



South Hams
District Council

Salcombe Harbour Board

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South Hams
District Council

Contents

Chairman's review	4
1. The harbour's activities	6
2. Port Marine Safety	8
3. Our strategic aims	13
4. Progress made in 2012/13	14
5. Future Development Plans	19
6. Financial position	22
7. The Harbour Board	24
8. The Harbour Community Fora	27
9. The Harbour Staff	28
10. Key contacts and calendar	30

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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

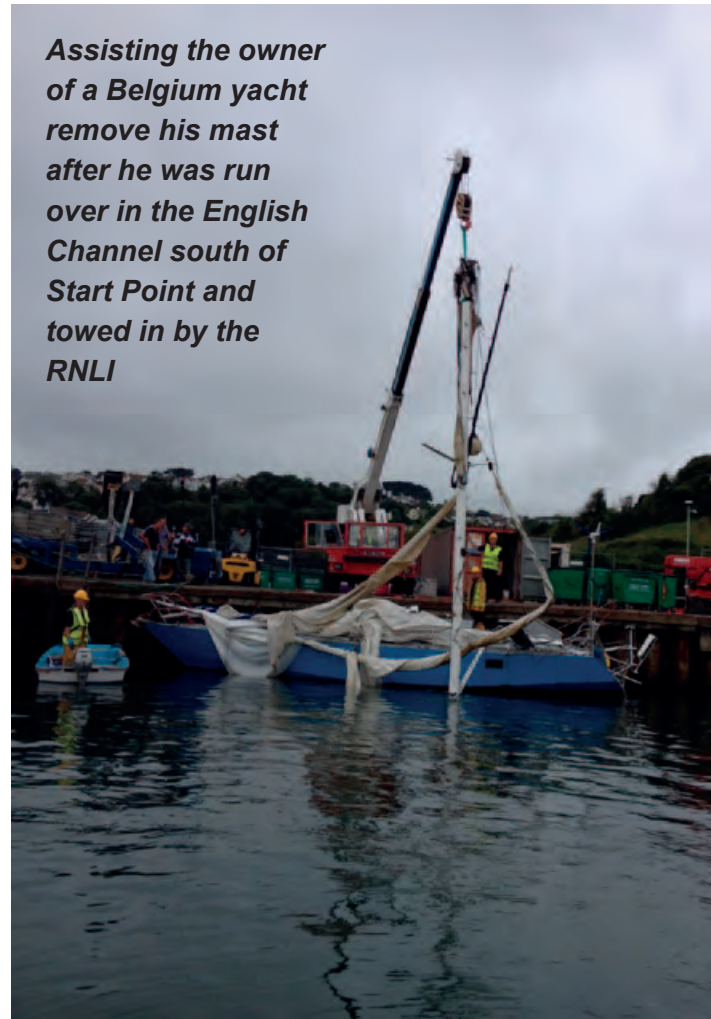
To audit Salcombe Harbour's compliance and advise on any changes, developments and safety issues, the Harbour Authority has appointed an independent designated person. He reported in December 2012 that, in his opinion, there is in place a safety management system which, if maintained actively, complies 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 includes 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

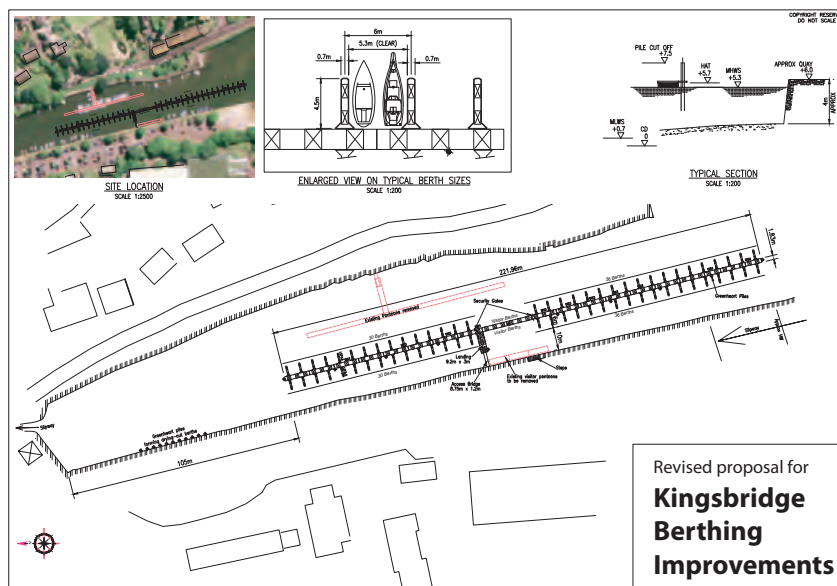
Much time and effort has been devoted to assisting South Hams District Council with their preparations for the refurbishment and improvements to the Salcombe Fish Quay. The project is being jointly funded by the District Council and the European Fisheries Fund. This is a very large project which has 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.

Regatta Fireworks are a highlight of the summer season

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



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



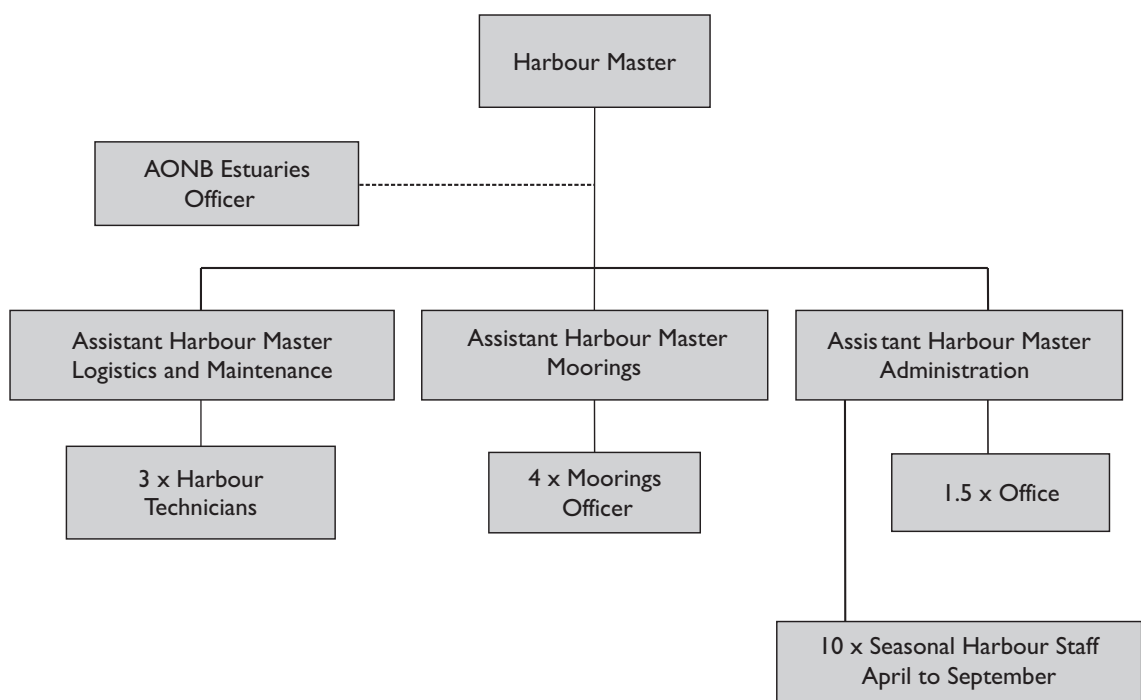
Bruce Harding
Assistant
Harbour Master
Moorings



**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
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Phone: 01803 861234
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Kate Cassar

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Ian Gibson

Harbour Master
Salcombe Harbour Office
Whitestrاند
Salcombe TQ8 8BU
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salcombeharbour@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 [@salcombeharbour](https://twitter.com/salcombeharbour)

