

South Hams Salcombe Harbour Board



Title:	Agenda
Date:	Monday, 11th July, 2016
Time:	2.00 pm
Venue:	Cliff House, Salcombe
Full Members:	<p style="text-align: center;">Chairman Cllr Brazil</p> <p style="text-align: center;">Vice Chairman</p> <p><i>Members:</i> Cllr Pearce Cllr Wright Cllr Wingate Cllr Gilbert</p>
Substitutes:	Named substitutes are not appointed
Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.
Committee administrator:	Member.Services@swdevon.gov.uk

1. Apologies for Absence

2. Minutes

1 - 8

to approve as a correct record and authorise the Chairman to sign the minutes of the meeting of the Board held on 29 February 2016

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 Dispensations

Deputy Monitoring Officer to consider the granting of dispensations for the 2016/17 Municipal Year

9. Update on the LACC	9 - 12
Briefing note of Executive Director (Service Delivery and Commercial Development)	
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**MINUTES OF THE MEETING OF
THE SALCOMBE HARBOUR BOARD
HELD AT QUAY HOUSE, KINGSBRIDGE ON MONDAY, 29 FEBRUARY 2016**

Members in attendance			
* Denotes attendance		∅ Denotes apology for absence	
*	Cllr J Brazil (Chairman)	*	Mr G Burrell
*	Cllr J A Pearce	*	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 R D Gilbert (lead Executive Member)		

Item No	Minute Ref No below refers	Officers in attendance and participating
All agenda items		Group Manager – Commercial Serves, Group Manager – Business Development, Salcombe Harbour Master, Assistant Salcombe Harbour Master (Logistics and Maintenance), Assistant Salcombe Harbour Master (Administration); and Specialist – Democratic Services

SH.33/15 MINUTES

The minutes of the meeting of the Salcombe Harbour Board held on 2 November 2015 were confirmed as a correct record and signed by the Chairman.

SH.34/15 DECLARATIONS OF INTEREST

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

Cllrs Wingate and Wright and Dr Harling, Mr Burrell, Mr Mackley, Mr Marriage and Mr Thomson all declared a disclosable pecuniary interest in all related agenda items by virtue of having moorings or paying harbour dues to the Council. As a result of the Solicitor granting each Board Member a dispensation, they were all able to take part in the debate and vote on any related matters (Minute SH.05/15 refers).

SH.35/15 PUBLIC QUESTION TIME

The following issues were raised in accordance with the Public Question Time procedure rules:

Mr Richard Smith, Kingsbridge Estuary Boat Club

1. With regard to the life belts situated around the Harbour, Mr Smith queried whether the Board was aware of a policy whereby those that were lost and/or stolen were no longer replaced.

In reply, the Chairman informed that there was no such generic policy. However, a risk assessment had been undertaken on each of the life belts around the Harbour and a report would be presented to the next meeting of the Beach and Water Safety Group. In considering the cost implications, it was likely that this report would recommend the removal of those belts that were not being used (or maintained) around the Harbour. Mr Smith was also informed that any such decisions that related to safety matters ultimately rested with South Hams District Council and not the Harbour Board.

2. Secondly, Mr Smith wished to record his thanks for the recent dredging works that had been undertaken. Whilst on the whole, the works had been well received by the Boat Club, there were felt to be some remedial works still required.

The Harbour Master responded by stating that he was aware of the need for some remedial dredging works to be undertaken at Kingsbridge. Whilst he remained committed to this being actioned, the Harbour Master did advise that there was a greater priority for dredging to be undertaken at the Batson Pontoon first.

SH.36/15

FEEDBACK FROM HARBOUR COMMUNITY FORUMS

The Board received verbal update reports from the Board Members who attended the Harbour Community Forums. The updates were given as follows:

Salcombe Kingsbridge Estuary Association (SKEA)

The representative informed that no meetings had taken place since the Board had last met. Having been queried, the Harbour Master confirmed that he would check the status of the SKEA Forum in light of the recent passing of Mr Peter Goldsworthy and then advise the Board accordingly.

Salcombe Kingsbridge Estuary Conservation Forum (SKECF)

It was noted that no meetings had taken place since the last Board meeting.

South Devon & Channel Shellfishermen

The representative tabled a paper to the Board that provided a brief summary of a meeting held between him, the Chairman and a representative from the Shellfishermen on 16 February 2016. The paper concluded that the problems raised by the Shellfishermen appeared to be primarily due to a breakdown in relationships and a consequent mistrust and lack of communication.

A debate ensued during which Members echoed the sentiments of the paper whereby communication links needed to improve between the Council, Harbour Board and Shellfishermen. To reflect these sentiments, the following motion was **PROPOSED** and **SECONDED**:-

'That in an attempt to improve communication links:

- 1. six monthly meetings be held between interested parties within the Fish Quay, Harbour Board representative(s) and South Hams District Council officer(s); and*
- 2. an operational liaison group also be established that will meet more frequently and will comprise of interested parties within the Fish Quay and the Board's nominated Forum representative. Furthermore, South Hams District Council officers may be required to attend these meetings depending upon service need.'*

When put to the vote, this motion was declared **CARRIED**.

It was then:

RESOLVED

That in an attempt to improve communication links:

1. six monthly meetings be held between interested parties within the Fish Quay, Harbour Board representative(s) and South Hams District Council officer(s); and
2. an operational liaison group also be established that will meet more frequently and will comprise of interested parties within the Fish Quay and the Board's nominated Forum representative. Furthermore, South Hams District Council officers may be required to attend these meetings depending upon service need.

Kingsbridge and Salcombe Marine Business Forum

There was no update to give at this meeting.

Kingsbridge Estuary Boat Club (KEBC)

The Board noted that Mr Smith had already provided an update of issues during the public question time (Minute SH.35/15 above refers).

SH.37/15

REVENUE BUDGET MONITORING 2015/2016

The Board was presented with a report that enabled it to monitor income and expenditure variations against the approved budget for 2015/16. The report also provided a forecast for the year-end position.

In discussion, reference was made to:-

- (a) the overall projected underspend of £16,200. The Harbour Master was of the view that the projected figure was slightly pessimistic and he was anticipating that the actual underspend at the end of 2015/16 would be higher than £16,200;
- (b) the trend of declining visitor numbers. When questioned, the Harbour Master confirmed that the trend for declining numbers of visitors, coupled with those reduced numbers staying for a longer period, was consistent with 'similar' harbours across the South West region;

- (c) the miscellaneous income. For clarity, the Board was advised that examples of miscellaneous income included monies generated from hiring out the Harbour Crane and Barge;

In conclusion, the Board commended the overall content of the presented agenda report and appendices and therefore wished to put on record its gratitude to all relevant officers.

It was then:

RESOLVED

That the forecast income and expenditure variations for the 2015/16 financial year and the overall projected underspend of £16,200 be noted.

SH.38/15 **QUARTER 3 PERFORMANCE INDICATORS**

Consideration was given to a report that sought to summarise the Harbour's Performance Indicators (PIs) for the period 1 October to 31 December 2015.

In discussion, the following points were raised:-

- (a) Whilst the waiting list for a mooring remained broadly static, the Board acknowledged that this was a cause of some dissatisfaction amongst those who had applied;
- (b) It was noted that the CCTV equipment was in the process of being upgraded, with the number of cameras in the area also being increased. In welcoming this news, a Member also felt it would be opportune to undertake a reconstruction in order to test the effectiveness of the new equipment.

It was then:

RESOLVED

That the latest performance indicators be noted.

SH.39/15 **STRATEGY AND MARKETING WORKSHOPS**

A report was considered that presented the outcomes generated from the recent Board workshops held on 20 October 2015 (strategy) and 10 November 2015 (marketing).

In discussion, reference was made to:-

- (a) the success and effectiveness of these workshops. A number of Members welcomed the workshops and were of the view that they had been very well received;

- (b) the potential to raise the cap on mooring numbers by an additional 100 berths. Whilst supporting the principle, a Member emphasised his view that the current berthing footprint should not be increased and an additional pontoon should be constructed. In addition, the view was expressed that an additional 100 berths should not be detrimental to the character of the estuary;
- (c) the need to recognise that the use of the Harbour was changing. Some Members highlighted the need to look to the future or else the Board would be presiding over a declining harbour port. To reflect emerging usage trends, Members felt that there was merit in investigating the following:
- increased capacity to take dinghies;
 - making greater use of the Kingsbridge Slipway; and
 - creating zonal areas in the upper part of the Estuary for the use of kayaks and Stand Up Paddleboards.
- As a general point, Members emphasised the importance of a consultation exercise taking place before any such initiatives be implemented. On the matter of consultation, the local ward Members for Salcombe and Thurlestone cited a number of recent instances during which they had failed to be consulted with by officers and proceeded to express their extreme frustrations at these occurrences;
- (d) the harbour estate. In addition to seeking incorporation of the Fish Quay, Batson Slip and Kingsbridge Slip and landing steps into the Harbour Estate, the view was expressed that Whitestrand and Batson car parks should also be given consideration. Whilst the Council could retain the income from these assets, Members felt that it would be beneficial for the harbour authority to take on greater control for the day to day running of these assets;
- (e) general support for 'Option 3' (as outlined in the presented agenda report). In expressing their support, Members felt that the payback was remarkably short for what was a relatively low investment. In terms of next steps, the Harbour Master informed that these outcomes would form part of the Strategic Business Plan that would be presented to a future Board meeting;
- (f) the merits of purchasing a glass bottom boat. The Harbour Master confirmed that he would explore the merits of purchasing a glass bottom boat and would circulate a draft paper to Board Members for their consideration.

It was then:

RESOLVED

That the latest Performance Indicators be noted.

SH.40/15 REPLACEMENT OF FORKLIFT

A report was considered that sought approval of the release of up to £30,000 (plus VAT) to fund the replacement of the fork lift.

It was then:

RESOLVED

That up to £30,000 (plus VAT) be released from the Renewals Reserve to fund the replacement of the fork lift.

SH.41/15 TOPICAL HARBOUR ISSUES

The Harbour Master provided an update on topical harbour issues that could be of interest to the Board.

In so doing, he made particular reference to:-

- (a) staffing issues. A number of Members wished to pass on their best wishes to the member of staff who had recently sustained a serious injury whilst off-duty;
- (b) the recent safety compliance audit. It was confirmed that once the audit findings had been received by the Harbour Master, they would be forwarded on to Members for their information and reference. A Member proceeded to congratulate the Harbour Master for the amount of work that he had undertaken in respect of safety compliance;
- (c) Egremont. Whilst there remained some reservations amongst Board Members, the majority were content to grant permission, subject to the owners first providing a costed, funded and achievable programme, for the proposed repairs to take place. The Board also requested that it be in receipt of regular updates in this regard and that the Harbour Master maintain a close watching brief over the project;
- (d) the loss of the blue flag status for South Sands beach. Members lamented the loss of the blue flag, but did support the application for a 'Seaside Award' accreditation;
- (e) the Wifi contract. In striving for the Harbour to reflect the changing modern world, Members recognised the importance of a solution being found in this regard to ensure that harbour users were able to wirelessly access the internet.

It was then:

RESOLVED

1. That the update be noted; and
2. That the Board permit the Egremont to undertake repairs throughout 2016 on the proviso that a funded and realistic repair plan be provided to the Harbour Authority.

(Meeting commenced at 2.30 pm and concluded at 4.25 pm)

Chairman

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Briefing Note by: **South Hams District Council**

Title: **Briefing for Salcombe Harbour Board concerning the Council's proposal to form a Local Authority Controlled Company**

Date: 11 July 2016

Author: Sophie Hosking, Executive Director

1. Summary

1.1. This briefing note sets out the current position on the Council's proposal to form a Local Authority Controlled Company (LACC) and some options for consideration by the Salcombe Harbour Board in relation to the current hosting arrangement of the Harbour team.

2. Background

- 2.1. In 2013-14, South Hams District Council and West Devon Borough Council embarked on an ambitious transformation programme called "T18". This consisted of 4 main elements:
- a) The restructuring of functions and processes;
 - b) A culture change programme based on IMPACT behaviours;
 - c) An IT and systems development programme to support new ways of working; and
 - d) A review of organisational structure and governance to ensure the future delivery of services to the community, with an ambition for growth.
- 2.2. It is this final element that is the subject of this briefing.

3. Proposal

- 3.1. Since 2010 Local Authorities have been subject to increasing budgetary pressures and decreasing grant income from central government. This position is looking significantly worse for the future given the most recent budget settlement and it is extremely unlikely that the recent vote to exit the EU will improve the situation.
- 3.2. The purpose of the councils' T18 transformation programme had been to position both councils to meet their financial obligations until 2018 and to be able to continue to deliver the full range of services without cuts or long term reduction in quality. However both councils are keen to secure the future of services beyond 2018.

- 3.3. The Councils have reviewed various options to meet their objectives of continuing to deliver the full range of services whilst ensuring financial sustainability. The proposal currently being considered by the Councils is the formation of a company that would be wholly owned by both the Councils for the purpose of:
- a) Delivering services to the communities of South Hams and West Devon;
 - b) Generating income by delivering services on behalf of other organisations;
 - c) Creating a vehicle which gives both councils a mechanism to generate profit from certain activities; and
 - d) Ensuring the future viability of both organisations through appropriate strategic positioning in the public sector.
- 3.4. The proposal is that staff and services currently provided by the councils' Commercial Service, Customer First and Support Services would be transferred across to the new company, with the view that the company would be operational with effect from April 2017 at the earliest.
- 3.5. The staff currently providing the Councils' Strategy and Commissioning functions would stay in the direct employment of the Councils (this is likely to be less than 25 staff in total).
- 3.6. The Councils have commissioned PwC to draw up a detailed business case to consider the establishment of the LACC in order to make a decision on whether to proceed or not. The Councils will be reviewing the business case and making a decision at the end of July 2016.
- 3.7. If the Councils were to decide to proceed with the establishment of a LACC and the transfer of staff and services, then there would be implications for the hosting of the Salcombe Harbour team.

4. Key considerations

- 4.1. Should the LACC be established there are a number of options that the Harbour Authority might wish to consider including:
- a) Continuing with the current hosting arrangement i.e. South Hams DC continuing to be the host employer for the team, but with support services provided through a contract with the LACC.
 - b) Transferring the employment/hosting of the team to the LACC.
 - c) Finding a different organisation altogether to host the team team.
 - d) Variations on all the above.

- 4.2. No decisions are required at the present time and it may well be that the Councils decide not to pursue the proposal any further in July and this briefing becomes irrelevant; however it is important that the Board are aware of the proposal and the potential implications for the hosting of the team should the LACC proposal be implemented.
- 4.3. It is proposed that should the Councils decide in July to set up the LACC, a full report is brought to the Board for discussion at their next meeting.

For further information contact:

Sophie Hosking, Executive Director, South Hams District and West Devon Borough Councils.

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Report to: **Salcombe Harbour Board**
Date: **11 July 2016**
Title: **2015/2016 Year End Financial Report**
Portfolio Area: *Salcombe Harbour*
Wards Affected: **All**
Relevant Scrutiny Committee: **Overview and Scrutiny Panel**

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

Authors: **Pauline Henstock** Roles: **Finance Business Partner**
Adam Parnell **Harbour Master**

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Recommendations:

That the Board **notes** the income and expenditure variations for the 2015/16 financial year, **notes** the overall trading surplus of £18,800 and **resolves** to allocate this surplus to the Harbour's General Reserve fund.

1. Executive summary

1.1 This report advises Members of the Harbour's final trading position in 2015/16 together with brief details of the main variations from the original budget. A summary of harbour reserves is also provided.

2. Background

2.1 The Harbour's 1954 Act directs the Harbour Authority to set a balanced budget; this is agreed annually in September by the Harbour Board and subsequently approved by Full Council. Budgeted revenue expenditure for 2015/16 was set at £1,005,400 and fees and charges were set to balance the budget.

3. Outcomes/outputs

3.1 The Harbour's trading accounts have now been finalised, pending external audit certification in July. Salcombe Harbour achieved a trading surplus of £18,800 based predominantly on more Mooring Hire revenue being generated than forecast. This overall position compares to a projected surplus of £16,200 as at 31 January 2016.

3.2 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. Appendix 1 shows how the surplus of £18,800 has been achieved. The most significant variations from budget are shown in the table below:

TABLE 1: 2015/16 OUTTURN POSITION

	2015/16 Budget expenditure/ (income) £	Budget variations increase/ (decrease) £	£	
APPROVED NET BUDGET			-	
Reductions in expenditure/additional income				
Employees	399,400	(5,085)		A
Utility charges	27,400	(5,180)		B
Supplies & Services miscellaneous	32,400	(6,466)		C
New projects funded from revenue	5,000	(5,000)		D
Mooring hire income	(430,800)	(27,198)		E
Pontoon income	(158,700)	(4,933)		F
Miscellaneous income	(37,500)	(7,700)		G
Miscellaneous net variances	-	(303)		
Sub total of variations			(61,865)	

Increases in expenditure/reductions in income				
General R & M	18,000	8,864		H
Moorings	53,500	5,707		I
Rents	121,900	5,559		J
Equipment	12,100	11,460		K
Transport	49,200	6,703		L
Harbour dues	(272,100)	4,772		M
Sub total of variations			43,065	
SURPLUS			(18,800)	

Notes

- A. **Employees** – This is mainly due to a saving in staff training of £6,102. The 2016/17 budget has been reduced by £5,000 to reflect this underspend.
- B. **Utility charges** – The £5,180 underspend is due to a number of factors:
- a. Warmer than expected winter.
 - b. Improvements to workshop insulation.
 - c. More accurate metering of water consumption.
 - d. Installation of solar panels.
- C. **Supplies & services** – The budget for legal services included provision for a Harbour Revision Order in the event that SHDC wanted to apply for additional revenue-raising powers. This has not been required, hence the underspend. The 2016/17 legal fees budget has been reduced accordingly.
- D. **New projects funded from revenue** – the budget for new pontoon infrastructure projects was not required during this year because of the good state of the new pontoon stock.
- E. **Mooring hire income** – the additional income of £27,198 was generated due to a higher than expected number of visitor nights. Although the total number of visiting yachts continues to decrease year-on-year, the number of trailer-launched vessels has increased.

- F. **Pontoon income** – The fingers on Batson pontoon and the additional 4 berths generated when Shadycombe pontoon was replaced have generated more pontoon income than originally budgeted.
- G. **Miscellaneous income** – Miscellaneous income is that generated by hiring out surplus capacity e.g. hiring out the barge or plant. This year we have successfully generated better than forecast returns.
- H. **General R & M** – the overspend of £8,864 is mainly due to refurbishment of the Harbour workshop and purchase of new lifejackets.
- I. **Moorings** – The use of contracted divers has been more expensive than budgeted because of a change to HSE rules which requires a 5 man team instead of the 4-man teams previously employed. This has been reflected in the 2016/17 Budget.
- J. **Rents** – Fundus rent is related to moorings income and pontoon income (notes E and F). As the income has been higher than budgeted so too is the rent payable to the Duchy.
- K. **Equipment** – IT Support and maintenance has been significantly higher than budgeted (£6,483) due to delivery of additional eHarbours functionality (e.g. boat park bookings and moorings maintenance) and provision of a new website. In addition office equipment e.g. new desks have been purchased for the Harbour Office and Workshop at an additional cost of £4,021.
- L. **Transport** – The launches have been comprehensively overhauled this winter but required more work than expected, which accounts for this additional expenditure. However, this will negate the need for £20k capital outlay budgeted for 17/18 since the barges still have many years of service life in them.
- M. **Harbour dues** – The forecast revenue for harbour dues has proven to be overly optimistic. Despite better than expected visitor yacht nights (see note E) the visitor numbers for 2015/16 are much lower than forecasted (i.e. we had fewer visitors than expected – hence fewer harbour dues – but on average they stayed longer hence higher mooring income).

4. Issues for consideration.

- 4.1 The long-term trend in visitor numbers continues downwards and year-on-year 'growth' is primarily driven by increases in harbour dues. To remain sustainable, it is recommended that resident moorings be increased as a percentage of the total moorings in the harbour to reduce our dependency on visitor numbers. This is reflected in the proposed Strategic Business Plan.

5. Reserves

5.1 Salcombe Harbour holds three reserves as follows:

- **General Reserve** – comprising the accumulation of generated trading surpluses;
- **Renewals Reserve** –for the replacement of the Harbour’s infrastructure assets, excluding pontoons;
- **Pontoon Reserve** –for the replacement of pontoons.

5.2 An analysis of each of the Harbour reserves is shown in Appendix 2. This identifies all items funded from reserves during 2015/16 and contributions made to the reserves. Appendix 2 also includes a comparison of the final outturn position for each reserve compared to the latest projection as at 31 January 2016.

6. Proposed Way Forward

6.1 The accounts will be formally audited in July.

6.2 Regular budget monitoring reports will be brought to the Board’s attention in future meetings. The 2017/18 budget will be proposed to the Board in September, alongside the forthcoming Strategic Business Plan which sets out high level expenditure requirements for the period 2017-22.

7. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	Y	The Pier and Harbour (Salcombe) Confirmation Order 1954.
Financial	Y	The report identifies a surplus of £18,800 which will be added to the General Reserve.
Risk	Y	The accounts have not yet been subject to external audit but as all the relevant accounting standards and practices have been followed it is unlikely that the overall position will change.
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None directly arising from this report.
Safeguarding	N	None directly arising from this report.

Community Safety, Crime and Disorder	N	None directly arising from this report.
Health, Safety and Wellbeing	N	None directly arising from this report.
Other implications	N	None directly arising from this report.

Supporting Information

Appendix 1 – Salcombe Harbour Outturn 2015/16

Appendix 2 – Harbour Balances 2015/16

Background Papers: None

Approval and clearance of report

Process checklist	Completed
Portfolio Holder briefed	Yes
SLT Rep briefed	Yes
Relevant Exec Director sign off (draft)	Yes
Data protection issues considered	Yes
If exempt information, public (part 1) report also drafted. (Committee/Scrutiny)	N/A

Actual 2013/2014	Actual 2014/2015		Budget 2015/2016 (At outturn prices)	Actual 2015/2016	Variance Actual to Budget
£	£		£	£	£
		Employees:-			
369,567	376,869	Harbour	399,400	394,315	(5,085)
		Premises-Related Expenditure:-			
27,574	29,323	General Repairs and Maintenance	18,000	26,864	8,864
38,288	39,063	Security Patrol	40,000	44,456	4,456
15,688	8,369	Piers, Landings and pontoons	10,500	6,397	(4,103)
1,077	40	Marks and Beacons	1,500	0	(1,500)
36,848	55,479	Moorings	53,500	59,207	5,707
1,786	620	Insurances	1,900	910	(990)
20,641	22,805	Utility Charges	27,400	22,220	(5,180)
115,405	122,526	Rents	121,900	127,459	5,559
7,176	6,429	Refuse Collection /Office Cleaning	8,000	8,489	489
264,483	284,654		282,700	296,002	13,302
		Supplies and Services:-			
6,463	11,642	Equipment	12,100	23,560	11,460
9,018	9,235	Printing, Stationery and Advertising	11,000	8,417	(2,583)
8,021	8,933	Communications (Radios, Telephones, Postage etc.)	9,900	7,718	(2,182)
3,242	3,552	Protective Clothing	4,000	3,722	(278)
6,190	6,600	Credit Card Handling Charges	6,500	9,902	3,402
20,318	25,655	Miscellaneous	32,400	25,934	(6,466)
53,252	65,617		75,900	79,253	3,353
43,943	41,026	Transport-Related Expenses (Launches etc.)	49,200	55,903	6,703
51,300	51,600	Central Support Services	51,900	51,900	0
26,000	26,000	Contribution to Renewals Reserve	30,000	30,000	0
50,000	50,000	Contribution to Pontoon Reserve	61,500	61,500	0
-	15,000	Contribution to Marine Infrastructure Reserve	25,000	25,000	0
10,101	5,045	New Projects Funded From Revenue	5,000	0	(5,000)
-	41,909	Items being met from Reserves	0	144,558	144,558
29,997	29,997	Capital Charges (Net)	24,800	24,800	0
898,643	987,717	TOTAL EXPENDITURE	1,005,400	1,163,231	157,831
(271,358)	(274,626)	Harbour Dues	(272,100)	(267,328)	4,772
(433,465)	(433,693)	Mooring Hire	(430,800)	(457,998)	(27,198)
(132,985)	(160,018)	Small Boat Pontoon Systems	(158,700)	(163,633)	(4,933)
(37,525)	(35,841)	Water Taxi Service	(36,000)	(34,693)	1,307
(22,936)	(23,008)	Mooring Licences	(23,500)	(23,279)	221
(42,848)	(44,035)	Security Patrol Fees	(44,800)	(44,142)	658
(49,736)	(50,095)	Miscellaneous	(37,500)	(45,200)	(7,700)
-	(41,909)	Contribution from Reserves	0	(144,558)	(144,558)
(1,700)	(1,200)	Interest	(2,000)	(1,200)	800
(992,553)	(1,064,425)	TOTAL INCOME	(1,005,400)	(1,182,031)	(176,631)
(93,910)	(76,708)	(SURPLUS) / SHORTFALL ON TRADING ACTIVITIES	0	(18,800)	(18,800)

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Committee: Salcombe Harbour**APPENDIX 1****Service : Salcombe Harbour****2015/16 CLOSDOWN**

SUBJECTIVE HEADING	ACTUALS			To 31/01/16 £	Forecast 15/16 31/01/16 £	Budget 15/16 £	Variance 15/16 £	Notes/ Commitments
	13/14 £	14/15 £	15/16 £					
COST CENTRE : 3410								
EMPLOYEES - OPERATIONAL	369,567	376,869	394,315	379,277	396,800	399,400	(5,085)	
Wages: Summer Seasonal staff	35,602	37,159	35,997	35,997	36,000	35,700	297	
Employers NI & Super	67,437	67,422	69,882	58,976	70,800	74,100	(4,218)	
Salaries (inc. Shift Pay)	308,407	309,155	330,890	276,725	330,600	323,500	7,390	
Overtime	3,846	4,905	3,710	2,875	4,000	5,100	(1,390)	
Recharge to Headquarters	(53,000)	(53,000)	(53,500)	0	(53,500)	(53,500)	0	
Staff Training	649	5,235	1,898	1,898	3,000	8,000	(6,102)	
Medical Fees / Other	249	487	410	335	600	600	(190)	
Recruitment	1,769	713	0	0	500	1,100	(1,100)	
Employers Liability Insurance	4,608	4,793	5,028	2,473	4,800	4,800	228	

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Committee: Salcombe Harbour							APPENDIX 1	
Service : Salcombe Harbour							2015/16 CLOSEDOWN	
SUBJECTIVE HEADING	ACTUALS			To 31/01/16	Forecast 15/16 31/01/16	Budget 15/16	Variance 15/16	Notes/ Commitments
	13/14	14/15	15/16					
COST CENTRES : 3410,3415,3420,3425	£	£	£	£	£	£	£	
PREMISES (ASSET) RELATED	264,483	284,654	296,002	130,213	292,100	282,700	13,302	
EXPENSES								
General R&M	17,112	19,159	16,889	2,613	10,000	10,000	6,889	
Tools and Materials	9,167	9,092	6,875	7,713	8,100	6,000	875	
Health & Safety (life jackets & first aid)	1,080	1,072	2,604	2,099	2,100	1,400	1,204	
VHF Radios	215	0	496	496	500	600	(104)	
GENERAL R&M	27,574	29,323	26,864	12,921	20,700	18,000	8,864	
SECURITY PATROL	38,288	39,063	44,456	36,180	42,300	40,000	4,456	
LANDINGS & PONTOONS	15,688	8,369	6,397	4,312	8,000	10,500	(4,103)	
MARKS, BEACONS & AIDS TO NAVIGATION	1,077	40	0	0	1,500	1,500	(1,500)	
Moorings R & M	4,905	9,837	5,965	2,183	6,500	6,500	(535)	
Diving Maintenance Support	18,250	26,728	31,250	31,250	31,300	20,000	11,250	
Chain & Shackles	10,145	18,776	21,992	21,992	22,000	24,000	(2,008)	
Replacement Mooring Buoys	3,548	138	0	0	0	3,000	(3,000)	
MOORINGS	36,848	55,479	59,207	55,425	59,800	53,500	5,707	
Premises-Related Insurance	1,786	620	910	793	1,900	1,900	(990)	
INSURANCE	1,786	620	910	793	1,900	1,900	(990)	
Electricity	2,256	2,661	3,118	2,969	3,500	2,500	618	
Whitestrand Showers	265	466	310	0	500	2,500	(2,190)	
Gas	2,743	2,693	1,488	1,124	2,000	3,100	(1,612)	
Water	18	0	0	0	200	2,500	(2,500)	
Whitestrand Showers	1,700	3,007	3,007	0	3,000	2,500	507	
Rates	13,659	13,978	14,297	14,297	14,300	14,300	(3)	
UTILITY CHARGES	20,641	22,805	22,220	18,389	23,500	27,400	(5,180)	
Rent for Workshop	12,621	14,600	14,600	0	14,600	14,600	0	
Rent To Duchy	102,784	107,926	112,859	(3,926)	113,000	107,300	5,559	
RENT	115,405	122,526	127,459	(3,926)	127,600	121,900	5,559	
Trade Waste Collection charges	4,040	3,302	5,582	3,613	3,700	4,000	1,582	
Office Cleaning	3,136	3,127	2,907	2,506	3,100	4,000	(1,093)	
REFUSE COLLECTION/OFFICE CLEANING	7,176	6,429	8,489	6,119	6,800	8,000	489	

PREMISES

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SUBJECTIVE HEADING	ACTUALS			To 31/01/16	Forecast 15/16 31/01/16	Budget 15/16	Variance 15/16	Notes/ Commitments
	13/14	14/15	15/16					
COST CENTRES : 3410, 3435, 3445	£	£	£	£	£	£	£	
SUPPLIES AND SERVICES:	53,252	65,617	79,253	53,654	79,900	75,900	3,353	
Furniture and Fittings	995	750	5,021	4,798	4,800	1,000	4,021	
Equipment - New and R&M	1,331	1,744	2,955	1,163	2,000	3,500	(545)	
Hire of equipment	251	251	2,101	189	600	600	1,501	
Hardware, Software, IT Support & maintenance	3,886	8,897	13,483	11,188	13,500	7,000	6,483	
EQUIPMENT	6,463	11,642	23,560	17,338	20,900	12,100	11,460	
Printing & Stationery	3,830	4,526	3,901	3,499	5,000	6,000	(2,099)	
Harbour Guide	4,578	4,540	4,486	4,486	4,500	4,500	(14)	
Advertising	610	169	30	30	200	500	(470)	
PRINTING STATIONERY & ADVERTISING	9,018	9,235	8,417	8,015	9,700	11,000	(2,583)	
Postage	3,513	4,316	3,210	1,884	4,000	4,500	(1,290)	3
Telephones	4,283	4,392	4,283	2,774	4,500	5,000	(717)	
Licence Fees	225	225	225	225	300	400	(175)	
TELEPHONES & COMMUNICATIONS	8,021	8,933	7,718	4,883	8,800	9,900	(2,182)	
CLOTHING	3,242	3,552	3,722	3,510	3,700	4,000	(278)	
CASH COLLECTION EXPENSES	6,190	6,600	9,902	8,238	8,500	6,500	3,402	
Fees and Subscriptions	4,121	3,757	4,076	3,568	4,300	3,800	276	
Conference Expenses/Subsistence	1,165	2,269	2,250	1,738	2,000	1,500	750	
Consultancy Fees	826	5,345	2,150	2,150	4,400	4,400	(2,250)	
General Office Expenditure	389	576	592	501	600	0	592	
Legal Fees	210	105	2,783	2,783	3,000	8,000	(5,217)	
Other Professional Fees	1,235	1,110	1,183	933	1,300	2,000	(817)	
AONB Estuary Conservation Programme	10,200	10,300	10,400	0	10,400	10,400	0	
Chairman - Salcombe Harbour	2,172	2,193	2,500	0	2,300	2,300	200	
MISCELLANEOUS	20,318	25,655	25,934	11,672	28,300	32,400	(6,466)	

SUPPLIES&SERVICES

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Committee: Salcombe Harbour							APPENDIX 1	
Service : Salcombe Harbour							2015/16 CLOSEDOWN	
SUBJECTIVE HEADING	ACTUALS			To 31/01/16	Forecast 15/16	Budget 15/16	Variance 15/16	Notes/ Commitments
	13/14	14/15	15/16		31/01/16	15/16		
COST CENTRE : 3410	£	£	£	£	£	£	£	
TRANSPORT RELATED EXPENSES	43,943	41,026	55,903	49,567	57,300	49,200	6,703	
Fixed car payments	603	609	603	503	600	600	3	
Variable car allowances	1,962	1,025	785	485	1,000	1,200	(415)	
Repairs & Maintenance:								
Harbour Van (excluding fuel)	3,549	766	1,848	2,780	3,000	2,000	(152)	
Launches R & M	5,787	6,637	16,267	13,375	15,400	9,000	7,267	
Crane	1,641	1,300	2,892	2,668	2,700	3,500	(608)	
Fork Lift Truck	767	491	2,004	454	1,000	1,000	1,004	
Mooring Barge	2,129	1,575	2,032	1,852	2,000	2,000	32	
Transport Insurance	11,978	13,380	15,841	15,113	15,200	13,500	2,341	
Fuel (including the harbour van)	15,527	15,243	13,631	12,337	16,400	16,400	(2,769)	
HEADQUARTERS ALLOCATION	51,300	51,600	51,900	0	51,900	51,900	0	
Personnel & Payroll	10,000	10,100	10,200		10,200	10,200	0	
Strategic Director - Operations	3,300	3,300	3,300		3,300	3,300	0	
Drawing Office	900	900	900		900	900	0	
Environmental Health	1,400	1,400	1,400		1,400	1,400	0	
Financial Services	11,600	11,700	11,800		11,800	11,800	0	
IT Section	5,600	5,700	5,800		5,800	5,800	0	
Legal	4,200	4,200	4,200		4,200	4,200	0	
Property Services	4,600	4,600	4,600		4,600	4,600	0	
Committee & Member Services	4,800	4,800	4,800		4,800	4,800	0	
Improvement & Development Team (Formerly PR)	2,700	2,700	2,700		2,700	2,700	0	
Internal Audit	2,200	2,200	2,200		2,200	2,200	0	
CAPITAL CHARGES	29,997	29,997	24,800		24,800	24,800	0	
Leasing Payments								
Debt Charges (Depreciation & interest)	45,653	72,684	80,863		24,800	24,800	56,063	
(Surplus)/Deficit on Capital Charges	(15,656)	(42,687)	(56,063)				(56,063)	
CONTRIBUTION TO RENEWALS RESERVE	26,000	26,000	30,000		30,000	30,000	0	
CONTRIBUTION TO PONTOON RESERVE	50,000	50,000	61,500		61,500	61,500	0	
CONT. TO MARINE INFRASTRUCTURE RESER	0	15,000	25,000		25,000	25,000	0	
ITEMS TO BE MET FROM REVENUE	10,101	5,045	0	0	5,000	5,000	(5,000)	
Disposal of pontoons	4,640	0	0	0	0	0	0	
Improvements to tender berthing at Whitestrand	5,461	5,045	0	0	5,000	5,000	(5,000)	
ITEMS TO BE MET FROM RESERVES	0	41,909	144,558	45,911	109,900	0	144,558	
res.	0	29,228	0	0	0	0	0	
3 Fox 440 dories - renewals reserve	0	12,681	0	0	0	0	0	
Lifting cage - renewals reserve			3,225	3,225	3,200	0	3,225	Approval £3,250
Repayment of loans - revenue reserve			34,320	34,320	34,300	0	34,320	Part of 2015/16 budget but classified as capital
Pre-Dredge survey - renewals reserve			5,869	8,366	5,900	0	5,869	Approval £5,870
Dredging - renewals reserve			73,631	0	51,000	0	73,631	Approval £51k, overspend approved at Feb Board. Incl post dredge survey £4,38
Refurbishment of Crane - renewals reserve			19,213	0	15,500	0	19,213	Approval £15,500, overspend approved at Feb Board
Water Taxi Electric Motor - revenue reserve			4,200	0	0	0	4,200	Approval £4,500 2/3/16
CCTV Cameras - revenue reserve			4,100	0	0	0	4,100	Approval £4,100 2/3/16

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SUBJECTIVE HEADING	ACTUALS			To 31/01/16 £	Forecast 15/16 31/01/16 £	Budget 15/16 £	Variance 15/16 £	Notes
	13/14 £	14/15 £	15/16 £					
COST CENTRES : 3410, 3425								
HARBOUR DUES								
Annual Dues	(183,430)	(189,714)	(192,409)	(192,436)	(192,500)	(188,800)	(3,609)	
Casual Yachts	(72,105)	(67,912)	(58,143)	(57,774)	(57,800)	(68,000)	9,857	
Casual Collected via Creek Boat Park	(15,823)	(17,000)	(16,776)	(16,586)	(16,600)	(15,300)	(1,476)	
MOORING HIRE								
Annual Deep Water	(177,647)	(181,329)	(183,026)	(183,026)	(183,000)	(184,000)	974	
Casual Deep Water	(59,473)	(67,889)	(70,481)	(70,481)	(70,500)	(60,000)	(10,481)	
Annual Foreshore	(145,904)	(133,537)	(137,007)	(136,820)	(136,900)	(135,900)	(1,107)	
Casual Foreshore	(34,552)	(35,129)	(43,711)	(45,028)	(45,300)	(36,000)	(7,711)	
Dentridge Mooring	(10,745)	(11,833)	(11,575)	(11,575)	(11,600)	(12,000)	425	
Store Boxes at Ditch End	(2,048)	(2,220)	(2,195)	(2,195)	(2,200)	(2,200)	5	
Overnight berthing fees - Town Landings	(3,096)	(1,756)	(10,003)	(8,985)	(9,000)	(700)	(9,303)	
PRIVATE MOORING LICENCES	(22,936)	(23,008)	(23,279)	(23,279)	(23,300)	(23,500)	221	
SECURITY CHARGE	(42,848)	(44,035)	(44,142)	(44,142)	(44,200)	(44,800)	658	
WATER TAXI SERVICE	(37,525)	(35,841)	(34,693)	(35,016)	(36,000)	(36,000)	1,307	
PONTOONS								
Shadycombe Creek Comm Users	(14,477)	(18,449)	(19,016)	(19,016)	(19,000)	(16,300)	(2,716)	
V Quay, Batson & Kingsbridge	(100,208)	(120,275)	(123,820)	(123,820)	(123,900)	(121,900)	(1,920)	
Whitestrands Licence Fees	(2,755)	(2,590)	(2,642)	(2,642)	(2,600)	(3,100)	458	
Whitestrands Pontoon July/August	(14,686)	(17,682)	(17,113)	(17,113)	(17,100)	(16,300)	(813)	
Pontoon for Fishermen, the Spur	(859)	(1,022)	(1,042)	(1,042)	(1,100)	(1,100)	58	
Miscellaneous Income	(49,736)	(50,095)	(45,200)	(36,542)	(46,500)	(37,500)	(7,700)	
Sale of Tide Tables	(232)	(141)	(139)	(139)	(200)	(200)	61	
Miscellaneous	(4,459)	(7,758)	(1,009)	(761)	(2,000)	(4,000)	2,991	
Fire Patrol	(38)	(25)	(25)	(25)	0	0	(25)	
Whitestrands Notice Board	(769)	(951)	(814)	(814)	(800)	(800)	(14)	
Towing Charge	(75)	(174)	(143)	(143)	(200)	0	(143)	
Crane hire incl wage costs	(4,537)	(5,655)	(7,281)	(6,717)	(6,800)	(4,100)	(3,181)	
Hire of Mooring Barge	(1,637)	(1,268)	(2,325)	(2,325)	(2,400)	(1,000)	(1,325)	
Hire of Fork Lift Truck	(376)	(212)	(218)	(218)	(200)	(200)	(18)	
Boatyard Maintenance	0	(212)	(3,997)	(3,997)	(4,000)	0	(3,997)	
Hire of Safety Launch	(50)	(160)	(1,614)	(1,614)	(1,600)	0	(1,614)	
WIFI Spark Commission	(446)	(53)	(83)	(83)	(100)	(100)	17	
Retention Fees	(1,072)	(825)	(449)	(449)	(400)	(800)	351	
Harbour Guide	(8,620)	(7,220)	(7,725)	(7,725)	(7,800)	(8,000)	275	
Sale of Equipment - disposals	(7,200)	(5,723)	(2,776)	(2,692)	(2,700)	0	(2,776)	
Sale of Chain/Shackles	(668)	0	0	0	0	0	0	
Passengers Landed	(449)	(722)	(77)	(77)	(200)	(600)	523	
Fuel Duty Repayment	(3,255)	(3,161)	(2,590)	0	(3,200)	(3,000)	410	
Cont. from C/Pks re Security Patrol (boat park)	(3,000)	(3,000)	(3,000)	0	(3,000)	(3,000)	0	
Cont. from H/Waste re refuse collection (Salc. Sk)	(500)	(500)	(500)	0	(500)	(500)	0	
Other Costs Recovered	(821)	0	0	0	0	0	0	
Annual licence fee	(1,875)	(1,125)	(1,125)	0	(1,100)	(1,500)	375	
Under lease Kingsbridge Estuary	0	(1,074)	0	0	0	0	0	
Boat Licence Income	(8,434)	(8,882)	(7,823)	(7,396)	(8,000)	(8,500)	677	
Ferry Notice Boards	(1,113)	(1,224)	(1,338)	(1,261)	(1,300)	(1,200)	(138)	
Under/Over Bankings	(110)	(30)	(149)	(106)	0	0	(149)	
	(990,853)	(1,021,316)	(1,036,273)	(1,027,516)	(1,039,100)	(1,003,400)	(32,873)	
Contributions from Reserves	0	(41,909)	(144,558)	0	(109,900)	0	(144,558)	
Whitestrands & Normandy pontoons - pontoons reserve	0	(29,228)	0	0	0	0	0	
3 Fox 440 dories - renewals reserve	0	(12,681)	0	0	0	0	0	
Lifting cage - renewals reserve	0	0	(3,225)	0	(3,200)	0	(3,225)	Reserve approval £3,250
Repayment of loans - revenue reserve	0	0	(34,320)	0	(34,300)	0	(34,320)	Part of 2015/16 budget but classified as capital
Pre-Dredge survey - renewals reserve	0	0	(5,869)	0	(5,900)	0	(5,869)	Approval £5,870
Dredging - renewals reserve	0	0	(73,631)	0	(51,000)	0	(73,631)	Approval £51k, overspend approved at Feb Board. Incl post dredge survey £4,380
Refurbishment of Crane - renewals reserve	0	0	(19,213)	0	(15,500)	0	(19,213)	Approval £15,500, overspend approved at Feb Board
Water Taxi Electric Motor - revenue reserve			(4,200)	0	0	0	(4,200)	Approval £4,500 2/3/16
CCTV Cameras - revenue reserve			(4,100)	0	0	0	(4,100)	Approval £4,100 2/3/16
INTEREST	(1,700)	(1,200)	(1,200)	0	(1,400)	(2,000)	800	

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HARBOUR BALANCES

APPENDIX 2

Pontoons Reserve (0745)

	£
Balance 1st April 2015	6,066
ADD	
Contribution 2015/2016	61,500
Interest	<u>200</u>
	67,766
Less expenditure on:-	
Balance as at 31st March 2016	<u>67,766</u>
Latest forecast (on 31st January 2016)	67,566

Renewals Reserve (0750)

	£
Balance 1st April 2015	129,821
ADD	
Contribution 2015/2016	30,000
Interest	<u>500</u>
	160,321
Less expenditure on:-	
Steel lifting cage - reserve request	3,225
Pre-dredge survey	5,869
Dredging	73,631
Refurbishment of crane	19,213
Balance as at 31st March 2016	<u>58,383</u>
Latest forecast (on 31st January 2016)	<u>84,826</u>

Variance mainly due to additional dredging costs

General (Revenue Account) Reserve (0755)

	£
Balance 1st April 2015	203,362
ADD	
Surplus 2015/2016	<u>18,800</u>
	222,162
Less expenditure on:-	
Pay off Whitestrand and Bag piling loans	34,320
Harbour system upgrade	-
Harbour workshops - living area refit	9,753
Fork lift truck	30,000
Water taxi electric motor	4,200
CCTV cameras	<u>4,100</u>
	82,373
Balance as at 31st March 2016	<u>139,789</u>
Latest forecast (on 31st January 2016)	<u>170,289</u>

Variance mainly due to subsequent approvals

e.g. fork lift truck - Harbour Board 29/2/16

Total Reserves Balances as at 31st March 2016

265,938

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Report to: **Salcombe Harbour Board**
Date: **11 July 2016**
Title: **Strategic Business Plan**
Portfolio Area: **Commercial Services – Cllr Gilbert**
Wards Affected: **All**

Relevant Scrutiny Committee:

Overview and Scrutiny Committee

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)

Author: **A Parnell** Role: **Harbour Master**

Contact: **01548 843791**

Recommendations:

1. That the Harbour Board **RESOLVES** to commence a public consultation of the proposed Strategic Business Plan 2017-2022 with a view to proposing to full Council in September that it be adopted from 1 Apr 17.

1. Executive summary

1.1 The Strategic Business Plan (SBP) articulate the strategic aims of the Harbour Authority and its financial strategy for the next 5 years, including forecast borrowing requirements where necessary. Stakeholder engagement and public support is essential. This report seeks the Board's approval to commence a period of public consultation prior to proposing to full Council in September that it be adopted in time for the 1 Apr 17.

1.2 Our Critical success factors are:

- 1.2.1 Maintaining safety and security
- 1.2.2 Protecting and enhancing the quality of the environment
- 1.2.3 Retaining our reputation
- 1.2.4 Running a financially sustainable harbour

1.3 These will be met through the following key objectives:

- 1.3.1 Improving navigational safety
- 1.3.2 Transforming the Harbour into an eco-harbour
- 1.3.3 Adapting to changing visitor patterns
- 1.3.4 Supporting a thriving local community
- 1.3.5 Employing an engaged and dedicated staff

1.4 The SBP also forecasts the likely annual revenue budgets which sees revenue rising from £1.03m in 2017 to £1.2m by 2022. This increase is the result of capital investment which totals £649k across the life of the SBP. Additionally the SBP identifies potential contingency expenditure which might be required if the work barge and/or fuel barge require to be replaced. Although these appear to be large sums it is important to note that all of these can be supported by sustainable business cases which, if activated, would further increase revenue income.

2. Background

2.1 The second edition of the SBP comes to an end 31 Mar 17 and it is timely that the third edition (covering the period 2017-22) be published. This will set the Authority's strategic priorities and business objectives, and identify the required resources and planning activities required to meet these objectives.

4. Options available and consideration of risk

4.1 There are two available options: publish a 5-year plan or instead publish a series of annual plans. Although the latter meets our minimum legal obligation it increases the risk of incoherency and loss of focus in achieving our longer term strategic aims.

5. Proposed Way Forward

5.1 A period of public and stakeholder consultation is proposed during the peak summer season to maximise exposure to, and feedback from, residents and visitors. The results of this consultation will then be incorporated into a final draft which will be presented to the Board in September, alongside the proposed 2017/18 budget.

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	The Pier & Harbour (Salcombe) Confirmation Act 1954

Financial	Y	If adopted the SBP will set the conditions for capital expenditure of up to £649k during the period 2017-2022 with a further £650k spent if certain contingencies arise. Such expenditure will only take place with full Council approval after the submission of the appropriate business cases
Risk		There is a risk that performance and customer satisfaction could fall if the Harbour does not evolved to remain aligned with customer needs and expectations. This is mitigated by articulating a comprehensive strategic business plan which contains a five-year plan to achieve the business objectives
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	The Harbour Authority remain fully committed to E&D
Safeguarding	N	The Harbour Authority remain fully committed to Safeguarding
Community Safety, Crime and Disorder	Y	The SBP proposes enhancements to community wellbeing and safety as well as means of reducing crime and disorder
Health, Safety and Wellbeing	Y	The SBP proposes enhancements to health, safety and wellbeing
Other implications	Y	The SBP proposes enhancements to the environment

Supporting Information

Appendices:

Draft Strategic Business Plan

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

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SALCOMBE HARBOUR

Strategic Business Plan 2017-2022



Our Vision: *To be a safe, friendly and welcoming eco-harbour.*

Introduction

In its 2006 *'Municipal Ports Review'*, the Department for Transport recommended that Harbour Authorities publish strategic business plans that set out their objectives and priorities. This is the third strategic business plan written since that review and covers the period 2017-2022.

In our previous plan (2012-2017) the Harbour Board set out four key objectives: to operate a safe harbour; the provision of a high level of customer service; to maintain and develop the harbour infrastructure and to ensure long-term security of tenure.

Pleasingly, the Harbour Board has achieved most of what it set out to do. The Harbour is a safe one; it continues to be compliant with the Port Marine Safety Code and the trends for accidents, incidents and marine crime continue downwards from already low levels. Our reputation as a friendly and welcoming destination continues to rise, and this is reflected both in the number of compliments received by the staff, feedback from external bodies such as the RYA and the annual customer surveys. Last year 95% of respondents said that the harbour was safe and 96% felt that the harbour was welcoming and friendly.

'Pleasingly, we have achieved most of what we set out to do in our 2012-17 business plan'

Much of the harbour infrastructure has been upgraded, most notably the new Kingsbridge pontoon, the replacement of Shadycombe and Victoria Quay pontoons, and the refurbishment and servicing of the Normandy and Whitestrand pontoons. Improvements ashore have included the almost complete rebuilding of the Fish Quay, installation of visitor showers on Whitestrand, better recycling facilities and improvements to our online presence including an improved website and the ability for customers to make online payments.

The Harbour's tenure is also more secure: strong links have been forged with a number of agencies and institutions, both locally and further afield, and in 2014 we were recognised by the European Sea Ports Organisation as an eco-harbour. In the same year, we were amongst the first 14 harbours nationally to be granted the powers of Harbour Directions by Parliament.

The Harbour Board remains alive to the evolving expectations and needs of harbour users, boating trends and changes to the regulatory and financial environment, and it has been developing an ambitious plan for the next five years to ensure that we continue to operate a safe, efficient and sustainable modern eco-harbour that enhances the character of the Estuary and meets the needs and expectations of 21st century harbour users while maintaining its unspoiled and naturally beautiful character.

Our eco-harbour status and focus on customers' needs form the core of this strategic business plan. But these will not succeed unless we also continue to employ trained, motivated and competent staff, implement optimised processes and provide high quality services and facilities. It must also remain financially viable.

More widely, we also wish to support the local community and its economy as well as desire to contribute towards the aims of the South Hams District Council.

The next 5 years - challenges, opportunities and aspirations

There are many uncertainties, particularly in terms of the local and national economies throughout this strategic business plan: consumer inflation is expected to remain low and there is likely to be less money made available by central and local governments¹, which may well have an impact on municipal harbours like ours. This may well be exacerbated by 'Brexit'. Environmentally, the Met Office's decadal forecast² suggests that global average temperatures are expected to remain 0.28°C - 0.77°C above the long-term average which may result in more extreme or unsettled weather patterns. And finally, the rules and regulations which we must follow are likely to become more complex, requiring us to devote more time, money and effort to them so that we continue to remain compliant. The immediate impacts of these factors are likely to be:

- Greater pressure on the Harbour Authority to take on more harbour-related assets and liabilities from the District Council such as maintenance of quay walls
- The 'Bar' at the estuary's entrance may become more of an obstacle for vessels entering and leaving the harbour, particularly during inclement weather which is likely to be more frequent
- Launching and recovering vessels from one of the slipways around the Harbour is becoming more popular, but the number of visitors arriving from sea is declining by an average of 120 vessels per year
- More vessels may choose to remain within the shelter of the harbour rather than venture to sea, so the harbour may become more congested with smaller vessels, particularly if the sea-state beyond the Bar is high

'The main thrust, of this business plan is to become a truly sustainable eco-harbour that becomes a template for other harbours to adopt.'

Over the next five years we will:

1. **Transform Salcombe Harbour into an eco-harbour.** We will ensure that our services and facilities are truly sustainable and minimise our impact on the environment while contributing to the highest possible standards of safety and water quality. The main thrust, of this business plan is to become a truly sustainable eco-harbour that represents a model for other harbours to adopt.
2. **Improve navigational safety.** We will reorganise the layout of our existing deep water swinging moorings, especially in the 'Bag' in order to widen the navigable channel which is often constricted by moored vessels swinging across it. The reduction of swinging moorings will be off-set by the installation of deep water pontoons which are more environmentally friendly than swinging moorings, the chain of which 'scours' the seabed.
3. **Adapt to changes in visitor patterns.** There is a long-term decline – albeit slow – of the number of visitors arriving by sea, and this is likely to continue for the reasons given above. However more are choosing to bring their boat to the Harbour by road before launching and recovering their vessel from one of our slipways. We will meet this change in visitor patterns by improving the maintenance and operational management of slipways to ease congestion during busy periods, and investigating better ways to store visitors' road trailers. We will also continue to improve the range and quality of

¹ <http://www.pwc.co.uk/assets/pdf/ukeyo/uk-economic-outlook-full-report-march-2016.pdf>

² <http://www.metoffice.gov.uk/research/climate/seasonal-to-decadal/long-range/decadal-fc>

the services and facilities that we offer to both residents and visitors alike in order that we remain an attractive and competitive regional destination.

4. **Support a thriving local community.** The harbour is an important local economic driver. Establishing Kingsbridge as a maritime destination, improving the ferry routes and supporting a thriving shell fishing industry are key priorities. In tandem, we will also partner with universities, colleges and schools to develop inspirational educational programmes that raise public awareness – and particularly that of the next generation of harbour users – of our outstanding natural environment and ways in which it can be safely and sustainably enjoyed.
5. **Employ an engaged and dedicated staff.** The Harbour’s positive reputation is a direct reflection on our staff’s dedication and commitment. Introducing better and more connected IT systems will allow them greater access to information when interacting with customers, and developing a certificated training programme will recognise and reward their skills and experience with career-enhancing qualifications.

Each of these is expanded upon in the following pages and collectively forms the substance of our Strategic Business Plan.

Part 2: The Plan

Critical Success Factors

As reported in Part 1, feedback from harbour users indicates that there are four critical success factors that need to be met if the Harbour is to prosper:

Maintaining safety and security. Ensuring a secure, safe and resilient harbour which meets all regulatory requirements and serves to protect the surrounding community is the Harbour Authority's principal function.

Protecting and enhancing the quality of the environment, especially water quality. The Harbour's natural and unspoiled environment is our biggest asset. This simultaneously defines the character of the Harbour and differentiates it from neighbouring ports. Our challenge is to conserve our unique setting while also sensitively developing our services and facilities to meet evolving customer expectations.

Retaining our reputation. Our reputation as a friendly and welcoming harbour was hard won, and is a positive 'pull' factor for our customers. But it can be easily diminished if we fall out of step with our customer's expectations or fail to provide a high quality customer experience.

Run a financially sustainable harbour. The Harbour is obliged under its enabling Act (the 1954 Act) to be a financially self-sustaining business; moreover it also needs to generate prudent reserves to fund major asset replacement as part of its ongoing obligations to run a safe and efficient harbour.

Our Mission

To operate a safe, efficient and sustainable modern eco-harbour that enhances the character of the Estuary, meets the needs and expectations of 21st century harbour users and is an asset for South Hams District Council.

Our Core Values

- We are **responsible for marine safety**
- We lead on **environmental stewardship** of the harbour
- We take **stakeholder engagement** very seriously
- We deliver **value for money**
- We enact **good governance** with integrity

Improve navigational safety

We want the Harbour to be viewed as one of the safest places to enjoy the water in the South West

Strategies

- Renew the pontoons at Dentrige, South Pool and Frogmore
- Enhance navigational safety by reorganising the Deep Water mooring layout in the 'Bag'
- Reduce marine crime by encouraging continuing the night security patrol service and developing multiagency relationships with law enforcement partners
- Enhance emergency preparedness through multiagency training and exercises
- Improve our resilience to extreme weather events by supporting the ongoing flood defence works in the town

Key Performance Indicators

- Compliance with all applicable regulatory requirements
- Numbers of accidents and incidents
- Marine crime statistics

Although Salcombe Harbour is already known as a safe and welcoming harbour, safety remains the Harbour Authority's primary responsibility. During the previous Business Plan safety was a key driver for the renewal of the pontoons in Kingsbridge, Shadycombe creek and at Victoria Quay. It was also the driver for the refurbishment of both the Whitestrand and Normandy pontoons, and the comprehensive modernisation of the Fish Quay. During this Plan we intend to complete the pontoon renewal programme by:

- **Replacing the Dentrige commercial pontoon in 2017**
- **Refurbishing the South Pool & Frogmore landing pontoons in 2018**

Other plans to improve safety include:

- **Take on ownership of Kingsbridge and Bowcombe slipways in 2017 and repair both by 2019:** These slipways have started to deteriorate and require corrective works to ensure that they remain fit for purpose. These are currently owned and maintained by both the South Hams District Council and the Duchy of Cornwall, which means that repair and maintenance is considered alongside many of their other priorities. Because these are so critical to the efficient running of the Harbour, we will approach both the District Council and Duchy of Cornwall in 2017 and request that ownership is transferred to the Harbour Authority. If successful, we will then fund repairs to both slipways by 2019. Our longer term vision – once the initial repairs have been made – is to increase the gradient of the Kingsbridge slipway so that it is easier to launch and recover boats from trailers. To be cost-effective this will be done at the same time as the District Council refurbish the car park. Although no definitive date can be put on this work, the intention is that it is completed by 2022 at the latest.

- **Reorganise the layout of Deep Water moorings in the 'Bag' in 2018:** There is no more room for any further Deep Water swinging moorings in the 'Bag' and the swinging circles of many overlap which could result in vessels 'coming together' while moored and causing damage. Furthermore, the navigable channel through the 'Bag' is often difficult to make out or constrained, particularly at slack tide or in a strong westerly wind when vessels sit perpendicular to the channel instead of parallel to it.

In 2018 we will reorganise the layout of swinging moorings to make the central navigable channel easier to identify and use by removing a line of moorings along one side. This will not reduce the number of Deep Water moorings because pontoon berths will be installed on the eastern side of the 'Bag' in the vicinity of the ex-houseboat moorings. Consideration will be given to providing lateral buoys (red and green) at key points.

- **Install a basic survey capability into a Harbour launch in 2017:** At present the Authority commissions hydrographic surveys from third-party contractors every two years and undertakes dredging of the harbour every five years. This is inefficient since it is based on calendar dates rather than identified need. We will therefore install a basic survey capability into a Harbour launch in 2017 and use it to identify changes to the fundus (the bed of the Harbour). Not only will we be able to programme these operations more proactively (ie before significant problems occur) but it may well save us significant costs because these operations will be aligned to need rather than elapsed time.

- **Replace the work barge in 2022:** The work barge is a vital capability but is aging and no longer able to undertake all of the tasks required of it. Furthermore the regulations for such craft are being made more stringent and it is unlikely that it will remain compliant in the future. Preliminary investigations have revealed that to replace the barge could cost £250-£450K, however if appropriately configured it would be MCA compliant and its capabilities not become obsolete for at least 40 years. Although the Authority would have to borrow money to cover the costs of a replacement it is likely that a positive business case could be made since a more capable barge could actually reduce running costs by, for example, significantly reducing the amount of contracted diving support required for moorings maintenance.

- **Continue to operate a night security patrol (enduring):** We continue to see a reducing year-on-year trend in the levels of marine crime as a result of a close working relationship with the Police and the engagement of a highly effective night security patrol. At a local level, we will continue to raise crime awareness across the maritime community through focused events, and encourage physical measures such as security marking of equipment. More broadly, we will collaborate with, and contribute to, multiagency information exchange such as with the National Crime Agency, Border Force and others.

- **Refine our emergency management plans (enduring):** We will also work with external agencies and other partners to further refine and exercise our emergency management plans, including oil spill response planning. Our next Tier 2 oil response exercises (ie those which involve our contracted response partners and other external agencies) are due in 2018 and 2021, supplemented by a number of 'in house' training and exercise events. In addition, we will develop our preparedness to deal with extreme weather and other events. Key to this will be working with the Town and District Councils and the Local Resilience Forum to ensure that any development within the Harbour's contributes to our collective resilience. A recent example is our support to the flood defence works at Whitestrand and Chapel End in Salcombe.

Transform the Harbour into an eco-harbour

We will create a truly sustainable eco-harbour in which recreational and commercial marine activities thrive with minimal long-term environmental impact

Strategies

- Reduce the Harbour Authority's resource consumption and convert to renewable sources of energy where possible
- Raise environmental awareness amongst harbour users and incentivise sustainable behaviours
- Improve water quality by working with partners to adopt the Catchment Based Approach and other measures
- Protect and enhance the Harbour's natural habitat
- Be recognised nationally as a model of sustainable harbour 'best practice'

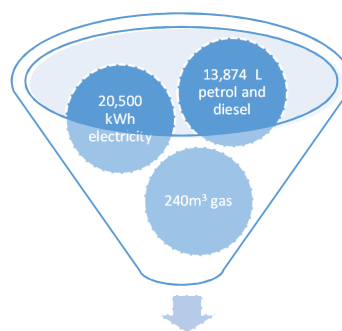
Key Performance Indicators

- Compliance with all applicable environmental regulatory requirements
- Carbon credit offsets purchased
- Water quality at designated beaches

In 2014 we were recognised by the European Sea Ports Organisation as an EcoPort, and the main thrust of this business plan is to become a truly sustainable eco-harbour that represents a model for other harbours to adopt.

Our ambition is to reduce the Harbour Authority's net carbon footprint as close as possible to zero through a combination of reducing our resource consumption wherever practical and off-setting the remainder by buying carbon credits.

We have selected our 2015 consumption rates (the last full year for which we have figures) as the baseline against which future efforts to reduce fuel, gas and electricity consumption will be measured. This is illustrated in figure 1. Throughout 2016 our consumption of other resources (eg paper) will be monitored to obtain a detailed understanding of our total environmental 'footprint'.



Reduce as close to carbon zero by 2022

Figure 1: The Harbour Authority's resource consumption in 2015

Our transformation to an eco-harbour will be based on the following activities:

- **Convert the water taxis and other launches to hybrid propulsion by 2022:** In 2016 we will replace the diesel engine in one of the water taxis with a hybrid propulsion system (diesel generator, batteries and electric motor) which will significantly reduce emissions and fuel consumption. It will also reduce the noise, especially when running solely on batteries. In 2017 we will also trial an electric outboard (also battery powered) on one of the Whitestrand Patrol vessels. If these trials prove successful then the intention is to convert the other water taxis and most of the launches and dory's to electric propulsion by 2022.

- **Install electric charging points on Shadycombe pontoons (2018-22):** In tandem with the above and to meet growing customer demand we will install a number of electric charging points on Shadycombe to cater for the growing number of boat owners who use electric/battery propulsion.

- **Reduce the Harbour Authority's energy consumption (2017-19):** A recent survey has revealed that the existing Harbour Office and Whitestrand toilet buildings do not meet the minimum energy efficiency standards which will be introduced in 2018, so in 2016-17 work will be commissioned to identify the options to rectify this. These are likely to range from a number of retro-fit improvements to the insulation, lighting and heating systems to a full rebuild. If the latter option is selected then it could also present the opportunity to increase the range of shower and other facilities for visitors.

- **Increase our use of renewable energy (2018 and onwards):** To complement the reduced use of resources, the Authority will make more use of renewable energy. Although the installation of a 12 kW solar array on the workshop roof in 2016 off-sets almost 60% of the 2015-baselined electricity consumption, the lack of roof space owned by the Authority means that this cannot meaningfully be increased. The Authority will instead switch its supplier of mains electricity to one which provides electricity from renewable sources and, as technology evolves, consider upgrading our generating capacity if this is economically worthwhile.

- **Reduce the Authority's carbon footprint to zero by 2022:** At the start of each financial year we will purchase sufficient carbon credits to offset its net carbon footprint. Not only will this allow the Authority to meet its sustainability goal right from the beginning of the Business Plan, it will also directly measure how well we are transforming to a low carbon sustainable business model as the amount purchased every year diminishes.

- **Reduce the environmental impact of the moorings infrastructure (2018):** The reorganisation of deep water moorings in the 'Bag', and the replacement of some moorings with pontoon berths, will reduce the amount of sea-bed 'scour' caused by the mooring chains. Moreover, the smaller footprint of moorings within the 'Bag' will create the impression of more space, thereby enhancing the natural character of the Harbour. The provision of water, electricity and improved 'pump out' facilities will also be highly desirable at this location, too.

- **Enhance the recycling facilities (2018):** There are three recycling facilities available to harbour users; two afloat and one ashore. These accept card, paper, glass, tins, plastic and general waste. From 2018 these will be enhanced to accept additional recyclable material.

- **Extend the Bathing water sampling season (2018):** The cleanliness of bathing waters at designated beaches (North Sands, South Sands and Mill Bay) is calculated against the Bathing Water Directive³ (BWD) criteria and historically have either been assessed as Excellent or Good. Measurements are taken via a sampling regime which operates between May to September (the Government's designated 'bathing season'). However canoeists, SUPs and surfers use the bathing waters outside of these dates so in 2017 we will investigate how to extend the sampling season and implement the extended sampling and reporting regime from 2018 (or

³ The EU's Bathing Water Directive (BWD) is enacted by the UK as part of the Bathing Water Regulations 2013.

even earlier if possible) so that those who choose to use the waters outside of the core BWD dates will be aware of the current and forecast quality of the water.

- **Contribute to an improved estuarine water quality assessment by 2021:** The quality of the Harbour's water body (ie the entire estuary, not just the bathing waters) is assessed against the Water Framework Directive (WFD) criteria. The Harbour's WFD assessment is currently 'moderate' and is limited by the presence of phosphate (caused by human activity) and nitrate (caused by field run-off). Another factor is also the vessels which 'pump out' directly overboard into the Harbour. To ameliorate this we will:

- Discourage 'pumping out' by encouraging vessels fitted with holding tanks to use our free sullage barge facilities and not discharge into the harbour
- Continue to work closely with the Catchment Based Approach initiative partners to discourage activities which cause phosphates and nitrates to enter the water body eg dissuade farmers from ploughing or allowing live-stock immediately adjacent to the water's edge; encouraging households to use phosphate-free laundry and dishwasher detergents.

- **Improve environmental awareness amongst harbour users (enduring):** The Harbour's status as an AONB, SSSI, Local Nature Reserve and eco harbour are well publicised, as is the fact that it contains many interesting and unusual items such as Seagrass and sea horses. The next step is to translate awareness into an understanding of the environmental impact of everybody's activities. This will be hard to enact because many of the Harbour's users are relatively transitory, staying for only a few weeks a year. To help them, the Authority will:

- reinforce the Harbour's eco credentials by pursuing more green-tourism certification from 2017
- Invigorate existing environmental campaigns and incorporate them into one coherent message by 2018 and onwards. This will likely require external marketing expertise to develop but will then be run over successive years. Current campaigns include:
 - Being 'wake aware': helping boat owners to recognise that they should be mindful of the wake they create, not just the speed at which they're travelling, in the Harbour; encouraging customers to consider 'wake' as a factor when purchasing boats.
 - 'Phosphate free Salcombe': encouraging all residents and visitors in the catchment area to adopt phosphate-free domestic cleaning agents.
 - Seagrass bed awareness: helping water users to recognise Seagrass beds, and what to do to avoid damaging them.
 - 'Don't pump out': encouraging vessels to either use holding tanks or make use of shore facilities.
 - The 'yellow fish' drain labelling scheme: encouraging "only rain down the drain" since the roadside drains empty directly into the Harbour.
 - Continue to facilitate applications for Blue Flag and Seaside Awards for bathing beaches within the Harbour.

New campaigns will include:

- Reducing customer fuel usage by encouraging mid-season scrubbing, especially of propellers.
 - Encouraging the use of fuel collars when refuelling to minimise minor spills.
- **Be recognised as a model of sustainable harbour 'best practice' (2022):** By the end of this Plan our aspiration is that we are recognised nationally as a good example of sustainable harbour 'best practice'. We will do this via a number of means:

- Undertake the European Sea Ports Organisation's *Ports Environmental Review System* process.
- Engage with partners such as the Community Seagrass Initiative, Plymouth Marine Aquarium, Plymouth and Exeter Universities to attract inward academic research and investment.
- Make positive contributions to national agendas on sustainable harbour topics eg with the British Ports Association.

Adapt to changing visitor patterns

We want to enhance our national reputation for being a friendly and welcoming harbour

Strategies

- Increase the number of available moorings and berths by 110
- Enhance the services and facilities offered to customers
- Make it easier to launch and recover boats at the Batson and Kingsbridge slipways
- Improve our online presence to make it easier for customers to book and pay for services
- Continue to expand ways of engaging with the customer

Key Performance Indicators

- Customer satisfaction surveys
- Visitor numbers
- Waiting list length

Salcombe Harbour enjoys a good reputation nationally, and this is reflected in the annual customer feedback returns: 96% of respondents say that the Harbour is a welcoming, friendly and helpful harbour, 90% say that the Harbour offers value for money and 70% have noticed improvements in the quality of services and facilities offered. However, customers also frequently request:

- Walk-ashore moorings
- Improved showers and toilets at Whitestrand
- Electricity and water at the Visitors' Pontoons
- Charging points on pontoons for the growing number of electric boats
- Lengthy waiting lists be addressed
- Less congestion at Batson slipway and improved trailer storage facilities
- A greater ability to book facilities online

These will be addressed in the following ways:

- **More walk-ashore moorings (2017):** Shadycombe pontoon will be extended by 50m and a 45m arm installed off the south west corner of Batson pontoon to generate up to 76 new walk-ashore berths.
- **Improved shower and toilet facilities at Whitestrand (2018):** The Authority will work with the District Council to improve the toilet facilities at Whitestrand and if possible increase the number of showers.
- **If feasible, install electricity, water and wi-fi at the Visitors' Pontoon (2019):** In 2018 the Authority will commission a feasibility study to investigate way of providing electricity and fresh water to the Visitors' Pontoon. Connecting to the mains systems has hitherto proven to be unaffordable but if a cost-effective off-grid solution can be identified it will be installed from 2019.

- **Charging points on pontoons for electric outboards (2018):** A small (but increasing) number of customers have purchased electric outboards for their vessels and have requested charging points to be installed. This will be done at the same time as the extensions to the Shadycombe and Batson pontoons.

- **Reduce lengthy waiting lists (enduring):** All of our resident berths and moorings are full and we have very lengthy waiting lists: as of Apr 16 these stood at nearly 600 and in some cases applicants wait 10 years or more for a suitable mooring. The pontoon extensions will reduce waiting lists, as will the installation of deep water pontoons in Ox Bay (in the 'Bag') which will provide up to 32 deep water moorings. When Dentridge pontoon reaches the end of its serviceable life in 2017 and is replaced this will provide another 8 deep water berths, and floating dinghy storage and launching facilities

- **Reduce congestion at Batson slipway and improve trailer storage facilities (2017- 2020):** The number of boats launched at Batson slipway rises year on year but can become dangerously congested on occasion during peak season. From 2017 additional seasonal staff will be on site to assist in the management of the slipway, and this will be further enhanced by the re-siting of the Boat Park hut closer to the slipway so that it can be better monitored. In 2018 the layout of Batson will be reviewed to see if traffic flows and trailer storage can be improved, with any changes introduced over the following years. The Kingsbridge slipway will be repaired in 2019 and visitors will be encouraged to launch and recover their boats there (tides permitting) which will further reduce the congestion at Batson.

- **Improve on-line access (ongoing):** The process of getting onto the water will be made easier by simplifying the payment of harbour dues and mooring fees online and introducing the ability to book moorings and trailer park spaces via the website and potentially a smartphone 'app'.

- **Improve customer engagement (ongoing):** We want to improve customer engagement and already use a number of methods to do so, including social media, ad hoc newsletters and a customer satisfaction questionnaire. However these are not centrally organised, and each is limited in scope and scale because of other commitments. We will therefore investigate how these might be made more coherent and enriched so that we better understand our customers' needs and also communication is improved in both directions.

- **The fuel barge (ongoing):** The fuel barge is independently owned and operated and vital to the efficient running of the Harbour so the Authority will develop a contingency plan to safeguard the uninterrupted supply of fuel to customers, including adequate financial provision for a replacement service.

- **Encourage visitors to stay longer (ongoing):** Most visitors stay in Salcombe for less than two nights because they are undertaking a multi-stop cruise along the SW coast. We are unlikely to significantly alter this behaviour since variety in overnight locations is precisely what they seek. We should firstly focus on inspiring vessels bound for Plymouth or Dartmouth to choose Salcombe instead: significant 'pull' factors are our reputation as a friendly and welcoming harbour, as well as our unique natural geography and status as an eco-harbour. Encouraging vessels to stay longer can be achieved in several ways:

- Making visitors aware of the range of things to do in and around the Harbour
- Marketing Kingsbridge as a destination in its own right

Ensuring our website and visitor guide links with those published by the Salcombe Tourist Information Centre (TIC) will assist in the first; and working with the Kingsbridge TIC will assist with the second. In addition we will investigate how to encourage marine-focused events to take place in the Harbour.

Support a thriving local community

We want the harbour to be the hub of a thriving local community

Strategies

- Close the 'water gap' between visiting vessels and the shore
- Enhance the ferry routes around the Harbour
- Establish Kingsbridge as a destination
- Support the shell fishing industry
- Develop an educational programme with local schools, colleges and universities
- Support local businesses

Key Performance Indicators

- Water taxi passenger numbers
- Kingsbridge visitor numbers
- Numbers of fishing vessels landing their catch at the Fish Quay

The success of the Harbour and surrounding communities are closely bound: each benefits as the other thrives, both socially and economically. But the seasonality of our visitors (the majority of whom visit during the busy weeks of the summer holidays) and the 'water gap' between visitors and the shore (most arrive by sea, and there are very few alongside berths) present considerable challenges including tender congestion at Whitestrand.

The shell fishing industry is a small but important local economic driver, and exports its product globally. During the previous business plan a number of improvements were made to the Fish Quay, thereby ensuring that it is capable of accommodating the industry for decades to come. A number of fishing vessels land their catch at the Quay which is then either directly internationally exported or processed locally.

- **Encourage greater use of an improved water taxi service (2017):** The water taxi service runs from 0730-2300 in peak season and the tariff has not risen since 2006. If possible, the intention is to freeze prices until 2022 in order to encourage greater use of the taxi and to discourage the use of tenders, thereby decreasing the congestion at Whitestrand. The proposed electrification of the water taxis will make them quieter and improve the users' experience.

- **Enhance ferry routes around the Harbour (2018):** The existing ferry routes between Salcombe and Kingsbridge, East Portlemouth, South Sands and Dartmouth are important community links so in 2018 the Authority intends to review and where possible reduce its existing landing charges and other fees to encourage these services to continue and hopefully expand. As part of this, any move to refurbish and rebuild the Jubilee Pier will be fully supported.

- **Establish Kingsbridge as a harbour destination (2020):** at present many are put off by the limited tidal access to the top of the Harbour but during the 2020 dredging campaign the Authority will seek to deepen the main navigable channel to extend access from two hours either side of high tide to three hours.

By increasing accessibility from four to at least six hours, and through working with the Kingsbridge Tourist Information Centre we hope to encourage visitors to view Kingsbridge as a destination in its own right.

The Fish Quay

- **Take ownership of the Fish Quay (2017):** In 2017 we will seek to formally transfer the Fish Quay into the Harbour Authority's area of responsibility in order that we can more easily administer the day-to-day management of this important asset and to improve our understanding of the evolving needs of the shell fishermen so that it continues to meet their business and other needs.

- **Rationalise Fish Quay charges (2018):** In 2018 the Authority will review and rationalise the existing structure of fees and charges, making them fairer and simpler to administer.

- **Improve waste and noise management (2018):** Waste management accounts for almost half of the ongoing operating costs on the Fish Quay since charges are levied by volume and not weight of waste. The Authority will liaise with the District Council to investigate how costs and landfill footprint can be reduced eg perhaps installing a waste compactor and better recycling facilities. At the same time the layout of the Fish Quay will be examined to see if there are ways to reduce operational noise or shield it to reduce the amount which travels across Shadycombe Creek into Salcombe town.

Supporting local businesses

The authority will where practicable work to support local businesses, especially marine-related businesses or those organising marine-focused events. Examples include assisting with the Town and Yacht Club regatta weeks, SUP racing events in the upper Harbour, and the recently established Crab Fest.

Off the water, the Authority will work with local schools, colleges and universities to contribute to their broader educational, environmental and social agendas, while at the same time imparting good water safety and environmental behaviours to the next generation of water users. We will also continue to develop multi-agency relationships eg with the Police, South West Water, the Environment Agency and others to enhance the social, economic and environmental well-being of the harbour and surrounding communities.

Harbour Stakeholders

There are 5 stakeholder Forums and the Board sees these groups as an important source of information and feedback. It seeks to enhance their status during this strategic planning period. The recently-formed Fish Quay Operational Forum will also be maintained and strengthened throughout this Strategic Plan.

Employ an engaged and dedicated staff

We employ a happy, motivated and effective staff who are the proprietors of the Harbour's success

Strategies

- Introduce certificated training
- Improve staff efficiency through better use of IT

Key Performance Indicators

- Numbers of compliments and complaints
- Staff turnover

Our staff, both permanent and seasonal, are the front 'face' of the Harbour: the impressions they make on our customers will directly affect our continuing success and reputation as a welcoming and friendly Harbour. It is therefore vital that we recruit, train and retain staff who are not only professionally competent, but who are also dedicated and passionate about the quality of services they deliver and correctly empowered to do so. Customer service is key to our success but our staff are also part of the 'Authority'. They are additionally responsible for ensuring the Harbour operates safely and requires them to intervene, educate and where necessary enforce safe behaviours.

Great importance is given to both individual and collective training which, although based on formal National Occupational Standards, is not currently certificated. This will be reviewed through consultation with Ports Skills and Safety (PSS). In tandem, a documentable Continual Professional Development programme will be established so the staff can demonstrate ongoing development, competence and experience and to facilitate the sharing of 'best practice', benchmarked against other similar harbours.

Increasing the staff's access to ever-improving IT systems is also a priority to enhance job satisfaction, efficiency and information sharing amongst a team who frequently work closely together on the same task while being physically miles apart from one another. A formal review of our IT needs will be undertaken to ensure that the team have the right tools to properly access and share information in a timely manner.

Timeline

	Safety, security and resilience	Our eco-harbour vision	Create a friendly & welcoming harbour	Support a thriving local community	Employ an engaged & dedicated staff
2017					
Freeze water taxi prices			✓	✓	
Replace Dentrige commercial pontoon	✓		✓	✓	
Extend Shadycombe and Batson pontoons	✓		✓	✓	
Take on repair liabilities for Kingsbridge and Bowcombe slipways	✓			✓	
Seek transfer of Fish Quay into Harbour estate				✓	
Convert water taxi to hybrid electric propulsion		✓			
Install basic survey capability into a Harbour launch	✓				
Extend bathing water sampling season either side of 'core' months of May-Sept		✓	✓		
Commission external assistance to cohere all existing safety and environmental campaigns	✓	✓			
Conduct review of IT requirements					✓

2018					
Freeze water taxi prices			✓	✓	
Review and rationalise Fish Quay charges				✓	
Review ferry landing charges				✓	
Install deep water pontoon in Ox Bay	✓	✓	✓		
Refurbish South Pool and Frogmore landing pontoons	✓		✓	✓	
Install electric charging points on some pontoons for electric outboards		✓	✓		
Upgrade toilet and shower facilities at Whitestrand		✓	✓		
Improve energy efficiency of harbour office building		✓			✓
Increase our use of renewable energy		✓			
Tier 2 oil spill response exercise	✓				✓
Trial electric propulsion on Whitestrand Patrol Dory		✓	✓		
Introduce certificated training programme with support from Port Skills and Safety					✓
Improve waste and noise management on the Fish Quay	✓		✓	✓	
Pursue Seaside Awards for North Sands and Mill Bay beaches		✓	✓		
Reorganise deep water moorings in the 'Bag'	✓		✓		
Reduce environmental impact of moorings infrastructure		✓			
Enhance recycling facilities		✓			
Extend the bathing water sampling season	✓	✓	✓	✓	
2019					
Freeze water taxi prices			✓	✓	
Convert Dory fleet to electric propulsion		✓			
Review and simplify the mooring numbering system in the Harbour	✓		✓		
If feasible, provide fresh water and electricity to Visitors' Pontoon			✓		
Renew deep water maintenance diving contract	✓		✓		

2020					
Freeze water taxi prices			✓	✓	
Complete ESPO Port Environmental Report System review		✓			
Renew night security patrol contract	✓				
Improve congestion at Batson slipway	✓		✓		
Market Kingsbridge as a destination in its own right				✓	
Dredging campaign, to include deepening navigable channel to Kingsbridge			✓	✓	
2021					
Freeze water taxi prices			✓	✓	
Tier 2 oil spill response exercise	✓				
2022					
Freeze water taxi prices			✓	✓	
Net carbon footprint reduced to zero		✓			
Be recognised as a model of sustainable harbour 'best practice'		✓		✓	
Replace the work barge	✓	✓	✓		

Enduring /ongoing throughout the period 17-22					
Marine crime awareness events	✓				
Operate a night security patrol	✓		✓	✓	
Improve environmental awareness amongst harbour users		✓	✓		
Develop working relationships with National Crime Agency, Border Force, Police, Coastguard and others	✓				
Reduce lengthy waiting lists			✓	✓	
Buy carbon credits to offset our net carbon footprint (annually)		✓			
Support the catchment based approach		✓		✓	
Discourage yachts from 'pumping out' while inside the Harbour		✓	✓		
Improve online access for customers			✓		
Support marine-focused events				✓	
Work with local schools, colleges and universities	✓			✓	
Develop fuel barge replacement contingency plan	✓			✓	

Funding strategy

The 1954 Salcombe Harbour Act required that the Harbour undertaking is required to be a self-financing business but should not make a profit. The Harbour Authority accordingly sets a balanced financial revenue and expenditure budget, and also maintains a number of Reserves to fund capital costs. They are augmented if required by capital borrowing from the District Council. The revenues raised by the Harbour are spent on operating and improving the facilities and services within the harbour. They also contribute towards the maintenance costs borne by the District Council for harbour-related infrastructure owned by them but which benefits the Harbour (ie the quay walls, slipways and steps, and the Fish Quay). These latter costs are *not* considered within this funding strategy as they fall outside the Harbour Authority's remit, however where transfer of asset ownership into the Authority's area of responsibility is proposed (eg the transfer of the Fish Quay) their future maintenance costs *have* been incorporated.

Harbour Reserves

The Harbour Authority operates three separate reserves: the General Reserve, the pontoons Reserve and the Renewals Reserve. No regular contribution is made to the General Reserve as it is funded from any in-year trading surpluses and then used to contribute towards capital projects either in whole or in part, augmented if necessary with additional capital borrowing from District Council reserves as required. The pontoons Reserve is used to fund, or part-fund, the pontoon replacement programme, and the Renewals Reserve is used to fund replacement of plant, machinery, boats and barges. No change to this strategy is proposed, however the sums deposited into these reserves will be steadily increased for three reasons:

- To fund the future replacement of the additional pontoon infrastructure to be installed during this Business Plan
- To increase the Harbour Authority's contributions to the District Council's ongoing maintenance costs of infrastructure which contributes to the efficient running of the harbour
- To fund future maintenance costs of those District Council assets which may be transferred into the Harbour Authority's area of responsibility including the Fish Quay.

The forecast levels of Harbour Authority Reserves at 31 March 2017 are:

Reserve	Amount £
General Reserve	162,889
Pontoon Reserve	129,766
Renewals Reserve	95,026
Total	387,681

Harbour future years projections

The funding strategy is based on the premise of fulfilling the actions outlines in this Business Plan. Although it is difficult to generate accurate cost predictions for a future 5-year period, it is imperative that the undertaking is financially self-sufficient and sufficiently financially resilient to cope with foreseeable fluctuations in the economic climate. Table 1 provides indicative figures based upon the following assumptions:

- Inflationary pressures on expenditure will remain low at 1% – 2% pa overall
- Employee pay rises will on average rise by 1% pa
- Interest on capital loans will remain below 6%
- Increases to our charges (ie costs to our customers) will be kept at 2% pa or below
- Visitor numbers will decrease by approximately 120 pa

- 110 new berths will be installed 2017-19, and the increased revenue generated as well as maintenance costs reflected in following years.
- The extensions to Batson, Shadycome and Dentrige pontoons, as well as installation of pontoons at Ox Bay, will be funded from capital borrowing; the remaining capital costs will be funded from existing reserves
- The worst-case scenario of having to rebuild the Harbour Office and Whitestrand Showers is necessary

The Revenue budget is set annually and will aim to work within the % increases set out above, but should the external economic depart from these assumptions then individual budgets will inevitably differ.

	17/18	18/19	19/20	20/21	21/22
Expenditure	£K	£K	£K	£K	£K
Employee costs, Harbour & HQ	386.9	390.8	394.7	398.6	405.6
Premises costs	253.8	256.4	265.9	278.7	280.3
Security patrol	43.5	44.3	45.2	46.1	47.0
Supplies and Services	74.9	75.7	77.3	78.8	80.3
Transport, Plant and Boats	50.0	50.1	50.5	50.7	51
Central Support Services	44.7	45.2	46.2	47.1	48.3
Infrastructure Reserves Contributions (incl Fish Qy)	166	170	205	225	230
Capital charges	24.8	24.8	65	68	68
Total	<u>1,044.6</u>	<u>1,057.3</u>	<u>1,149.8</u>	<u>1,193.0</u>	<u>1,210.5</u>
Revenue					
Harbour Dues	277.5	280	313.1	345.3	353.1
Mooring Hire	443.8	450.2	505	513.1	518.2
Foreshore pontoons	160.2	161.9	163.5	165.1	166.8
Fish Quay	20	20	20	20	20
Water taxi	35.8	36	35.5	35.5	36
Mooring licences	23.8	23.9	24.2	24.2	24.7
Security patrol	44.5	45.3	48.2	49.3	51.2
Miscellaneous income	38.5	38.5	38.5	38.5	38.5
Interest	1.5	1.5	1.8	2	2
Total	<u>1,044.6</u>	<u>1,057.3</u>	<u>1,149.8</u>	<u>1,193.0</u>	<u>1,210.5</u>
Capital					
Batson, Shadycome and Dentrige pontoons	239				
Ox Bay pontoon installation		162			
Conversion of water taxi fleet to electric propulsion	8	8			
Conversion of some Dory craft to electric propulsion	4	4			
Upgrade toilet and shower facilities in Whitestrand		15			
Improve harbour office insulation, heating & lighting		100			
Dredging campaign				109	
Total	251	289		109	

Table 1: Projected Revenue and Expenditure 2017-22

Contingency funding

A number of strategic business risks have been identified by the Harbour Authority, and contingency plans to mitigate the consequences of these risks manifesting have been developed. Not all of these require dedicated contingency funding and others could easily be covered by the capital held within the General Reserve. However there are two contingencies which would require additional borrowing:

- **The Harbour Authority work barge.** The barge currently employed by the Authority is regularly inspected and comprehensively maintained. It is not, nor does it currently need to be, 'coded' in accordance with the standards issued by the Maritime and Coastguard Agency. However there are indications that such a requirement may be imposed in the future and potentially within the period of this business plan. If that were to occur, then a replacement barge would be required, and would be expensive. The business case centres on the necessity of such a vessel for the upkeep and efficient running of the harbour and also the income that it could generate to offset its procurement costs.
- **The fuel barge.** If this service, operated by an independent third-party company, were to stop trading there would be an immediate and deleterious effect on the ability of the Harbour to run efficiently. Salcombe needs both diesel (eg for yachts and fishing vessels) and petrol (eg for small boats). A contingency plan has been developed which includes several replacement options including the service being taken on by the Harbour Authority.

In both instances there would be a requirement to borrow capital from the District Council to cover the shortfall for either or both of these from the Harbour's General Reserve. The outline business case for these indicates that they are financially self-sustaining and could generate additional income over and above their repayment and interest costs, and ongoing maintenance and servicing requirements.

Appendix 1: The nature of Salcombe Harbour

The harbour extends from the entrance - which is south of the famous bar - to Kingsbridge at its northern end five miles inland, and encompasses Batson, Blanksmill, Collapit, Frogmore and South Pool creeks. Although it is not a true estuary (since it is not fed by any rivers) it nevertheless encompasses nearly 2000 acres of tidal water through which 19 million tonnes of seawater moves in and out on a spring tide.

The Harbour resides within an Area of Outstanding Natural Beauty (AONB) and Site of Special Scientific Interest (SSSI). It is also a Local Nature Reserve because of its rich and diverse natural habitat. Historically and archaeologically too, the landscape of the Harbour contains many noteworthy features, including the 16th century Fort Charles. The Civil War, Napoleonic Wars and WWII have also left their footprints upon the landscape. The foreshore also demonstrates links to the industrial past, for example the remains of lime kilns at the water's edge.

'The Harbour resides within an Area of Outstanding Natural Beauty (AONB) and Site of Special Scientific Interest (SSSI). It is also a Local Nature Reserve'

At the harbour entrance the sand 'bar' made famous by Alfred Tennyson in '*crossing the Bar*' tidally constrains deep drafted vessels and thus naturally limits the maximum size of the vessels which use the harbour. Above the 'Saltstone' the nature of the Harbour alters dramatically with the tide, with much of the upper Harbour being tidally constrained or even drying out. This severely restricts access for boating but reveals a completely different environment which contains a rich diversity of flora and fauna, including the protected seagrass beds. A large number of resident and migratory birds also inhabit the upper Harbour and creeks.

Aside from the towns of Salcombe and Kingsbridge and the smaller communities of Frogmore and South Pool, there is almost no road or utilities infrastructure with which to connect. This means that, while the Harbour has remained very rural and natural, the number of 'walk ashore' or marina-like berths that are (or realistically could be) developed within the Harbour are extremely limited and couldn't be increased without detriment to the Harbour's character. For similar reasons, since 2010 the Harbour Board has held a policy of opposing private pontoons and landings because of the detrimental loss of natural foreshore within the SSSI and impact on the Harbour's AONB vistas.

The Harbour has always been renowned as a safe, sheltered and beginner-friendly sailing venue and in future its 'eco harbour' status will also increasingly make it an attractive 'green tourism' destination because of its stunning scenery, white sandy beaches and high water quality.

Despite there being a predominance of small boats in the harbour, it is not a suitable location for high-speed water sports and there is an 8 knot limit throughout, reduced to six knots through the main moorings areas. This was reviewed in 2014 as part of a public consultation on the desirability of permitting water-skiing within the harbour, but was overwhelmingly rejected and there are no plans to change this. The current bye-laws will continue to be enforced for persistent offenders, although the policy is to educate and encourage good behaviours in the first instance. Similarly, the option to establish 'zones' for the different types of water activities which take place is regularly considered, but happily not required - despite the harbour being extremely busy in high season - as most harbour users are courteous and respect others' needs.

Appendix 2: Harbour users

The Harbour is primarily a recreational and leisure port for small boats, most of which are < 6m, although there are a few >14m. A number of shell fishermen also ply their trade from the harbour which is an important crab and lobster port with significant quantities of catch currently exported to China. There is however no commercial traffic nor, given the Harbour's shallow depth and lack of suitable wharfs, will there ever likely be. There are however a number of passenger ferries which link Salcombe to East Portlemouth year round, and to Kingsbridge, South Sands and Dartmouth seasonally.

'The harbour is predominantly a passage port - most vessels stay only for one or two nights as part of a multi-stop trip along the south coast'

The types of craft which use the harbour range from canoes and stand up paddleboards (SUPs), to dinghies, yawls, yachts, and small to medium sized power driven vessels. Occasionally the harbour hosts larger vessels such as three-masted sail training ships or super-yachts. These are the exception, but more could easily be accommodated, particularly during the 'shoulder' seasons of May, June and September. The harbour is predominantly a passage port; most vessels stay only for one or two nights as part of a multi-stop trip along the south coast and 95% of visitors last/next destination is either Plymouth or Dartmouth. Many cite the perceived difficulty of crossing the 'bar' in inclement weather as a 'push' factor, particularly those visitors who are working to a schedule or otherwise time-constrained. A number however choose to stay much longer, up to six weeks or more in some cases which runs counter to the prevailing narrative that there are insufficient 'things to do' in and around the Harbour. This is one area to address in the future.

The Harbour also supports many non-boating activities such as scallop dredging, oyster farming and wild-fowling. The Harbour has a strong history of scientific study by the Plymouth-based Marine Biological Association and is frequently used for educational visits and academic research by Plymouth University and the Taunton-based United Kingdom Hydrographic Office (UKHO). In addition many choose to enjoy the Harbour's beaches, including bathers and anglers; further afield bird-watchers and ramblers also enjoy the Harbour's 'coast' and foreshore too, around which there is a good network of footpaths and bridleways.

The Harbour supports a number of people employed in the marine industry. This ranges from boat building, repairs and storage (the focal point of which is Island Street) to sailing schools and boat hire. More widely, it supports marine-related tourism such as the boats which take visitors on fishing trips, tours of the harbour or sailing regattas. An example is Merlin Rocket week which brings over 120 boats and 300 people to the area.

Feedback from both resident and visiting harbour users suggests that they are attracted to the area by the following factors:

- stunning natural scenery in which extensive areas of quiet and tranquillity can be found;
- sheltered and safe waters which are welcoming to beginners while interesting enough to retain the interest of more experienced water users;
- clean beaches and bathing waters;
- a welcoming and friendly reputation
- realistic charges in line with our neighbouring harbours with generally similar facilities.

Appendix 3: Governance

The 1954 Salcombe Harbour Act established SHDC as the Statutory Harbour Authority for the Salcombe-Kingsbridge estuary and conferred upon them certain duties, powers and obligations. SHDC has established the Salcombe Harbour Board to oversee the management and administration of the Harbour on its behalf as a committee of the Full Council. The Board is made up of four elected Councillors and six independent co-opted members of the public who have demonstrated their fitness for purpose through a competitive interview and appraisal process. Most importantly, the Board is also the statutory 'Duty Holder' and is responsible (both collectively and individually) for the safe and efficient operation of the Harbour.

Although an integral part of the Council, the Harbour Authority operates separate and ring-fenced finances that result in different elements of the Harbour estate being accounted for in slightly different ways:

- Quay walls, slipways and the Fish Quay – managed by SHDC
- Pontoons, walkways, moorings and plant – managed by the Harbour Authority
- Workshop and Harbour Office – rented from SHDC by the Harbour Authority
- That element of the Harbour fundus owned by the Duchy of Cornwall – rented by the Harbour Authority

It is important to note that some areas of the Harbour fundus, most notably (but not exhaustively) the foreshores of East Portlemouth, parts of South Pool creek and some areas off Salcombe town are privately owned. This notwithstanding, the Harbour Authority's jurisdiction as a Statutory Harbour Authority encompasses the entire Harbour below the Mean High Water mark.

Appendix 4: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> - Natural harbour and surrounding countryside - AONB, SSSI and EcoPort status - World famous sailing water - Diversity and richness of natural and historic environment - Geographic positioning with respect to other sailing destinations - Quality of bathing water - Reputation - Motivated, trained and experienced staff - Vibrant fishing community - Strong governance regime - Support of SHDC - Passionate local community and active stakeholder forums - Safe sandy beaches - High quality infrastructure and associated management/replacement plans - Financial self-sufficiency and ring-fenced accounts - Fit for purpose Harbour Board - Comprehensive bye-laws - Importance of historic environments 	<ul style="list-style-type: none"> - Seasonality (80% visitors arrive in 9 consecutive summer weeks) - No suitable locations for deep-water walk ashore berths - Capacity vs demand (approaching saturation during peak season) - Inefficient Deep-Water mooring footprint - Paucity and quality of showers and other ablution facilities - Long waiting lists - Tidally constrained navigation in upper Harbour - Poor local transport infrastructure - Lack of 3G/4G/WiFi signals in Harbour - Lack of water/electricity on Deep-Water pontoons
Opportunities	Threats
<ul style="list-style-type: none"> - 'Green' tourism and increasing environmental awareness amongst staff and customers - Moorings capacity in the shoulder seasons - Popularity of Kingsbridge as sailing destination - Reducing our carbon footprint - Waste management - Advances in IT and the digital economy - Management of Fish Quay and other SHDC-owned harbour-facing real estate - Harbour infrastructure developments provide a high rate of return (generally >18%) when compared to cost of lending (generally <5%) - Strong demand for moorings and berths throughout the Harbour - Growing popularity of SUP and other small craft - Willingness of SWW and other agencies to engage - Catchment-based approach - Jubilee Pier 	<ul style="list-style-type: none"> - Long term tenure of fuel barge - Ability to meet rising customer expectations - Competition from neighbouring harbours - Impact of weather on visitor numbers - Increasingly stringent water quality legislation - Effects of climate change and sea level rise - Resistance to change - MCZ and other designations may hinder development or ability to harbour conservancy activities eg dredging - Marine pollution from third parties, Harbour users and environment (eg land run-off and septic tank outflows) - Loss of marine service industry in Island St - Fuel prices - Lack of affordable housing, particularly for Harbour employees - Perception amongst general population that sailing is elitist - High cost of harbour infrastructure - Fluctuations in shell fishing prices and increasingly stringent regulatory regimes - Pollution from water treatment works, ageing sewer system and farm run off

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Report to: **Salcombe Harbour Board**
Date: **11 July 2016**
Title: **Annual Report**
Portfolio Area: **Commercial Services – Cllr Gilbert**
Wards Affected: **All**

Relevant Scrutiny Committee:
Overview and Scrutiny Committee

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)

Author: **A Parnell** Role: **Harbour Master**
Contact: **01548 843791**

Recommendations:

1. That the Harbour Board **RESOLVES** to publish the Annual Report

1. Executive summary

1.1 This report proposes that an annual report be published so that Harbour users, other stakeholders and members of the public are informed of progress made against the Harbour Authority's legal and other obligations and responsibilities. It is also a vehicle to disseminate important safety and environmental messages.

2. Background

2.1 The Harbour Board published its Strategic Business Plan in March 2012, against which Annual Reports articulate progress.

2.2 The report, covering the period 1 Apr 15 to 31 Mar 16, includes

2.2.1 Harbour Operations

- 2.2.2 Compliance with the Port Marine Safety Code
- 2.2.3 Progress made against the 2012-17 Strategic Business Plan
- 2.2.4 Financial report
- 2.2.5 Harbour Board and staff

2.3 Although the Annual Report is published in September, endorsement is sought in July to allow time for final amendments, formatting and printing.

3. Outcomes and outputs

3.1 The Annual Report is published in September.

4. Options available and consideration of risk

4.1 The Annual Report has in previous years been predominantly disseminated in printed form. This year it is proposed that most copies be electronically distributed with paper copies sent only to key stakeholders and public archiving bodies eg libraries etc. This is not only more sustainable and better reflects our aims as an eco-harbour but also saves significant printing and postage costs, as well as staff time.

5. Proposed Way Forward

5.1 Once final amendments are made this report will be formally published in September

6. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	The Pier & Harbour (Salcombe) Confirmation Act 1954
Financial	N	There are no new (ie outside the current budget) financial implications contained within this report.
Risk		There is a risk that performance and customer satisfaction could fall if the Harbour does not evolve to remain aligned with customer needs and expectations. These risks are mitigated to ALARP through regular Board meetings
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None

Community Safety, Crime and Disorder	N	No adverse impact
Health, Safety and Wellbeing		No adverse impact
Other implications		

Supporting Information

Appendices:

None. A hard copy will be distributed at the meeting.

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

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Salcombe Harbour Board
Annual Report 2016

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This publication is available to view on our website (www.salcombeharbour.eu) or in alternative formats such as large print. Please contact us on 01803 841234 or email customer.services@southhams.gov.uk

Chairman's review

It is my pleasure to introduce Salcombe Harbour Board's annual report for April 2015 to March 2016.

This has been another busy and successful year for the Harbour. We have continued to provide good quality mooring and other facilities for both residents and visitors; over 5,000 vessels visited the Harbour this year. The waiting list for moorings has been rationalised and now consists predominantly of new applicants, and financially the Harbour continues to be self-financing, once again producing a small trading surplus which will be reinvested into future Harbour projects.

The 5,000 vessels which visited the Harbour this year included two tall ships, *Stavros S. Niarchos* and *TS Royalist*. Ships like these underline Salcombe's tradition as a sailing port. Kingsbridge's reputation as a national centre for Stand-up Paddleboards (SUP) was underlined when it hosted the 9th and final race in the National Championships: over 100 competitors made their way to a mark in Frogmore Creek and back.

But there was one very special event – the arrival of the *Ocean Valour* two-man transatlantic rowing team who set out from New York on 3 May and arrived in Salcombe 93 days later using only the power of human endurance to navigate over 3,300 nautical miles. This was a fantastic achievement by young Tom Rainey and Lawrence Walters.

This year has seen some important developments in both Kingsbridge and Salcombe. In Kingsbridge, following the very successful installation of its pontoon system, the basin has again been cleared using water-injection which has become our favoured method of dredging. This is all part of the Harbour Board's policy of promoting Kingsbridge as a destination within the Harbour.

In Salcombe the main navigable channels have also been re-dredged: but there have as well been significant changes on land where South West Water (SWW) has conducted a major operation to separate the rainwater and foul water drainage in the town. This should reduce, even bring to an end, the foul water overflows into the Harbour which have been such a concern. The Board is very grateful to SWW both for this very large investment in infrastructure and also for the work which SWW is doing to reduce phosphate and nitrate levels in the discharge from Gerston water treatment works.

The reason why the Board attaches such importance to water quality is simple: Salcombe is unique in having sheltered golden sandy beaches within the Harbour. These are very popular, heavily used and a crucial part of the local economy: so it is essential that these beaches meet the increasingly stringent international bathing water standards. We very much expect that these changes in Salcombe town, together with a number of initiatives in previous

years to improve the quality of streams and outfalls which enter the Harbour, will mean that meeting these standards will not be a problem.

All this is of a piece with the Harbour being awarded EcoPort status by the European Sea Ports Organisation. As part of being an EcoPort we have made a number of physical improvements including the installation of solar panels on the workshop roof, which should meet 60% of our annual electricity needs, improving the energy efficiency of the workshop building, and converting the water taxi to electric power. We have also worked closely with the Community Seagrass Initiative to promote awareness of our unique environment amongst the public. In many ports, seagrass grows only in patches or is quite short. In Salcombe we have some seagrass which is a metre long – almost a seagrass jungle.

This year has seen further improvements in our safety management system and the appointment of a new Designated Person, Captain Rob Giles, Dartmouth Harbour Master. Safety is our first priority and I am pleased to be able to report that once again the number of accidents and incidents continues at very low levels. Salcombe remains a very safe harbour but we strive to do more, including campaigning to encourage harbour users to wear lifejackets when afloat and to use 'kill cords' where appropriate; and conducting the 3-yearly multi-agency oil-spill response exercise.

I should finish by recording the Board's sincere thanks to the Harbour Master, Adam Parnell, and his staff for all the superb work they have done this year to help bring about these improvements and maintain the Harbour's excellent reputation with residents and visitors alike.

The Harbour Master's report

2015 was a busy but successful year for the Salcombe Harbour staff, and I remain both proud and humbled by their passion, commitment and unwavering enthusiasm to ensure the safety of all Harbour users and to deliver the best possible service to our customers. Although working on the Harbour in the summer can appear glamorous, standing up to one's waist in freezing mud to check mooring blocks in February definitely isn't! Despite this, I have yet to see any one of them lose their temper or sense of humour, no matter how difficult or demanding their task, and I could not wish for a better team.

My report has been themed into five distinct areas: Safety, Environment, Operations, Infrastructure and Community:

Safety

Safety is our primary responsibility, and the Harbour Board is the nominated 'duty holder' and Board members are collectively and individually accountable for marine safety. This year the Safety Management System was comprehensively updated, and published on our website. Independent assurance that it is working effectively is undertaken by the Designated Person; for Salcombe Harbour this is Captain Rob Giles, who is also the Harbour Master/CEO of Dart Harbour and Navigation Authority (DHNA). He conducted an annual safety audit in February and was satisfied that our Safety Management System complies with the requirements of the Port Marine Safety Code.

Additionally there were a number of other audits which focused upon safety:

- In June Trinity House conducted their annual inspection to ensure that we are correctly fulfilling our obligations as a Local Lighthouse Authority. This included a check of buoys, marks, beacons, lights and other aids to navigation, ensuring that the Harbour can be safely navigated by both day and night.
- Much of the Harbour's 'core business' directly contributes to the management of safety, including:
 - Patrols of the estuary almost every day of the year (the exceptions being Christmas Day and Boxing Day) to ensure no hazards to navigation exist. These include a visual check of all harbour owned and maintained facilities, landings, pontoons, moorings, berths, navigational marks and beacons
 - Displaying an up-to-date weather forecast outside the Harbour Office every day of the year.
 - Weekly inspections of all SHDC-owned slipways and steps, with an associated monthly (or more frequently if required) cleaning programme.

- Undertaking a comprehensive inspection and preventative maintenance regime of all Harbour-owned deep water and foreshore moorings every autumn, including a visual inspection of every link of every chain, as well as recording the state of the mooring blocks, buoys and other mooring apparatus.
- Employing a night security patrol to deter crime and enforce byelaws outside working hours e.g. detect speeding or other irresponsible or illegal behaviours.
- Encouraging the correct use of kill cords and life jackets amongst harbour users.

Other safety improvements included the installation of an Automated Identification System (AIS) onto the *Blackstone* and all staff being issued with an improved model of lifejacket, as well as Personal Locator Beacons (PLBs), for staff whose roles could include lone working or working at night on the water.

Environment

The Harbour Board has developed and implemented an Environmental Management System, which is available on the Harbour's website. This embeds environmental considerations into 'business as usual' and will assist in stewardship of the natural environment as the staff become more aware of the environmental costs of their activities.

'...the Harbour Board remain extremely supportive of South West Water's efforts to further enhance the water quality within the Harbour'

In Autumn 15 the energy efficiency of the Harbour Workshop building was considerably improved when it was re-roofed, had external wall insulation and cladding applied and double-glazing fitted. This made an immediate impact: the heating gas requirements for this winter were only 25% that of the previous year. Further improvements to the Harbour Workshops occurred in January when a 12kw solar array was installed. This is on course to reduce the total Harbour estate electricity bill by up to 60%.

Regrettably there have been a small - but nevertheless significant - number of minor leaks from the town's sewerage pipes which run under the Harbour. South West Water (SWW) responded to each of these extremely quickly and all were swiftly rectified. Furthermore, over the winter and spring seasons SWW undertook a major reworking of the town's drain and sewage systems so these events should be much less likely in the future, and the Harbour Board remain extremely supportive of South West Water's efforts to further enhance the water quality within the Harbour.

Our services include:

- Providing recycling facilities both afloat and ashore.
- Offering an on-demand sewerage pump-out service free of charge
- Providing a 'scrubbing grid' at Batson Boat Park to collect the vast majority of boat hull scrubbing waste (e.g. anti-fouling).

Our campaigns include:

- Promoting the 'phosphate free estuary' campaign, encouraging the local community to use phosphate-free detergents (particularly for dishwashers) where possible.
- Supporting the awareness and protection of underwater and inter-tidal seagrass meadows within the estuary.
- Championing 'downstream thinking' with the local community.
- Sponsoring an experimental 'eco-mooring'.

Operations

We welcomed 5,069 visiting vessels who stayed for a total of 10,131 nights, almost 80% of whom arrived in the 10 'summer holiday' weeks between July and mid-September. Highlights of the 2015 season included the return of the *Ocean Valour* transatlantic rowing team who had rowed non-stop from New York to Salcombe. Arriving as they did at the start of the Town Regatta aroused intense interest and they were welcomed at the Harbour's mouth by over 100 craft of all sizes as well as several helicopters! Because of the considerable swell on the Bar this caused the Harbour staff some heart-stopping moments as they discreetly attempted to shepherd the flotilla to safer waters to prevent boats from colliding in the difficult sea conditions. The summer season also saw record numbers of entries in the Yacht Club's sailing regattas, which made for colourful and exciting spectacles.

And the annual 'drum beat' of tasks continued throughout the year:

- The whole of October was taken up with the lifting of more than 100 vessels onto the Batson car park for storage over winter, to allow their owners to service and maintain their boats.
- Mooring maintenance took up most of November and February, when every mooring chain and block is physically inspected. This is an annual task and although the foreshore moorings can be inspected *in situ* by the staff, along with those which are lifted in the winter (e.g. the South Sands moorings), a specialist diving contract team must be commissioned to examine the 300 Deep Water Moorings owned by the Harbour Authority. The previous diving contract had completed the previous year and so a competitive tendering process had been run during the summer months in preparation for this vital work.
- December is traditionally our 'quiet' month when the weather forces most work indoors to the Workshop, but this year the staff planned and participated in a multi-agency oil spill response exercise. The Authority is directed to run such an exercise every three years, the results of which

must be reported to the Marine and Coastguard Agency. The scenario was based on a fictitious spill at the Fish Quay and involved the Harbour staff, emergency services, Adler and Allen (our pollution response contractors), local media and staff from other harbours.

- In January we supervised the 5-yearly dredging of the Harbour. Water Injection Dredging was again employed because it has comparatively the least environmental impact compared to other dredging methods. The dredged areas included the Kingsbridge basin, the channel from the Fish Quay to the southern end of Normandy, and the RNLi lifeboat mooring.
- In March the boats which had overwintered on Batson were safely returned into the water for the start of the 2016 season.
- April and May were given over to the pre-season preparations necessary to ensure that the Harbour was safe and ready to accept vessels once again!

Infrastructure

This year *Lofty* our 40 year-old crane was given a comprehensive overhaul. In recent years the maximum lift had reduced from eight tonnes to six because of ageing components, and she was also temperamental and difficult to drive. After a three-week refurbishment *Lifty* returned looking almost as good as new and with an extension to her serviceable life of up to 10 years!

The Fork Lift truck was not due to be replaced until 2017 but after its annual inspection report suggested that it was close to the end of its serviceable life the decision was taken to procure a replacement. This was not straightforward because few models with the right lifting capacity were compact enough to fit inside the Harbour Workshop, but eventually a JCB 'teletruk' was purchased. The advantage over a Fork Lift is that the load can be moved forwards and backwards as well as up and down. This versatility means that many jobs which previously required the crane could now be undertaken by the JCB, significantly shortening the time needed for some tasks, and improving efficiency all round.

In the spring we replaced our ageing telephone system with one which offers greater reliability and provides greater connectivity for the staff, even when away from the office, so that we can respond better to our customer's enquiries. The specialist 'eHarbours' software used to manage and administer the Harbour also received periodic upgrades through the reporting period.

Community

The success of the Harbour and surrounding communities are closely bound: each benefits as the other thrives, both socially and economically. But the seasonality of our visitors (the majority of whom visit during the busy weeks of the summer holidays) and the 'water gap' between visitors and the shore (most arrive by sea, and there are very few alongside berths) present considerable challenges including tender congestion at Whitestrand.

The Harbour employs 13 permanent members of staff, and in the summer these are augmented by another 10 seasonal staff. Many of the permanent

staff 'give back' to the community by volunteering: five are RNLI lifeboatmen, one is a retained firefighter and another stands watches at the Prawle Point National Coastwatch station.

The staff also work hard to assist other organisations host public events, such as the Town and Yacht regattas, RNLI displays and other 'one off' events. Examples include co-hosting a Marine Crime awareness day with Devon and Cornwall Police, handing out free security marking kits to boat owners in an effort to deter criminals from visiting the area. Another example was hosting the 'Community Seagrass Initiative' team to raise awareness of the important undersea flora and fauna within the Harbour.

The Harbour Board contribute to the attractiveness of the Harbour as a tourist destination by sponsoring and funding the annual Blue Flag and Seaside Award applications for South Sands beach, and in the future hope to expand this to other beaches too.

The Harbour community fora ensure that the 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.

There are currently five not-for-profit community groups known as 'Harbour Community Fora'. In addition to these formed groups, 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 meets in parishes around the Harbour.

The five Harbour Community Fora are:

- 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

Salcombe Harbour has powers to make Harbour Directions. In order to exercise those powers, it must convene and consult a Port Users Group. This consists of representatives from the five community fora and Salcombe Yacht Club.

Summary

This year has once again been varied and challenging, with a high level of activity. Both I and my staff remain dedicated, supportive and determined to give our best to all Harbour users and hope to see and speak too many of you on or around the Harbour in the coming year.

Adam Parnell
Harbour Master

Port Marine Safety

Harbour Authorities have significant legal duties relating to the safety of people who use harbours, and to the well-being of the port environment and community, and these are laid down by the Department of Transport within the Port Marine Safety Code. This both sets out a national standard for every aspect of port marine safety and also provides a measure by which harbour authorities can be accountable for the legal powers and duties which they have to run their harbours safely. It also provides advice to harbours in relation to the creation and implementation of their own Safety Management System.

The Port Marine Safety Code identifies the key roles accountable for marine safety:

- **The duty holder.** Each Harbour Authority must have a 'duty holder' who is accountable for ensuring compliance with the Port Marine Safety Code and for the harbour's performance in ensuring safe marine operations. For Salcombe Harbour, this role is held (both collectively and individually) by the Harbour Board, which is a committee of South Hams District Council, which is the Harbour Authority.
- **The designated person.** Each Harbour Authority must appoint an individual as the designated person to provide independent assurance directly to the duty holder that the marine safety management system, for which the duty holder is responsible, is working effectively. For this and future years the designated person is and will be Captain Rob Giles, the Harbour Master/CEO of Dart Harbour and Navigation Authority (DHNA).
- **The Harbour Master.** The Harbour Master has day-to-day responsibility for the safe operation of navigation and other marine activities in the Harbour.

Salcombe Harbour reported compliance to the Port Marine Safety Code to the Maritime and Coastguard Agency in February 2015, and this declaration is valid for 3 years. There are a number of documents which contribute to the Harbour's Safety Management System, including:

- The Pier and Harbour (Salcombe) Confirmation Order 1954
- The Harbours Act 1964
- The Health and Safety at Work Act 1974
- The Marine and Coastal Access Act 2009
- Salcombe Harbour Byelaws 2009
- Salcombe Harbour Authority Strategic Business Plan 2012-2017
- Salcombe Harbour Board Annual Report 2016 (this report)
- Maritime and Coastguard Agency M-notices

- Admiralty and Local Notices to Mariners
- Admiralty Chart 28

Also, local publications such as:

- The Salcombe Harbour Guide
- The Harbour Emergency Plan
- The Oil Spill Response Plan
- The Waste Management Plan
- Moorings Policy 2013

Audit by the designated person

Following the decision made by Salcombe Harbour Authority to change the Designated Person under the Port Marine Safety Code (PMSC), Captain Rob Giles, Harbour Master/CEO of Dart Harbour and Navigation Authority (DHNA) was selected for this role, in accordance with PMSC guidance. His first formal visit took place on 9 February 2016 and concentrated on the senior management and documentation of the organisation, focussing on whether the key measures for compliance (Section 3 of the PMSC) were being fulfilled. His assessment was as follows:

"Taking into account all of the evidence shown to the Designated Person by the Harbour Master in visits to date, it is assessed that the Salcombe Harbour Authority remains compliant with the PMSC. There are a few action points for improvement identified by both the Harbour Master and Designated Person, which the Harbour Master appears to have completely in hand. It is assessed that the areas examined at this audit are Very Satisfactory in terms of response to the PMSC."

Actions and incidents

Nature of accident/incident	2012/1 3	2013/1 4	2014/1 5	2015/1 6
Accidents involving members of the public	2	9	4	2¹
Accidents involving members of staff	1	3	0	0
Minor collisions	25	55	26	27²
Speeding incidents	45	28	27	26
Harbour mooring failures	4	2	2	3³
Private mooring failures	15	8	1	0⁴
Fire	0	0	0	0
Pollution incident	14	8	3	1
Reported lost boats	18	13	8	17⁵
Marine crimes reported to Harbour Office	25	12	26	9
Damage/vandalism reported to Harbour Office	16	11	13	18⁶

Notes:

1. There were 2 accidents involving members of the public:

- A person fell overboard but was recovered without further incident;
- In early October a person fishing at the Harbour entrance capsized in poor weather. After approximately an hour in the water they were recovered by a passing vessel. As this was the last vessel to enter/leave the harbour that night they could well have drowned or died of hypothermia overnight. They were incredibly lucky: they weren't wearing a life-jacket, had no radio communications on board and had told no-one that they were going to sea. **This was a near miss/near fatality. Please follow safety rules when going afloat.**

2. Most of the 27 collisions occurred during yawl, yacht or dinghy races and did not result in anything more than minor damage (see note 4). **Please take care – safety is more important than winning!**

3. There were three Harbour mooring failures, all of which resulted in vessels 'coming together' while on their mooring during high winds. The moorings have been moved so that they are further apart.

4. Although there were no private mooring failures, 34 boats did nevertheless come adrift from their moorings because they had either been tied incorrectly or the mooring lines snapped. **Please check the quality of your mooring lines when next afloat.**

5. All bar two of the boats reported lost were recovered by the Harbour staff.

6. There were four reports of vandalism and 14 of damage, 3 of which occurred during racing vessels colliding (see note 2).

Progress against the Strategic Business Plan

This report covers the fourth year of the Strategic Business Plan 2012-17, against which the Harbour has continued to make tangible progress. The following non-exhaustive list highlights progress against the main objectives:

1. To operate a safe harbour following guidance in the Port Marine Safety Code

- Passed its Port Marine Safety Code audit in Feb 2016
- All navigation lights, marks and beacons successfully inspected
- The oil spill Contingency Plan was proven during a multi-agency exercise
- The harbour was dredged to ensure navigational safety

2. The provision of a high level of customer service and satisfaction

- The Harbour Board holds public meetings six times a year and all agenda items and meeting minutes are available on the internet
- The Harbour has a number of social media channels (Twitter, Facebook, Google +) and a website with which the public can interact and provide feedback
- There is an annual customer satisfaction survey

3. To maintain Harbour infrastructure to meet the needs of Harbour users and the environment

- The Harbour's 'plant' was upgraded or replaced to ensure boat lifting and other operations can continue efficiently
- The energy efficiency of the Harbour Workshop was improved
- The black water pump out facility remained free
- The Environmental Management Strategy was introduced

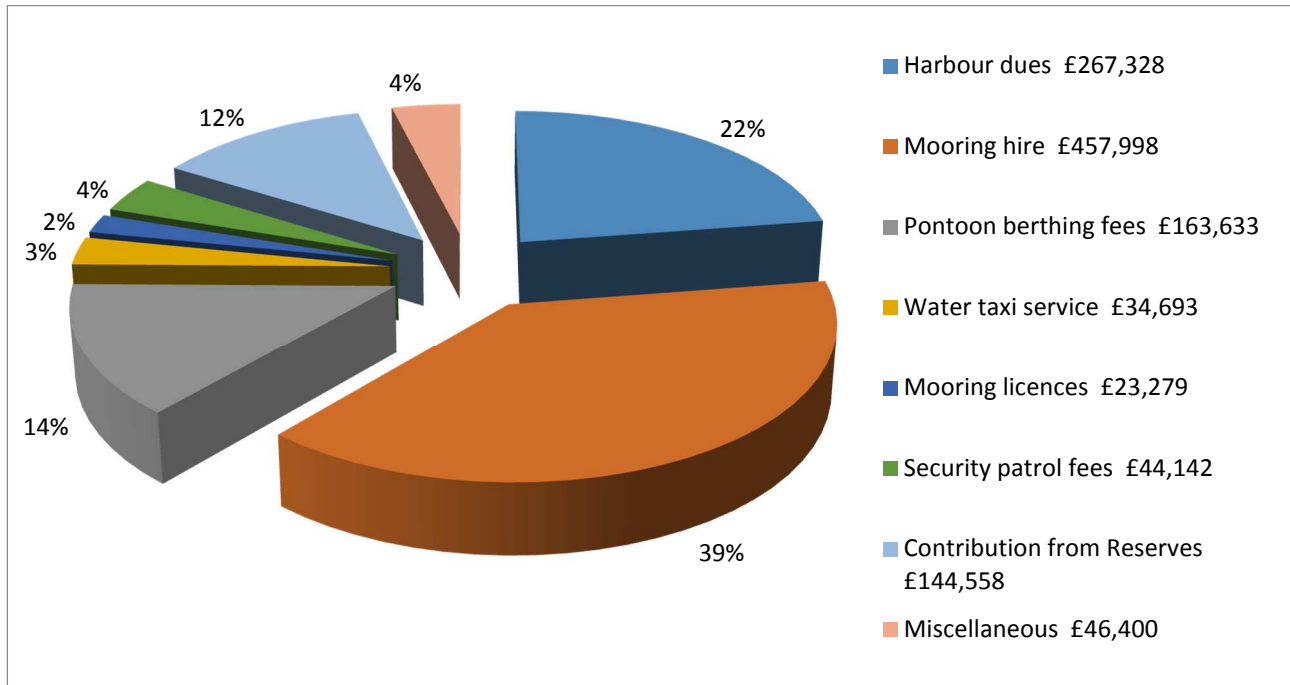
4. Long term security of tenure

- Harbour Board workshops were held to develop the 2017-2022 Strategic Business Plan
- Contribute to the Neighbourhood Plans for Salcombe and Kingsbridge.

Financial position

Income

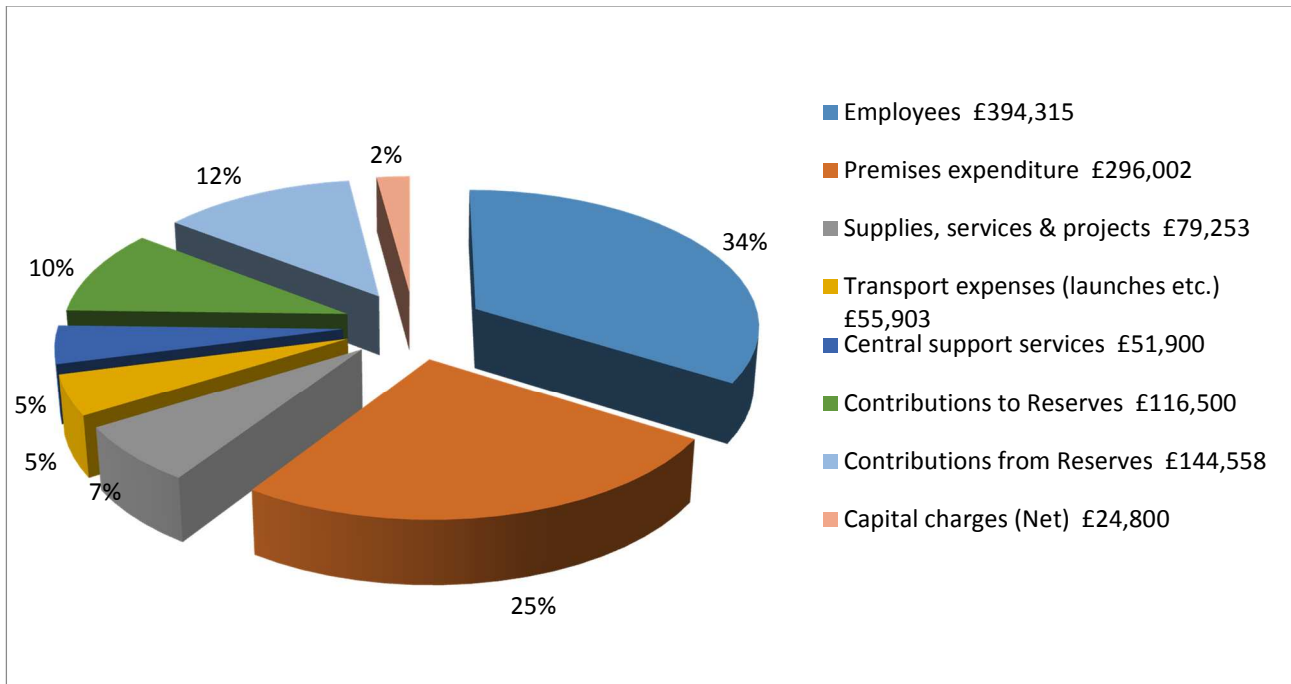
Salcombe Harbour recorded total income of £1,182,031 between 1 April 15 - 31 March 16.



- Overall income rose by 11% compared to last year although this was boosted by the contribution from Reserves (£144,558) which was used to fund a number of capital costs and which artificially inflates this figure:
 - Repayment of loans: £34,320
 - Dredging: £79,500
 - Crane refurbishment and new lifting cage: £22,438
 - CCTV upgrade: £4,100
 - Electric motor for water taxi: £4,200
- Mooring hire income rose by 5.6% compared 2014/15 although revenue from Harbour Dues fell by 2.6% which reflected the drop in visitor numbers compared to last year

Expenditure

Salcombe Harbour expenditure was £1,163,231 between 1 April 15 - 31 March 16.



- Employee costs accounted for a third of overall expenditure, and is a result of the Harbour's size and geography: the lack of walk-ashore moorings, the size of the estate and the high levels of delivered customer service combine to require a larger number of staff than might otherwise be required in a similarly-sized recreational ports elsewhere on the coast.
- Premises expenditure also includes the Duchy rent of the Harbour's fundus, which is calculated as a percentage of moorings income.

Reserves

Salcombe Harbour Authority held capital reserves of £265,938 at 1 April 2016, made up of three reserves:

- Renewals Reserve, which for example funds replacement launches, boats, plant, barge;
- Pontoon Reserve, which funds the periodic maintenance and replacement of the pontoon infrastructure within the estuary; and,
- General Reserve, which is used as a source of working capital.

This is a lower level than was held at April 2015 because reserves were used to fund the dredging and other capital items recorded under 'Expenditure' on the previous pages.

Overall, while reserve funds are healthy, these are deliberately being built up because over the next 20 years the Harbour Authority has programmed over £2.8m capital expenditure in order to maintain and improve the harbour infrastructure and facilities, including replacement of heavy plant (crane &c), maintenance dredging and the fact that all the pontoons will require replacement at more or less the same time.

There is a fourth reserve to which Salcombe Harbour contributes – the Marine Infrastructure Reserve. This is a Council-owned reserve for the maintenance of marine infrastructure such as quay walls and slipways, and to which the Harbour Authority contributes funds in recognition of the beneficial use made by users of the Harbour of that infrastructure.

The Harbour Board

As last year – but add Mark Long with note when he was appointed but leave Geoff Burrell for this year.

The Harbour Staff

As last year

Report to: **Salcombe Harbour Board**
Date: **11 July 2016**
Title: **Harbour Master's Report**
Portfolio Area: **Commercial Services – Cllr Gilbert**
Wards Affected: **All**

Relevant Scrutiny Committee:

Overview and Scrutiny Committee

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)

Author: **A Parnell** Role: **Harbour Master**

Contact: **01548 843791**

Recommendations:

That the Harbour Board **RESOLVES** to note the Harbour Master's report, including the decision to award a night security contract.

1. Executive summary

1.1 This report provides the Board with an update on topical issues affecting the Harbour.

2. Egremont

2.2 The Harbour Master has held discussions with the Egremont trustees and has been provided with written assurances by a third party to underwrite the cost of refitting the Egremont. The latest plan is for her to be towed to Penzance in September and return in late October.

3. Rivermaid

3.1 The Rivermaid has not been running to timetable thus far this year and negotiations regarding the use of the Jubilee Pier are ongoing. A verbal update will be given to the Board as this is currently subject to review.

4. South Pool navigational marks

4.1 South Pool Parish Council have requested that a set of navigational marks be placed up South Pool creek to assist visiting vessels. This is currently being investigated but is in principal supported by the HM.

5. Ice Cream boat

5.1 A local start-up company has proposed to run an 'ice cream' boat in the Harbour during the peak season and Members' views are sought. This is undoubtedly a potential employment opportunity for the local community but would require strict operating boundaries to avoid undue adverse reaction from visitors.

6. Water quality monitoring

6.1 The Harbour Office and AONB unit have held several meetings with Exeter University regarding opportunities to monitor water quality and gather data for subsequent analysis. The Office will host a student who will be taking a number of sediment samples and also place small monitors on mooring cables at various locations around the estuary. This will have no impact on navigational safety and will be invisible to Harbour Users but should provide an excellent set of baseline for future analysis.

7. Electric boat development

7.1 The recently purchased electric motor has been trialled in a water taxi and proven to be much quieter and more comfortable for customers. However the power requirements to run on battery all day are large (it would require the equivalent of 40 car batteries!) and so electric vehicle manufacturers and others are being approached to make further progress.

8. Night security patrol

8.1 Three night security patrol tender submissions have been received. Two are substantially above the costs of taking the night security patrol 'in house' but one is only slightly more but offers other advantages such as longer patrols than previously; electronic tracking of patrols and an online incident management system which will enable efficient data sharing with other agencies eg the Police. The Harbour Master intends to accept this bid subject to the Board's endorsement.

9. Jubilee Pier refurbishment

9.1 A bid has been submitted to the Coastal Communities Fund (CCF) to fund design and development works to refurbish and rebuild the Jubilee Pier. If successful the intention is to complete the works in 2017 and commence fund raising for the actual rebuild. A number of avenues are being explored including 'crowd sourcing' as well as raising future bids to the CCF and other funding agencies.

10. Whitestrand improvements

10.1 SHDC have recently submitted a planning application for enhancements to Whitestrand which include building over part of the slipway to generate a waterfront space which is car free.

11. Implications

Implications	Relevant to proposals Y/N	Details and proposed measures to address
Legal/Governance	N	
Financial	Y	The navigational marks would require funding but this is expected to be less than £1000
Risk	Y	There is an increased risk of grounding in South Pool because of the creek silting up; there is a risk that the Egremont will not depart if plans are not successful; there is a risk that the Kingsbridge to Salcombe ferry route falls into abeyance; there is a risk that the ice cream boat could be seen as not 'fitting' the character of the Harbour. All of these risks are assessed as LOW but are subject to ongoing monitoring and review
Comprehensive Impact Assessment Implications		
Equality and Diversity	N	None
Safeguarding	N	None
Community Safety, Crime and Disorder	N	No adverse impact
Health, Safety and Wellbeing		No adverse impact
Other implications		

Supporting Information

Appendices: None.

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