



**South Hams
District Council**

Improving the well-being of the people of the South Hams

South Hams District Council

Salcombe Harbour Authority

**Strategic Business Plan
2007-2011
Final Draft**

Contents:

Page Nos	
4	Introduction
5-7	Executive Summary
7-37	Main Body
8	– Harbour Users
8-9	– The Nature of Salcombe Harbour
9-10	– Harbour Board
11	– Vision, Mission Statement, Corporate Values/Core Principles and Strategic Business Objectives
12	– Harbour Staff
13	– Seasonality <ul style="list-style-type: none"> ○ Breakdown of visitors by month
14	– The Harbour <ul style="list-style-type: none"> ○ Real Estate ○ Infrastructure ○ Plant
15	– What our harbour users have told us <ul style="list-style-type: none"> ○ Customer Satisfaction <ul style="list-style-type: none"> ▪ Sounding Board Survey 2001 ▪ Estuary Users' Survey 2005
16	– Income Generation <ul style="list-style-type: none"> ○ Breakdown of Income for the last 3 years ○ Residents and Visitors ○ Comparison of income from Residents and Visitors ○ Comparison of Income from Facilities provided for Residents and Visitors ○ Harbour Dues analysis ○ Mooring Hire Income ○ Visitor Numbers ○ Visitors length of Stay
25	– Access to Shore
	– Benchmarking against other South West Ports <ul style="list-style-type: none"> ○ Comparison of facilities offered by South West Ports ○ Comparison of SW Ports Charges for residents ○ Comparison of SW Ports Charges for visitors
27	– Harbour Expenditure
29	– Waiting Lists
29	– Growth <ul style="list-style-type: none"> ○ Market penetration proposals ○ Market development proposals ○ Product development proposals
31	– Salcombe Strengths, Weaknesses, Opportunities and Threats analysis (SWOT)

<p>32 33</p> <p>37 39</p>	<ul style="list-style-type: none"> - Sales and Marketing - Future Funding Strategy - Harbour Reserves - General Reserve - Repairs and Renewals Reserve - Pontoon Reserve - Overall Contribution to Reserves - New Capital Projects - Budget Forecast 2007-2011 - Projected Income & Expenditure to 2011 - Proposed Funding Strategy - Key Strategic Actions <ul style="list-style-type: none"> ▪ Appendix 1 - Key Strategic Actions 2007-2011
<p>39</p>	<p>Plan Review</p>

Introduction

Salcombe Harbour, as a municipal port, is a strategic asset to the South Hams. Set in an Area of Outstanding Natural Beauty (ANOB) and Site of Special Scientific Interest (SSSI) Salcombe is a unique harbour with a world renowned reputation as a sailing destination. As the Statutory Harbour Authority, South Hams District Council has constituted the Salcombe Harbour Board, which operates as a committee of the full Council. The Harbour Authority discharges the roles and statutory duties which are placed on the Harbour by the Pier and Harbour [Salcombe] Confirmation Act 1954. The 1954 Act is based on the Harbours, Docks and Piers Clauses Act 1847 that gives the Harbour Master certain statutory powers concerning the management of the Harbour. Additionally, the Harbours Act 1964 provides for the operation to be self-financing with the Authority able to fix its own rates in order to pay for the work to be done.

The Government and the port industry sector have recognized that there is a need for change if municipal ports are to remain viable and fit for purpose into the future. As a direct result of the 'Modernising Local Government' initiative and the DfT's reports 'Modernising Trust Ports – A guide to good governance' and 'Opportunities for Ports in Local Authority Ownership – A review of municipal ports in England and Wales', Salcombe has revised its Governance arrangements and is now progressing plans to secure the ports future for the local community and stakeholders by ensuring sound financial planning and building for the future.

On 18 December 2006 The Board resolved to develop a 5 year rolling Strategic Business Plan.

The purpose of this document is to understand where Salcombe Harbour is today, to understand how the Harbour is used and how best to meet the requirements of the future. It is not about presenting solutions but is about defining opportunities. The plan reflects the Harbour Board's aim to provide first class facilities for harbour users whilst not ostensibly changing the unique character of the Estuary. The plan has been developed and will be reviewed regularly and updated in consultation with local stakeholders. It considers the future prospects of the port and how it will meet the requirements of stakeholders both now and in the future. The strategies detailed in this Strategic Business Plan will impact on both the local communities and harbour users alike and will be reviewed annually with progress being reported in the Harbour's annual report.

Executive Summary

The catalyst for change provided by the DfT and DCLG document 'Opportunities for Ports in Local Government Ownership' has resulted in South Hams District Council re-constituting the Harbour Board and adopting a more strategic view to planning for the future. This opportunity needs to be embraced in cooperation with the local community and Harbour Community Fora if the Board's vision:

To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of resident and visiting yachtsmen for the 21st century.

is to be realised. Planning will be based upon the core principles of safety, stakeholder involvement, value for money, environmental stewardship, a catalyst for sustainable economic development and support to local employment and geared towards achieving the strategic objectives:

- The provision of a first class service to residents and visitors
- Environmental Stewardship
- Long term security of tenure
- Development of Salcombe's harbour infrastructure
- Development of Kingsbridge's harbour infrastructure

The summer in Salcombe is frenetic with the harbour operating close to capacity throughout, however outside the main holiday periods the character of Salcombe changes completely. There are no crowds and the visitors and resident mariners can enjoy the natural beauty and tranquillity of this quite outstanding estuary.

Generally customer satisfaction has been good but there are a number of key issues that require addressing, these include access to the town from the water, access to the water for small boats, overall value for money for visiting yachtsmen and the lack of facilities for mariners.

The harbour derives its income from harbour dues, mooring charges, mooring licences and the water taxi service. The main user groups can be defined as residents and visitors. At 67%, the lion share of the income comes from residents, who have facilities renewed annually, and 33% from visitors. Both groups are essential to financing harbour operations and their views and requirements are fundamental to ensuring the service delivery is focused correctly in the future. Striking the right balance between investing in resident and visitors facilities, making best use of the estuary throughout the sailing season and keeping expenditure under control will define the future success of the Salcombe and Kingsbridge Estuary.

Aging infrastructure and insufficient funds set aside annually to repair and replace pontoons, harbour plant and equipment needs addressing alongside the requirement to fulfil stakeholder and visitor expectations. This means that difficult financial decisions will have to be made. With the overall numbers of

moorings capped there are limited ways in which funds can be raised to finance harbour improvements. The options include raising charges, reducing costs with improved efficiency and increasing income from visitors. In reality, the most effective way forward is a combination of all three.

This will not be easy but it is a challenge that we must all embrace together.

The Plan details a range of projects and improvements grouped under the five Strategic Objectives. These projects are grouped under three categories:

- Plan renewal projects
- Pontoon renewal projects
- New capital projects

Funding for the Plan and Pontoon renewal projects has fallen below a level required to maintain the current level of infrastructure and an estimated increase from £38k to £71k per year has been calculated. To deliver any improvements to the current level of service will require investment in new capital projects. Taken together, and recognising the fact that Salcombe's charges for annual contracts has fallen behind that of other local harbours, there is a need to raise by an above inflation rate for the period of this Plan. Price rises will be kept under constant review, as will the composition and priority of the projects. The tables summarise the planned expenditure for the next two years:

Year 1 2007/08
Review Security arrangements
Review Moorings Policy
Review Fees and Charges
Improve Customer Focus
Support Estuary Management Plan
Promote distinct Character of Estuary
Improve Operation of Whitestrand Pontoon
Review Boat Park and Slipway use
Review facilities at Kingsbridge
Renew Lease of fundus
Replace patrol boat and engine
Provide remote dinghy berthing pontoon
Re-pile Normandy Pontoon
Replace Residents' Pontoons

Year 2 2008/09
Review harbour Policy Document
Maintenance Dredging
Implement outcome of Security Review
Review winter Boat Parking at Batson
Review operation of the Water Taxi
Develop cost centre budgeting
Implement customer focus study findings
Provide brow pontoon an Batson Slipway
Provide Fresh water to Bag
Provide fresh water to Kingsbridge
Replace patrol boat and engine
Replace Launch engine
Refit mooring barge
Replace refuse pontoon
Replace radar speed gun
Replace Whitestrand end pontoon

Main Body

Harbour Users

Salcombe Harbour, as a regional asset, is a major catalyst for local businesses surrounding the estuary, and for regional prosperity. The users of the Estuary vary considerably from yachtsmen to visitors who like to sit and watch activity on the water but are not direct users of Harbour facilities.

Yachtsmen may have an ocean going yacht or a small dinghy which they launch from the slipway. They may travel from the Midlands towing their power boat or from the centre of Salcombe to sail their Yawl. Alternatively they may water-ski, windsurf, dive, row, paddle or swim. They may use the estuary for the pleasure of boating itself, as a means to an end such as bird watching, scientific survey and research or sport angling or make their living from the estuary and sea and supply fresh crab to foreign and exotic destinations. Whatever the Harbour users do or however they derive their pleasure from the estuary it is extremely important for the Harbour Authority to understand their requirements so that their needs can be fulfilled both now and into the future.

The estuary also supports many non-boating activities, directly within the tidal area, around the fringe of the estuary and within its' catchments. Recreational activities range from wildfowling and angling to rock pooling and snorkelling; and commercial activities from Pacific oyster farming, scallop trawling to sand eel netting and sea bass angling. Due to the rich and unusual diversity of the estuary's marine habitats and supported wildlife, the estuary has a particularly strong history of scientific study by the Plymouth based Marine Biological Association and is frequently used for educational visits and academic research. There is a reasonable network of footpaths and bridleways, some hugging the coast of the estuary and the nationally acclaimed South-West Coastal footpath comes into the estuary for its vital ferry link.

The Nature of Salcombe Harbour

Salcombe is a municipal port, the Harbour Authority being South Hams District Council (SHDC). SHDC leases the fundus from the Duchy of Cornwall and are currently re-negotiating the lease¹. The fundus in East Portlemouth is privately owned and a large area of South Pool Creek is leased by private landowners directly from the Duchy of Cornwall. Large areas of the foreshore are privately owned.

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

¹ May 2007.

With a 5.5 metre tidal range are some extremely strong tidal streams at spring tides. This results in a large proportion of the harbour drying at low water including the Kingsbridge Basin and most of the creeks. This severely restricts the boating activities for residents and visitors alike but reveals a completely different environment with unique flora and fauna to be explored.

Salcombe is predominantly a leisure harbour with little commercial trade; however the estuary does benefit from a number of internal ferries which operate to East Portlemouth, South Sands and Kingsbridge. There is also a small but active shell fishing fleet. Many people make their living from marine related businesses which include an array of boatyards and marine related service industries.

Salcombe is a small boat harbour. There are larger boats, but the majority are small boats of less than 6M. There are no marinas, therefore the Harbour Authority provide deep water swinging moorings, deep water high density moorings (not connected to shore), drying swinging moorings, drying pontoon berths (attached to shore) and drying berths in the Kingsbridge basin. This is an expensive strategy in manpower and maintenance but has the advantage of having maintained the traditional character of the estuary. Large areas of the Harbour have no moorings which ensure there are areas which are totally unspoilt by any form of development providing a superb environment for wildlife. A number of years ago the Harbour Board capped the numbers of moorings in order to limit any further development and maintain the character of the estuary and there are no current plans to change this policy.

Although a very popular yachting destination, Salcombe's ability to accommodate visitors is limited. There is potential for limited growth in the visitors sector, outside of the main season, but this is currently constrained by the lack of facilities both afloat and ashore. Developing facilities ashore (showers etc) has historically been difficult because of objections to planning applications and shortage of real estate to develop at an affordable price.

There is a bar at the harbour entrance which tidally constrains deep draft vessels entering the Port. In south or south easterly winds and particularly during the ebb tide, the bar can prevent entry or exit at all states of the tide. The coastline either side of the entrance is savage with strong tidal streams and little shelter from the prevailing SW wind. This has resulted in the RNLI stationing an inshore and an offshore lifeboat at Salcombe.

Harbour Board

The terms of reference of the Salcombe Harbour Board are to administer Salcombe Harbour in accordance with the 1954 Act, the recommendations of the Municipal Ports Review (2006) and the policy of the Council, and to advise the Council on riparian matters affecting the Harbour, subject to overall control of staffing and finance by the Council.

The Harbour board was re-constituted in October 2006 following the recommendations made by the DfT and DCLG in the Municipal Ports review. Board members are:

Councillor J Brazil – Chairman

Mr C Harling – Vice-Chairman

Councillor – R Gilbert

Councillor – J Baverstock

Councillor – M Hicks

Mr J Barrett

Mr T Bass

Mr H Marriage

Mr M O'Brien

Co-opted Member - Vacant

To support the Harbour's governance arrangements and involve harbour users and community groups, three Harbour Community Fora have been established. They are:

The Salcombe Kingsbridge Estuary Association

The Salcombe Kingsbridge Estuary Conservation Forum

The Kingsbridge Estuary Boat Club

These Fora are linked to the Harbour Board within the Board's constitution and provide the mechanism for harbour related issues, proposed projects and other aspects being considered by the Harbour Board to be discussed in a relatively informal setting and form part of the formal consultation mechanism for the Harbour Board.

There is always the opportunity for further community groups to be added and recognised as time progresses.

Vision

The Board's vision is:

To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of resident and visiting yachtsmen for the 21st century.

Mission Statement

The Board's Mission Statement is:

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

Corporate Values/Core Principles

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

- Safety
- Stakeholder Involvement
- Value for Money
- Environmental Stewardship
- Catalyst for Sustainable Economic Development
- Support local employment

Strategic Business Objectives

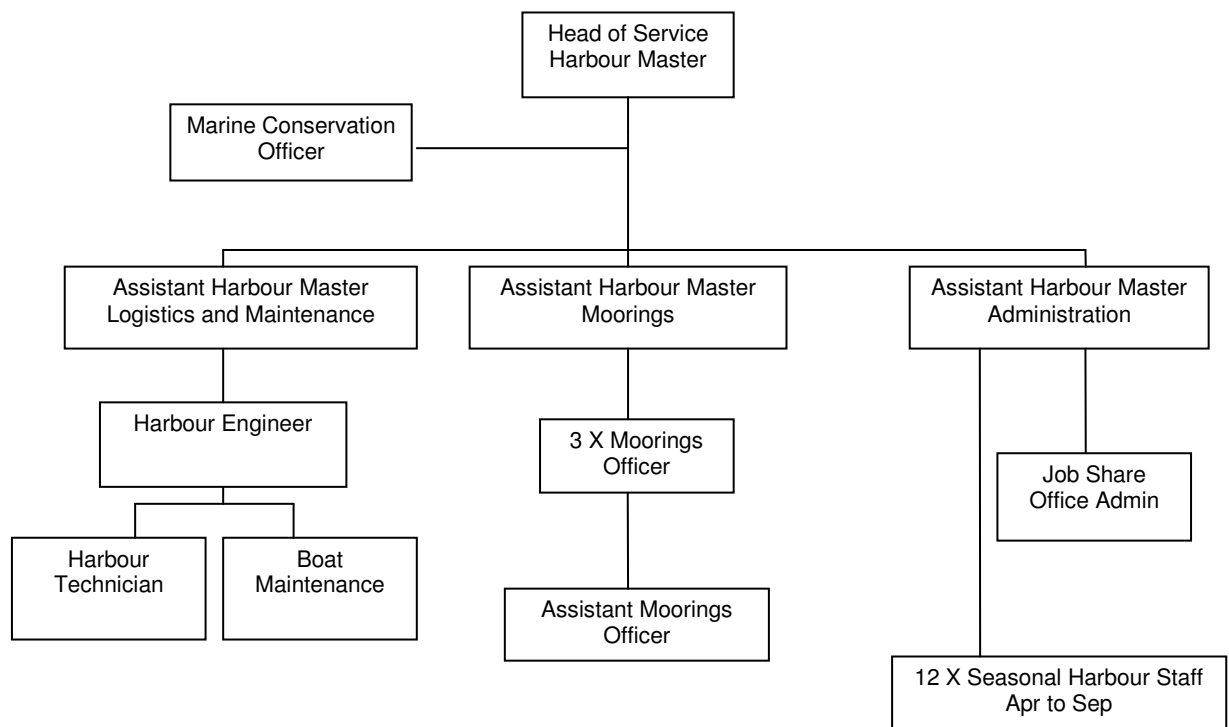
The Harbour Board has identified five Strategic Business Objectives, these are:

- The provision of a first class service to residents and visitors
- Environmental Stewardship
- Long term security of tenure
- Development of Salcombe's harbour infrastructure
- Development of Kingsbridge's harbour infrastructure

Harbour Staff

The Harbour Team consists of thirteen full time posts who are organised into three sections; Administration, Logistics & Maintenance and Moorings. The permanent staff are augmented by up to a further 12 seasonal staff who contribute to the management of the harbour and boat parks throughout the busy summer season. Staff cost represent 40% of harbour total costs.

The harbour operation is labour intensive because of the nature of the port, with moorings rather than marinas. This increases the annual maintenance and requires staff to be afloat to direct visitors and patrol the Estuary from the Bar to Kingsbridge. An efficient and comprehensive water taxi service is also provided throughout the high season but currently staff constraints limit the taxi service out of season.



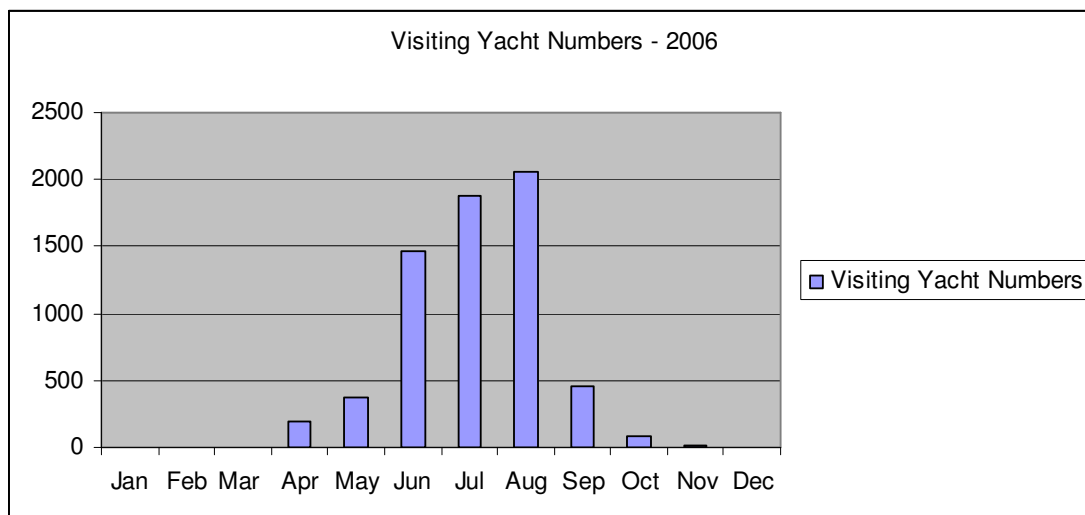
Seasonality

There are two distinct seasons in the Salcombe and Kingsbridge Estuary, summer and winter. The summer season runs from 1 April to mid September but the level of activity is considerably higher during the recognised holiday periods:

- Easter
- May Bank Holidays
- Summer half term Holiday
- School Summer Holiday Mid July to early September

The peaks of activity can be clearly seen by this monthly breakdown of visiting yacht numbers:

2006	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Visiting Yacht Numbers	4	2	1	189	367	1465	1873	2052	454	82	16	0



Outside of the recognised holiday periods, activity is at a much lower level and the harbour has spare capacity. During the holiday periods the harbour is operating at or beyond capacity. The harbour provides a full service with a boatman, taxi service, boat park attendant and office support over Easter then from 1 May to mid September. The permanent staff is augmented with seasonal staff throughout the summer high period.

During the winter customer activity is extremely low; consequently the level of service is much reduced. The duty boatman provides a limited taxi service during weekday working hours and for a few hours on weekend mornings whilst he conducts the daily harbour security patrol. This is an area which requires further investigation to improve the taxi service. The permanent staff switches roles from service delivery to maintenance and administering the annual round of facility renewals.

The Harbour

The harbour extends from the entrance, which is south of the famous bar, north between Salcombe and East Portlemouth, encompassing Batson, South Pool, Frogmore, Blanksmill, Collapit and Bowcombe Creeks to Kingsbridge at the head of the estuary, which is five miles from the open sea. In all, the Estuary represents almost 2000 acres of tidal water from which 19 million M3 of water moves in and out on spring tides.

Real Estate

South Hams District Council leases the fundus from the Duchy of Cornwall. The current lease expired in 2004 and has been held over, negotiations are ongoing.

The Harbour Authority has an office at Whitestrand and a workshop in Island Street.

The Harbour Authority manages the Fish Quay, the boat park and a car park (winter boat storage) on behalf of South Hams District Council.

Infrastructure

The Harbour owns a range of marine infrastructure to deliver its service output, including:

- Whitestrand Pontoon – Salcombe town access for residents
- Normandy Pontoon – Salcombe town access for visitors
- Victoria Quay – Small craft berths
- Shadycombe Pontoon - Small craft berths
- Batson Pontoon - Small craft Berths
- Kingsbridge Pontoon - Small craft berths
- Visitors' Pontoon – Visitors pontoon berths
- Residents' Pontoon – Residents Pontoon berths
- South Pool Pontoon – Small Craft access
- Visitors' Deep water mooring (18)
- Residents' Deep water moorings (267)
- Residents' foreshore Moorings (399)
- Waste re-cycling Pontoon

Plant

The harbour operates a range of launches and mobile plant including:

- Harbour Launches/workboats (2)
- Harbour Taxis (3)
- Harbour Patrol boats (3)
- Mooring Maintenance Barge
- Mobile crane

Fork Lift Truck

Currently Harbour assets are valued at £476,000.

What our Harbour Users have told us

Customer Satisfaction

The provision of a first class service to residents and visitors is one of the Harbour Board's five strategic objectives. The measure of the Harbour's performance against this objective is customer satisfaction. A customer satisfaction survey was conducted in 2001 as part of South Hams District Council's response to the government's 'Best Value' legislation and an Estuary users' Community Survey was conducted in 2005.

Harbour Sounding Board Survey 2001

During 2001 the Harbour issued 3,000 survey forms to Harbour users on a wide variety of maritime matters. The response rate for the survey was 31% with the majority of responses coming from local and regular users (61.5%) although responses were also received from visiting yachtsmen.

The survey indicated that the majority of respondents felt the Harbour was managed safely (67%), that aids to navigation were good (80%) and that in general, the overall quality of service was good (91%). In terms of available facilities 39% of respondents supported greater access to shore-side facilities.

Estuary Users' Survey 2005

During August 2005, the Harbour Board issued 4,000 survey forms to Estuary users to capture information on marine safety and anti-social behaviour related issues on the Estuary. The response rate for this survey was 25% and over 80% of those respondents were full time local residents as opposed to visitors or second home owners.

The survey indicated that almost three quarters of all respondents viewed the level of crime to be less or the same amount as other areas they had visited (74%) which reinforces the fact that the Salcombe-Kingsbridge Estuary and Harbour is viewed by its users as safe places to visit.

On the whole users of the Estuary have a positive perception of the Estuary and incidents of marine related crime are low (12%). The survey highlighted other issues that affect the quality of experience for Harbour and Estuary users. The three main causes were; speeding and the resultant wash effect, nuisance from alcohol, and inexperienced boat users.

In terms of security arrangements the majority of respondents were aware that a service for security patrolling existed (66%) and most respondents felt that the patrol contributed to a reduction of anti social behaviour (75%). Having

said that, only 7% of respondents had actually had direct benefit from the activities of the security patrol.

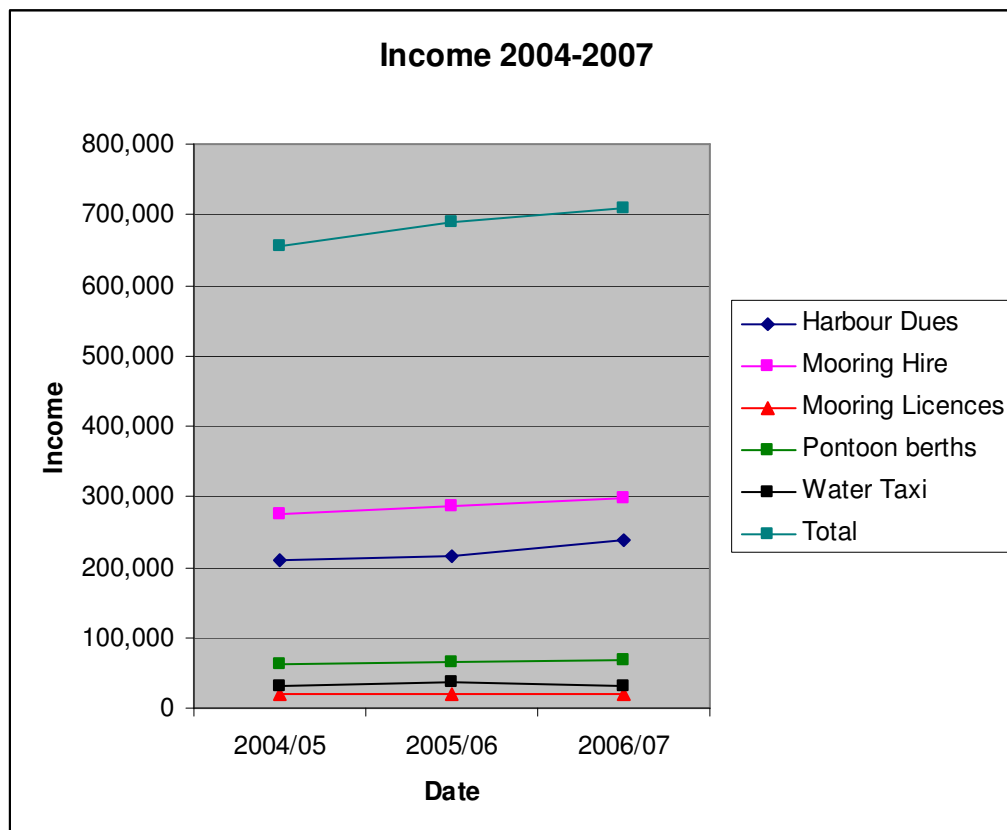
Income Generation

Income is generated from six main sources, these are:

- Harbour Dues
- Mooring Hire
- Mooring Licences
- Pontoon berths
- Water Taxi
- Miscellaneous

Breakdown of Income for the last 3 years:

	2004/05	2005/06	2006/07
Harbour Dues	210,084	215,353	237,043
Mooring Hire	274,465	287,330	296,975
Mooring Licences	18,443	18,863	19,218
Pontoon berths	62,759	64,592	67,219
Water Taxi	30,250	37,607	31,047
Miscellaneous	30,046	32,442	22,878
Total	656,598	689,161	708,625



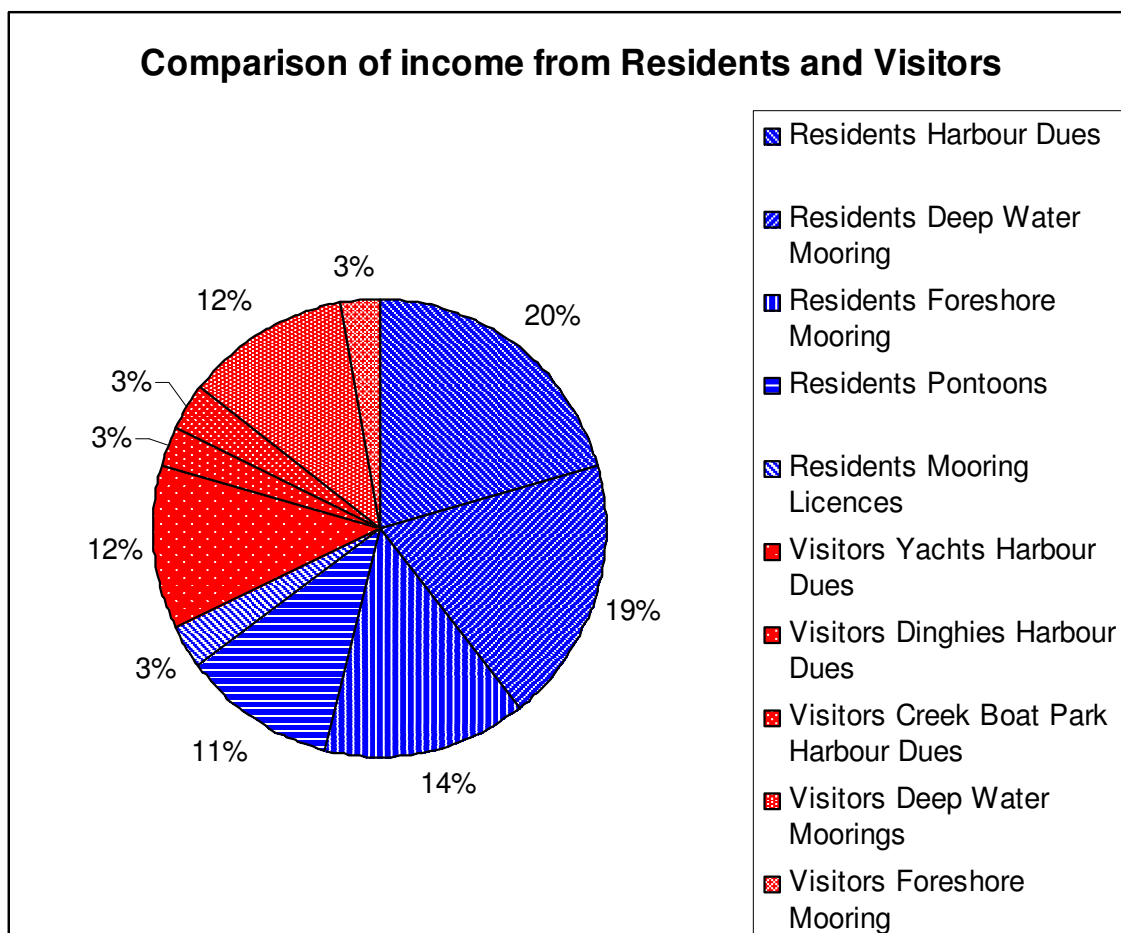
Total income is growing steadily, 5% in 2005/06 and 3% in 2006/07, which is in line with the increases in fees and charges levied to keep pace with inflation. Income from Harbour Dues, Mooring hire and Pontoon Berths follows this trend but the increase from mooring licences is slightly below the trend at 2% increase. This is because the overall number of mooring licences is reducing as customers relinquish their own moorings and they are taken over by the Harbour Authority. Income from the water taxi was up by a massive 24% in 2005/06, reflecting the increase in charges, which were set in 2005 for a three year period. However there was a sharp 17% decline in water taxi income in 2006/07, indicating that there was either a negative reaction to the 2005 price increase, which lagged a year behind the price adjustment, or the customers did not feel that the taxi service offered good value for money. It is proposed to conduct a complete review of the water taxi service to establish the true cost of providing the service, to identify ways of improving the service and, depending on the financial viability of the service, potentially offering opportunities for contracting out elements of or the entire water taxi service delivery.

Residents and Visitors

The customer base for Salcombe can be broadly defined as being Residents and Visitors. To aid understanding, Residents are defined as customers who rent a facility from the Harbour Authority on an annual basis. Residents will normally be resident within the South Hams, but not exclusively as long term facility holders have re-located and retained moorings etc. Visitors are defined as customers who rent a facility for a short term period or enter Salcombe from the sea. Visitors will include second home owners who have been unable to secure a harbour facility on an annual contract.

Comparison of 2006 income from Residents and Visitors:

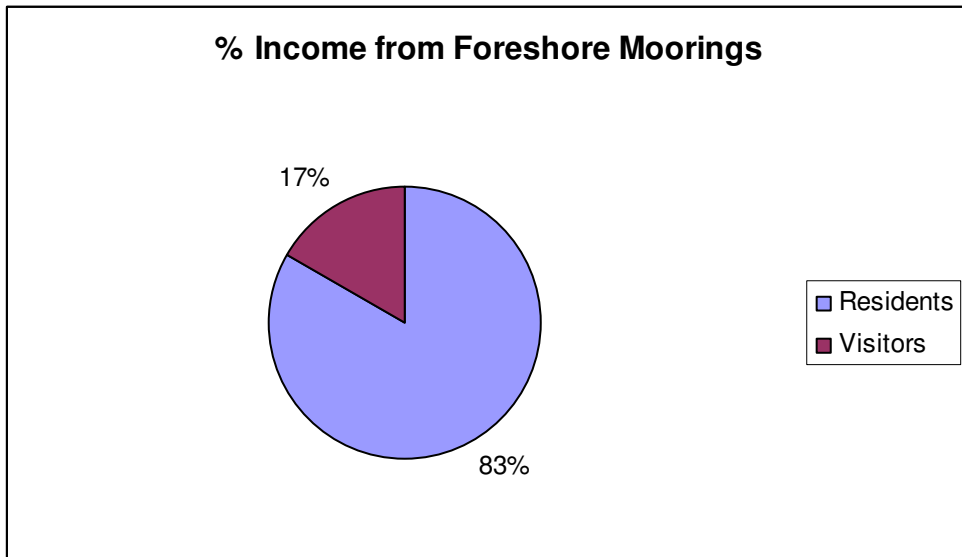
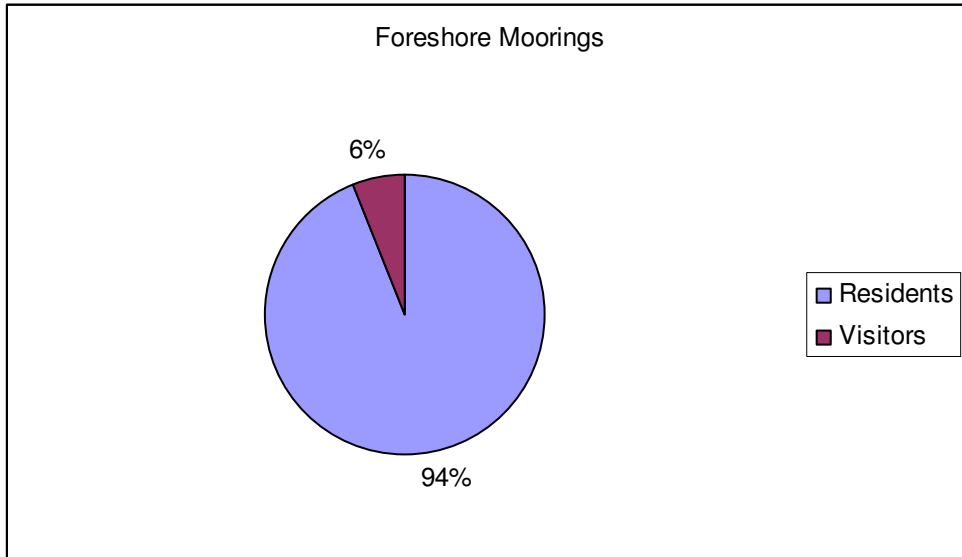
	2006/07
Residents Harbour Dues	127,005
Residents Deep Water Mooring	117,936
Residents Foreshore Mooring	88,978
Residents Pontoons	67,219
Residents Mooring Licences	19,219
Total Income from Residents	401,138
Visitors Yachts Harbour Dues	73,205
Visitors Dinghies Harbour Dues	16,735
Visitors Creek Boat Park Harbour Dues	20,097
Visitors Deep Water Moorings	72,317
Visitors Foreshore Mooring	17,744
Total Income from Visitors	200,098

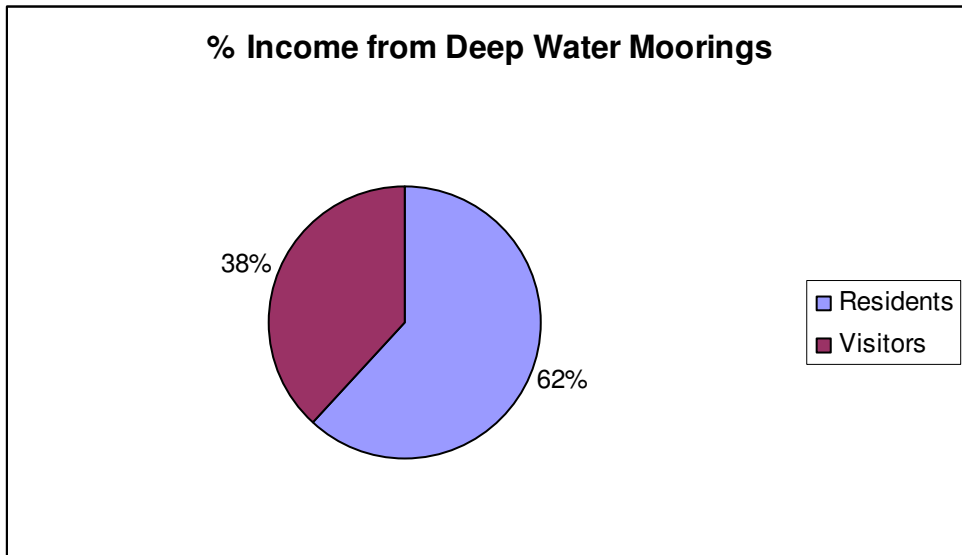
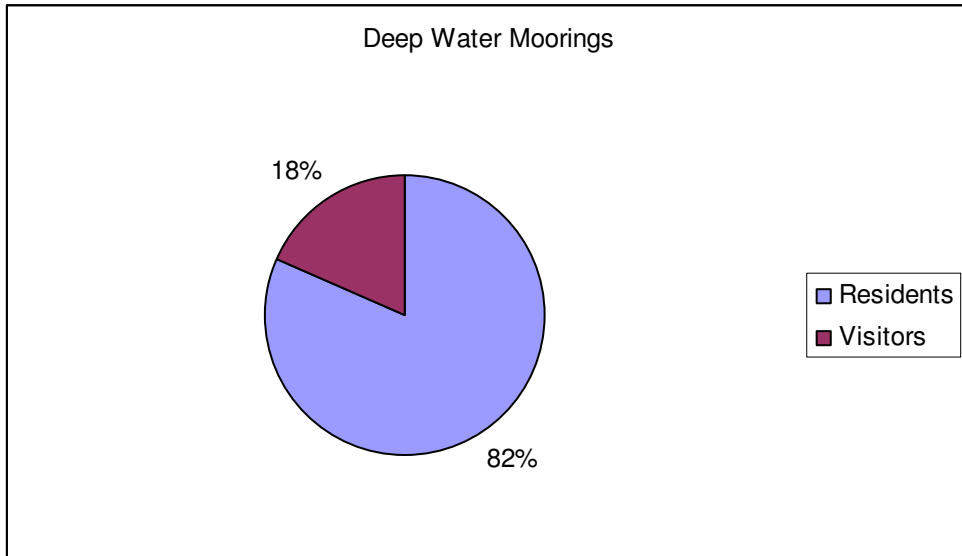


The income split between Residents and Visitors is interesting as it clearly demonstrates that with 67% of the income generated by the residents', they are the Harbour's main customer. There is no room for any real growth in this sector because there is no spare capacity; all the moorings and facilities are fully occupied. On the other hand, there is potential for growth in the visitors' income, particularly if visitors can be attracted outside of the main holiday season.

Comparison of Income from Facilities provided for Residents and Visitors:

	No of Residents Facilities	No of Visitors Facilities	Income from Residents Facilities	Income from Visitors Facilities
Foreshore Moorings	456	29	88,978	17,744
Deep Water Moorings	267	60	117,936	72,317





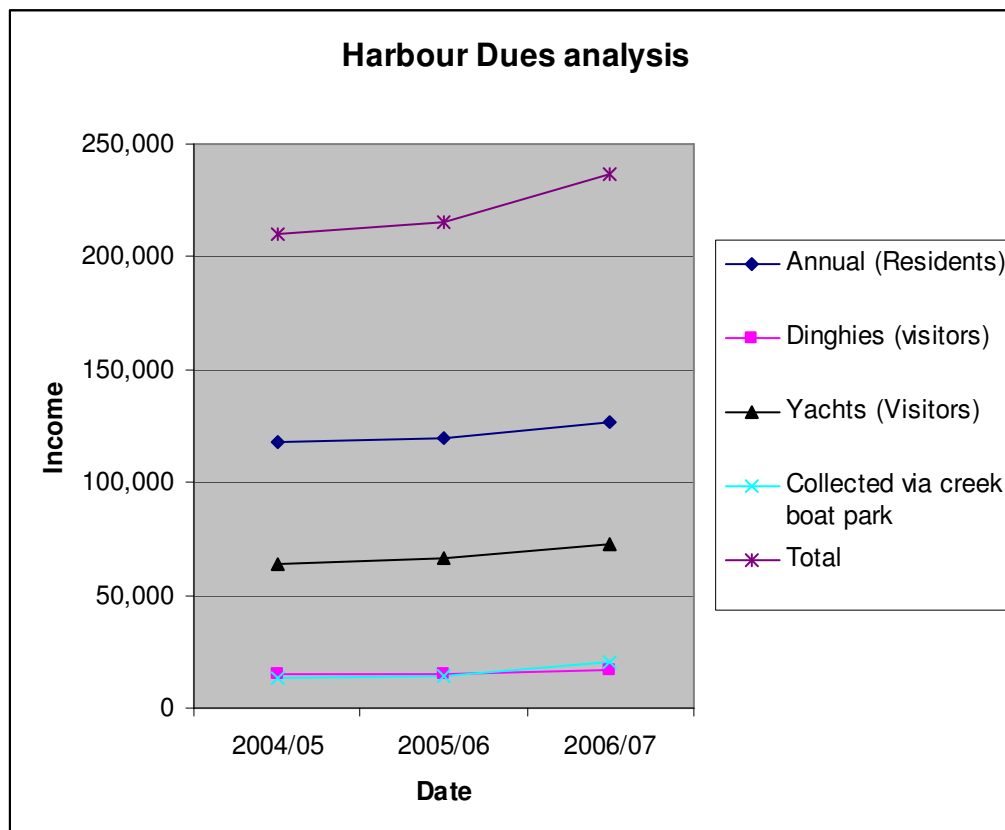
This comparison has been included to highlight the level of income generated by the harbour facilities dedicated to visitors, compared to that from residents. The foreshore moorings generate 17% of the income from 6 % of the facilities, and 38% of income comes from 18 % of the deep water mooring facilities.

There is clearly a need to strike the right balance between the number of facilities provided for Residents and Visitors. Residents are the mainstay of the harbour; however without visitors the harbour would not be financially viable. By increasing the number of facilities for visitors by a small amount, the income generated would be disproportionately high, representing a good return on investment.

There is a growth opportunity here, by carefully managing the number of moorings dedicated to visitors, it should be possible to significantly increase the income to the harbour.

Harbour Dues analysis

	2004/05	2005/06	% Increase	2006/07	% Increase
Annual (Residents)	118,127	120,043	1.6%	127,005	5.8%
Dinghies (visitors)	15,242	14,651	-3.8%	16,735	14.2%
Yachts (Visitors)	63,665	66,290	4.1%	72,317	9%
Collected via creek boat park	13,050	14,370	10.1%	20,097	39.8%
Total	210,084	215,353	2.5%	237,043	10%

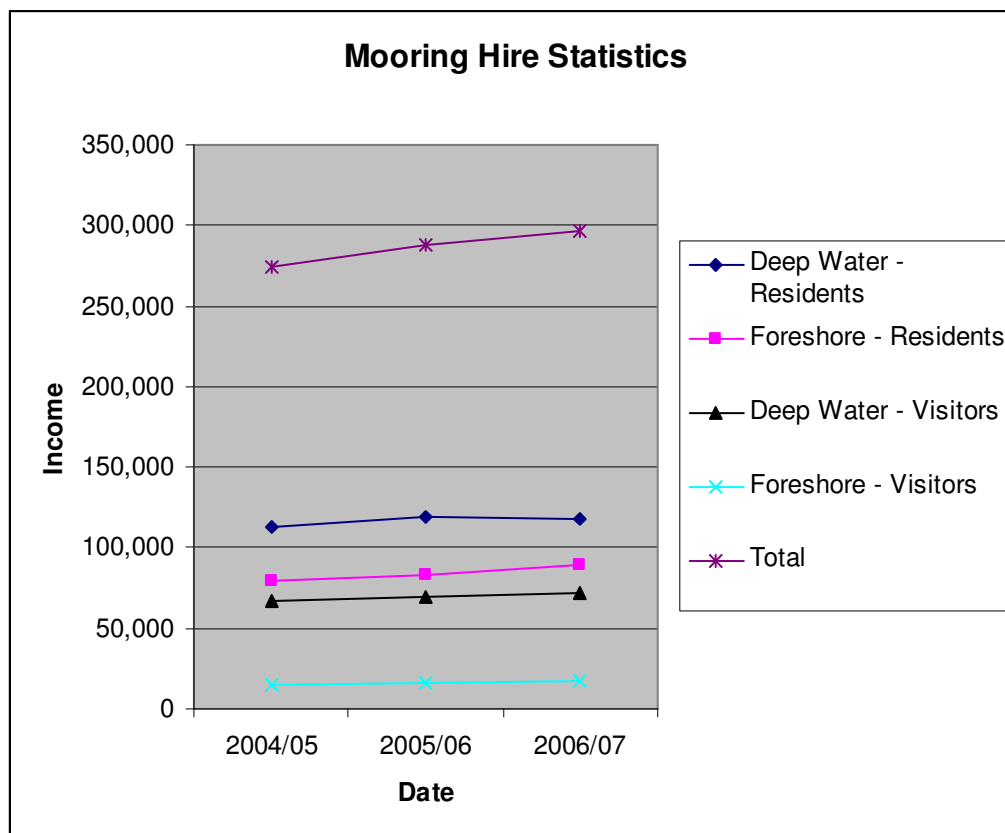


Income from harbour dues has increased in line with the annual price rises although there was a disappointing level of income from visiting dinghies. This could be a reflection on the facilities and accessibility of the slipway and the difficulties visitors find in parking and storing their trailers. This is a clear area for improvement, one highlighted by the 'Sounding Board Survey'. The income collected by the Boat Park Attendants showed a massive 40% increase in 2006/07, set against the relatively poor figures for visiting dinghies, reflecting the benefits of an effective and dedicated Boat Park Team.

There is an opportunity for growth in this service if the limitations of the boat park, car park and slipway can be overcome.

Mooring Hire Income:

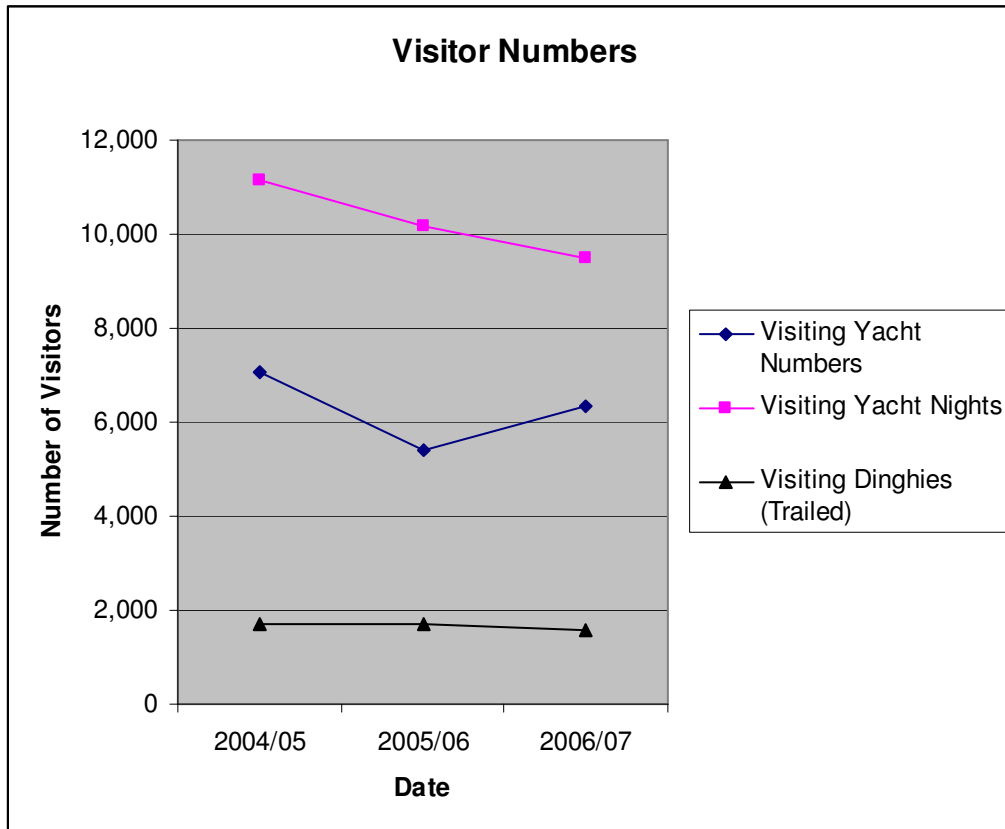
	2004/05	2005/06	% Increase	2006/07	% Increase
Deep Water - Residents	112,851	118,744	5.2%	117,936	-0.6%
Foreshore - Residents	79,112	82,959	4.86%	88,978	7.26%
Deep Water - Visitors	67,118	68,918	2.68%	72,317	4.93%
Foreshore - Visitors	15,384	16,708	8.86%	17,744	6.2%
Total	274,465	287,330	4.69%	296,975	3.36%



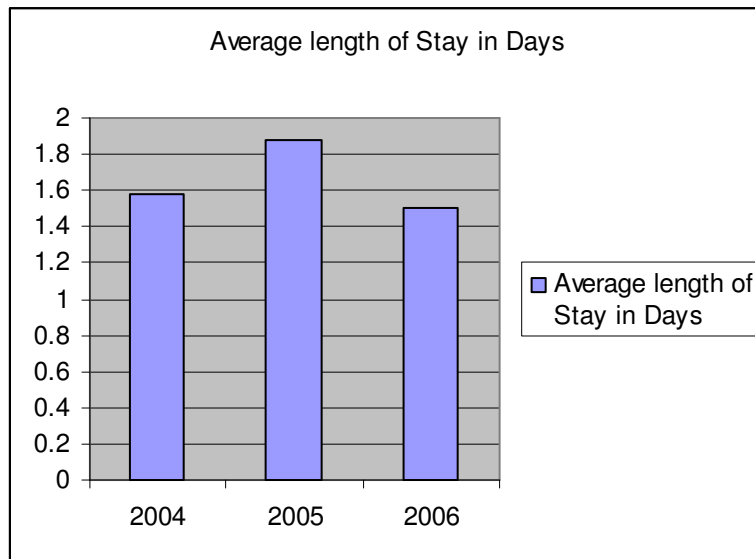
Income from moorings indicates a steady increase in all categories, other than Resident's deep water moorings, where income has decreased by 0.6%. This small decrease, combined with a figure of 3.5% for inflation suggests a real decrease of just over 4%. As the number of resident's deep water moorings has not decreased, it suggests that the average length of vessels within the Harbour has decreased. This situation has been compounded by the poor state of repair of the residents' pontoons, which have had to be used for smaller vessels. This situation should be eased in 2008 when the new residents' pontoons is planned to be commissioned.

Visitor Numbers:

	2004/05	2005/06	2006/07
Visiting Yacht Numbers	7,061	5,414	6,320
Visiting Yacht Nights	11,143	10,185	9,496
Visiting Dinghies (Trailed)	1,723	1,701	1,564



Visitors Length of Stay



The general trend for visitor numbers is down, despite a slight improvement in visiting yacht numbers but not yacht nights in 2006/07. As income is up, it suggests that the length of visitor's boats is increasing. Although the overall number of visitors is up, the total number of visitor nights is down by 7%. There is clearly a need to encourage visiting yachts to stay more than one night and make Salcombe a destination rather than a stopover. The target for 2008 is to increase the average length of stay to 2 days.

The downward trend in visitor numbers also indicates that once visitors arrive, they do not feel as though Salcombe offers value for money and that the overall visitor experience is not what they expected. It is essential that the visitors are made to feel welcome and that Salcombe can offer comparable facilities at a competitive market rate. Re-establishing Salcombe's reputation will take time and effort but the raw materials are second to none, but not a task the Harbour Authority can tackle alone. Many of the factors which affect visitors overall experiences are out with of the Harbour Authorities sphere of influence, not least of which is the weather. In good weather Salcombe offers the perfect beach holiday destination, however in poor weather there are few attractions within Salcombe so visitors leave in order not to be storm bound in the Estuary.

Access to Shore

Access to and from the water and improving dinghy berthing and storage facilities is fundamental to enhancing the boating experience at Salcombe. The facilities for dinghies and tenders to berth or be stored within Salcombe are extremely limited. The use of the back of Normandy Pontoon is reserved for visiting yachtsmen, which leaves Whitestrand for residents and all comers! It is this area of Salcombe's marine infrastructure which is operating hopelessly beyond capacity, particularly during the high season and school

holiday periods. This shortcoming has been recognised by the Harbour Board and has been addressed in the key strategic actions.

Benchmarking against other South West Harbours

Salcombe is in direct competition with other ports along the South Devon and Cornwall coastline for yachtsmen’s custom. The market is split between resident boats, these are customers who live locally or have second homes and wish to keep their boat on a mooring or in a marina all year around and visitors. Visitors again fall into two distinct categories. There are the yachtsmen and small boat sailors who make Salcombe a destination and those who are cruising. The visitors market is the most difficult and fickle, but Salcombe places a great reliance on the income from this sector, which represents 33% of the harbour’s annual income.

Cruising yachtsmen making passage up or down the Channel have a variety of stopover destinations to choose from, the most popular being Tor Bay, Dartmouth, Salcombe, Plymouth, Fowey and Falmouth. Their choice of port and whether or not Salcombe is on the itinerary will depend on a variety of factors outside of the Salcombe’s control. These are the tides, the prevailing weather conditions, their required speed of advance to get to a final destination, the Bar, the local weather and sea conditions around Prawle and Start Point to name a few. However, there are an equal number of factors that are within our control which may influence a cruising yachtsman to stopover or even to make Salcombe a destination. These include, value for money, facilities and the warmth of the reception they receive.

Ideally Salcombe would have been benchmarked solely against other municipal ports; however the yachtsmen making passage up and down the south west coast does not make that differentiation, therefore the comparison includes a variety of municipal and trust ports.

The following comparison of facilities and charges with other South West ports highlights where Salcombe sits in direct comparison with its competitors:

Comparison of Facilities offered by South West Ports						
Facility	Brixham	Dartmouth	Salcombe	Plymouth	Fowey	Falmouth
Showers	Yes	Yes	No	Yes	No	Yes
Fuel	Yes	Yes	Yes	Yes	Yes	Yes
Water	Yes	Yes	Yes	Yes	Yes	Yes
Water Taxi	Yes	Yes	Yes	Yes	Yes	Yes
Electricity	Yes	Yes	No	Yes	Yes	Yes
WiFi	Yes	Yes	No	Yes	Yes	Yes
Careening Berth	Yes	Yes	No	Yes	Yes	Yes
Chandlers	Yes	Yes	Yes	Yes	Yes	Yes
Slipways	Yes	Yes	Yes	Yes	Yes	Yes
Provisioning	Yes	Yes	Limited	Yes	Yes	Yes

Visitors Buoys	Yes	Yes	Yes	Yes	Yes	Yes
Alongside Berths	Yes	Yes	No	Yes	Yes	Yes

This table comparing facilities is by no means comprehensive, but it does demonstrate that Salcombe has fallen behind the competition with a number of basic services.

The other South West ports offer an alongside alternative, this is not and never will be an option for Salcombe, but the fact must be borne in mind. Salcombe is not competing on a level playing field so must make the most of the natural beauty and tranquillity. When the sun is shining this is fine, however when the weather is forecast to be marginal, visitors leave Salcombe 'en masse'. This is a consequence of the lack of facilities, poor communication links to the rest of the South Hams, and the overcrowded restaurants. Tackling this issue is beyond the direct influence of the Harbour Board, but must not be dismissed.

The price comparison has been based on the 2006/07 Annual rates for a 10 metre yacht:

Comparison of Residents Charges between South West Ports						
Facility	Brixham	Dartmouth	Salcombe	Plymouth Cattewater	Fowey	Falmouth
Resident Harbour Dues	241.10	158	85.00	45.00	139.90	0
Resident Mooring Charge (without water or electric)	603.20	870.00	471.00	587.00	333.80	374.57
Total	844.30	1028.00	556.00	633.00	473.70	374.57

It can be seen from the table above that Salcombe is extremely competitively priced for residents mooring charges when compared with other ports in Devon, but marginally more expensive than the Cornish ports.

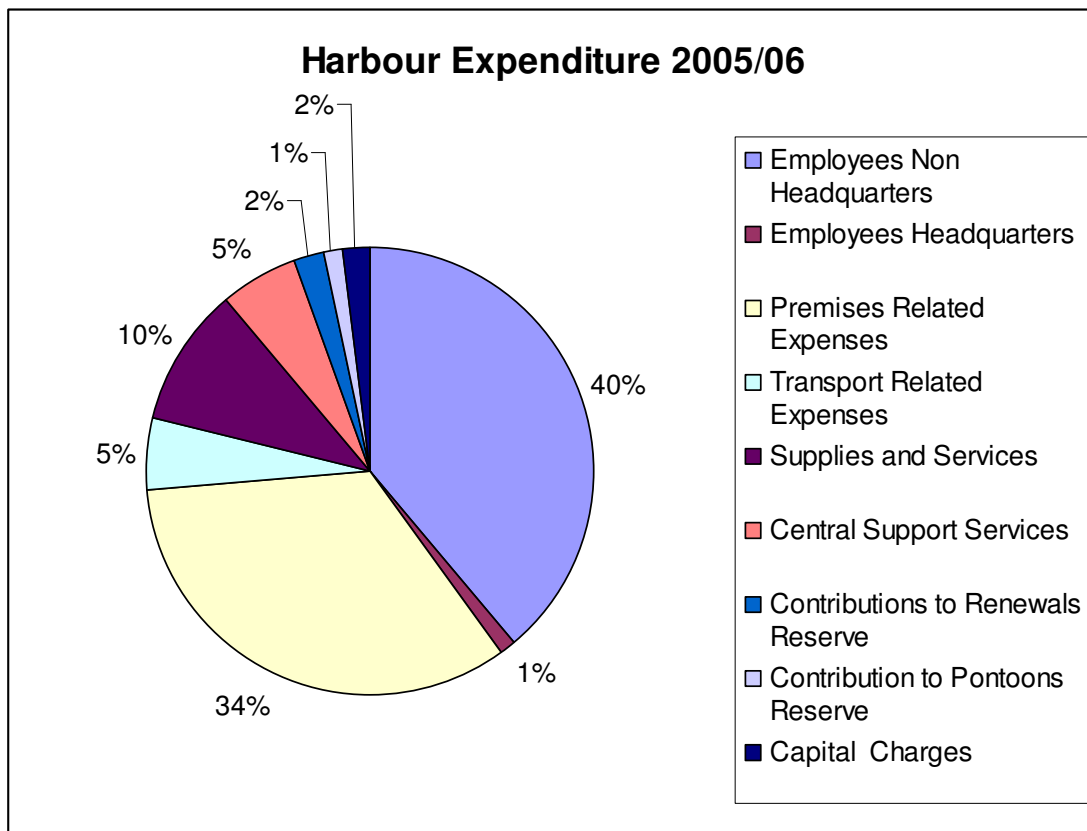
Comparison of Visitors Charges between South West Ports (Includes Harbour Dues)						
Facility	Tor Bay Brixham	Dartmouth	Salcombe	Plymouth Cattewater	Fowey	Falmouth
Visitor Mooring Charge Buoy	N/A	11.50	18.00	11.00	12.50	11.80

Visitor Mooring Charge Alongside	28.50	23.00	N/A	N/A	14.50	18.00
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In contrast to the value for money offered to residents, Salcombe is more expensive than all of the South West ports and, having reviewed the facilities offered, currently represents poor value for money.

Harbour Expenditure

Harbour Expenditure 2005/06	
	2005/06
Employees Non Headquarters	276,747
Employees Headquarters	7,900
Premises Related Expenses	238,591
Transport Related Expenses	36,436
Supplies and Services	72,511
Central Support Services	38,500
Contributions to Renewals Reserve	15,900
Contribution to Pontoons Reserve	10,000
Capital Charges	13,714
TOTAL EXPENDITURE	710,300



After employee costs, which represent 40% of the harbour's expenditure the next biggest commitment at 34% is the Premises Related Expenses. These costs include:

- General repairs and maintenance
- Annual mooring maintenance
- Insurances
- Utilities
- Rents, including the Duchy lease
- Refuse Collection

The Supplies and Services costs at 10% of the expenditure budget include:

- Replacement equipment
- Printing and stationary
- Communications, radios, telephones and postage
- Personal protective equipment and clothing
- Subscriptions to professional bodies, British Ports Association etc
- Port Marine Safety Code independent audit.

Reducing harbour expenditure by improving productivity and operating efficiently and effectively is fundamental to driving down operating costs. This process has commenced with the re-organisation of the staff structure following a review in October 2006. This re-organisation should provide a more efficient use of manpower by consolidating the permanent workforce and removing a reliance on casual contract personnel. In time this should deliver cost savings on employee costs, training costs and enabling more efficient use of expensive resources. Further savings have been identified for the 2007/08 financial year and beyond, in particular the consolidation of the workshops from two industrial units into one, which will realise annual savings in excess of £10,000² a year.

² Rent and Business Rates.

Waiting Lists

With a limited number of facilities and a considerable demand, residents requiring harbour facilities have to endure waiting lists. To qualify for a facility it is a requirement to be a resident of South Hams and paying council tax. It has long been the Harbour Board's policy to give priority for allocation of facilities to local residents. Waiting lists currently range from as little as 1 or 2 years for a mooring in the upper reaches of the Estuary to as much as 20 years for a walk on berth in Salcombe.

Facility	Current Estimated Waiting Time in Years
Victoria Quay Pontoon	20
Shadycombe Pontoon	8
Batson Pontoon	8
Kingsbridge Pontoon	4
Deep Water swinging Mooring	5
Deep water Pontoon	5
Deep Water Mooring (limited draft)	4
Foreshore Mooring Salcombe	4
Foreshore Mooring Creeks	1
Batson Boat Park Compound	3
Batson Dinghy storage	2
Whitestrاند Dinghy Storage	2
New Bridge Dinghy Storage	1
Kingsbridge Dinghy Storage	0

Growth

With the limited growth potential in the residents' sector and the lack of any spare capacity in July and August until facilities can be improved to adequately cope with demand, the only way to generate real growth will be to increase the facility usage by visitors outside the main season.

Salcombe has little or no real estate ashore to expand or improve facilities and major development would not sit well with the Harbour Board's Vision of maintaining the character of the estuary.

Currently there are several distinct zones within the estuary that have different characteristics. There are vast areas of the estuary with no moorings or development which should remain as they are. There is the Bag, which has the majority of the harbour's mooring, but no real marine development, and should be considered as being at capacity. There are the area around Batson Creek and the Kingsbridge Basin that have, in the past, had marine industry and a level of development and should be considered for further development in the future.

Market Penetration Proposals

- Manage the balance between residents and visitors moorings
- Continuous Customer Satisfaction Survey.
- Competitive pricing strategy, including group and out of season discounts.
- Provision of facilities and utilities that are expected by yachtsmen in the 21st century and match those provided by local competitors.
- Increase growth in visitor harbour usage outside of the main holiday periods when the harbour has spare capacity and the manning is geared to service delivery.
- Improve visitor experience by removing hassle factor, which in Salcombe's case is invariably easy access to the town.
- Incentives visitors to stay longer and make return visits.
- Improving facilities ashore which encourage a visiting yachtsman to stay rather than forcing them to move on for basic facilities such as showers and fresh provisions.
- Discounted harbour dues for stays of over 5 days (Current policy)
- Promoting Kingsbridge as a destination within the Harbour.
- Providing WiFi, satisfying the need of business people and children.

Market Development Proposals

- Encourage visiting dinghy fleets for open meetings.
- Encourage eco/green tourism.
- Advertise discounts to groups outside peak season.
- Advertise winter discounts.
- Advertise access to swimming beaches.
- Improve facilities.

Product Development Proposals

- Use current facilities more effectively. The pontoon berths within Salcombe have vessels that rarely move, and some that only move during the high season. With a facility to dry store vessels ashore, the overall number of craft that could be accommodated would be greatly increased. Berths could be offered to customers during off peak weeks through the summer season.
- Operating the winter storage along boatyard lines rather than a winter car park, either by the harbour staff, in partnership with a boatyard or by contracting out the service.

Salcombe SWOT Analysis

STRENGTHS	WEAKNESSES
Dedicated and experienced staff	Lack of facilities
Natural Harbour AONB	Weak infrastructure
Passionate local population	Little room for growth
Support of SHDC	Limited opportunities for development
Diversity and richness of natural environment	No Strategic Business plan
Statutory legislation ensures firm control	Expensive destination
Comprehensive byelaws	Damaged reputation
Sandy Beaches	Very limited commercial income
Fit for purpose Harbour Board	
OPPORTUNITIES	THREATS
Local Businesses	Resistance to change
Boom in leisure	Changes in boating trends
Active shell fishing fleet in salt water estuary	Damage to reputation
Relatively blank canvas	Increasing expectations from boating public
Some discrete development opportunities	Falling behind the competition
New Harbour Board	Commercial fishing stops from Salcombe
Trans generational issues – recurring phases through life	Long term capital provision
Shoulders of the main season	Global Warming
Trend for green tourism	
External funding opportunities	
Global Warming	

Sales and Marketing

Salcombe has not advertised to date, it could be argued that the Harbour has not had to advertise, particularly as there are waiting lists for all residents' facilities and, during the high season, the harbour is operating at or beyond capacity.

Outside of the high season Salcombe has spare capacity, which if utilised, could generate additional income to re-invest into harbour facilities.

The problem with advertising is that the harbour could attract more visitors in the summer, which can not be catered for properly, and so damage the Harbour's reputation and so the whole activity could be counter productive.

The Salcombe harbour web site will be an important tool to advertise promotions and deals being offered by the harbour Authority outside of the peak season. Keeping the web page up to date will be essential.

Salcombe has an extensive entry in Reeds Nautical Almanac, which is updated annually. There was a six page feature in the February edition of Sailing Today, which was very positive and should bring Salcombe back to the attention of the sailing public. Projecting the right image and providing an enjoyable experience will be essential to capitalize on this positive publicity.

Expectations are constantly rising, particularly as most harbours have marina style facilities, which the boating public are quickly adapting to. Salcombe is a different destination. In an ANOB and SSSI Salcombe does not currently have any marina facilities. Any advertising must therefore capitalise on Salcombe's strengths and so attract yachtsmen that will appreciate Salcombe for what it is and not be disappointed by what it is not.

Many visitors are unaware of the estuary above Snape's Point. Many discover The Bag only because there is a southerly gale and they have to move from the moorings off Salcombe Town for a more comfortable nights sleep. Even fewer venture above Tosnos Point and only the most intrepid explorers get as far as Kingsbridge. To increase visitor's horizons beyond Salcombe to the entire estuary could encourage visitors to stay longer and explore.

Targeted advertising is the key to increasing usage outside of the high season. Salcombe is a small boat harbour, so attracting rallies of class associations outside of the main holiday period would be beneficial to the Harbour and local businesses. Having visited and explored as a group, providing the experience is positive, the probability of an individual returning is greatly increased.

Exploring opportunities and possibilities for developing joint working practices with other South Hams ports should be explored.

The best form of advertising is word of mouth and personal recommendation. Get the product right and deliver a good service which is seen as value for money and the yachtsmen who have deserted Salcombe will hopefully return.

Future Funding Strategy

Revenue Budget

The revenue budget has historically been set as a balanced budget, with contributions to reserves to fund replacement of capital items. The terms of the lease with the Duchy of Cornwall state “that the Council shall use its best endeavours to operate and manage the demised premises and the Ports and Havens thereof in an efficient and business-like manner...” the implications of this are that it is reasonable for the Duchy, as the landlord, to require a commercial rent in return for premises and therefore mooring charges. Mooring charges within the Estuary are lower than the current market rate and therefore an adjustment to redress this imbalance should be expected to be factored into future budgets. New capital projects have been funded by borrowing funds from the District Council, supplemented by funds from reserves built up as a result of surpluses generated in year.

Harbour Reserves

On considering the Reserve funds, it is clear that the provision for the maintenance and replacement of pontoon infrastructure is not being adequately addressed. The renewals reserve has covered some aspects of the pontoons maintenance in the past, but not all of them.

To understand the scale of the cost of maintaining and replacing all harbour plant and infrastructure, including the pontoons, a comprehensive replacement strategy has been developed. The cost of replacing the aging infrastructure must be quantified in order to allow informed decisions to be made about financing replacement plant and infrastructure.

The Harbour has three reserve accounts:

Reserve	Balance at 31 March 2007	Estimated Balance at 31 March 2008
General Reserve	154,158	64,158
Pontoon Reserve	29,122	40,348
Renewals Reserve	166,511	75,866
Total	349,711	180,372

The major expenditure during 2007 will be the replacement of the residents' pontoons³, replacing a patrol launch and engine, a remote berthing pontoon and legal fees for the Duchy of Cornwall lease negotiations.

³ £175K from reserves and £150K capital loan from SHDC.

General Reserve

There is no regular contribution to the General Reserve. Any surplus generated in year is transferred to the General Reserve at the end of the financial year, alternatively any unforeseen over expenditure or shortfall in projected income will be balanced from the General Reserve. Historically this reserve has built up steadily over the year which has provided a fund to contribute towards capital projects. No change in this strategy is proposed at this stage of the Strategic Planning Process.

Repairs and Renewals Reserve

The purpose of the Repair and Renewals Reserve is to replace capital items including:

- Harbour launches
- Marks and beacons
- Repairs to existing pontoons
- Maintenance dredging
- Moorings barge
- Crane
- Fork lift truck

The amount contributed to this reserve fund has risen steadily over the years with a contribution of £27,900 in financial year 2007/08. A complete review of the renewal programme up to the year 2020, including the removal of all berthing pontoons, has resulted in a reappraisal and reduction of the annual contribution to £21,000 for the period of the plan.

The planned programme of works for the five year period of the Plan is as follows:

Year	Renewals Reserve Project	Estimated Cost
Year 1 2007/08	<ul style="list-style-type: none">• Replacement Dory• Dory Outboard• Remote dinghy berthing pontoon	£5,000 £4,000 £7,000
Year 2 2008/09	<ul style="list-style-type: none">• Maintenance Dredging• Replacement Dory• Launch engine• Dory Outboard• Mooring Barge Refit• Refuse Pontoon• Radar speed gun	£25,000 £5,000 £6,000 £4,000 £7,000 £4,000 £2,500
Year 3 2009/10	<ul style="list-style-type: none">• Replacement Dory• Launch engine• Dory Outboard• Replacement Fork Lift Truck• Harbour Van	£5,000 £6,000 £4,000 £10,000 £10,000
Year 4	<ul style="list-style-type: none">• Replacement Dory	£5,000

2010/11	<ul style="list-style-type: none"> • Launch engine • Dory Outboard • Barge winch engine • Refuse Pontoon • Mig welder • Compressor 	<p>£6,000</p> <p>£4,000</p> <p>£3,000</p> <p>£4,000</p> <p>£2,500</p> <p>£1,500</p>
Year 5 2011/12	<ul style="list-style-type: none"> • Launch engine • Blackstone Beacon • Sewage pump tank 	<p>£6,500</p> <p>£4,000</p> <p>£10,000</p>

Pontoon Reserve

The contribution to the Pontoon Reserve in financial year 2007/08 was £10,000. However there was no structured plan for the replacement of the pontoons. Replacement of marine infrastructure is extremely expensive; consequently capital borrowing has been the normal way to fund replacement. Given that marine infrastructure has a finite life of 20 to 25 years an outline replacement programme has been produced to gauge the level of investment that will be required. Assuming a 20 year life the annual investment required would be £50,000. However, there is a problem in year 4 of the plan when Batson Pontoons will need to be replaced; the projection is for a £215,000 shortfall in funds which would have to be made up from capital borrowing. Repayments on this loan would be £17,000/year.

Year	Pontoon Reserve Project	Estimated Cost
Year 1 2007/08	<ul style="list-style-type: none"> • Residents Pontoons • Normandy Piles 	<p>£300,000</p> <p>£15,000</p>
Year 2 2008/09	<ul style="list-style-type: none"> • Whitestrand end pontoons 	£30,000
Year 3 2009/10	<ul style="list-style-type: none"> • Normandy Pontoons • Visitors Pontoons 	<p>£30,000</p> <p>£80,000</p>
Year 4 2010/11	<ul style="list-style-type: none"> • Whitestrand Piles • Batson Pontoons 	<p>£20,000</p> <p>£250,000</p>
Year 5 2011/12	<ul style="list-style-type: none"> • Victoria Quay Pontoons and Piles 	£70,000

Overall Contribution to Reserves

The overall contribution to the Reserves needs to be increased to £71,000/year from 2008⁴ in order for the current harbour infrastructure to be maintained.

⁴ This is a combined figure for the Renewals Reserve and the Pontoon Reserve which was £28k and £10k respectively in 2007/08.

New Capital Projects

The proposals for new capital projects, which will improve the facilities within the Harbour, are detailed at Appendix 1. These capital improvements are in support of the Harbour Board's Strategic Objectives. Further capital requirements are expected to arise from the numerous reviews detailed within the Key Strategic Actions and the future capital programme will be revisited and revised annually to reflect the changing priorities and requirements of the harbour users. New capital projects, not already planned to be funded from the Repairs and Replacement Reserve, include:

Year	Proposed New Capital Project	Estimated Cost
Year 1 2007/08	No planned new capital projects	
Year 2 2008/09	<ul style="list-style-type: none"> • Brow pontoon and dinghy storage adjacent to Batson Slipway • Provision of Fresh Water to Kingsbridge • Provision of Fresh Water to Bag 	50,000 5,000 5,000
Year 3 2009/10	<ul style="list-style-type: none"> • Introduce zones for maritime activities • Improved berthing arrangements at Kingsbridge • Provision of Black water disposal into sewage system 	5,000 20,000 2,000
Year 4 2010/11	<ul style="list-style-type: none"> • Hydrographical survey of harbour • Extend Normandy pontoon • Improved berthing arrangements at Kingsbridge 	10,000 25,000 5,000
Year 5 2011/12	<ul style="list-style-type: none"> • Brow pontoon adjacent to Cliff House Gardens • Improved berthing arrangements at Kingsbridge 	50,000 5,000

Budget Forecast 2007 - 2011

This is a forecast based on the following assumptions:

4% increase in revenue expenditure year on year

Contribution to Reserve will be increased to £71,000

A loan of £215,000 is taken in 2010 for Batson pontoons

New capital projects, as detailed within the Key Strategic Actions Appendix, are approved and financed.

Projected Income and Expenditure showing projected annual % increase in prices to meet shortfall assuming capital projects are financed from reserves

Projected Income and Expenditure in £K to 2011					
	2007/08	2008/09	2009/10	2010/2011	2011/12
Revenue Expenditure	703	730	760	790	820
Renewals/Pontoon Reserve	38	71	71	71	71
Capital Projects		60	32	40	55
Batson Pontoon loan repayment				17	17
Total Expenditure	741	861	863	918	963
Income Required	741	861	863	918	963
Annual % Increase in Income Required	0%	16%	<6%	6%	5%

Financial Strategy

Choosing the most appropriate strategy to fund the maintenance and replacement of the Harbour infrastructure will have implications for the viability of the Harbour for the next 25 years, therefore it must be right.

Having considered a range of strategies The Board have decided that the budget deficit should be raised by a combination of capital borrowing and increases in fees and charges. A pure capital borrowing strategy was considered and discounted as being unviable. The projections detailed in the projected income and expenditure table are based on 2005/06 to 2006/07 expenditure rates and assume no growth in business. Increased real growth and operating efficiencies should contribute to annual increases in the Harbour's revenue budget surpluses, which will reduce the reliance on annual price rises.

A price increase of 16% in year 2 followed by an increase of ≤6% in the following three years are forecast. The level of the annual increase will be kept under constant review as circumstances change and the assumptions these calculations are based on may change.

This strategy should enable the Harbour Board to minimise the requirement for capital borrowing and provide a realistic reserve to fund repair and replacement of infrastructure and improve facilities with new infrastructure and facilities.

Within the life of the Business Plan the Board will also explore other external funding streams which would enable it to deliver its plans.

A 16% increase in charges sounds like a large increase, however Salcombe will still be the least expensive harbour on the south Devon Coast by a considerable margin. To understand the scale of increases associated with a 16% rise some representative charges have been calculated.

Representative Charges with 16% increase			
	2007/08	16% increase	Increase in £
Deep water mooring for a 10 metre boat	485.50	563.18	77.68
Harbour Dues on a 10 metre boat	100.30	116.35	16.05
Mooring and Dues for a 10 metre boat	585.80	679.53	93.73
Foreshore mooring 5 metre boat	146.25	169.65	23.40
Harbour Dues for a 5 metre boat	26.75	31.03	4.28
Foreshore mooring and dues 5 m boat	173.00	200.68	27.68
Batson Pontoon 2 metre beam berth	184.29	213.78	29.49
Batson Pontoon and dues 5 metre boat	211.04	244.81	33.77

Key Strategic Actions

The Harbour Boards vision is 'To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of resident and visiting yachtsmen for the 21st century'. Strategic Business Objectives with their key strategic actions designed to deliver their Vision are set out below and detailed in Appendix 1.

- The provision of a first class service to residents and visitors
 - Policy Review
 - Conservancy
 - Service Improvements
 - Customer Focus
- Environmental Stewardship
 - Maintain the Character of the Estuary
 - Promote distinct character of the Salcombe and Kingsbridge Estuary
- Long term security of tenure
 - Renewal of Duchy Lease for fundus
- Development of Salcombe's harbour infrastructure
 - Improve access to Salcombe town
 - Improve facilities
- Development of Kingsbridge's harbour infrastructure
 - Improve access to Kingsbridge
 - Improve facilities

Plan Review

The Strategic Business Plan will be reviewed and updated annually, normally between the end of the financial year and the setting of the fees and charges for the following year. Once established it is an aspiration to progress to triennial setting of fees and charges, which will be reflected in the Strategic Business Plan.

Key Strategic Actions 2007-2011

What	How	Why	When	Estimated Cost	Remarks
1. Provide a first class service to residents and visitors					
1.1 Undertake a full Policy Review	1. Salcombe Harbour Policy Document	Current policy document does not reflect changes brought about by Port Marine Safety Code and DfT's Municipal Ports Review.	Revised by March 2009 (Year 2)	Officer time and Harbour Board time only	Fundamental to all harbour business
	2. Harbour Dues and Charges Policy	Current charging structure complicated and in need of revision.	2008/09 charges to be set by December 2007 (Year 1)		Triennial charging to be considered.
	3. Moorings Policy	Current policy in need of revision.	Revised by December 2007 (Year 1)		
1.2 Maintain Conservancy of Harbour and Estuary	1. Carry out hydrographical survey of the Harbour	To ensure conservancy responsibilities and maintenance ensures safe navigation.	2010/11 (Year 4)	Estimate £10,000.	Area around Blackstone surveyed between 1978 and 1981. Main harbour area last surveyed in 1961.

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12

Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
What	How	Why	When	Estimated Cost	Remarks
	2. Undertake maintenance via dredging as required.	Harbour constantly silting, particularly the Kingsbridge basin and maintained channel to Batson Quay.	2009/10 (Year 2)	Estimate £25,000 to be funded from Renewals and repair budget	Bolt Head site PL019 is still open to dumping of maintenance dredging, with a capacity of 2,800 tons/year.
1.3 Carry out a review of various harbour services	1. Security arrangements in Estuary.	To deliver real improvements in line with customer expectation.	Review by December 2007. (Year 1)	Officer time only for review.	Night security has been provided by private contract for at least 10 years.
	2. Operation of Boat Park and Winter Boat Storage.		Implement revised arrangements for 2008. (Year 2)	Future security/patrol costs dependent upon outcome of review.	
	3. Operation of Water Taxi service.		For 2008/09 winter storage (Year 2)	Officer time only	Dinghy Park access, security, and flow of boats at busy times raises concern.
			2008/09 (Year 2)		With Salcombe not having any alongside berthing, access to and from moorings needs to be efficient. The water taxi has a fundamental role to play in this task.

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12

Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
What	How	Why	When	Estimated Cost	Remarks
	4. Develop cost centre budgeting.		2008/09 (Year 2)		To better inform service costs.
1.4 Improve customer focus.	1. Source information on Harbour users.	To better inform service delivery and increase customer satisfaction.	Start: 2007/08 (Year 1) End: 2008/09 (Year 2)	Officer time only to begin with. Costs to be detailed as part of review.	To understand who uses the Harbour.
	2. Assess users' views of harbour services				
	3. Review communication methods.				From simple signage to public access, customer contact, and other technological improvements.
2. Undertake Environmental Stewardship of the Harbour and Estuary					
2.1 Maintain the character of the Estuary	1. Support to Estuary Management Plan	Champion environmental stewardship and management responsibilities for SSSI & Local Nature Reserve.	Ongoing	Officer time only	Monitored by Salcombe and Kingsbridge Estuary Forum (Harbour Community Forum)

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12

Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
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What	How	Why	When	Estimated Cost	Remarks
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	2. Introduce zones for maritime activities	To protect the natural environment through segregation of activities.	Start: 2007/08 (Year 1) End: 2009/10 (Year 4)	£5,000 (Year 3) – grant funding may be available for some projects	
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2.2 Promote distinct character of the Salcombe and Kingsbridge Estuary.	1. Develop projects from an Interpretation Audit and Plan.	Encourage sustainable recreational use of estuary	Start: 2007/08 (Year 1) End: 2009/10 (Year 4)	Officer time only	Well planned interpretation will help visitors to understand the value of the area.
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3. Develop Salcombe's Harbour infrastructure					
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3.1 Improve access (land to water and water to land).	1. Review and improve access in Salcombe town, provide alternatives to Whitestrand	Over-use of and total reliance on Whitestrand Pontoon as main access point to town creates health and safety concerns.	Initial measures in place to improve access by July 2007. (Year 1) Add further measures to	In 2007, Officer time only. Further estimated costs for Infrastructure improvements to include:	Infrastructure improvement will be considered along with improvements to taxi and provision of viable alternatives to improve situation at
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Year 1: 2007/08	Year 2: 2008/09	Year 3: 2009/10	Year 4: 2010/11	Year 5: 2011/12
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		improve access (infrastructure improvements) from 2008 onwards.	Extend Normandy £25,000 • (Year 1) Remote tender	Whitestrand Pontoon. 44of47
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Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
What	How	Why	When	Estimated Cost	Remarks
				pontoon £50,000	
	2. Review and improve operation of slipway usage and Boat Park.	Slipway represents a significant risk. Demand for car and trailer parking constantly rising.	Review by March 2008 (Year 1) Infrastructure Improvements 2008 (Year 2)	(Year 2 Brow pontoon Batson Slip £50,000)	In conjunction with other service improvements.
3.2 Improve facilities	1. In conjunction with SHDC, review facilities for fisherman	To maintain fit for purpose facilities to meet future requirements.	2009/2010 (Year 4)	TBC	The Fish quay is a SHDC asset managed on daily basis by the Harbour Authority.
	2. Review provision of facilities for harbour users	Salcombe's facilities have fallen behind market expectations and tightening environmental protection requirements.	Start: 2007/08 (Year 1) End: 2009/10 (Year 3)	<ul style="list-style-type: none"> • Fresh Water to Bag £5,000 (Year 2) • Black Water disposal £2,000 (Year 3) 	To include provision of: <ul style="list-style-type: none"> - Showers - Fresh water - Black water - Waste disposal
	3. In conjunction with SHDC, review options for sensitive development	Batson potentially provides an opportunity for development that will support	Review only End 2011 (Year 5)	Officer time only	

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12

Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
What	How	Why	When	Estimated Cost	Remarks
	within Batson Creek, Shadycombe Creek and car park area.	Harbour Board's Vision and Strategic objectives			
4. Development of Kingsbridge's Harbour infrastructure					
4.1 Improve facilities	1. Review provision of facilities for harbour users	Kingsbridge's facilities have fallen behind market expectations.	Start: 2007/08 (Year 1) End: 2009/10 (Year 4)	<ul style="list-style-type: none"> • Fresh Water £5,000 (Year 2) • Brow access and pontoons £20,000 (Year 3) • Additional Pontoons £5,000/year (Years 4 & 5) 	To include provision of: <ul style="list-style-type: none"> - Fresh water - Electricity - Waste disposal - Maintenance facilities - Pontoon berths with brow access
4.2 Improve access	2. Review access to and from Kingsbridge from the sea	Kingsbridge is an integral part of the Harbour's infrastructure	Conduct review by December 2008. (Year 2)	TBC	In conjunction with SHDC, to include slipway and ferry.

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12

Salcombe Harbour Authority				Key Strategic Actions (2007-2011)	
What	How	Why	When	Estimated Cost	Remarks

5. Long term security of tenure					
5.1 Renew lease for fundus	1. Re-negotiate lease with Duchy of Cornwall	Currently on holdover of lease since 2004	2007/08 (Year 1)	£10,000 for lease negotiations and fees; from General Reserve	

Year 1: 2007/08

Year 2: 2008/09

Year 3: 2009/10

Year 4: 2010/11

Year 5: 2011/12