarised below.

Year ended March 31	2010/11 £	2011/12 £	2012/13 £
Revenues			
Harbour Dues	256,519	263,002	246,792
Mooring Hire	409,710	418,869	427,379
Foreshore Pontoons	124,494	126,554	128,497
Water Taxi	35,763	40,832	31,890
Mooring Licences	24,081	25,345	23,583
Security Patrol	37,828	38,921	41,151
Miscellaneous	38,174	42,141	47,252
Interest	3,300	2,100	2,500
Total	929,868	957,763	949,044
Costs			
Employee costs, Harbour and HQ	328,991	333,307	334,165
Premises costs	213,651	221,348	221,304
Security Patrol	38,143	37,680	38,347
Supplies and Services costs	54,848	59,653	69,517
Transport related costs	55,742	50,675	35,507
Central Support Services	53,100	53,000	51,000
Contribution to Harbour Renewals Reserve	26,000	26,000	26,000
Contribution to Harbour Pontoon Reserve	45,000	45,000	45,000
New Projects funded from Revenue	33,971	4,867	4,500
Capital Charges	29,997	29,997	29,997
Total	879,443	861,530	845,337
Transfer to Harbour General Reserve	(50,425)	(96,233)	(103,707)

Income has fallen by 0.9% but operating costs have also been reduced by 1.87% this financial year. Overall, this has enabled the Harbour Authority to record a revenue budget surplus of £103,707.

Merlin Rocket week in Mid July heralds the start of the school Holidays and the beginning of the busy summer season



Income was affected by reduced harbour dues and yacht taxi usage, mainly due to the dreadful weather experienced during the summer of 2012 and consequent reduced number of visitors (visiting yacht numbers were down by 20%). However, the visitor average length of stay was up slightly to 1.8 days, which helped boost the mooring hire income.

Operating costs have fallen for a fourth consecutive year. Operating costs have been reduced from £924k in 2008/09 to £845k in 2012/13, an overall reduction

of 8.5%. This is attributed in part to efficiency savings driven out of more flexible working by staff and more efficient procurement practices. Considerable savings from the budget have been made with reduced expenditure on launch maintenance and operating costs (transport related costs), a new deep water mooring maintenance diving contract, a smaller than anticipated requirement for replacement chain and no requirement to replace any major navigation marks or beacons during 2013.

7 The Harbour Board

Salcombe Harbour Board comprises ten members, including the Chairman. Four of the members are South Hams District Councillors and six are independent co-opted members each of whom is appointed for a three-year (renewable) term. All Board members are appointed in accordance with the Government guidelines, following an open recruitment and rigorous assessment process. They do not represent any stakeholder organisations but act independently and apolitically, bringing to the Board their particular skills and experience. All Board members act in the best interests of the Harbour.

As the Board was re-constituted in 2006, the first Co-opted Members are coming to the end of their period of tenure. Two positions were filled in 2012 and there will be a further four vacancies in 2013, assuming there are no other changes in the interim.

The Board meets publicly six times a year to fulfil the statutory, commercial, operational and strategic requirements of the Harbour.

In addition, the Board also holds an annual workshop to consider the longer term issues which are likely to face the Harbour in the medium and long term. The focus of this workshop is to consider the long term sustainability of the Harbour, in the face of changing economic and leisure trends, and how to safeguard the environment for future generations. This lays down the basis for preparing the Harbour's plans for 2017 and beyond.

As is to be expected, a number of Harbour Board Members are harbour users and so pay Harbour dues and may have a Harbour mooring. Under local authority codes of practice, paying for Harbour dues or moorings is regarded as a contract with the local authority and so is a disclosable pecuniary interest. In the normal course, this would prevent these Members taking part or voting on a significant part of Harbour Board business.

However, in order to prevent the Board becoming inquorate as a result, the Deputy Monitoring Officer of South Hams District Council has granted a dispensation under Paragraph 8.1(c) of the Council's Code of Conduct to allow Members who pay Harbour dues or have moorings to remain in Harbour Board meetings and take part in the discussion and debate on all agenda items.

Council Members of the Harbour Board



Cllr John Carter

Chairman of the Harbour Board

John has resided in Hope Cove for 20 years and is one of the Councillors representing Salcombe, Malborough and Hope Cove. He is also a member of the Council's Executive. Spent most of his working life involved in Shipping and Transport. Has a boat but to his wife's annoyance it has sailed on the front lawn for the past 3 years.



Cllr Keith Wingate

Keith was born and bred in Kingsbridge and is passionate about the area. He has lived, worked and played on or around the estuary for his entire life. He is a Kingsbridge Town councillor, a SHDC councillor, a director in a local construction company and has a young family.



Cllr Simon Wright

Simon has lived in the South Hams since 1985. He has a farming background and has worked in the marine industry for 36 years, specialising in marketing and Health and Safety. He represents the Ward of Westville & Alvington.



Cllr Michael Hicks

Councillor Hicks is a Cornishman who is fanatical about the sea and South Devon. He brings considerable experience from the world of business to the Harbour Board.

He is also a member of the Council's Executive.

Co-opted Members of the Harbour Board

Mr Kit Harling CBE

Kit has been sailing for 40 years, most of which include sailing the South coast of Devon and Salcombe estuary. He spent 10 years in the Royal Naval Reserve and is a member of the Medical and Survival sub committee of the RNLI.



Mr Hugh Marriage OBE

As a former senior civil servant and Home Office Regional Director, Hugh has many years' experience of central and local government. He is often seen rowing to the beaches in the Harbour in his double scull.



Mr Jonno Barrett

Has lived in South Hams for 25 years, coming to Salcombe as a skipper at the ICC. He is now the MD of a software business in Salcombe, specialising in marine trade and retail systems. He has a degree in Biology which informs his view on conservation issues, and is an active sailor with cruising yacht and dinghy on the harbour.



Mr Andrew Thomson

A keen sailor since childhood, he and his wife moved to the South Hams in 2007 after sailing in the area for many years. They base their boat in Salcombe Harbour. Andy is an RYA Yachtmaster Instructor, has run his own RYA Training Centre since 1996 and is Station Manager at the Prawle Point National Coastwatch station.



Professor Malcolm Mackley

Malcolm Mackley now lives in Salcombe and before that spent thirty years at Cambridge as a Professor of Chemical Engineering and Fellow of Robinson College. Malcolm has been a member of Salcombe Yacht Club for many years. He currently races a Solo dinghy on the estuary and explores the backwaters in a gentler manner using a tan sailed, gaff rigged Cornish Shrimper.



Mr Peter Waring

Peter is a Consultant to the RYA. A keen sailor with small craft moored in the Estuary, he was brought up in South Devon and has continued an enthusiastic association with Salcombe Harbour ever since.



8 The Harbour Community Fora

Stakeholder involvement

To ensure that the Harbour Board has strong and direct links with harbour users, local communities and other external organisations with an interest in the Salcombe-Kingsbridge Estuary, a formal consultation mechanism has been set up. This enables the Recognised Stakeholder Forums to formally make representations to the Board.

Originally, the Board recognised four consultation bodies but this year the Kingsbridge and Salcombe Marine Business Forum was established and recognised by the Harbour Board, bringing the number to five not-for-profit community groups known as 'Harbour Community Fora'. In addition, every effort has been made to involve the riparian Town and Parish Councils in the work of the Harbour Board and, from time to time, the Board has met in parishes around the Harbour.

Stakeholders are currently represented by the five Harbour Community Fora detailed here:

- Salcombe and Kingsbridge Estuary Association
- Kingsbridge Estuary Boat Club
- Salcombe-Kingsbridge Estuary Conservation Forum
- South Devon and Channel Shell Fishermen
- Kingsbridge and Salcombe Marine Business Forum

The Board may choose to appoint other Recognised Stakeholders Forums at its discretion in the future if the need arises.

The Kingsbridge Estuary Boat Club maintains an extremely informative web page www.kebc.co.uk and also operates a very successful Boat Watch scheme which has contributed greatly to the reduction in the levels of marine crime experienced throughout the estuary and at Kingsbridge in particular. The Club is very safety and anti-crime conscious and has worked in partnership with the Devon and Cornwall Police and the Harbour Authority to combat Marine Crime.

The Salcombe and Kingsbridge Estuary Association maintain a web-based forum www.forum.skea.org.uk for the promulgation of estuary and boating information. This is a very useful forum for debate on Harbour issues and concerns relating to Salcombe generally. Members of the public who would like to access this e-forum should contact: secretary@skea.org.uk



Regatta Fireworks are a highlight of the summer season

9 The Harbour Staff

The operational management of the Harbour is carried out by a team of thirteen permanent staff augmented during the summer months by up to a further ten seasonal staff.

All staff are appropriately qualified in port marine operations, seamanship, boat handling, pollution control, first aid, manual handling, mechanical lifting fire fighting and administrative skills.

During this year Mr Phil Goodhead, one of the Moorings Officers, has been studying for his Harbour Master's Diploma and in which he gained a Distinction. This is an internationally recognised qualification, which is likely to become a pre-requisite for appointments to the post of Harbour Master in the future. A picture of Phil receiving his diploma certificate from the Chairman of the Harbour Board is on page 14.



Ian Gibson
Harbour Master



Vanessa Tabb
Assistant
Harbour Master
Administration



Chris Gill
Assistant
Harbour Master
Logistics &
Maintenance



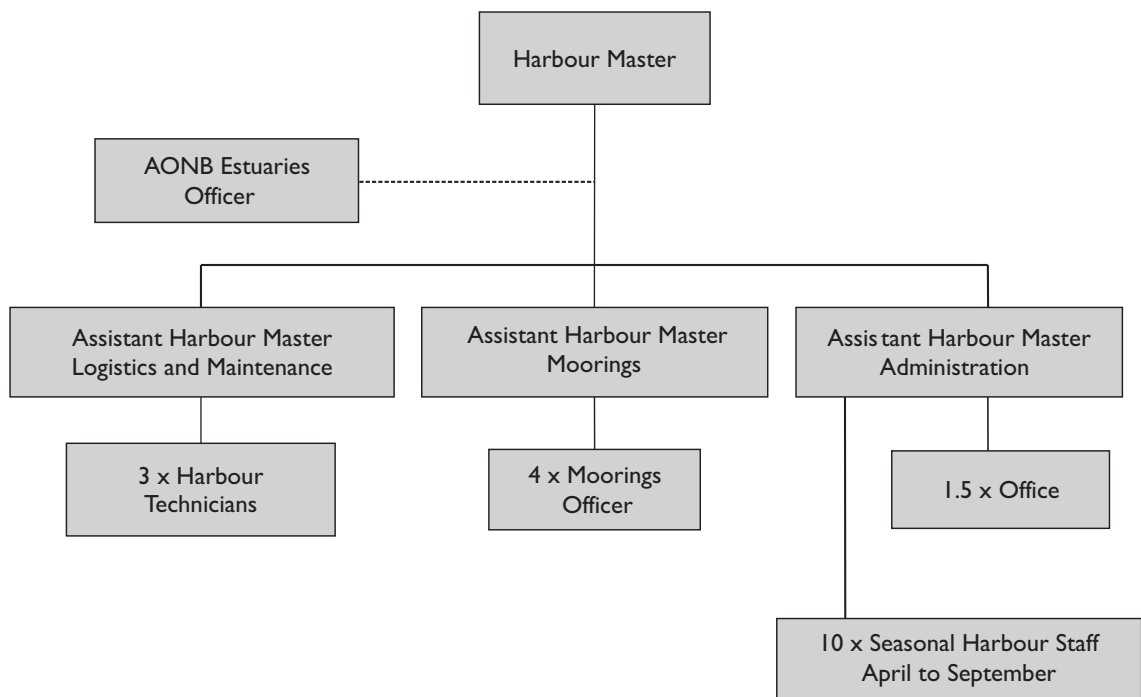
Bruce Harding
Assistant
Harbour Master
Moorings



**Nigel
Mortimer**
Estuaries Officer
(based in the South
Devon AONB Unit
at Follaton House)

Harbour Staff

The 13 permanent members of the Harbour Team are augmented by ten seasonal staff each summer. The seasonal staff fulfil an invaluable service to harbour users each summer operating the Yacht Taxi service, assisting the Boatmen, meeting and greeting visiting vessels, and patrolling, particularly in the vicinity of Whitestrand. Integrating this number of personnel into a small team is difficult and great care is taken to ensure the seasonal personnel are trained to a high standard and that they understand how the Harbour works and they can readily assist any harbour user.



Logistics and maintenance Team

(LtoR) Sam Viles, Giles Foley,
Dan Cobbledick, Chris Gill.



Moorings Team

(LtoR) Bruce Harding, Rob Park,
Phil Goodhead, Matt Davies,
Cameron Sims-Stirling



Administration & Boatpark Team

(LtoR) Jean Carlyle-Lyon,
Vanessa Tabb, Amanda Sparks
and Jem French

10 Key contacts and calendar

The contact details of key personnel involved in the operations of the harbour are noted here. Any interested party is invited to make contact.

Cllr John Carter

Chairman Salcombe Harbour Board
South Hams District Council
Follaton House, Plymouth Road
Totnes TQ9 5NE
Phone: 01803 861234
E-mail: cllr.carter@southhams.gov.uk

Kate Cassar

Head of Assets
South Hams District Council
Follaton House, Plymouth Road
Totnes TQ9 5NE
Phone: 01803 861234
E-mail:
customer.services@southhams.gov.uk

Ian Gibson

Harbour Master
Salcombe Harbour Office
Whitestrans
Salcombe TQ8 8BU
Phone: 01548 843791
E-mail:
salcombehaviour@southhams.gov.uk

Peter Goldsworthy

The Salcombe Kingsbridge Estuary
Association
Phone: 01548 842583
E-mail: secretary@skea.org.uk

Tony Watson

The Salcombe-Kingsbridge Estuary
Conservation Forum
Phone: 01548 853156
E-Mail: tony@1southwinds.eclipse.co.uk

Richard Smith

The Kingsbridge Estuary Boat Club
Phone: 01548 854300
E-mail: boats@kebc.co.uk

Brian Pawley

South Devon and Channel Shell Fishermen
Phone: 01548 561160
E-mail: bfpawley@clara.co.uk

Rob Hales

Kingsbridge and Salcombe Marine
Business Forum
Phone: 07976371814
E-mail: robhales@btinternet.com

Calendar

Scheduled Harbour Board meeting dates

The dates of the board meetings scheduled for 2013/14 are as follows:

- 15th July 2013 (Annual Inspection)
- 23rd September 2013
- 18th November 2013
- 3rd February 2014
- 31st March 2014
- 2nd June 2014
- 14th July 2014 (Annual Inspection)
- 29th September 2014

For further details on these meetings, please contact Kathy Trant on 01803 861185 or e-mail:

kathryn.trant@southhams.gov.uk

Details of Board agendas and past minutes can be found on the Council's website www.southhams.gov.uk

The Harbour's web page is at www.salcombe.harbour.co.uk

The Harbour is also on Twitter, follow [@salcombehaviour](https://twitter.com/salcombehaviour)



AGENDA
ITEM
10

SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM
10

NAME OF COMMITTEE	Salcombe Harbour Board
DATE	15 July 2013
REPORT TITLE	Final Accounts 2012/13
Report of	Head of Finance Head of Service – Salcombe Harbour
WARDS AFFECTED	All South Hams

Summary of report:

This report advises Members of the Harbour's final trading position in 2012/2013 together with brief details of the main variations from the original budget. A summary of harbour reserves and balances is also provided.

Financial implications: A trading surplus of £103,707 was generated in 2012/2013

RECOMMENDATIONS:

That the Board RESOLVES to note the final accounts for 2012/2013 as set out within Appendix A.

Officer contact:

Pauline Henstock Acting Chief Accountant pauline.henstock@southhams.gov.uk
01803 861377

1. BACKGROUND

- 1.1 The 2012/13 budget was set at a break-even position.
- 1.2 The Harbour's trading accounts have now been finalised, pending external audit certification during August 2013. The accounts have been prepared on an accruals basis and take account of all relevant income streams and expenditure items. The final outturn position for the year is a surplus of £103,707.

- 1.3 The accounts show how funds have been used to deliver services and form an essential part of public accountability. Inevitably, circumstances that arise throughout the year often differ from the budgeted position, giving rise to financial variations. However, the overall impact is mitigated by continuous monitoring and timely decision making where corrective action is required.

2. ISSUES FOR CONSIDERATION

2.1 Trading Performance - Expenditure

The table below identifies the main variations from budget. Overall, actual expenditure was £89,563 less than budgeted.

Item	Explanation	Forecast (Under)/Over expenditure £
Harbour Employees	A Turnover of staff with new staff on a lower entry grade.	(10,829)
	Flexible working reduced overtime costs.	(5,502)
	One additional seasonal employee to cover early and late season taxi and increased cover at Whitestrand in July and August.	2,850
	Greater than expected income from Boat Licensing.	(4,650)
	Training, medical fees & recruitment. After two heavy training years 2012/13 did not have any major training requirements.	(2,433)
	Miscellaneous employee variances	(271)
	Total Employee Variances	(20,835)
Repairs & maintenance		
a. General Repairs & Maintenance	Under spend on R&M costs for the Harbour Office and Workshops.	(1,235)
b. Piers, Landings & pontoons	Over expenditure due to purchase of 4 x fingers for Coad Cove deep water pontoons.	2,461
c. Marks & Beacons	No failures of the navigation marks and beacons this year resulted in an under expenditure.	(3,685)

d. Moorings	Under spend due to reduced amount of repairs required and lower tender price for chains.	(33,803)
	Total R&M Variance	(36,262)
Security Patrol		(1,053)
Rents	Duchy rent charge is based on actual income earned from the Fundus. Income in the year was higher than budgeted which increases the rent charge.	3,604
Electricity, water, rates and insurance	Close to Budget estimate	(507)
Trade waste and cleaning charges	Considerably less than budgeted for, 20% fewer visitors generated less waste than anticipated.	(2,131)
	Total Premises Variances	(36,349)
Equipment	Purchase of hardware for the e-harbours point of sale caused this over expenditure.	6,031
Printing, Stationery & Advertising	The cost of printing the Harbour Guide was £2,000 less than budgeted for.	(2,046)
Other Supplies & Services variances	Miscellaneous minor variances, including stamp duty for lease conveyance of £4,000.	4,532
	Total Supplies & Services Variances	8,517
Transport	This has been a good year for serviceability of the harbour launches and plant with no major expenditure required.	(30,393)
Capital Charges		(3)
New Projects Funded from Revenue	Three projects were budgeted for but only one completed, which was the improvement to the tender berthing at Whitestrand. The disposal of old pontoons was frustrated by the Fish Quay works and the Phosphate Free Salcombe project concluded in year.	(10,500)
Total Expenditure Variations		(89,563)

2.2 Trading Performance - Income

The 2012/13 budget included a 2% increase for all charges other than visiting yachts, which were frozen. This was intended to generate sufficient additional income to cover expenditure levels, and enabled a balanced budget to be set. Overall, income received during the year has out-performed the budget by £14,144. The table below shows the main areas of variation from the budget.

Item	Explanation	Forecast Under/(Over) Income £
Harbour Dues	Annual harbour dues up slightly following below inflation rise to annual charges but income from visiting yachts was down considerably	18,208
Mooring Hire	Better than anticipated income from annual mooring hire despite poor casual visitor figures.	(15,479)
Miscellaneous	Small boat pontoon systems	(3,997)
	Water Taxi Service	4,110
	Mooring Licences	817
	Security Patrol	(1,751)
	Proceeds from sale of equipment, scrap metal and hire of crane, barge, fork lift truck and advertising in Harbour Guide.	(17,052)
Interest Received	Interest is payable on reserve balances. Interest rates have fallen due to the recession resulting in lower interest being earned.	1,000
Total Income Variations		(14,144)

2.3 The Overall Position

The net position after taking into account variations in both income and expenditure is a generated surplus of £103,707. This will be confirmed once the Harbour accounts have been subject to external audit verification during August 2013. A schedule of actual income and expenditure against budget is included at Appendix A.

The generated surplus will be incorporated into the General Reserve. An analysis of the closing position of each of the Harbour reserves is included at Appendix B.

4. LEGAL IMPLICATIONS

4.1 The Statutory Powers that apply to this report are the Local Government Act 1972, Section 151 and The Pier and Harbour Order (Salcombe) Confirmation Act 1954.

5. FINANCIAL IMPLICATIONS

5.1 The financial implications of this report are that a trading surplus of £103,707 was generated in 2012/13. It is pleasing to report that the Harbour has generated a trading surplus for the 2012/13 which will bolster retained reserves, and will assist with the financing of future initiatives for the benefit of the Harbour users.

6. RISK MANAGEMENT

6.1 The risk management implications are:

Risk/Opportunity	Risk Status			Mitigating and Management Actions
	Impact/Severity	Likelihood/Probability	Risk Score	
The report enables informed discussion relating to the budget and accounts for the Harbour. Accounts have yet to be subject to the external audit process	3	2	6	Harbour accounts have been prepared with regard to relevant accounting standards and practices. It is unlikely that the external audit process will change the overall position.

Corporate priorities engaged:	Budget considerations support all Council priorities
Statutory powers:	Local Government Act 1972, Section 151; The Pier and Harbour Order (Salcombe) Confirmation Act 1954.
Considerations of equality and human rights:	None directly arising from this report
Biodiversity considerations:	None directly arising from this report
Sustainability considerations:	None directly arising from this report
Crime and disorder implications:	None directly arising from this report
Background papers:	Corporate Finance working papers
Appendices attached:	Appendix A: Schedule of income and expenditure against budget Appendix B: Analysis of closing position of Harbour Reserves

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Salcombe Harbour - Revenue Outturn 2012/13

Actual 2010/11	Actual 2011/12		Budget 2012/13	Actual 2012/13	Variance 2012/13
£	£		£	£	£
Employees:-					
328,991	333,307	Harbour	355,000	334,165	(20,835)
Premises-Related Expenditure:-					
14,427	16,765	General Repairs and Maintenance	16,100	14,865	(1,235)
38,143	37,680	Security Patrol	39,400	38,347	(1,053)
6,801	5,218	Piers, Landings and Pontoons	9,200	11,661	2,461
1,036	7,789	Marks and Beacons	3,700	15	(3,685)
55,529	56,372	Moorings	76,700	42,897	(33,803)
1,545	1,444	Insurances	2,000	1,769	(231)
15,681	16,010	Electricity, Water and Rates	18,700	18,424	(276)
110,412	112,505	Rents	111,100	114,704	3,604
8,220	5,245	Refuse Collection / Office Cleaning	9,100	6,969	(2,131)
Supplies and Services:-					
7,942	5,677	Equipment	9,500	15,531	6,031
10,952	9,697	Printing, Stationery and Advertising	12,000	9,954	(2,046)
6,841	7,386	Communications (Radios, Telephones, Postage)	9,600	9,806	206
4,137	5,230	Protective Clothing	5,000	4,981	(19)
4,539	5,701	Credit Card Handling Charges	5,500	5,852	352
20,437	25,962	Miscellaneous	19,400	23,393	3,993
55,742	50,675	Transport-Related Expenses (Launches etc.)	65,900	35,507	(30,393)
53,100	53,000	Central Support Services	51,000	51,000	0
26,000	26,000	Contribution to Renewals Reserve	26,000	26,000	0
45,000	45,000	Contribution to Pontoon Repair / Rep. Reserve	45,000	45,000	0
33,971	4,867	New Projects Funded From Revenue	15,000	4,500	(10,500)
29,997	29,997	Capital Charges (Net)	30,000	29,997	(3)
879,443	861,530	TOTAL EXPENDITURE	934,900	845,337	(89,563)
(256,519)	(263,002)	Harbour Dues	(265,000)	(246,792)	18,208
(409,709)	(418,869)	Mooring Hire	(411,900)	(427,379)	(15,479)
(124,494)	(126,554)	Small Boat Pontoon Systems	(124,500)	(128,497)	(3,997)
(35,763)	(40,832)	Water Taxi Service	(36,000)	(31,890)	4,110
(24,081)	(25,345)	Mooring Licences	(24,400)	(23,583)	817
(37,828)	(38,921)	Security Patrol Fees	(39,400)	(41,151)	(1,751)
(38,174)	(42,141)	Miscellaneous	(30,200)	(47,252)	(17,052)
(3,300)	(2,100)	Interest	(3,500)	(2,500)	1,000
(929,868)	(957,763)	TOTAL INCOME	(934,900)	(949,044)	(14,144)
(50,425)	(96,233)	(SURPLUS)/SHORTFALL ON TRADING ACTIVITIES	0	(103,707)	(103,707)

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Committee: Salcombe Harbour

12/13 CLOSEDOWN

Service : Salcombe Harbour

WORKING PAPER

SUBJECTIVE HEADING	ACTUALS			Budget 12/13 £	Budget 13/14	Notes
	10/11 £	11/12 £	12/13 £			
COST CENTRE : 3410						
EMPLOYEES - OPERATIONAL	328,991	333,307	334,165	355,000	365,700	
Wages: Summer Seasonal staff	24,528	29,942	36,750	33,900	34,800	
Employers NI & Super	50,424	56,283	59,988	60,300	69,400	Budget based on 2011/12 rates
Salaries (inc. Shift Pay)	298,099	295,992	288,471	299,300	302,500	Due to staff turnover
Overtime	5,642	5,699	4,498	10,000	10,800	
Recharge to Headquarters	(52,300)	(52,500)	(52,500)	(52,500)	(52,500)	Incl. £5k from car pks for boat storage service
Boat Licence Income	(7,060)	(9,594)	(8,550)	(3,900)	(7,000)	
Ferry Notice Boards	(816)	(1,213)	(1,091)	(800)	(1,000)	
Staff Training	6,171	3,552	926	3,600	3,600	
Medical Fees / Other	323	426	240	500	500	
Recruitment	582	964	1,101	600	600	
Employers Liability Insurance	3,398	3,756	4,332	4,000	4,000	

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Committee: Salcombe Harbour				12/13 CLOSEDOWN		
Service : Salcombe Harbour				WORKING PAPER		
SUBJECTIVE HEADING	ACTUALS			Budget 12/13	Budget 13/14	Notes
	10/11 £	11/12 £	12/13 £	£		
COST CENTRES : 3410,3415,3420,3425						
PREMISES (ASSET) RELATED EXPENSES	251,793	259,030	249,651	286,000	271,100	
General R&M	9,477	9,643	6,942	8,600	10,000	
Tools, Materials and O.H. & C.S.	4,217	4,619	5,973	5,600	5,000	
Health & Safety	558	2,016	1,358	1,300	1,500	
Communications R&M	175	487	592	600	600	
GENERAL R&M	14,427	16,765	14,865	16,100	17,100	
SECURITY PATROL	38,143	37,680	38,347	39,400	39,400	
PIERS, LANDINGS & PONTOON	6,801	5,218	11,661	9,200	8,000	
MARKS & BEACONS	1,036	7,789	15	3,700	3,700	One off expenditure in 2011/12
Foreshore Moorings	6,089	5,049	403	8,700	5,000	
Deepwater Moorings	1,304	5,422	1,410	3,700	4,000	
Diving Maintenance Support	21,350	21,325	18,250	27,600	20,000	
Chain Purchase	21,153	19,573	15,212	31,400	24,000	
Replacement Mooring Buoys	5,632	5,003	7,622	5,300	5,000	
MOORINGS	55,529	56,372	42,897	76,700	58,000	
Premises-Related Insurance Payments Within Excess	1,545	1,444	1,769	2,000	2,000	
INSURANCE	1,545	1,444	1,769	2,000	2,000	
Electricity	2,857	2,237	2,392	2,600	2,600	
Whitestransd showers						
Gas	751	1,016	2,694	2,700	2,700	
Water	131	200	56	200	2,500	
Whitestransd showers						
Rates	11,941	12,557	13,282	13,200	13,600	
UTILITY CHARGES	15,681	16,010	18,424	18,700	21,400	
Workshop (1)	12,712	12,621	12,621	12,600	13,000	
Rent To Duchy	97,700	99,884	102,083	98,500	101,000	
RENT	110,412	112,505	114,704	111,100	114,000	
Trade Waste Collection charges	4,864	2,423	3,547	6,100	4,000	
General Office Costs (including Cleaning)	3,356	2,822	3,422	3,000	3,500	
REFUSE COLLECTION/OFFICE CLEANING	8,220	5,245	6,969	9,100	7,500	

PREMISES

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SUBJECTIVE HEADING	ACTUALS			Budget 12/13	Budget 13/14	Notes
	10/11 £	11/12 £	12/13 £	£	£	
COST CENTRES : 3410, 3435, 3445						
SUPPLIES AND SERVICES:	54,848	59,654	69,517	61,000	62,000	
Furniture & Fittings	0	0	60	1,500	1,000	
Equipment - New & R&M	5,858	2,272	4,970	1,500	1,500	
Hire of equipment	0	705	251	0	0	
Hardware, Software and IT Support & maintenance	2,083	2,701	10,250	6,500	6,500	7k for purchase of Hardware for e-harbours £1k per set.
EQUIPMENT	7,942	5,677	15,531	9,500	9,000	
Printing & Stationery	6,058	5,170	5,858	6,500	6,500	
Harbour Guide	4,670	3,980	2,940	4,900	4,900	
Advertising	224	547	1,156	600	600	
PRINTING STATIONERY & ADVERTISING	10,952	9,697	9,954	12,000	12,000	
Postage	3,435	5,024	3,966	4,100	6,500	
Telephones	3,131	2,138	5,530	5,200	3,200	
Licence Fees	275	225	310	300	300	
COMMUNICATIONS	6,841	7,386	9,806	9,600	10,000	
PROTECTIVE CLOTHING	4,137	5,230	4,981	5,000	5,000	
CASH COLLECTION EXPENSES	4,539	5,701	5,852	5,500	6,600	
Fees and Subscriptions (inc Port Marine Safety)	3,920	3,830	4,982	4,400	4,400	Incl. Blue Flag application £680, £544 recharged.
Conference Expenses/Subsistence	483	877	1,444	1,000	1,000	
Tier Two Response	826	826	826	800	1,000	
General Office Expenditure	45	5,088	1,270	400	400	One off expenditure in 2011/12
Water Dispenser	238	0	0	400	400	
Legal Fees	0	170	4,011	0	0	HMRC - stamp duty one off for lease conveyance
Other Professional Fees	0	2,000	(415)	0	0	Accrued for £2K in 2011/12 in error, invoice paid for 12/13 (cost of boat inspections by Dartmouth Harbour)
Shower Tokens	3,705	1,751	0	0	0	No longer in operation
Estuary Officer Contribution	10,200	10,400	10,200	10,400	10,200	
Chairman - Salcombe Harbour	1,020	1,020	1,075	2,000	2,000	Recharge - 50% of £2,150
MISCELLANEOUS	20,437	25,962	23,393	19,400	19,400	

SUPPLIES&SERVICES

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Committee: Salcombe Harbour

12/13 CLOSEDOWN

Service : Salcombe Harbour

WORKING PAPER

SUBJECTIVE HEADING	ACTUALS			Budget 12/13 £	Budget 13/14 £	Notes
	10/11 £	11/12 £	12/13 £			
COST CENTRE : 3410						
TRANSPORT RELATED EXPENSES	55,742	50,675	35,507	65,900	66,400	
Fixed car payments	2,178	2,238	2,163	2,200	2,200	
Variable car allowances	783	554	728	800	800	
Repairs & Maintenance:						
Harbour Van	1,431	2,239	1,490	2,100	2,200	
Launches General	21,122	5,690	11,746	22,000	14,000	
Crane	6,739	2,002	357	1,700	5,000	
Fork Lift Truck	344	493	587	1,700	1,200	
Mooring Barge	475	417	1,336	3,000	1,000	
Transport Insurance	8,644	23,039	2,384	14,000	23,000	Premium further reduced in 12/13 by a no claims discount.
Fuel : Launches	14,026	14,004	14,716	18,400	17,000	
HEADQUARTERS ALLOCATION	53,100	53,000	51,000	51,000	51,300	
Personnel & Payroll	11,100	10,800	9,900	9,900	10,000	
Strategic Director - Operations	3,000	3,800	3,300	3,300	3,300	
Drawing Office	1,300	900	900	900	900	
Environmental Health	1,200	1,400	1,400	1,400	1,400	
Financial Services	11,600	12,600	11,500	11,500	11,600	
IT Section	6,900	5,000	5,500	5,500	5,600	
Legal	4,400	4,000	4,200	4,200	4,200	
Property Services	5,000	4,600	4,600	4,600	4,600	
Committee & Member Services	4,600	4,800	4,800	4,800	4,800	
Improvement & Development Team (Formerly PR)	1,900	2,900	2,700	2,700	2,700	
Internal Audit	2,100	2,200	2,200	2,200	2,200	
CAPITAL CHARGES	29,997	29,997	29,997	30,000	35,100	
Leasing Payments						
Debt Charges (Depreciation & interest)	75,573	35,490	46,256	30,000	35,100	
(Surplus)/Deficit on Capital Charges	(45,576)	(5,493)	(16,259)	0	0	To reflect loan repayments
CONTRIBUTION TO RENEWALS RESERVE	26,000	26,000	26,000	26,000	26,000	
CONTRIBUTION TO PONTOON RESERVE	45,000	45,000	45,000	45,000	50,000	
ITEMS TO BE MET FROM REVENUE	33,971	4,867	4,500	15,000	15,000	
Disposal of pontoons	0	0	0	5,000	5,000	Pontoons purchased, therefore no disposal costs
Frogmore Pontoon	2,391					
Improvements to tender berthing at Whitestrand	9,900		4,500	5,000	5,000	Plastic pontoons
Installation of Grove crane	17,475					
Replacement Dory	4,205					
Environmental Projects				5,000	5,000	
Whitestrand Plastic Pontoons		4,867				
ITEMS FUNDED FROM RESERVES.	83,621	0	0	0	0	
Estuary dredging	83,621					

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Committee: Salcombe Harbour				12/13 CLOSEDOWN		
Service : Salcombe Harbour				WORKING PAPER		
SUBJECTIVE HEADING	ACTUALS			Budget 12/13	Budget 13/14	Notes
	10/11 £	11/12 £	12/13 £	£	£	
COST CENTRES : 3410, 3425						
HARBOUR DUES						
Annual	(176,307)	(178,320)	(182,256)	(180,200)	(180,200)	Combined with 3410/2374/1361 - Casual dinghies
Casual Yachts	(63,172)	(66,865)	(50,326)	(68,800)	(68,800)	
Casual Collected via Creek Boat Park	(17,040)	(17,816)	(14,210)	(16,000)	(16,000)	
MOORING HIRE						
Annual Deep Water	(155,992)	(160,275)	(169,812)	(158,000)	(158,000)	
Casual Deep Water	(73,572)	(77,771)	(70,093)	(70,000)	(70,000)	
Annual Foreshore	(129,736)	(127,890)	(141,659)	(131,900)	(131,900)	
Casual Foreshore	(39,923)	(40,575)	(35,611)	(42,000)	(42,000)	
Dentridge Mooring	(10,486)	(12,358)	(10,068)	(10,000)	(10,000)	
Town Landings			(136)			New income stream (following new layout at Whitestrand
MOORING LICENCES	(24,081)	(25,345)	(23,583)	(24,400)	(24,400)	
SECURITY CHARGE	(37,828)	(38,921)	(41,151)	(39,400)	(37,000)	
WATER TAXI SERVICE	(35,763)	(40,832)	(31,890)	(36,000)	(36,000)	
PONTOONS						
Shadycombe Creek Comm Users	(13,474)	(13,536)	(14,001)	(14,200)	(14,200)	
V Quay, Batson & Kingsbridge	(93,017)	(95,583)	(98,158)	(92,900)	(92,900)	
Whitestrand Licence Fees	(3,488)	(3,937)	(2,489)	(2,800)	(2,800)	
Whitestrand Pontoon July/August	(14,515)	(13,498)	(13,849)	(14,600)	(14,600)	
Miscellaneous Income	(38,174)	(42,141)	(47,252)	(30,200)	(25,800)	
Sale of Tide Tables	(140)	(270)	(105)	(200)	(200)	
Miscellaneous	(3,098)	(3,166)	(7,982)	(2,200)	(3,000)	Revenue grants - Phosphate free/other fees & charges
Fire Patrol	(25)	(25)	(85)	0	0	
Whitestrand Boat Park	(2,508)	0	0	(2,300)	0	
Whitestrand Notice Board	(718)	(732)	(747)	(600)	(700)	
Towing Charge	(278)	(409)	(329)	0	(300)	
Crane hire incl wage costs	(2,617)	(4,654)	(7,345)	(2,000)	(2,900)	
Hire of Mooring Barge	(2,852)	(2,767)	(521)	(1,000)	(1,000)	
Hire of Fork Lift Truck	(168)	(227)	(498)	0	(200)	
Boatyard Maintenance	(388)	(850)	(208)	0	0	
Pontoon for Fishermen, the Spur	(783)	(799)	(815)	(800)	(800)	
Hire of Safety Launch	(134)	(65)	(154)	(500)	0	
Store Boxes at Ditch End	(1,689)	(1,846)	(1,883)	(1,400)	(1,700)	
WIFI Spark Commission	(587)	(74)	(128)	(800)	(500)	
Retention Fees	0	0	(2,812)	0	0	New code - income separately identified wef 1.4.12
Harbour Guide	(7,510)	(8,340)	(8,400)	(6,900)	(8,000)	
Sale of Equipment	(2,618)	(5,923)	(1,681)	0	0	
Fuel Duty Repayment	(3,595)	(3,000)	(3,776)	(2,500)	(3,000)	
Cont. from C/Pks re Security Patrol (bc	(5,600)	(5,600)	(5,600)	(5,600)	(3,000)	
Cont. from H/Waste re refuse collectio	(1,900)	(1,900)	(1,900)	(1,900)	(500)	
Legal Costs Recovered	(476)	(929)	0	0	0	
Other Costs Recovered (S/R VAT)	0	0	(544)	0	0	Blue Flag application £680, recharged £544
Under lease Kingsbridge Estuary	(494)	(494)	(247)	(1,500)	0	
Under/Over Bankings	6	(71)	8	0	0	
Annual licence fee	0	0	(1,500)	0	0	
	(926,568)	(955,663)	(946,544)	(931,400)	(924,600)	
CONTRIBUTION FROM BALANCES						
CONT. FROM RENEWALS RESERVE	(83,621)	0	0	0	0	
INTEREST	(3,300)	(3,000)	(2,500)	(3,500)	(3,500)	

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Pontoons Reserve

	£
Balance 1st April 2012	86,213
ADD	
Contribution 2012/2013	45,000
Interest	<u>800</u>
	132,013
Less expenditure on:-	
Balance as at 31st March 2013	<u><u>132,013</u></u>

Renewals Reserve

	£
Balance 1st April 2012	120,929
ADD	
Contribution 2012/2013	26,000
Interest	<u>1,100</u>
	148,029
Less expenditure on:-	
Garbage Reception Pontoon (capital)	13,920
Balance as at 31st March 2013	<u><u>134,109</u></u>

General (Revenue Account) Reserve

	£
Balance 1st April 2012	183,561
ADD	
Surplus 2012/2013	<u>103,706</u>
	287,267
Less expenditure on:-	
Whitestrans Showers	39,049
Harbour System Upgrade	<u>10,000</u>
	49,049
Balance as at 31st March 2013	<u><u>238,218</u></u>

Total Reserves Balances as at 31 March 2013**504,340**

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AGENDA
ITEM
11

SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM
11

NAME OF COMMITTEE	Salcombe Harbour Board
DATE	15 July 2013
REPORT TITLE	PERFORMANCE MANAGEMENT
REPORT OF	Salcombe Harbour Master
WARDS AFFECTED	All South Hams

Summary of Report

To report the Harbour's performance against agreed Performance Indicators (PIs).

RECOMMENDATION

That the Harbour Board RESOLVES to:

Note Harbour Performance against agreed Performance Indicators.

1. BACKGROUND

1.1 The Harbour Board endorsed the introduction of a set of PIs and to have them reported as a standing agenda item (SH 26/06).

2. ISSUES FOR CONSIDERATION

2.1 This report of Harbour Performance Indicators covers the period from 1 April to 30 June 2013. The detailed report against the agreed performance Indicators with comments for the period is at Appendix A. Detailed comments below are limited to where targets have not been met or have exceeded by a considerable margin:

2.1.1 SH 4(L) Major Plant Un-serviceability. The Jones mobile crane required two new front wheels, because of the age of the crane sourcing replacements took some time. All now serviceable.

2.1.2 SH6(L) Failure of Navigation Lights and Marks. The Bass Rock Buoy light failed and had to be replaced.

2.1.3 SH22(L) H&S Incidents (Staff). There was a near miss when a derelict and abandoned boat was being moved and it slipped off the forks of the Fork Lift Truck. No injuries or damage.

- 2.1.4 SH22A(L) H&S Incidents (Public). In total there were five incidents. Three slips trips and falls, 1 man overboard at Whitestrand and one incident resulting in crushed fingers on a hire boat.
- 2.1.5 SH23(L) Speeding Offences. There were 11 reported and recorded incidences of speeding within the Harbour limits during this quarter.
- 2.1.6 SH24(L) Minor Collisions. There were 12 recorded incidents of minor collisions. Ten involving sailing dinghies (no reported damage), one resulted from a fishing boat swinging into a yacht on an adjacent mooring during storm conditions and one report of damage which had not been reported by the perpetrator. This is the first quarter using the revised simplified reporting format, which seems to be working well so far.
- 2.1.7 SH30(L) Crime Figures. Marine Crime reported to the Police was 50% lower than last year with 4 reported incidences of theft.
- 2.1.8 SH33(L) Customer Complaints. There have been two complaints about the new shower facilities; the complaints were that there is no wash hand basin or mirror. This was a conscious decision to exclude these facilities when the showers were designed and offered at no additional charge to visiting yachtsmen. There is a luxury alternative for a small charge at the Salcombe Yacht Club.
- 2.1.9 SH34(L) Visiting Yacht Income. Visiting yacht income was down by 8% on the first quarter last year. This was despite 16 additional visiting yachts visiting as the average length of stay dropped by 0.3 days.
- 2.1.10 SH35(L) Visiting Yacht Numbers. There were 1423 visiting yachts during the first quarter, 16 more than last year, a modest increase of 1%.
- 2.1.11 SH36(L) Visiting Yacht length of stay. Having increased the target from 1.5 to 2 nights, this PI has been missed with the average length of stay being 1.8 nights.
- 2.1.12 SH37(L) Yacht Taxi Passengers Carried. There were 56 more passengers carried during the first quarter compared to last year, a modest increase of 0.9%.
- 2.1.13 SH38(L) Visiting Boat Harbour Dues collected at the Slipway. Awaiting month end figures
- 2.1.14 SH40(L) Water Quality – Number of Pollution Incidents. A broken sewer pipe was discovered at Woodcote and reported to the EA.

3. LEGAL IMPLICATIONS

- 3.1 Statutory Powers: Local Government Act 1972, Section 151. The Pier and Harbour Order (Salcombe) Confirmation Act 1954 (Sections 22-36).

3.2 There are no other legal implications to this report.

4. FINANCIAL IMPLICATIONS

4.1 There are no direct financial implications as a result of this report. This report highlights performance issues which may have financial implications at a later date. Should this be the case a separate report will be brought forward for the Harbour Board's consideration.

4.2 It is forecast that despite the poor performance figures during the wettest year on record, the harbour account will be in balance at the end of the financial year.

5. Risk Assessment

5.1 The risk management implications are:

Risk/Opportunity	Risk Status			Mitigating and Management Actions
	Impact/Severity	Likelihood/Probability	Risk Score	
The setting and monitoring of realistic Performance Targets will enable the Harbour Board to ensure that statutory obligations are met and that there is real improvement in the service offered to users of Salcombe harbour The Harbour Authority is not delivering a satisfactory service to harbour users. Trends and issues can be identified early and policies and strategies developed to address issues.	3	2	6	The Harbour Board, through its contact with harbour Community Forums and by setting and monitoring performance standards will be in a position to amend the Strategic Business Plan ensuring it remains relevant and that Harbour funds are invested wisely.

Corporate priorities engaged:

Community Life
Economy
Environment

Consideration of equality and human rights:

Equality issues are dealt with in the report under the discussion of the Mooring Policy.

Biodiversity considerations:

Harbour Board performance and policies have a bearing on biodiversity.

Sustainability considerations:

The Harbour performance needs to be considered regularly to ensure current policies are sustainable.

Crime and disorder implications:

The Report considers reported marine crime within the Estuary.

Background Papers:

Salcombe Harbour Moorings Policy dated 12 November 2012.

Appendices attached:




1. Salcombe Harbour Performance Management Grid.

SALCOMBE HARBOUR BOARD – PERFORMANCE MANAGEMENT REPORT FIRST QUARTER 2013/14

Lead Officer – Ian Gibson

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS
SH1 (L)	A visual check of all harbour owned and maintained facilities, landings, pontoons, mooring berths, navigational marks and beacons.	2013/14	Monthly	3 inspections	3				☺	
		2012/13			3	3	3	3		
SH2 (L)	Defects rectification of major harbour infrastructure and facilities.	2013/14	Investigated within 24 hours, repaired within 7 days	All Defects not repaired within 7 days	1				☺	Fish Quay Slipway unavailable due to overrun of planned major repairs.
		2012/13			0	0	0	1		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH3 (L)	Launch serviceability	2013/14	Apr to Sep 8 available Sep to Mar 4 available	8 Available	8				☺	
		2012/13			7	8	4	3		
SH4 (L)	Major Plant un-serviceability (Crane, Barge, Fork lift truck & Van)	2013/14	Available except for planned maintenance, defects rectified within 5 working days.	0	1				☹	Mobile crane require 2 new front wheels which proved difficult to source. Carne was unavailable for 8 days.
		2012/13			0	0	0	0		
SH5 (L)	Slipways and steps Inspected and cleaned	2013/14	Inspected weekly, cleaned Monthly	3	3				☺	Kingsbridge slipway is deteriorating rapidly and is crumbling so in parts cannot be power washed.
		2012/13			3	3	3	3		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH6 (L)	Failure of navigation lights and marks will be rectified or Local Notice to Mariners issued	2013/14	Within 24 hours	0	1					Bass Rock buoy light replaced following failure.
		2012/13		0	0	0	0	0		
SH7 (L)	Patrol of estuary and harbour to ensure no hazards to navigation exist	2013/14	Daily	90	91					
		2012/13	Daily		91	92	89	90		
SH8 (L)	Inspection and preventative maintenance of Deep water and Foreshore Moorings	2013/14	100% Annually	100%	Complete					
		2012/13			Complete	Complete	100%	Complete		






REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH9 (L)	Mooring failures	2013/14	Investigated within 24 hours repaired within 7 days alternative facility made available	0	0				☺	
		2012/13		0	2	3	5	0		
SH10 (L)	Re-allocation of permanent mooring berths surrendered to Harbour Authority	2013/14	Within 4 weeks	0	1				☺	Full annual reallocation completed. One deep water mooring which became available was re-allocated to the waiting list.
		2012/13			0	0	0	0		
SH11 (L)	Weather forecast to be posted at Whitestrand	2013/14	Daily	Daily	Daily				☺	
		2012/13			Daily	Daily	Daily	Daily		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH20 (L)	Compliance with Port Marine safety Code	2013/14	100% Annual audit	Compliance	Compliance				☺	
		2012/13			Compliance	Compliance	Annual Inspection	Compliance		
SH21 (L)	Compliance with Merchant Shipping Act 1995 Section 198(1) Trinity House inspection of local aids to navigation.	2013/14	100% Annual Audit	Compliance	Annual Inspection				☺	
		2012/13			Annual Inspection	Compliance	Compliance	Compliance		
SH22 (L)	H&S Incidents and accidents (Staff)	2013/14	10% reduction year on year	≤1	1				☹	1xnear miss with FLT
		2012/13			1	1	0	1		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH22 A (L)	H&S Incidents and accidents (Public)	2013/14	10% reduction year on year	≤1	5				☹	3 x slip/trip/fall at Chapel End Steps 1 x MOB at Whitestrand 1xcrushed fingers
		2012/13			1	2	0	0		
SH23 (L)	Speeding Offences detected	2013/14	5% annual reduction	≥1	11				☹	
		2012/13			7	32	0	0		
SH24 (L)	Minor Collisions	2013/14	5% annual reduction	≥5	12				☹	9 of the reported incidents involved the ICC, no damage sustained
		2012/13			5	16	0	0		
SH30 (L)	Crime figures	2013/14	10% annual reduction	≤8	4				☺	
		2012/13			8	6	6	1		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH31 (L)	Night Security Patrols	2013/14	100% of contracted patrols	100%	100%				☺	
		2012/13			100%	100%	100%	100%		
SH32 (L)	Permanent Staff Turnover	2013/14	< 10% annually	0	0				☺	
		2012/13			1	0	0	0		
SH32A (L)	Staff days Lost to Sickness Absence	2013/14	< 10% annually	≤20	3				☺	
		2012/13			23	7	3	0		
SH33 (L)	Customer Complaints	2013/14	10% annual reduction	≤1	2				☹	Visiting yachts complained that the Showers did not have a wash hand basin or mirror.
		2012/13			0	3	0	9		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH34 (L)	Income from visiting yachts	2013/14	5% increase	45,800	40,278				☹	Visiting yacht income down by 8%. This was despite more yachts visiting as the average length of stay dropped by 0.3 days.
		2012/13			43,736	96,438	4,954	402		
SH35 (L)	Visiting Yachts	2013/14	5% Increase	1,477	1,423				☹	16 more yachts visited than last year, a modest increase of 1%
		2012/13			1,407	3,191	174	26		
SH36 (L)	Visiting Yacht length of Stay	2013/14	Increase length of stay to 2 nights	2	1.8				☹	Having increased the target from 1.5 to 2 nights, this PI has been missed.
		2012/13	Increase length of stay to 1.5 nights		2.1	1.69	1.8	1.18		
SH37 (L)	Yacht Taxi – Passengers carried	2013/14	5% increase	6,476	6,224				☹	56 more passengers carried during the first quarter compared to last year, a modest increase of 0.9%
		2012/13			6,168	12,863	45	190		

REF	ACTIVITY	YEAR	ANNUAL TARGET 2013/14	TARGET FOR QTR	APR/ JUNE	JUL/ SEPT	OCT/ DEC	JAN/ MAR	CURRENT STATUS	COMMENTS for last reporting period
SH38 (L)	Visiting boats Harbour dues collected at Slipway	2013/14	Annual increase	>7,142	6,512					Income reduced by 8%.
		2012/13			7,142	9,983	0	186		
SH40 (L)	Water Quality Recorded number of pollution incidents	2013/14	Zero Pollution Incidents	0	1					Cracked sewer pipe at Woodcote reported to the EA.
		2012/13			6	7	1	1		
SH41 (L)	Guided Events	2013/14	3/Quarter	3	4					
		2012/13			4	5	5	3		
SH42 (L)	Litter Pick Up Events	2013/14	Quarterly	1	3					
		2012/13			2	2	2	2		
SH43 (L)	Recycling of yacht refuse	2013/14	Annual Increase	≥ 27%	0					Data not available until end of season.
		2012/13	Annual Increase		0	26.93%	0	0		

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AGENDA
ITEM
12

SOUTH HAMS DISTRICT COUNCIL

AGENDA
ITEM
12

NAME OF COMMITTEE	Salcombe Harbour Board
DATE	15 July 2013
REPORT TITLE	MATTERS FOR FUTURE CONSIDERATION
REPORT OF	Salcombe Harbour Master
WARDS AFFECTED	All South Hams

Summary of Report

To identify matters for future consideration by the Harbour Board.

RECOMMENDATION

That the Harbour Board RESOLVES to note the report.

Officer contact:

Ian Gibson – 01548 843791 (Internal 7104)

1. BACKGROUND

- 1.1 The Harbour Board Constitution states that Matters for Future Consideration should be reviewed by the Board at each meeting.

2. MATTERS FOR FUTURE CONSIDERATION

2.1 Harbour Board Dates

2.1.1 The following dates have been set for Harbour Board Meetings:

- 23 September 2013
- 18 November 2013
- 29 October 2013 (Workshop)
- 3 February 2014
- 31 March 2014
- 2 June 2014
- 14 July 2014
- 29 September 2014

2.3 Performance Management

2.3.1 Reviewed quarterly with the report for the 2nd quarter of financial year 2013/14 being presented on 18 November 2013.

2.4 Year End Budget Report

2.4.1 To be presented to the Board in July Annually.

2.5 Revenue Budget and Review of Fees and Charges.

2.5.1 The annual revenue budget for the following financial year will normally be brought to the Harbour Board for consideration in September annually.

2.5.2 The Harbour fees and charges will be reviewed annually and brought to the Board for consideration directly after the Budget in September annually.

2.6 Harbour Board Annual Report

2.6.1 The Harbour Board Annual Report will normally prepared for the July Board meeting annually.

2.7 Harbour Annual Inspection

2.7.1 To take place in July Annually. Next year's inspection will take place on the morning of 14 July 2014 before the scheduled Board Meeting.

2.8 Review of Trial use of fingers on Coad Cove Pontoons

2.8.1 As part of a review of Deep Water Mooring Options The Harbour Board agreed to a trial use of fingers on the Coad Cove Pontoons for vessels up to 8m during the 2013 Season (SH 27/12).

2.8.2 The aim of the finger berths for small vessels is to make full use of the deep water pontoon asset and free up some space in order to make some additional larger berths to get the mooring waiting list moving.

2.8.3 Four fingers were installed and allocated for the 2013 season on Coad Cove B Pontoon.

2.8.4 The Board will review the viability of this trial in September 2013.

2.9 Compliance with the Port Marine Safety Code

2.9.1 The Harbour is audited bi-annually by the designated person. A report of the Audit forms part of the agenda of this meeting.

2.9.2 The next inspection will be in December.

2.10 Long Term Security of Tenure

2.10.1 The Strategic Business Plan 2012-2017 set out within its key Strategic Objectives task 4.1 - To consider future boating trends and provide suitable and appropriate facilities and Services through an annual Harbour Board Workshop.

2.10.2 The second Harbour Board annual workshop will be held on 29 October 2013.

2.11 Mooring Allocation Policy

2.11.1 AT the Board meeting on 20 May the Board decided to review the current mooring allocation policy, this process will commence on 15 July with the aim of being completed by November 2013, prior to the commencement of the annual allocation process for the 2014/15 season.

3. LEGAL IMPLICATIONS

3.1 Statutory Powers: Local Government Act 1972, Section 151. The Pier and Harbour Order (Salcombe) Confirmation Act 1954 (Sections 22-36).

3.2 There are no other legal implications to this report.

4. FINANCIAL IMPLICATIONS

4.1 There are no new financial implications as a result of this report; however this is not necessarily the case for the work which will follow.

5. Risk Assessment

5.1 The risk management implications are:

Risk/Opportunity	Risk Status			Mitigating and Management Actions
	Impact/Severity	Likelihood/Probability	Risk Score	
The Harbour Authority is striving to deliver an improving service to harbour users.	3	2	6	The Harbour Board, considers many routine issues annually, topical items will be brought to the Board as they arise. The objective being a better service in a safe environment for estuary users.

Corporate priorities engaged:	Community Life Economy Environment
Statutory powers	The Pier & Harbour (Salcombe) Order Act 1954
Consideration of equality and human rights:	There are no equality or human rights issues with this report

Biodiversity considerations:	None
Sustainability considerations:	None
Crime and disorder implications:	None
Background Papers:	Strategic Business Plan 2nd Edition dated 26 March 2012. Constitution of the Salcombe Harbour Board (as adopted by Council on 25 June 2009). Harbour Board Constitution (as adopted by Council on 25 June 2009). SH 27/12 – Review of Deep Water Mooring Options
Appendices attached:	None

**MINUTES OF THE MEETING OF
THE SALCOMBE HARBOUR BOARD
HELD AT CLIFF HOUSE, SALCOMBE ON MONDAY 15 JULY 2013**

Members in attendance			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr R J Carter (Chairman)	*	Mr G Burrell
*	Cllr M J Hicks	*	Dr C C Harling (Vice Chairman)
*	Cllr K R H Wingate	*	Mr M Mackley
*	Cllr S A E Wright	*	Mr H Marriage
		∅	Mr A Thomson
		*	Mr M Taylor
*	Cllr H Bastone		

Item No	Minute Ref No below refers	Officers in attendance and participating
All agenda items		Salcombe Harbour Master, Head of Assets and Deputy Monitoring Officer
Agenda Item 10 & 11	SH.16/13 and SH.17/13	Member Services Manager and Acting Chief Accountant

SH.10/13 MINUTES

The minutes of the meeting of the Salcombe Harbour Board held on 20 May 2013 were confirmed as a correct record and signed by the Chairman.

SH.11/13 DECLARATIONS OF INTEREST

Members were then invited to declare any interests in the items of business to be considered during the course of the meeting, and the following were made:

Cllr Wright, Dr Harling, Mr Mackley, Mr Marriage & Mr Burrell all declared a disclosable pecuniary interest in all related agenda items by virtue of having moorings or paying harbour dues to the Council.

As the Deputy Monitoring Officer was granting a dispensation under Paragraph 8.1 (c) of the Code of Conduct (minute SH.14/13 refers), all Members remained in the meeting and took part in the discussion and debate on all agenda items.

SH.12/13 PUBLIC QUESTION TIME

Mr Richard Smith, the Chairman of the Kingsbridge Estuary Boat Club introduced himself and stated that he had recently taken up the post and would be attending future Board Meetings.

SH.13/13 **FEEDBACK FROM HARBOUR COMMUNITY FORUMS**

The Board received verbal update reports from the Board Members who attended the Harbour Community Forums, during which reference was made to:-

Salcombe Kingsbridge Estuary Association (SKEA)

No Feedback

Salcombe Kingsbridge Estuary Conservation Forum

The Group had not met since the last Board meeting so nothing to report.

Kingsbridge Estuary Boat Club (KEBC)

The KEBC wanted to thank the Harbour Authority for the progress made on the Kingsbridge Berthing Improvements Project.

South Devon & Channel Shellfishermen

No feedback

Kingsbridge and Salcombe Marine Business Forum

No Feedback

SH.14/13 **CODE OF CONDUCT DISPENSATION**

The Deputy Monitoring Officer reminded the Board of the implications under the new Code of Conduct. She went on to advise that having a mooring or payment of harbour dues constituted a contract with the Council, and therefore should be declared as a Disclosable Pecuniary Interest (DPI). In the event of declaring a DPI, a Member would have to update their Register of Interest forms immediately. As a number of Board Members were in this position, the Deputy Monitoring Officer granted a dispensation to all Members to enable them to take part in the meeting, (as stated in Paragraph 8.1 (c) of the Members Code of Conduct) as otherwise the meeting would be inquorate. This dispensation would be in force until the next Annual Council meeting in May 2014.

SH.15/13 **ANNUAL REPORT**

The Board were presented with the Harbour Board's Annual Report.

It was then:

RESOLVED

That the Annual Report 2013 be published.

SH.16/13 **FINAL ACCOUNTS 2012/13**

The Board were asked to consider a report that set out the Harbour's final trading position in 2012/13 together with brief details of the main variations from the original budget. A summary of harbour reserves and balances was also provided.

It was then:

RESOLVED

That the final accounts for 2012/13 as set out in Appendix A of the presented report be noted.

SH.17/13 **PERFORMANCE MANAGEMENT**

The Board considered a report which set out the Harbour's performance against agreed Performance Indicators. The Harbour Master identified the main elements to be noted.

It was then:

RESOLVED

That the performance of the Harbour against agreed Performance Indicators be noted.

SH.18/13 **MATTERS FOR FUTURE CONSIDERATION**

The Board considered a report that identified matters for future consideration by the Harbour Board. The Harbour Master took Members through the key parts of the report. He also advised that he would present a report on the outcome of the earlier workshop relating to Moorings Allocation Policy to the next meeting of the Board.

It was then:

RESOLVED

That the report be noted.

(Meeting commenced at 2.30 pm and concluded at 3.05 pm)

Chairman

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