

Report to: **Salcombe Harbour Board**
Date: **29 February 2016**
Title: **Strategy and marketing workshops**
Portfolio Area: *Salcombe Harbour*
Wards Affected: **All**
Relevant Scrutiny Committee: O & S Cttee

Urgent Decision: **N** Approval and clearance obtained: **N**

Date next steps can be taken: **N/A**
(e.g. referral on of recommendation or implementation of substantive decision)

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Recommendations:

That the Harbour Board:

1. ENDORSES the workshops' findings;
2. APPROVES the outline plan and DIRECTS the Harbour Master to publically consult on the plan with a view to its being formally adopted as the new Strategic Business Plan at a future Board meeting.

Executive summary

1. A strategy workshop was held 20th October with the aim of taking stock of the progress made to date against the current Strategic Business Plan (SBP) 2012-2017 and to characterise what the main themes of the 2017 – 2022 plan may include. In parallel, the workshop also identified if any changes to planned activity in the short term were required to ensure that the existing SBP's objectives would be fulfilled.

2. A marketing workshop was held on 10th November to assess the impact of our existing and forthcoming activities in support of the current and next SBPs – i.e. were we providing 'the right messages by the right means at the right times?'.

3. Both workshops delivered a number of outcomes (see Appendix 1), which included the following:

- Our eco-harbour status is our Unique Selling Point (USP) and should form an identifiable 'golden thread' in all of our strategies, actions and publications;
- We should provide additional berths to reduce the length of waiting lists and meet our commitment to facilitating access to the water;
- We should seek external academic and research investment through proactive interaction with universities, external agencies and wider interest groups;
- We should encourage SWW to continue their improvements to the sewerage system and work with other agencies, residents and visitors to further improve the environmental character of the estuary.

4. This report seeks the Board's approval to pursue the options identified in Appendix 2, the foremost of which are:

- Raise the moorings cap by up to 100 berths to offset the trend in reducing visitor numbers and address the expanding waiting lists;
- Address the expanding waiting lists by:
 - Extending Shadycombe and Batson pontoons;
 - Installing a new pontoon in Ox Bay;
 - Replace the Dentrige pontoon as it has reached the end of its serviceable life;
- Continue Blue Flag and/or Seaside Award sponsorship for South Sands, and expand to cover North Sands and Mill Bay beaches;
- Seek the incorporation of the following into the harbour estate:
 - Fish Quay;
 - Batson slip;
 - Kingsbridge slip and landing steps;
- Consult on reducing speed limits in upper estuary to improve safety for SUPs and kayaks.

5. This report outlines costed¹ plans to achieve the proposed objectives which, if approved by the Board, will form the basis for formal public consultation as part of the formulation of the SBP 2017-2022.

Background.

6. The Harbour is half-way through its existing Strategic Business Plan 2012-2017. This has four high-level objectives (operating a safe harbour, providing high levels of customer service, maintaining harbour infrastructure and long-term security of tenure) underpinned by a number of strategic actions. Excellent progress has been made and many of these are now 'business as usual'. Only a few are outstanding (replacing Dentrige commercial pontoons, improving access to facilities and

¹ Estimated costs only (+/- 10%) which will be refined in future Business Cases.

services) and so it was considered timely to conduct a mid-term review. Other drivers included:

- Being a strategic asset for South Hams District Council;
- Being a provider of services to harbour users;
- Being a facilitator for harbour users (e.g. enabling good/excellent access to berths and moorings);
- Progressing the eco-harbour vision; and
- Addressing emerging challenges and exploiting new opportunities.

7. Ensuring high engagement with our stakeholders at the right time, with the right messages and in the most effective manner to encourage safety and improve the experience of the harbour was recognised as key to the success of Salcombe.

Outcomes/outputs.

8. The key outcomes of the workshops are tabulated in Appendix 1 to this report, but as a summary:

a. **Strategy workshop.** Ways to reduce the harbour's environmental footprint were investigated, including:

- Installing solar photovoltaic panels on the workshop and converting launches to battery power;
- Attracting eco-themed academic research;
- Reinforcing the existing water quality monitoring regimes within the estuary;
- Reducing 'pumping out' of vessels in the estuary;
- Considering a capital dredge of the Kingsbridge channel in 2020 to increase tidal access;
- Raising the cap on mooring numbers;
- Adopting the Fish Quay and other harbour-related infrastructure into the Harbour Authority's area of responsibility;

b. **Marketing workshop.** Four key marketing themes were identified (further detail can be found in Appendix 2):

- Encouraging a greater breadth of activities e.g. paddle-boarding, kayaking and sailing
- Increasing the number of visitors and encouraging them to spend longer in the estuary per visit;
- Improving safety awareness and promoting the adoption of safe behaviours;
- Raising environmental awareness and promoting environmentally sensitive activities.

9. **Options available and consideration of risk.** There are 3 broad options: 'do nothing'; 'do low-cost only'; and 'do everything', although obviously there is a fourth 'hybrid (or 'pick and mix) option:

a. **Do nothing.** The simplest and cheapest option would be to continue solely with the existing SBP until 2017. Due to aims and objectives being near completion, there is a risk of losing strategic momentum and becoming reactive rather than proactive. Customer satisfaction is likely to deteriorate if waiting lists are not improved and no tangible improvements evident in services or facilities.

b. **Do some.** Many of the options in Appendix 2 are low cost with some progress projected for an outlay of £81,000 (includes replacement of Dentrige pontoons) in the present and subsequent SBP. The consequences of this course of action are:

- Waiting lists not addressed;
- Many opportunities not pursued (including eco harbour agenda and engagement with academia);
- Perception of the harbour having limited ambition;
- The harbour is seen to not respond to customer needs;

c. **Do most/all.** If every item in Appendix 2 is implemented the total cost would be approximately £430,000 but it would generate c£72,000 pa for >25 years resulting in £1.875m revenue generation throughout the lifespan. Since this exceeds SHA reserves such a course of action would either have to be phased, with the revenue from initial developments funding later phases, or via a loan from SHDC. The interest payments would reduce the total amount SHA receives, however it could in itself be seen as a revenue stream to SHDC thereby meeting our responsibility as one of their 'strategic assets'. This has been closely discussed with the the SHDC Business Development Group Manager who will work closely with the Harbour Board to deliver income generation potential.

10. **Proposed timeline.** As illustrated in figure 1, if this report is accepted then it would form the basis of a public consultation which would take place between Apr-Sept so as to ensure that visitors as well as residents have the opportunity to comment. It will then be re-submitted to the Harbour Board in September for adoption before they are invited to consider the 2017-2018 budget.

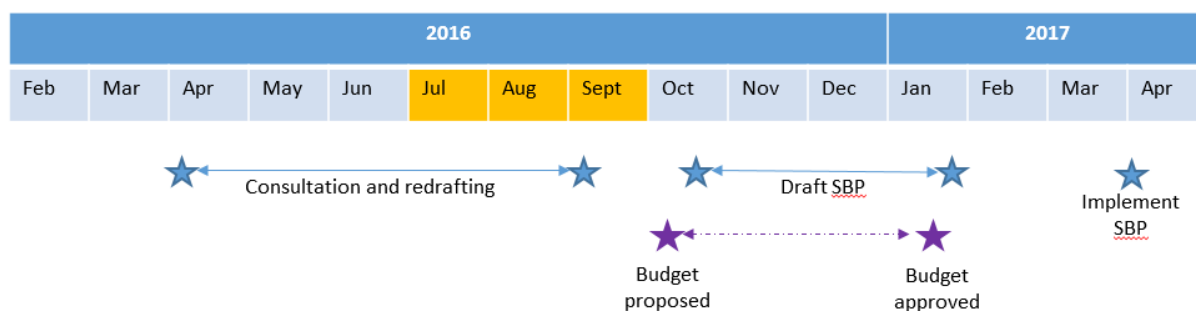


Figure 1: proposed timeline

11. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	<ul style="list-style-type: none"> - Public consultation before adoption of the main infrastructure development will be undertaken. - Planning consents will be required for infrastructure above Low Water mark - A Harbour Revision Order may be required to incorporate Fish Quay etc into the harbour
Financial	Y	Estimated costs are included in Appendix 2 but in brief are: <ul style="list-style-type: none"> - Option 1 - £0 - Option 2 - £81,000 - Option 3 - £430,000
Risk	Y	There is a risk that the plans will not be publically acceptable without modification. There is a risk that funding may not be forthcoming for Option 3.
Comprehensive Impact Assessment Implications		
Equality and Diversity	Y	E&D are proactively considered during plan development and decision making processes
Safeguarding	Y	Working with <18s may require DBS checks and further safeguarding training
Community Safety, Crime and Disorder	Y	Community engagement and safety are actively considered during planning and decision making
Health, Safety and Wellbeing	Y	Implementation of any of the options outlined in Appendix 2 will be subject to rigorous HSE Risk Assessment and mitigation via appropriate Safe Systems of Work
Other implications	Y	Environmental impacts during construction or development will be subject to full EIA. In the

		<p>long term, reducing the number of swinging moorings and replacing them with pontoons will reduce seabed 'scour' footprint.</p> <p>Renewable energy generation, coupled with conversion of the launches from diesel engines to battery power will reduce the SHA environmental footprint</p>
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Supporting Information

Appendices:

1. Workshops' outcomes.
2. Options available.

Background Papers: None

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes/No
SLT Rep briefed	Yes/No
Relevant Exec Director sign off (draft)	Yes/No
Data protection issues considered	Yes/No
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	Yes/No

Appendix 1 to Strategy and Marketing Workshops Report dated 29 February 2016

Workshop outcomes

Factor	Strategic Aims	Outcomes	Options
Eco-harbour	Harbour USP	Ensure this is the 'golden thread' in all of our strategies, actions and publications	
	Reduce Harbour environmental footprint	Increased use of renewable energy A 'green' procurement strategy adopted	Install solar PV on workshop; convert launches to electric motor/battery power
	Become a top-10 influencer of sustainable harbour 'best practice'	External investment (time, money, research, influence) through interaction with wider interest groups. Make positive contributions to national agendas on eco-port topics	Engage with universities and other associated educational institutions
	Promote sustainable use	Residents and visitors are environmentally aware	Proactive marketing; seek eco-tourism awards;
	Promote AONB, SSSI & Local NR status locally and nationally	Retain and expand external recognition of beach quality. Similar for grassland/reed management	South Sands: Blue Flag North Sands /Mill Bay: Seaside Awards
	Revert quiet creeks 'to nature'	Mooring density concentrated and 'low density' moorings removed where possible	Lift approx. 25 swinging moorings and install deep-water pontoons
	Improve water quality (currently assessed by EA as 'moderate' – aim for 'good')	Impact of visiting vessels reduced Toilet facilities ashore are improved SWW supported to continue their improvements to sewerage system	Discourage 'pumping out'/ encourage vessels to fit holding tanks (offer financial incentives e.g. free water taxi tickets) Enhanced monitoring regimes

Welcoming	Help customers get onto the water	Waiting lists reduced to manageable length Navigational access to Kingsbridge improved	Raising cap on mooring numbers by 100 Capital dredge channel to Kingsbridge to allow navigation +/- 3 hrs HW
	Protect and increase quality of services offered	Existing services (esp. fuel barge and free public WC) protected Assist where possible the development of new facilities eg shops, showers, toilets	Be prepared to take on Fuel barge Ensure public WC remains open and free Be prepared to endorse visitor-focused service start-ups; Work with SHDC to examine ways in which additional showers etc can be installed
	Improve customer loyalty	Increased number of new and returning customers Salcombe seen as a destination not just a passage port	Improve website functionality and content Encourage more events e-merchandising through website Newsletters Increase range of customer 'self-service' facilities online to include a minimum of payment/booking/ Advertise events, things to do in and around the estuary on our website etc Encourage external parties to host events in/on the estuary

Safe	Improve infrastructure quality	Improve launching points	Take on/contribute towards refurbishment of Batson, Bowcombe and KB slipways Increase Marine Infrastructure Reserve
	Improve navigational safety	Maintain harbour access Review speed limits Incidences of speeding in the harbour reduced	Regular Dredging Install survey capability on SHA vessel Reduce speed limit in upper harbour because of SUPs Increase number of speeding patrols
	Reduce marine crime	Boat owners actively look out for one another	Encourage, host and publicise 'crime prevention' events
	Adopt and lead on safety best practice	Be seen as a leader of safety 'best practice'	Comparison to other harbours, adopt other good examples and share best practice
Friendly	Improve customer and community engagement	Customer feedback remains overwhelmingly positive	Respond to customer feedback where practicable
		Develop an educational agenda	Engage with local schools, colleges, universities and independent groups (also an opportunity to push safety messages)
Strategic asset for SHDC	Act as the SHDC 'management hub' within Salcombe	Review management of Fish Quay and landings (eg Jubilee Pier, KB steps)	Incorporate FQ and landings into Harbour's area of responsibility
	Promote tourism as an economic driver	Engage with TIC and TC	Engage with local/underrepresented sports/clubs/societies to promote the use of the harbour for activities and events

Appendix 2 to Strategy and Marketing Workshops Report dated 29 February 2016

Options available

1. The table below expands upon the options developed in Appendix 1 and incorporates additional details including estimated costs and a potential timescale. The options have been 'themed' eg safety, education, IT, infrastructure etc.

Option	Detail	Estimated costs	Timeline
Eco-harbour			
Install solar PV on workshop	Install 12kw solar PV system on workshop roof (est to generate 11,800kwh pa and offset 4.7t pa CO ₂) ²	£12-16K – paid by SHDC	Overwinter 15/16
Convert (all/some/few) launches to electric motor/battery power	Replace diesel engines with electric motors; reducing diesel use by c450 l (or 1.2t CO ₂) ³ per month per launch in peak season	£6K conversion per launch (up to 3 launches over time) – paid by SHA Pay-back period c 1 year (assuming solar power used)	Overwinter 15/16
Become a leader of safety and environmental 'best practice'	Promote our progress at conferences and contribute to regional and national environmental and safety forums	< £500 pa (conference and travel fees)	ongoing
Attract research investment from Plymouth and Exeter universities	Develop partnership with universities, including sponsorship of undergrad/postgraduate research and projects	£15K pa – paid by SHA	From Sept 16

² Using figures from the Energy Saving Trust solar panel calculator

³ Using University of Exeter figures of 2.68kg CO₂ generated per litre diesel; assuming 450 litres of diesel consumed per launch per month during peak season

Water quality			
Sponsor South Sands Blue Flag.	Continue to administer and part-fund the application for Blue Flag status	£698 pa – paid by SHA and local businesses	Annually in Nov/Dec
Consider Seaside Award for North Sands/Mill Bay	Increasing the number of awards in order to send a powerful message about the cleanliness of the estuary and promote visitor numbers	c£500 per beach	Apply in Nov 16 for 2017 season
Discourage 'pumping out' of vessels in the estuary	Incentivise (eg provision of free water taxi tickets) use of holding tanks. If widely advertised this should contribute to long-term behavioural change (fitting of tanks), reduced pollution rates and improved water quality throughout the waterways	<£1K pa loss of revenue	From Apr 16
Enhance existing water quality monitoring regimes	<p>EA presently monitors bacterial water quality at North and South Sands and Mill Bay between May-Sept. Consider contracting EA to extend monitoring season</p> <p>Seek AONB and EA advice regarding monitoring other types of water parameters in addition to the above. If required, consider buying extra equipment/services with an external partner (e.g. university)</p>	<p>tbc</p> <p>Up to £15K</p>	<p>Investigate from Jan 16 with aspiration to commence augmented monitoring regime from May 16</p> <p>Develop plan in 2016; implementation not before Apr 2017</p>

Navigation			
Install survey capability on SHA vessel	Install COTS 'fish finder' sonar with software on SHA launch to conduct periodic surveys within the harbour. Although data might not be sufficiently high quality for UKHO it would act as a 'trigger' for more formal survey activity	<£500	Overwinter 15/16
Capital dredge channel to Kingsbridge to allow navigation +/- 3 hrs HW	KB is currently accessible +/- 2 hrs HW but if the main channel was capital dredged by only 40cm this could increase navigation for an extra 4 hrs/day making KB a more attractive destination	£50K in addition to dredging costs for existing areas	Include in the 2020 dredging campaign
Moorings			
Raise cap on mooring numbers by 100	See below	Each new mooring generates approx. £500 pa	Incorporate into SBP development Oct 16
Replace some swinging moorings in 'the Bag' with pontoons (smaller footprint)	See below	See below	
Harbour infrastructure			
Incorporate Fish Quay and other harbour assets into Harbour's area of responsibility	Transfer Fish Quay, Batson and Kingsbridge slipways and the landing steps at Kingsbridge to SHA. Increases revenue but also increases long-term repair liabilities	tbc	From Apr 17
Contribute towards refurbishment of slipways at Batson, Bowcombe & KB	SHA could adopt admin & maintenance liabilities of these harbour-related assets	£tbd with SHDC Engineers	Apr 16 or 17

Be prepared to take on fuel barge operation	The fuel barge is a strategic asset and the SHA should be prepared, in extremis, to take on the provision of fuel in the harbour	Cost of new fuel barge and training is £350K but would generate a small (tbd) profit	As required
Provide showers and toilets for visitors	See below	tbc	Unlikely before 2018
Safety			
Increase number of speeding patrols during the day	Employ an extra FT member of staff (discounted at present). Short-time augmentation can be achieved using existing staff capacity	£0 to £4K pa	From May 16
Reduce speed limit in upper harbour because of SUPs?	Consult on reducing speed limits in upper estuary because of increasing numbers of SUPs. Consult as part of SBP development and introduce via Harbour Direction as appropriate	£ neg	Autumn 16
Enhance website/eHarbours and increase range of customer 'self-service' facilities online	Increasing the range of 'self-serve' functions online will increase customer empowerment, satisfaction and 'ownership' and also reduce staff workload. Aspirations currently include visitor booking of: <ul style="list-style-type: none"> • foreshore moorings • boat park spaces 	<£2K for eHarbours improvements and integration with website	By May 2017
Encourage, host and publicise 'crime prevention' events	Liaise with Police, RNLI and other agencies to develop a series of marine crime/safety	<£200 per day (£10/car park space /day)	Build incrementally from May 16

	events at Whitestrand during peak season. Be prepared to contribute to costs incurred through loss of car park revenue		
Community engagement			
Engage with local schools, colleges, universities and independent groups	Identify suitable training venue (possibly at Batson Boat Park). Develop and advertise a series of educational/ safety-themed packages of different lengths. Most likely take up will be spring/ (summer terms)	<£4K for portacabin in Batson BP (possibly paid by SHDC)	New hut from Apr 16 Training packages from Sept 16
Facilitate/subsidise/sponsor marine events	As part of the wider (and more informal) remit to encourage tourism, SHA should be prepared to facilitate, subsidise or sponsor events within the estuary. Examples could include provision of free moorings to charitable sailing events or SUP competitions	£ neg	From Apr 16

Proposed increase of the moorings cap

2. The total number of moorings – established several years ago - was capped to preserve character of the estuary. However, when set against the long term decline in visitor numbers (from 6,200 to 5,600 (ie 600 pa) since 2010) and our extremely long waiting lists (597) there is scope for a moderate increase (approx. 100) Resident moorings for the following reasons:

- Reduces short-term exposure to poor visitor numbers e.g. due to bad weather
- Reduces long-term exposure to declining visitor numbers

- Addresses waiting-list length
- Meets our commitment to facilitate access to the water
- Develops positive rapport with local community
- Increases revenue to pursue additional safety and environmental aspirations (see below)

Pontoon options

3. One approach would be to extend the existing pontoons as well as to install new ones. Their greater mooring density means that, if sited intelligently, the overall moorings footprint within the estuary would be reduced (e.g. we could revert some areas of the estuary 'back to nature') and more navigable water would be made available to increase safety. Furthermore, we could accommodate increasing numbers of increasingly large boats (many moorings are at their upper limit for LOA⁴). Suggestions include:

- a. **Shadycombe Creek pontoon extension.** Extending this pontoon by a 50m 'dog leg' would provide 40 'walk ashore' drying berths, although 3 'fore and aft' moorings would have to be lost (net gain = 37 moorings). This would cost approximately £74,000 (or £49,000 if the piling plant was already mobilised [i.e. on site]). The moorings would generate approximately £15,500 pa (or £23,250 pa if commercially let); pay-back would be <5 years and the in-service life would be >25 years.
- b. **Batson Creek pontoon extension.** Extending the outer arm southwards by 46m would provide 36 new 'walk-ashore' drying berths. This would cost £63,000 (These would generate £15,300 pa (or £38,000 if the piling plant was already mobilised [ie on site])). The moorings would generate £15,200 pa (or £22,800 if commercially let); pay-back would be <5 years and the in-service life would be >25 years.
- c. **Replace Dentrige pontoons.** Replacing the 2 existing pontoons with one, longer pontoon would provide a total of 22 deep water berths (an uplift of 6 new berths) for a cost of £117,500 (or £91,500 if the piling plant was already mobilised [ie on site])). Alternatively if only the pontoons were replaced but the existing mooring chains were retained this option could cost only £50,000. The moorings would generate an additional £9,000 pa at commercial

⁴ LOA = Length overall. The trend in boat lengths is increasing and each therefore needs a larger area of room on a 'swinging' mooring to reduce the risk of inadvertent collision.

rates and the in-service life would be >25 years. Although this option has the longest pay-back (at >12 years) it is necessary to replace the aging existing infrastructure.

d. **Ox Bay.** Installing 184m of pontoons in the vicinity of the ex-houseboat moorings could provide the following new⁵ deep-water berths:

- 32 large (10m) berths; or
- 26 large (10m) berths and space for a dinghy storage/sailing school or floating ablution block; or
- On-water storage for dinghies/yawls with a reduction in large berths; or
- A combination of the above.

It would cost £162,000 (or £137,000 if the piling plant was already mobilised [ie on site]). The moorings could generate up to £32,000 pa; pay-back would be 5 years and the in-service life >25 years.

4. In total, 111⁶ berths could be installed for c£365k which could generate up to £72k pa revenue (equivalent to a 7% reduction in visitor revenue ie we would be better cushioned against any long-term decline in numbers or a poor year's trading).

5. **Shower and toilet facilities.** The quality and shortage of ablution facilities are repeatedly raised by stakeholders and Users. As part of the SHDC review into public WC assets there could be an opportunity for the SHA to partially or wholly take on one of the existing toilet blocks in Salcombe (either at Whitestrand or Batson) and, in partnership with SHDC, redevelop the site to include showers and other facilities. To date no costs or business case has been assembled, at this stage only the Board's outline approval to pursue this option is sought.

⁵ Four existing swinging moorings would have to be lifted.

⁶ There are a number of existing moorings which are not well sited which could be removed, bringing the total number of 'new' moorings below 100 as described in para 2.