

**Salcombe Harbour Board**  
**Annual Report 2016**

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## 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 9<sup>th</sup> 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	<b>2<sup>1</sup></b>
Accidents involving members of staff	1	3	0	<b>0</b>
Minor collisions	25	55	26	<b>27<sup>2</sup></b>
Speeding incidents	45	28	27	<b>26</b>
Harbour mooring failures	4	2	2	<b>3<sup>3</sup></b>
Private mooring failures	15	8	1	<b>0<sup>4</sup></b>
Fire	0	0	0	<b>0</b>
Pollution incident	14	8	3	<b>1</b>
Reported lost boats	18	13	8	<b>17<sup>5</sup></b>
Marine crimes reported to Harbour Office	25	12	26	<b>9</b>
Damage/vandalism reported to Harbour Office	16	11	13	<b>18<sup>6</sup></b>

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

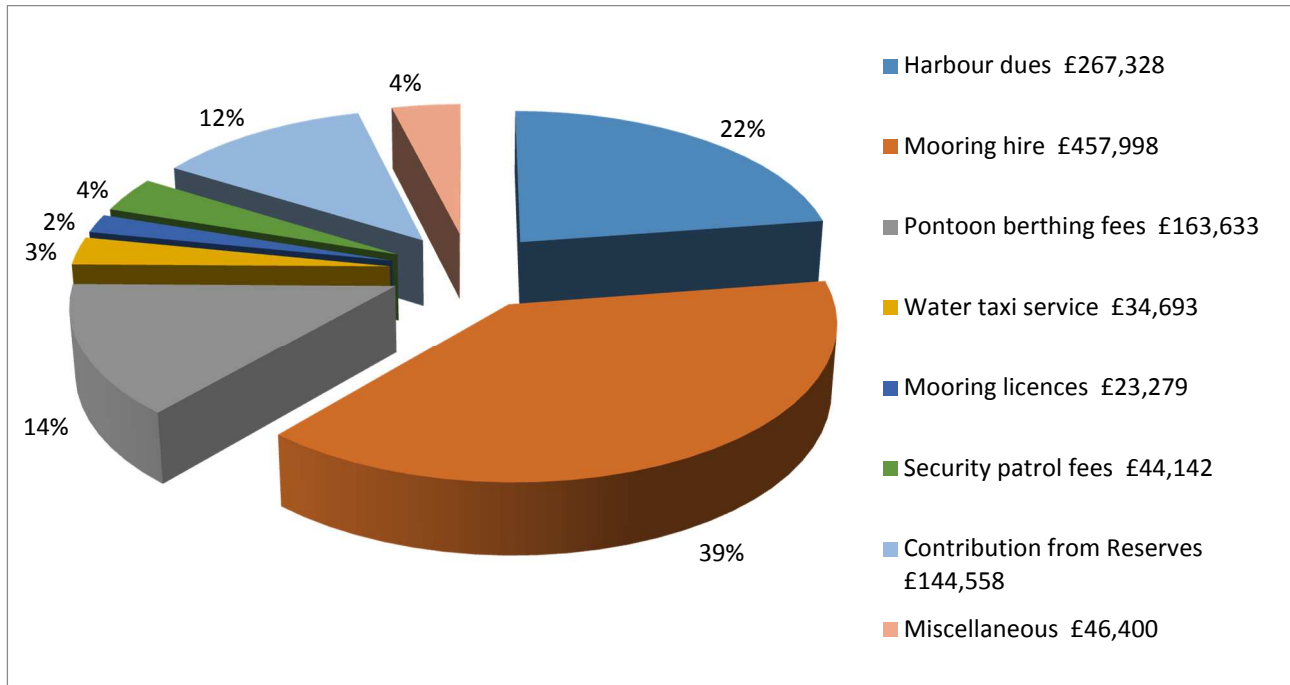
### 4. Long term security of tenure

- 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.

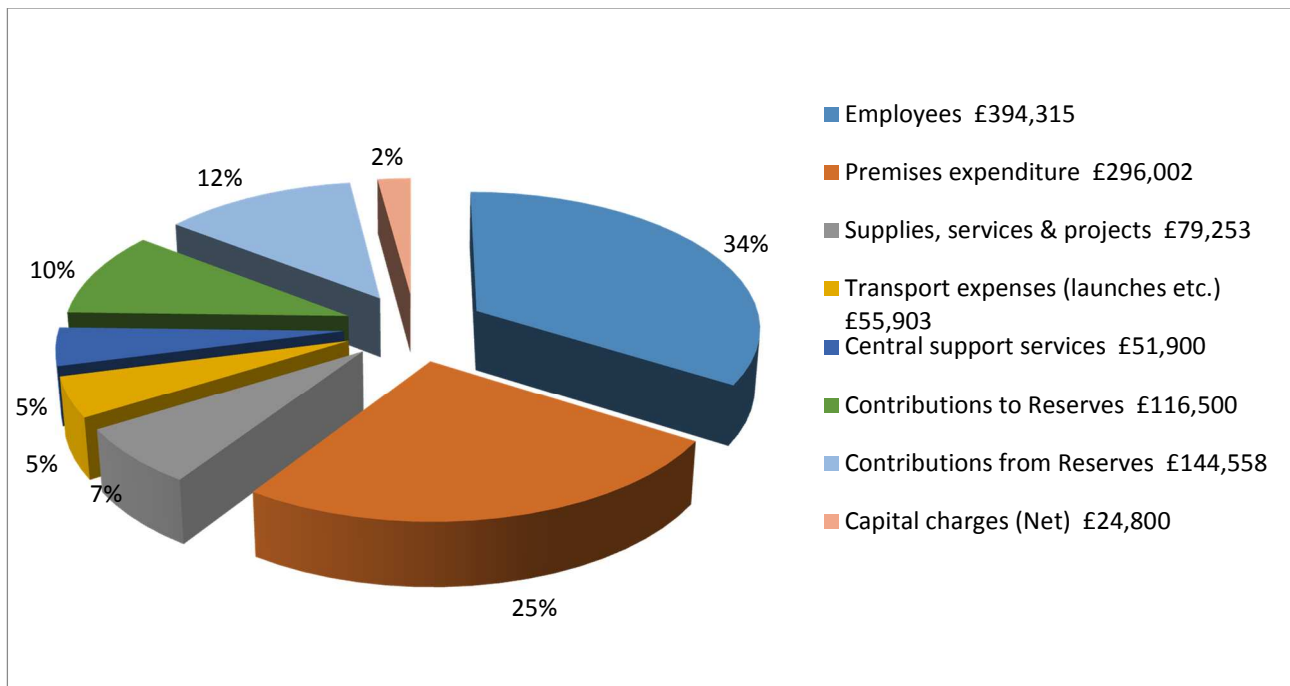


- Overall income rose by 11% compared to last year although this was boosted by the contribution from Reserves (£144,558) which was used to fund a number of capital costs and which artificially inflates this figure:
  - Repayment of loans: £34,320
  - Dredging: £79,500
  - Crane refurbishment and new 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