WEYMOUTH HARBOUR ADVICE

FINAL REPORT – PUBLIC EDITION

OCTOBER 2017

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Introduction

Loss of the ferry service in 2015 presented Weymouth Harbour with a significant commercial challenge due to the resulting drop in revenue

This now presents the opportunity for the overall reorientation of the harbour, and for the ferry terminal to be redeveloped

Weymouth Harbour can adopt a new vision based on optimising its position as the UK's leading sea angling harbour, growing marine leisure, and supporting potential growth in fisheries

This document provides advice on options to achieve this, assuming that the harbour walls and the pier will be repaired and remain fit for purpose

1. CONTEXT FOR WEYMOUTH HARBOUR

Operations and assets

Weymouth Harbour (see next page) extends from Westham Bridge to Town Bridge (Inner Harbour), Town Bridge to the eastern extremity of the Stone (or South) Pier (Outer Harbour) and from a point 1.7 miles east of the eastern end of the Nothe to the Borough boundary at Redcliff Point, and includes all of the bathing waters in Weymouth Bay.

Weymouth and Portland Borough Council (W&PBC) is the Statutory Harbour Authority for the port of Weymouth.

Overall performance and strategic management of the harbour is the remit of the W&PBC's Economy, Leisure and Tourism Service.

Day to day operations are the responsibility of the Harbour Master - Weymouth Harbour Authority.

The employer for the Weymouth staff is W&PBC which sets the pay, terms and conditions etc.

Under the shared partnership with West Dorset Council the Service Manager also oversees Lyme Regis and West Bay Harbours.

The harbour is used for commercial fishing and sea angling operations, is the home port for a large fleet of leisure craft and it is a popular destination for visiting craft. Dominating the centre of the Town, the harbour is a major attraction for the tourist industry.

There is little commercial shipping and the last ferry service closed in 2015.

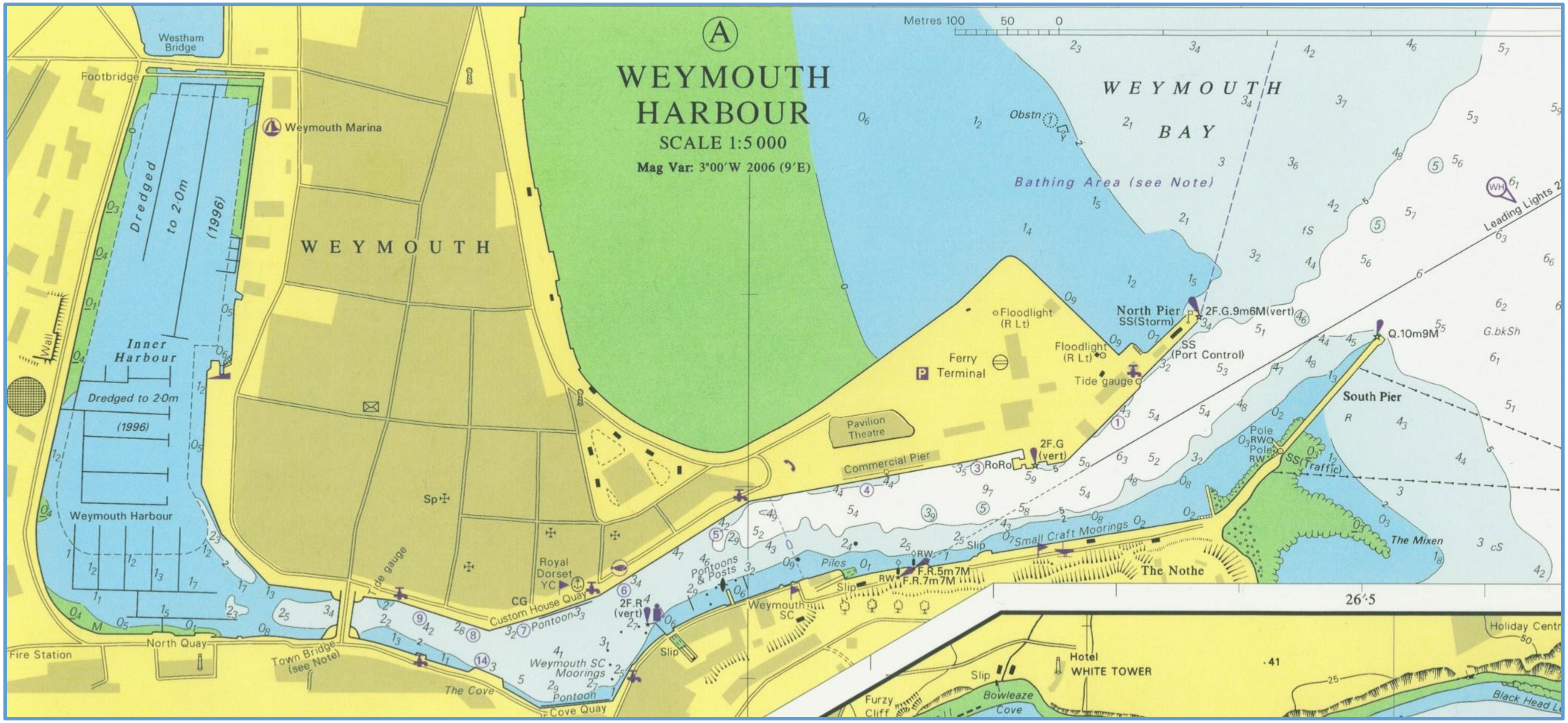
Assets

The main assets considered to be in the harbour estate are as follows:

- No. 13 Custom House Quay - Harbour Master's office complex and visitors' reception, showers, laundry and toilet facilities, and garage to the rear
- Ferry Terminal Area - Terminal Building including café and offices, stores, marshalling area, arrivals hall, Customs inspection sheds and port offices
- Quay Building (former departures hall) – currently disused
- Roll On/Roll Off linkspan
- Permanent quayside moorings – 99 berths
- Marina pontoons – 409 berths
- Chain and Sinker Moorings - 30 berths + 21 tenders. The tenders are berthed on the walk-ashore pontoon, not part of the buoy moorings
- Chapelhay toilets and showers
- Weymouth Town slipway
- Stone Pier and Pleasure Pier
- Weymouth Angling Club building
- Areas leased to Weymouth Marina, Weymouth Sailing Club, Weymouth Gig Rowing Club, Sea Cadets Training Centre, Automarine Services and the Ferry Steps Kiosk

There are approximately 4.5km in plan length of harbour walls (including the peninsular), much of it in need of repair.

Weymouth Harbour



Revenues

Until 2012, harbour revenues had risen most years, from under £1 million in 1998/9 to nearly £2 million in 2011-12 (excluding transfers).

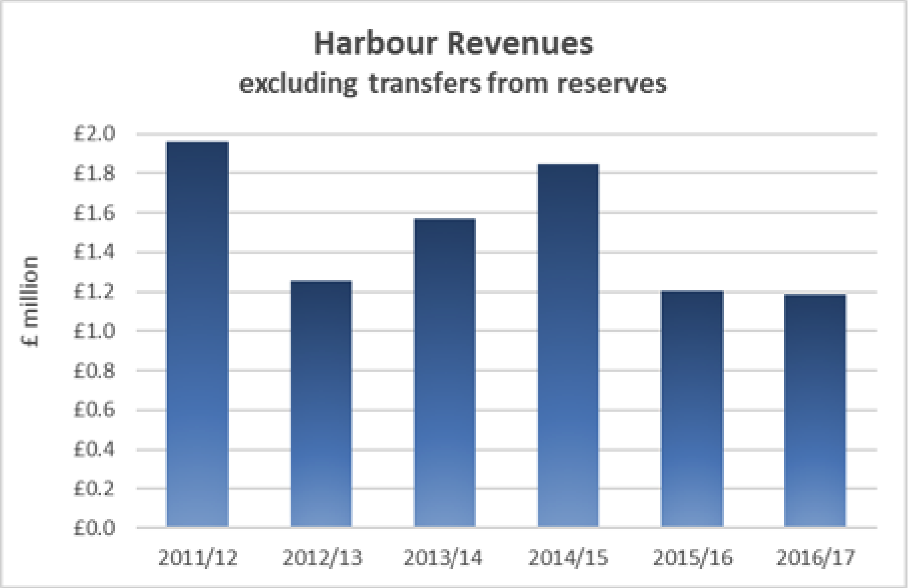
During this period the harbour had produced a significant financial dividend for W&PBC, but this had been achieved against a backdrop of little investment and minimal maintenance.

The temporary cessation of Condor Ferry operations in 2012, and subsequent permanent closure of the service, has had a significant impact on revenues.

Total revenues from Condor operations reached £0.73 million in 2011-12, roughly 40% of harbour income, and in 2015 these revenues were lost.

Following the loss of Condor, the WHA has done well to increase revenues from other sources:

- Excluding income from the ferry terminal, revenues have been increasing year on year and are 9% higher in 2016/17 than 2014/15.
- This compares favourably with other harbours – for the last reported year revenues at Cowes and Poole rose by 4.5% and 3.4%, while revenues at Yarmouth (IoW) fell by 2.5%.

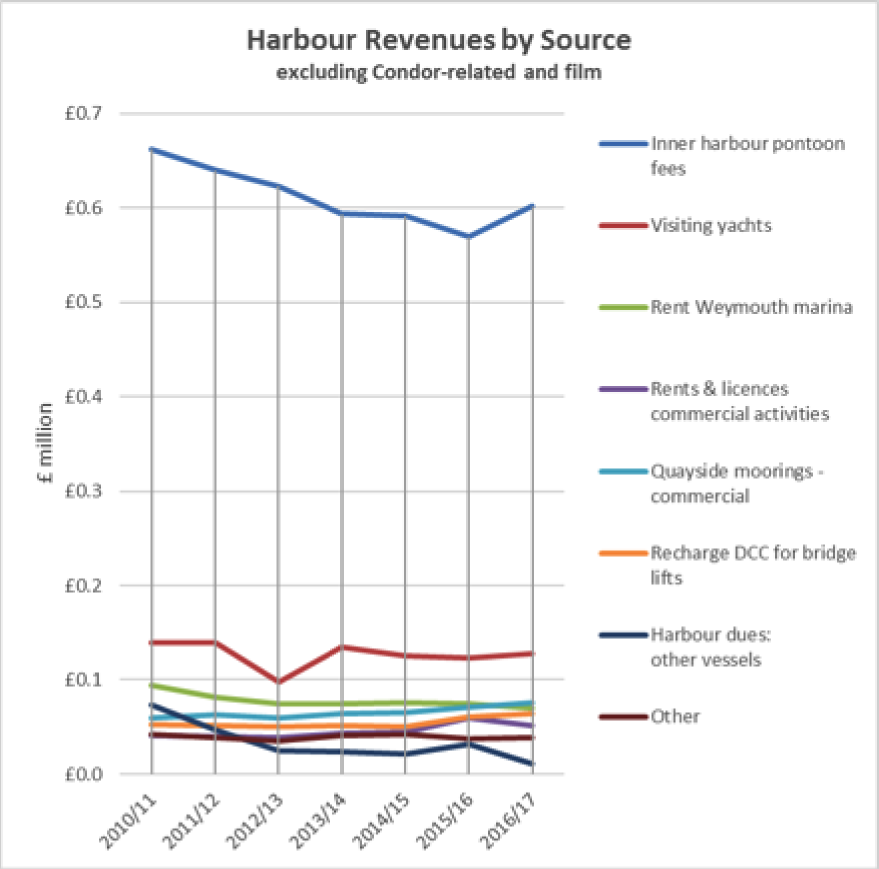


Revenues by source

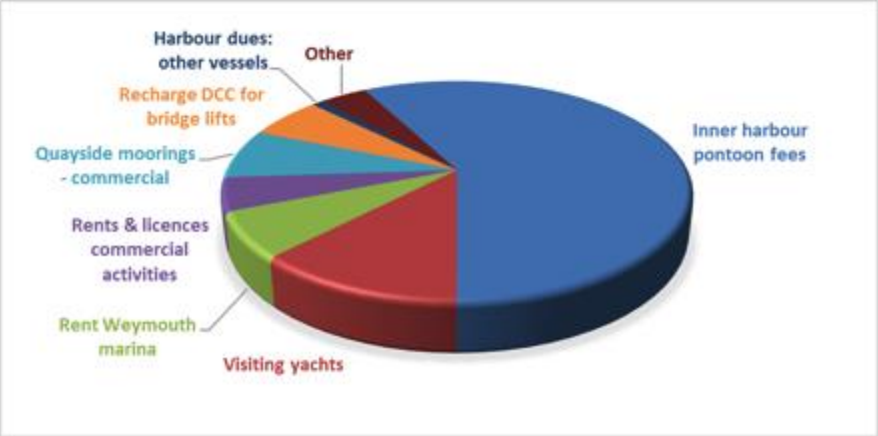
Income from the WHA's Inner Harbour marinas dominates total revenues (see opposite and below), averaging over £0.6 million per year since 2010.

Revenues from the marinas have dipped in recent years, in line with the economic downturn, but have begun to recover 2016-17.

The other key revenue sources are charges on visiting yachts, and rental income from Dean & Reddyhoff (D&R) for Weymouth Marina.



Harbour Revenues by Source 2016-17
excluding Condor-related and film



Notes: the chart above excludes income from Condor, while both charts exclude the one-off income from the filming of Dunkirk (around £75,000).

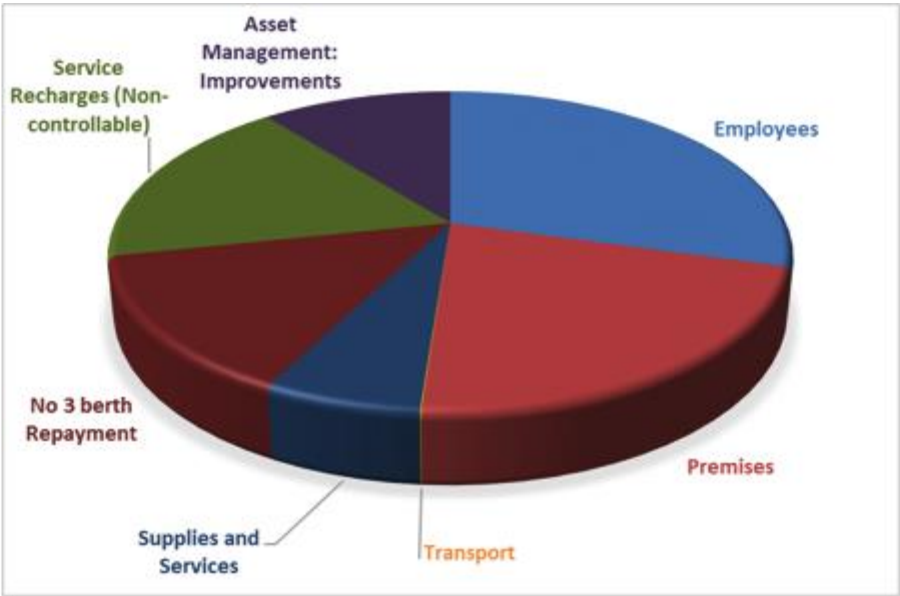
Costs

Total WHA costs of c. £1.3 million can be divided into three categories:

- Operating costs 58% – mainly employees and premises
- Capital charges 25% - asset management
- Service recharge 17% – payment to W&PBC for back office services

IT should be noted that the cost of maintaining the harbour walls and dredging have fallen outside of the Weymouth Harbour budget (with the exception of the repayment for the repair of No. 3 berth, which has now also been removed from the operating budget).

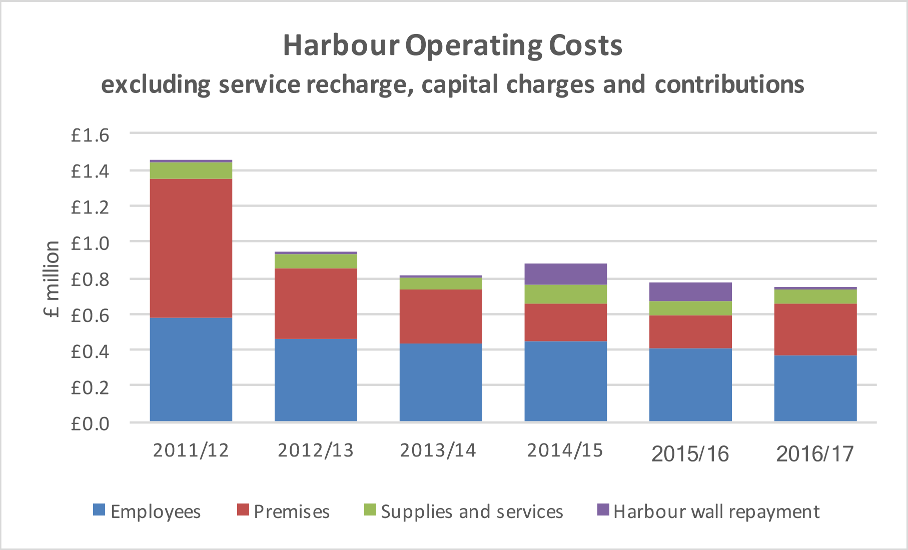
Harbour Costs 2016-17



Operating costs have been reduced substantially in recent years (see figure below).

Controllable operating costs (excluding the service recharge to W&PBC) have dropped by just over 50% between 2011-12 and 2016-17. These cuts included a 36% cut on employee costs and 64% cut in the cost of premises.

Employee costs and premises account for around 90% of the WHA's total controllable operating costs.



Employment

Total direct employment in the harbour is estimated at 103 FTE (see figure opposite).

Around half of the direct employment is in fishing and sea angling.

The other leading areas of direct employment are the Harbour Authority, and the D&R marina.

Weymouth Harbour Direct Employment

Emloyer/activity	Full time	Part-time	FTE
Harbour Authority	8	15	15
Fishermen	20	20	25
Sea angling	16	9	25
Diving	1	3	2.5
Charter boats		10	5
D&R marina	5	3	6.5
RNLI	2		2
Rowing ferries		9	4.5
Pleasure boat trips		8	4
Harbour maintenance			6
Fuel	1	0.5	1.5
Support services	5	2	6
Total	**58**	**79.5**	**103**

Notes:

Support services: chandlers (3), yacht broker (2), rigger (1.5)

Harbour maintenance: estimated from spend on maintenance

FTE calculations vary - e.g. not all part-time is half-time

WHA part-time includes seasonal

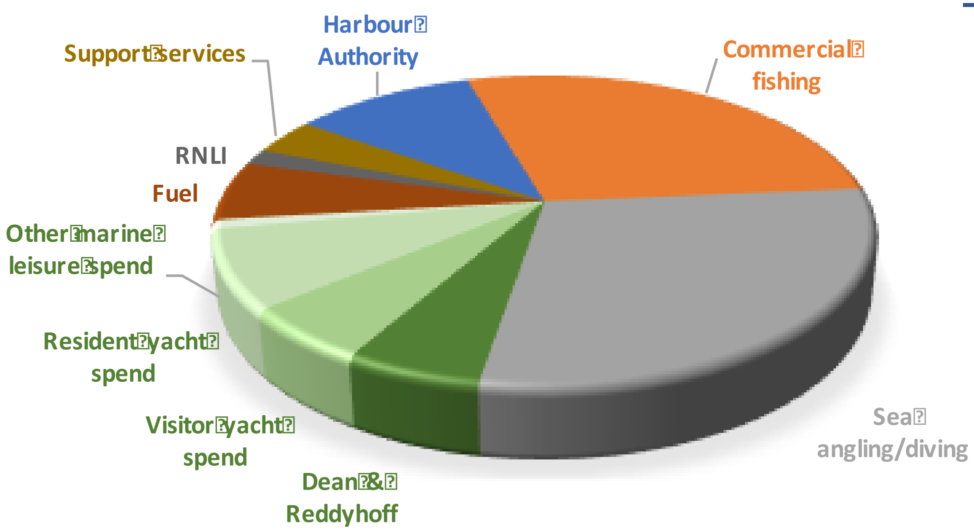
Economic impact

The total direct spend from activities that relate directly to the harbour is estimated at £11.7 million in 2017 (see figure opposite).

The Gross Value Added (GVA) from these activities has then been estimated using average GVA to turnover ratios for the UK (Source ONS).

Total direct GVA for the harbour is estimated at £6 million, and is dominated by sea angling and commercial fishing (see figure below).

Direct Economic Impact of Harbour Activities estimated share of gross value added - 2017



Weymouth Harbour Activities: Estimated GVA

	Turnover / Spend Total	Estimated GVA
Harbour Authority	£1.2	£0.6
Dean & Reddyhoff	£0.6	£0.3
Commercial fishing	£3.7	£1.7
Sea angling/diving	£3.0	£1.7
Visitor yacht spend	£0.6	£0.3
Resident yacht spend	£1.0	£0.5
Other marine leisure spend	£0.1	£0.1
Fuel	£0.8	£0.4
RNLI	£0.2	£0.1
Support services	£0.4	£0.2
Total	**£11.7**	**£6.0**

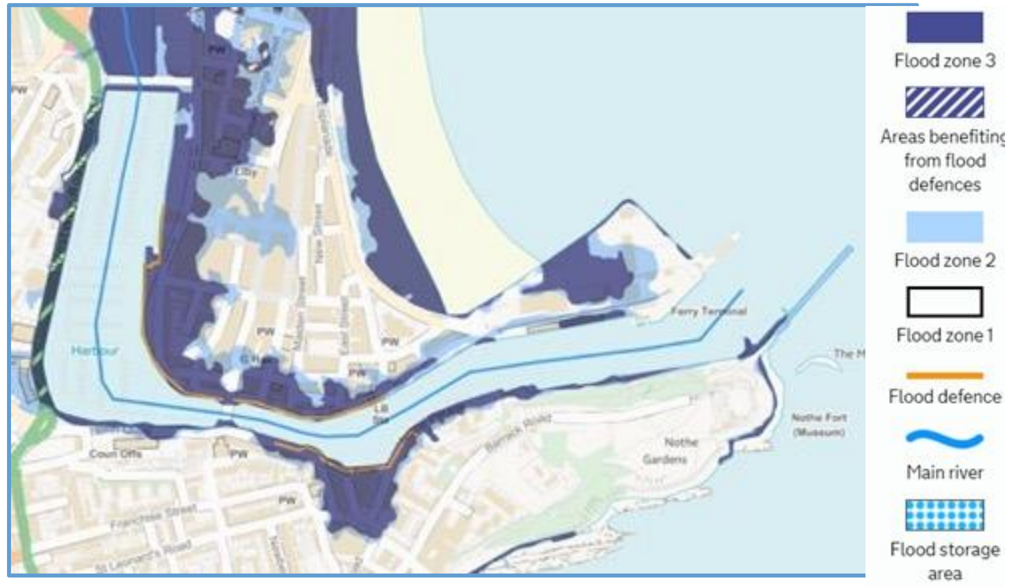
Note: The assumptions behind the direct spend estimates and GVA calculations are provided in Appendix A.

Flood risk

Many areas around the harbour are at risk of flooding.

Much of the area along Commercial Road, The Swannery, Custom House Quay, and The Cove are designated Flood Zone 3. There is a significant risk of flooding in these areas, and much of it has been flooded in the past.

In addition, parts of the Peninsula are also designated Flood Zone 3.

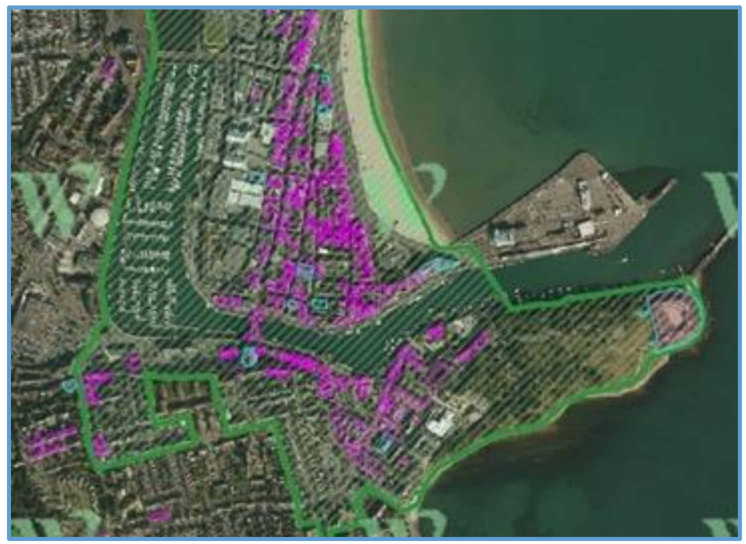


Source: W&PBC http://gis.weymouth.gov.uk

Protected areas

Weymouth Town Conservation Area covers all of the land around the inner and outer harbours with the exception of the Peninsula.

There are many listed buildings located along the water front, mainly in the western half of the outer harbour and around the lifting bridge.



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Conservation area

Listed buildings

Source: W&PBC http://gis.weymouth.gov.uk

Seagrass

There are several areas of seagrass around the harbour entrance and the Bay. The beds are regularly monitored and restrictions are in place to minimise disturbance, but none of the areas fall within any marine protected zones.

Seagrass beds around the harbour entrance

Two different species of Stalked Jellyfish (Lucernariopsis Campanulata and Haliclystus Auricula) have been seen here both of which are Biodiversity Action Plan Species.

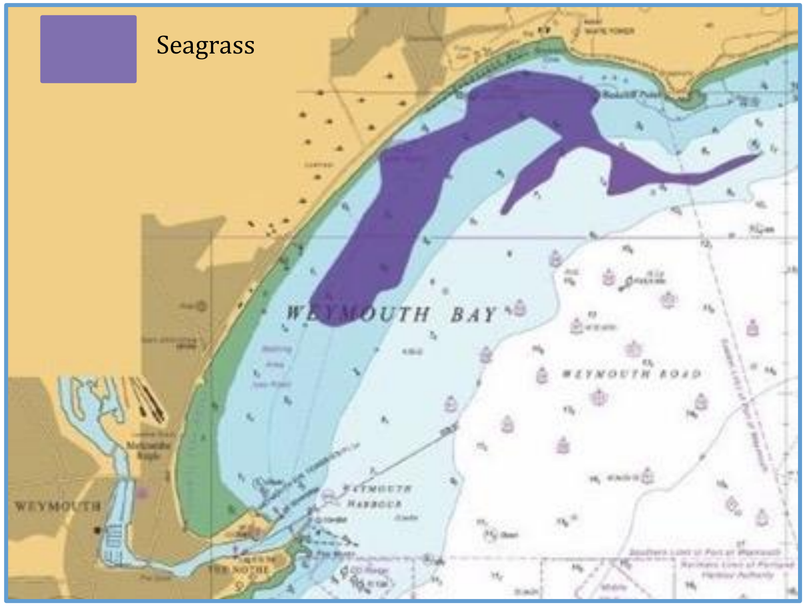
Seagrass beds in Weymouth Bay

The seagrass bed in Weymouth Bay covers a huge area but the seagrass within it is sparse and patchy. Sheltered in the lee of Portland from the prevailing winds this bed takes advantage of Weymouth's fine sand and shallow waters.

There are no existing restrictions on water use in and around these beds, but any changes in activities in these areas should take into account the sensitive nature of the environment.

Harbour Entrance

Weymouth Bay



Source: Community Seagrass Initiative

2. MARKET REVIEW

Overview

This section reviews the key markets for Weymouth Harbour:

- Marine leisure
- Commercial fishing
- Sea angling

It also considers the potential for servicing the cruise market in the context of the available facilities and nearby Portland

Consistent with the Council's policy to redevelop the Peninsula, resumption of ferry services is not considered

Marine leisure activity

Leisure vessels are berthed throughout Weymouth Harbour (see figure below). There are four locations in the Outer Harbour for visiting craft:

- The Cove: for vessels up to 10 metres
- Custom House Quay
- Cargo Stage
- Commercial Area: for visiting craft over 18 metres

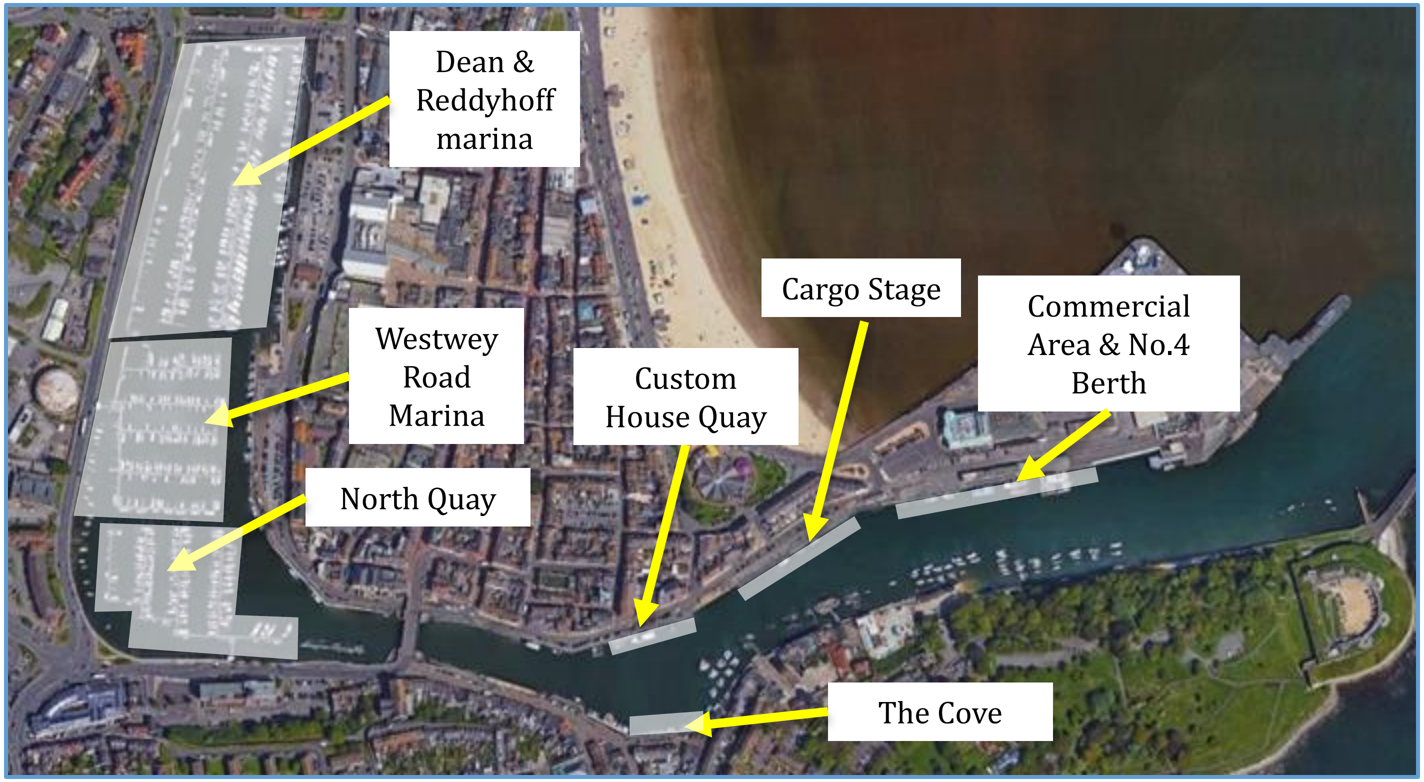
Visiting vessels are often rafted - up to 5 vessels deep during peak periods.

The marinas in the Inner Harbour are predominantly for long term berths:

- The D&R marina at the north end of the Inner Harbour has a capacity of about 300 berths.
- WHA North Quay marina has a capacity of 171 pontoon berths, and their Westwey Road marina 238 pontoon berths.

WHA only offer visitor berths in their marinas for stays of two weeks or more, while D&R offer berths to single night visitors.

WHA visitors are berthed in the Outer Harbour.



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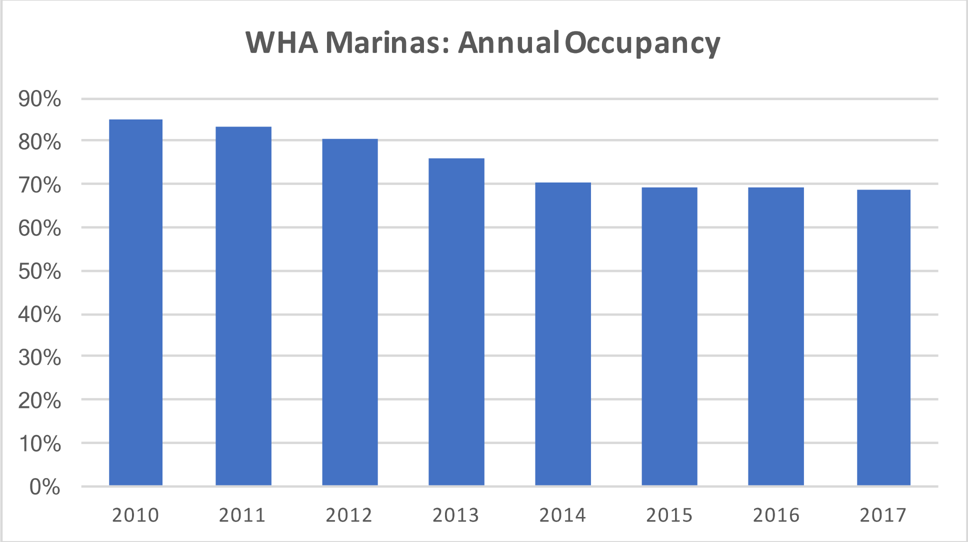
Marine leisure activity

The occupancy rate for WHA's 409 resident marina berths is about 70%. Occupancy fell from 2010 as a result of the recession, but has since stabilised (see right). (Occupancy of WHA's 96 commercial berths stands at about 86%.)

We understand that D&R's experience with resident berths in its Weymouth marina may be consistent with WHA's, whereas its Portland marina has experienced growth.

WHA's three locations for visiting yachts and leisure craft in the Outer Harbour (the Cove, Custom House Quay, the Cargo Stage and Commercial area along the Peninsula), hosted 5,042 visitor nights in 2016-17.

It is estimated that the D&R marina hosted about 1,500 visitor nights.



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Marine leisure activity

WHA marina berths are configured predominantly for smaller vessels (see figure below), with 62% of pontoon berths for vessels of 8 metres of less.

Occupancy rates are significantly higher for the larger berths. Based on a snapshot on 3rd August 2017, the occupancy rates were:

- 96% of berths of 10 metres and over
- 71% for berths under 10 metres

WHA Inner Harbour Berths

		North Quay	Westwey	Total
Pontoon berths: length metres	20		2	2
	15	5		**5**
	14		1	**1**
	13	1	3	**4**
	12	14	6	**20**
	11	4	3	**7**
	10	36	45	**81**
	9	8	6	**14**
	8	65	80	**145**
	7		2	**2**
	6		75	**75**
	Total	**133**	**223**	**356**
Along-side	>15m	2	6	**8**
	10-15m	2	8	**10**
	<10m	30	5	**35**
	Total	**34**	**19**	**53**

WHA Inner Harbour Berths: Occupancy

3rd August 2017

		North Quay	Westwey Road	Total
Pontoon berths: length metres	20		100%	100%
	15	100%		100%
	14		100%	100%
	13	100%	67%	75%
	12	100%	100%	100%
	11	100%	100%	100%
	10	100%	91%	95%
	9	100%	100%	100%
	8	89%	59%	72%
	7		100%	100%
	6		61%	61%
	Total	**95%**	**70%**	**79%**
Along-side	>15m	100%	100%	100%
	10-15m	100%	100%	**100%**
	<10m	83%	0%	**71%**
	Total	**85%**	**74%**	**81%**

Market performance

The UK's leisure marine industry has performed well over the last few years achieving five years of consecutive growth.

Overall the industry grew by 1.6% in 2015-16, with the leading subsectors being:

- Marinas and moorings: 3.6% growth in revenues
- Hire, charter and passenger boats: 6.8% growth in revenues

Against this background of modest growth, Weymouth Harbour along with some other marinas have seen occupancy levels and visitor nights stagnate. This is expected to be the result of limitations in the overall offer (e.g. berth sizes not matching demand, reliance on rafting for visitors, etc.).

While there is significant economic uncertainty associated with Brexit, the overall outlook is positive. The devaluation of sterling following the referendum in 2016 is expected to continue to support a rise in the flow of tourists from abroad, especially the Eurozone, and encourage UK residents to spend an increased share of their vacations in the UK.

Future Market Insight are forecasting average annual growth in the sector of 3.3% to 2026.

Weymouth is well placed to benefit from this growth and many marina operators see the outlook as strong. For example, while D&R have little potential to expand at Weymouth, they are investing in Portland, adding 200 berths and a dry stack to their marina there.

Outlook for Weymouth

The overall outlook for marine leisure in Weymouth is promising, but there are some significant trends that must be addressed:

- **Boat sizes**: for the traditional boat-owning market, there is a move towards larger vessels. Increased share over 10 metres, and particularly in 13 to 15 metre boats, and fewer boats under 10 metres. At the same time, the younger market is moving towards ribs.
- **Dry stack:** increased demand for dry stack/Versadock for small vessels, with all supporting services.
- **Basic services**: the required level of basic services is increasing, e.g. WiFi, online booking and payment, etc.
- **Ageing demographic**: easy access on-off boats is increasingly important.
- **Charter:** increase in demand for short-term charter, avoiding issues of ownership. Growth in charter clubs.

If Weymouth can strengthen its market offer and meet these trends, it should be able to achieve significant growth in this area.

Commercial fishing activity

Fleet

The commercial fishing industry in Weymouth is primarily small vessels operating inshore, catching shellfish and bass.

There are 43 commercial fishing vessels that register Weymouth Harbour are their home port.

These vessels are small (40 are under 10 metres and the other three are 11-14 metres LOA), and over 80% of fibreglass construction.

Over half of the vessels operating out of Weymouth have shellfish licenses. The fleet is relatively old, with 45% of the vessels 30 years old or more, and 70% were built before 2000.

Landings at Weymouth

		Live weight: tonnes		
		2014	**2015**	**2016**
Vessels 10 m or less	Bass	73	53	50
	Crabs	105	120	130
	Lobsters	14	18	17
	Skates and Rays	15	16	14
	Whelks	234	173	200
	Other	28	16	31
	Sub-total	**469**	**396**	**441**
Vessels > 10 m	Crabs	684	787	666
	Lobsters	37	47	40
	Whelks	606	522	480
	Other	30	28	93
	Sub-total	**1,357**	**1,384**	**1,278**
	Total	**1,826**	**1,779**	**1,719**
	Portland Total	*64*	*57*	*97*

Catch

In terms of total landings, Weymouth is small in the UK accounting for 0.2% of total landings by live weight in 2016.

There are however, a couple of major catches (see table opposite).

In 2016, Weymouth accounted for just over 9% of total landings of bass in the UK and 3% of whelks and 2.2% of crab.

The bulk of landings (around 74% of live weight in 2016) come from a relatively small number of large vessels, many of which are not Weymouth registered vessels.

Overall catch has been relatively stable over the last few years, subject to normal seasonal patterns and changes in quotas (e.g. recently increased restrictions on landings of bass).

Wrasse fishing (live catch for shipping to Scottish salmon farms) has given the industry a boost in the last couple of years.

The value of fish landings reached £4 million in 2016, and has been relatively steady. Vessels over 10 metres accounted for one third of landings by value.

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Commercial fishing operations

Processing

There is almost no local processing of catch at Weymouth. Fish from the larger vessels is usually loaded straight onto trucks for haulage to market in the UK or Continent.

Some live catch is stored and consolidated in Weymouth, before onward shipping. However, most of the storage, catch consolidation and marketing takes place in Portland. This is despite Portland having limited direct landings.

A small volume of product is sold locally, mainly through Weyfish.

Accessibility

There are no tidal constraints for the small fishing vessels.

Weather has a limited impact, as vessels can generally go out in anything up to a force 6.

Fleet ownership

There is no corporate fleet and no fishermen's cooperative. Vessels tend to be operator-owned, reflecting the size of boats and nature of the fisheries.

Supporting services

Operations and services are general scattered throughout the harbour.

- **Landings**: fish and shellfish can be landed at any berth. However, landings from the larger (often visiting vessels) are usually at the fish landing quay.
- **Ice**: the Dorset Handliners Association operate an ice machine (1.5 t per day) on Commercial Road. In addition, some small volumes are available from Weyfish.
- **Fuel**: there is a fuelling pontoon in the Outer Harbour that is occasionally manned, and operated mainly through advance bookings. Most vessels get their supplies from a mobile truck service.
- **Boatyard and lift:** there is no year-round facility in Weymouth for lifting out boats for maintenance and repair. Boats are generally taken to Portland for maintenance and repair.

Schedule

The general schedule is for all-day boats to load bait from 5am, and leave shortly after. Boats then return between 3pm and 6pm.

Visiting boats (the larger vessels) tend to come into the harbour in late evening and leave around 2am.

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Outlook for Weymouth

The overall outlook is positive, with limited downside and potential for growth through increased local value added, possible increased landings following Brexit, and expansion in aquaculture.

Shellfish

Subject to seasonal variations, shellfish catch should continue at current levels.

Wrasse

Wrasse fishing should be seen as a short-term opportunity. Depending on progress in farming wrasse and management of the fishery, live wrasse catching at current levels is expected to last between 1 and 5 years.

Lumpfish, a partial substitute for wrasse, are already being farmed at Portland.

Aquaculture

There is strong potential for aquaculture, particularly for shellfish, utilising the good water quality around Weymouth.

This market has been slow to develop due to the long investment period (3 years before any returns on shellfish farming).

Depending on the investment environment, and investment incentives, post-Brexit, the sector could expand, with increased landings at Weymouth, and possibly increased support activities from the harbour (workboats taking feed, kit, etc.).

Brexit

There is potential for increased landings (mainly fish) at Weymouth following Brexit.

The first step in negotiations has been to withdraw from the London Fisheries Convention (1964), removing the rights of vessels from other EU countries to fish in the 6 to 12 mile limits. This could, potentially, increase landings across all UK ports by 10,000 per year. The direct impact on Weymouth is unclear.

Negotiations over access to the 12 to 200 miles fishing ground is uncertain at this stage, but, there is little potential downside for landings at Weymouth.

It is likely that Weymouth could see growth in the landing of both fish and shellfish from larger vessels not based in Weymouth if it offers better facilities.

Sea angling activity

Weymouth is the leading location for sea angling in the UK.

There are around 25 sea angling charter boats operating from Weymouth, some also providing recreational diving trips.

Many of these boats operate part time, but around 5 operate more than 200 days per year.

The overall level of activity is substantial:

- Boats can take between 10 and 12 anglers, and average 8 per trip
- Boats average 120 days out per year
- An estimated 24,000 sea anglers took boat trips from Weymouth in the last year

Most of the boats are berthed in the inner harbour, at Cosens Quay or in the Harbour Marina. Many of the boats are catamarans.

The general schedule is for boats to load bait, provisions and clients from 7am, and leave the harbour from 8am to 9am. Boats then return around 4pm to 5pm.

The main season is from April to October, with the summer months being the busiest. However, fishing throughout the winter is increasingly popular. Weymouth hosts both national and international angling competitions.

During peak periods up to 15 boats can leave the harbour around the same time.

Almost all operators get their fuel from the mobile-truck service, rather than the fuel pontoon.

Many operators have well-developed links with B&B, tackle and bait suppliers, etc., and can provide a full-package of services.

Most bookings are taken in advance, with repeat business and the locally-developed website www.deepsea.co.uk providing the main routes for bookings.

For lift out, maintenance and repair, boats are taken to Portland, or other sites in the region (e.g. Poole).

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Outlook for Weymouth

The outlook for sea angling at Weymouth is excellent and strong growth in the number of boat charters and anglers visiting Weymouth could be achieved.

Participation rates in all types of angling are increasing, in part as a result of the initiatives by Sport England and the Angling Trust.

For sea angling, Weymouth has a very strong offer:

- A large number of species: 20 on a day trip is not uncommon.
- A wide range of fishing sites: wreck, reef, etc.
- Ready access to fishing grounds.
- Good onshore services: accommodation targeted to anglers, bait and tackle shops, pubs, etc.
- Opportunity for multi-day trips: e.g. Channel Islands (Alderney).
- A strong national and international profile, with many celebrity anglers visiting Weymouth.

Regarding the Town's profile among sea anglers, Weymouth has been a used as the venue for an increasing number of competitions, including international championships. The Town a popular location for competitions due to its accessibility, range of species, charter fleet and accommodation, etc.

The Town is scheduled to host both European and World sea angling championships in the next few years.

In contrast to commercial fishing, there appears to be no issues with encouraging young people into the sector.

Furthermore, Weymouth is a cheap base port for angling vessels.

Current situation

Weymouth can accommodate small cruise vessels up to 105 metres LOA with a draft of 4.3 metres.

Few cruise vessels call at Weymouth, the most frequent calls are from a few historic vessels such as the Waverley.

The harbour can only accommodate small cruise vessels, of which there are few making calls along the southwest coast. Even many of the shorter vessels could not berth alongside at Weymouth due to draft restrictions. Tendering passengers ashore would then be required and this is increasingly unpopular.

Small cruise vessels represent a niche market and there are few in operation (see graph). The general trend is to build larger vessels (over 300 metres LOA).

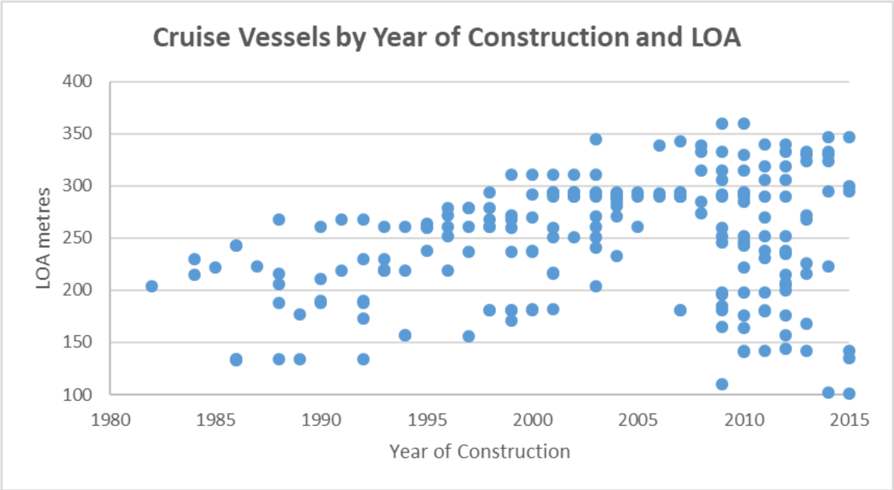
Portland can accommodate large cruise vessels, and is an established port of call. Some 26 calls are scheduled for Portland in 2018. Vessels calling at Portland range from 172 metres to 324 metres LOA, with draft ranging from 5.8 to 8.3 metres.

Outlook for Weymouth

There is little potential for developing significant cruise calls at Weymouth.

The market for small cruise vessel that could berth at Weymouth is limited, and the investment required to berth larger vessels would be prohibitively high. Indeed, the few vessels that currently call at the harbour brings into question the provision of additional security and support arrangements.

Portland offers good facilities for all sizes of cruise vessels, and Weymouth Town already benefits from cruise vessels calling at Portland, as many passengers travel up to the Town.



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3. OUTLINE REQUIREMENTS

Approach

The overall approach taken in the development of options for the harbour includes the following steps. This section explains the outcome of the first two of these, whilst Section 4 covers the last two:

Identification of issues, constraints and opportunities

↓

Development of outline requirements

↓

Development of proposals to meet outline requirements

↓

Assessment of proposals

Consultation

An essential element in identifying issues, constraints and opportunities for the harbour, the outline requirements and options, is consultation with harbour users and other stakeholders.

Broad consultation has been undertaken, including detailed discussions with the harbour executives, one-to-one discussions with users, and workshops with the:

- Weymouth Harbour Management Board
- Weymouth Harbour Consultative Group

The consultation activity has provided inputs from:

- RNLI
- Marina users
- Independent marina operator
- Sea angling skippers
- Boat charter
- Chandlers
- Marine services - engineering
- Commercial fishermen
- Yachting and rowing clubs
- FLAG (Fisheries Local Action Group)

Overall

- The harbour is sheltered, but the approach is vulnerable to north-easterly and easterly winds
- The lifting Bridge is both a constraint and an asset
- The condition of many harbour walls is a significant issue
- There is a need to safeguard facilities required for Weymouth Harbour Authority operations
- The harbour community is highly cooperative
- There are some missing links in "harbour cluster", which the market may support
- Weymouth is an attractive and historic harbour environment with many listed building that are an asset and could be a constraint on development
- The proximity of Portland Port raises some issues concerning competition with a common local authority and a common marina operator

Boatyard

- There are very limited boatyard facilities in Weymouth, but good facilities in Portland
- Strong views expressed by many that outhaul / maintenance is needed in Weymouth

Ferry

- The Condor ferry service ceased in 2015 and there is a policy decision not to pursue this further
- The old ferry facilities provide a substantial opportunity

Commercial Coasters

- Almost no commercial coasters have called at the harbour for around 15 years
- There is no shipping agency located in Weymouth, limiting potential for traffic
- There are significant access issues for cargo handling and transport out of the Town

Cruise

- Cruise trips calling at UK ports is a growing market
- The harbour's marine facilities are limited:
  - Beam: 26m; LOA: 105m; draft: 4.3m
- Occasional visits from historic vessels and some tall ships

Market Forces

Yachting

- There is an increasing trend towards longer / deeper boats in the traditional market
- Perceived demand for walk-ashore pontoons (less rafting), especially from older boat owners and those with young families
- Weymouth Harbour Authority marina:
  - Configured for the market of 20 years ago
  - Access points (x2) remote from the Town
  - Gaps in services provision (power, WiFi)
  - Parking options have been reduced – ideas on improving access required
- Weymouth Sailing Club would like some deeper moorings
- Issues concerning diesel availability (access and intermittent supplies at fuel pontoon), and no petrol supplies
- Newer generation of boaters are rib orientated, requiring different services and have limited time
- Potential for dry stack
- Potential for linked reorganisation of berth layouts
- Fragmented supply chain for marine leisure

Other activities

- Diving – issues with access and parking
- Watersports – there is growing demand in this area but it needs to be developed around the beach and away from the harbour to avoid conflicts with other users

Commercial Fish Catching

- Potential for growth (driven by Brexit and expansion in aquaculture)
- Little processing and limited downstream retail connection
- Fragmented operations around the harbour
- Safety of boats and fishermen could be improved
- Could better project identity as a fishing harbour
- Fisheries projects are grant friendly
- Difficulties getting young people into the industry could stifle growth

Sea Angling

- Weymouth is the leading harbour in the UK for sea angling
- Strong potential for growth
- No significant problems getting young people into the industry
- Established location for national and international competitions, with scope expand and leverage this role
- Parking removed – ideas on improving access required
- Parking availability is choking demand
- Poorly coordinated promotion and sales in the Town
- Good sector for driving business into the Town (B&B, bait, etc.)

Relationship with Town

- Common purpose is needed between the harbour and the Town
  - Support for marine events
  - Improved interface between harbour users and festivals
- Facilitate the proposed pedestrianisation of Customs House Quay and Trinity Road
- Need for the harbour to support Peninsula and other Town developments
- Peninsula development is best supported by a vibrant / active adjacent quay
- Facilitate marine related education
- Enhanced movement around harbour (for example water taxis)
- A need for clear, coordinated signage to facilitate pedestrian flows and show off the Town and harbour
- Analysis of income of the town derived from the harbour needs to be collected, collated and published to businesses and residents in the local area

Outline requirements

A total of eleven outline requirements for the harbour development have been identified, falling into three categories:

- Specific sector requirements
- General harbour requirements
- Wider (Town) requirements

Sector specific requirements

1. Optimise WHA marine leisure facilities to match the current / future market
2. Facilitate strengthening of marine leisure supply chain
3. Centralise and coordinate harbour operations for commercial fish catching
4. Facilitate increase in added value with respect to fish catching
5. Facilitate expansion of sea angling

Outline requirements

General harbour requirements

6. Provide facilities for WHA harbour operations
7. Improve facilities for outhaul / maintenance

Wider requirements

8. Facilitate proposed pedestrianisation of Customs House Quay and Trinity Road
9. Support successful development of Peninsula with active harbour activities for No3 and No4 berths
10. Improve liaison between harbour and Town e.g. wrt festivals / marine events
11. Leverage the heritage and historic environment

Functionality and space requirements

The specific physical and functional development needed to meet the outline requirements are detailed below.

Maximise pedestrian access around the Peninsula

Commercial fishing (estimated from FLAG proposals)

- Commercial fishing area c. 600 m^2
- Including, seafood chiller, ice, storage, shop – 200m^2
- Loading route (to vans)
- Storage back of quay - 600m^2 area (small increase on current 526m^2 spread around the harbour). This excludes access, though with potential for stacking

Sea angling

- Touch-and-go boarding/disembarkation for anglers/divers – fleet, predominantly over a 2 hour period (0700 – 0900 and 1600 – 1700), though with some half day and evening trips
- Nearby parking for anglers/divers – up to 60 spaces

WHA

- Covered storage – 120m^2
- Open storage – 500m^2. This excludes access, though with potential for stacking

Marine leisure

- Dry stack (open) for 60 to 120 vessels (sized to available area)
- Located along outside wall of building – to take boats typically c. 8m, stacked 3 high
- Pedestrian access constrained during launch/lift operations
- Increased berthing for larger vessels – over 10 metres

Education facility

- Multi-purpose facility (seafood, marine life and environment, water safety, etc.)
- Area of 300m^2 (20m x 15m)

Boatyard

- Travel lift at linkspan
- Space for 6 vessels – 400m^2 (20m x 20m)
- Shed for 2 vessels – 225m^2 (15m x 15m)

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4. HARBOUR PROPOSALS

Approach to developing proposals

Base Plan for Peninsula based on Option 9f

1. Develop proposals consistent with 9f

1.1 Core proposal	1.2 Core plus boatyard

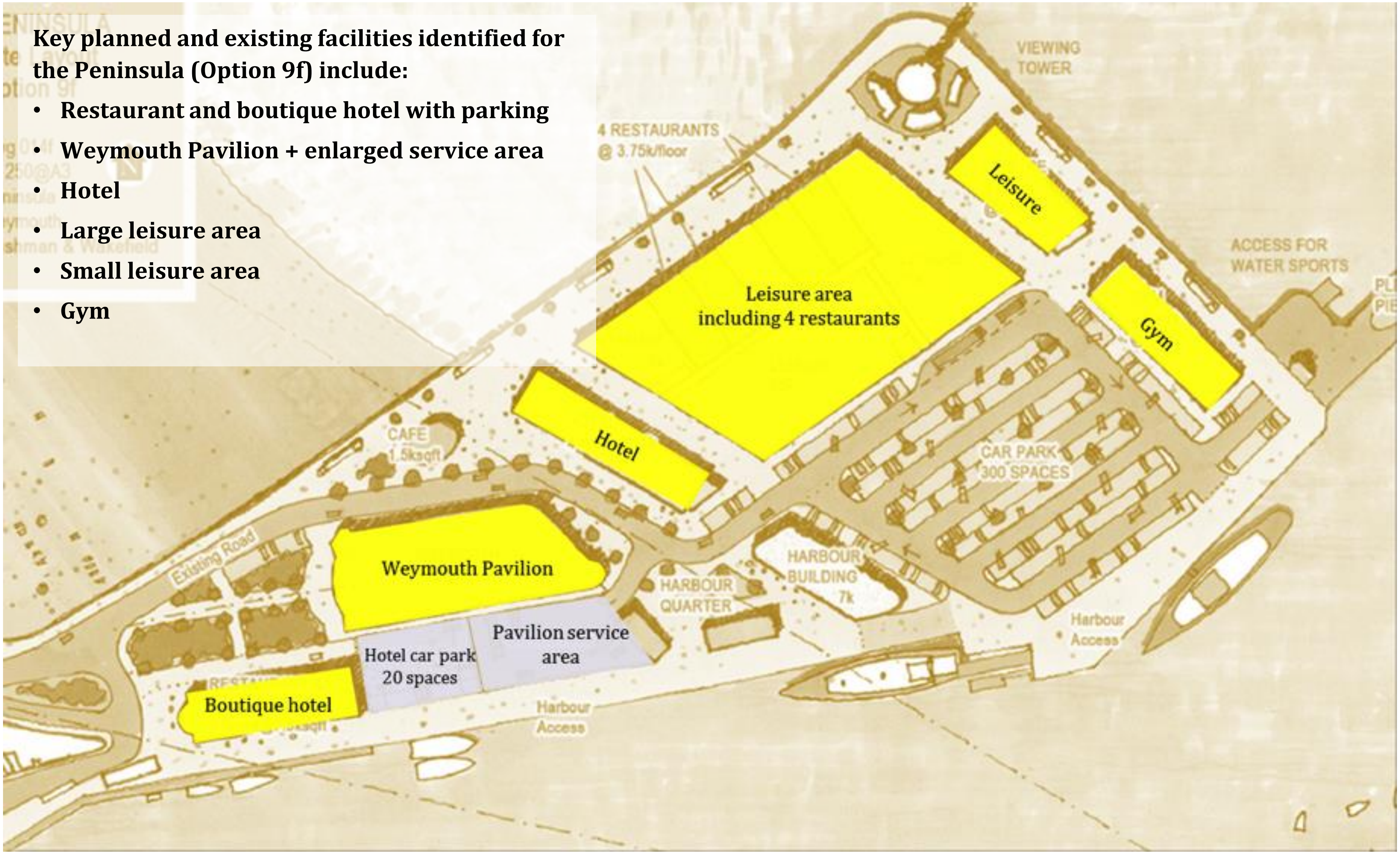
2. Develop enhanced proposal option with changes to 9f

3. Work through enabled and other proposals for rest of harbour

Base plan

Key planned and existing facilities identified for the Peninsula (Option 9f) include:

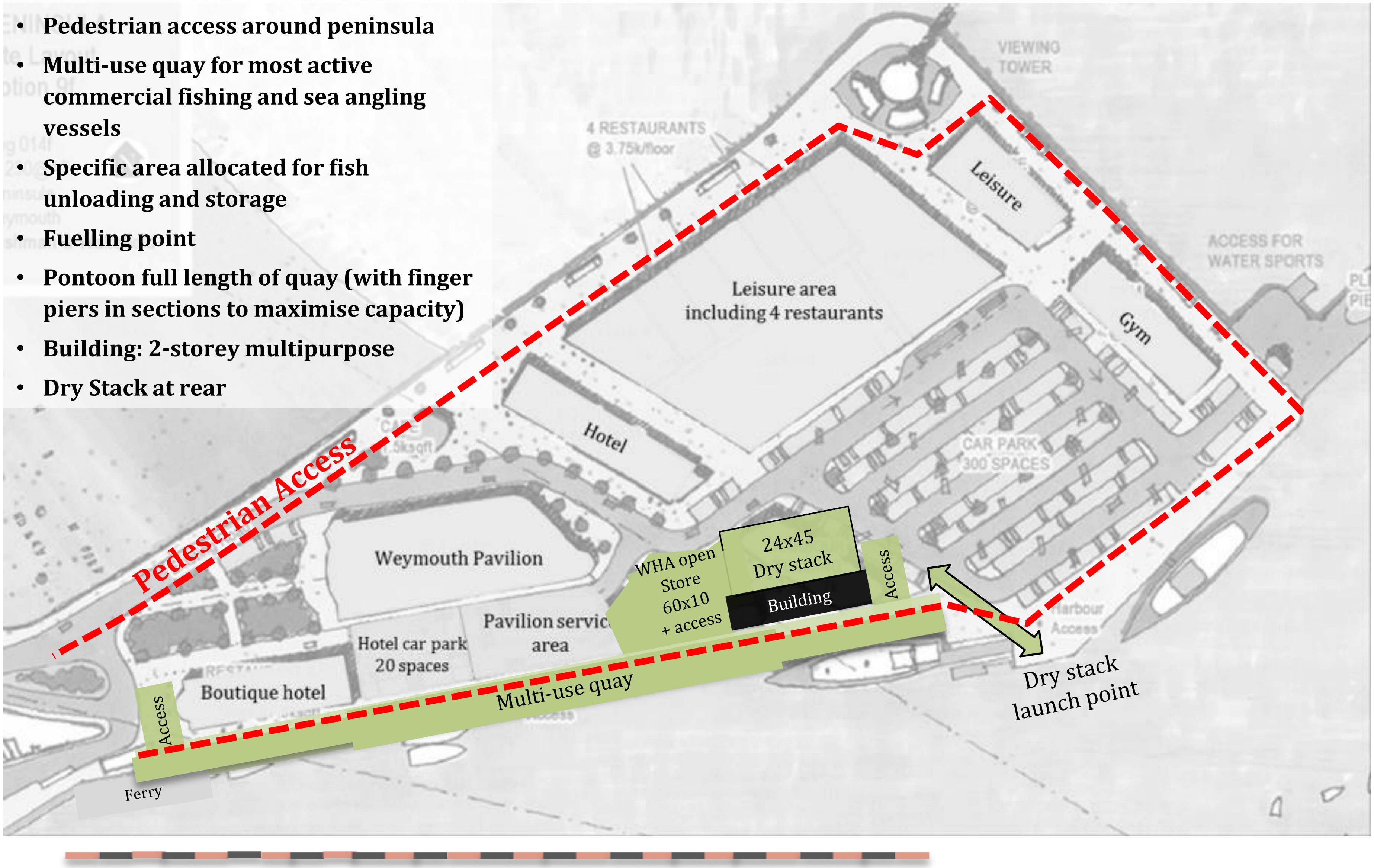
- **Restaurant and boutique hotel with parking**
- **Weymouth Pavilion + enlarged service area**
- **Hotel**
- **Large leisure area**
- **Small leisure area**
- **Gym**



Scale: 10 metre segments, approx.

1.1 Core proposal consistent with 9f

- **Pedestrian access around peninsula**
- **Multi-use quay for most active commercial fishing and sea angling vessels**
- **Specific area allocated for fish unloading and storage**
- **Fuelling point**
- **Pontoon full length of quay (with finger piers in sections to maximise capacity)**
- **Building: 2-storey multipurpose**
- **Dry Stack at rear**



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Commercial fishing and multipurpose quay

Commercial fishing area (in line with FLAG proposals)

- Collect existing harbour activities into overall area of around 600m^2 (consistent with FLAG proposals)
- Key components:
  - Dedicated part of quayside
  - Storage at rear (nets, pots etc.)
  - Seafood chiller and ice machine in a location to be determined
- Pedestrian route through, with controlled access one way route for loading (mainly LCVs, occasionally larger)
- Supports proposed pedestrianisation of Customs House Quay and Trinity Road
- Retail seafood "shack" (example Oban)

Multi-purpose Quay

- Multi-use quay with pontoons that can be lifted in winter and stored in car park (e.g. West Bay)
- Pedestrian route through, with controlled access / one way route for loading etc.
- Sea Angling / Diving:
  - Summer / shoulder permanent moorings for most active vessels
  - Boarding / disembarkation periods focussed around 0700 – 0900 and 1600 – 1700
  - Nearby parking for sea anglers/divers – up to 60 spaces
- Trip boats:
  - Reserved length for touch and go boarding / disembarkation 0900 – 1600
- Marine leisure:
  - Pontoons available for short stays 0900 – 1600 (e.g. waiting, lunch visit etc.)

Creates a vibrant working quay to draw people onto the peninsula

Building / WHA

Two Storey Multipurpose Building:

- WHA covered store 120m^2
- Units for marine leisure supply chain
- Education facility 20m x 15m (seafood, marine life, water safety, etc.)
- Possible lock ups
- Minimum 320m^2

WHA

- Open storage – 500m^2 plus access

Dry stack

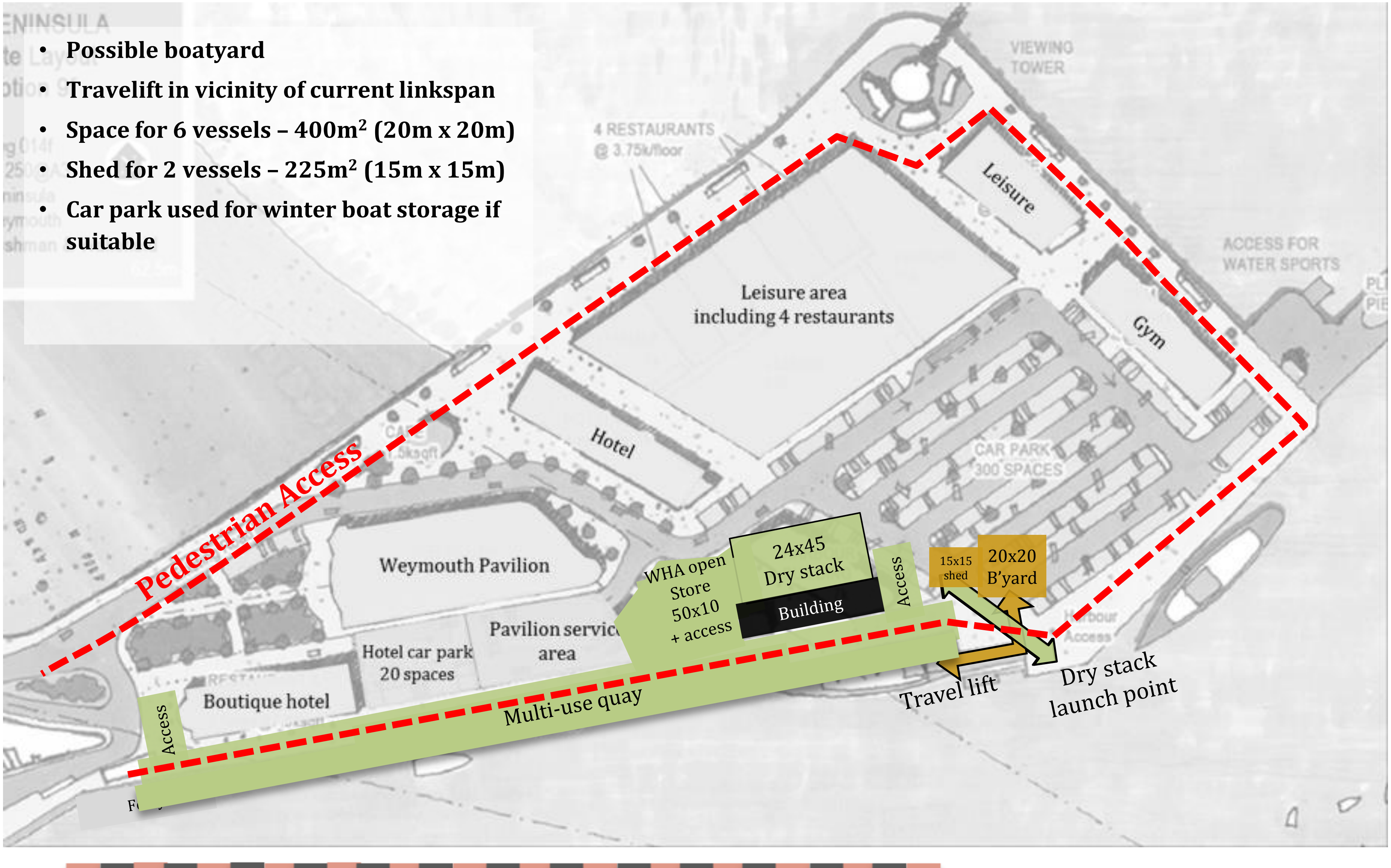
Dry Stack

- Dry stack (open) for 60 to 120 vessels (sized to available area) (example below Lymington, and bottom left)

- Located along outside rear of multi-purpose building – to take ribs / boats typically c. 8m, stacked 4 high
- Pedestrian access constrained during launch/lift operations – needs thought / ideas – potential for viewing bridge or route pedestrian access inland around storage area

1.2 Core proposal consistent with 9f plus boatyard

- **Possible boatyard**
- **Travelift in vicinity of current linkspan**
- **Space for 6 vessels – 400m^2 (20m x 20m)**
- **Shed for 2 vessels – 225m^2 (15m x 15m)**
- **Car park used for winter boat storage if suitable**



Scale: 10 metre segments, approx.

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Boatyard assessment

Strong views were expressed for a boatyard in Weymouth. However, our assessment of the potential for a boatyard has resulted in this option being rejected.

Alternative facilities

- There are four separate boatyards in Portland, the nearest at Ferrybridge, is just over two miles from Weymouth Harbour.

Commercial risks

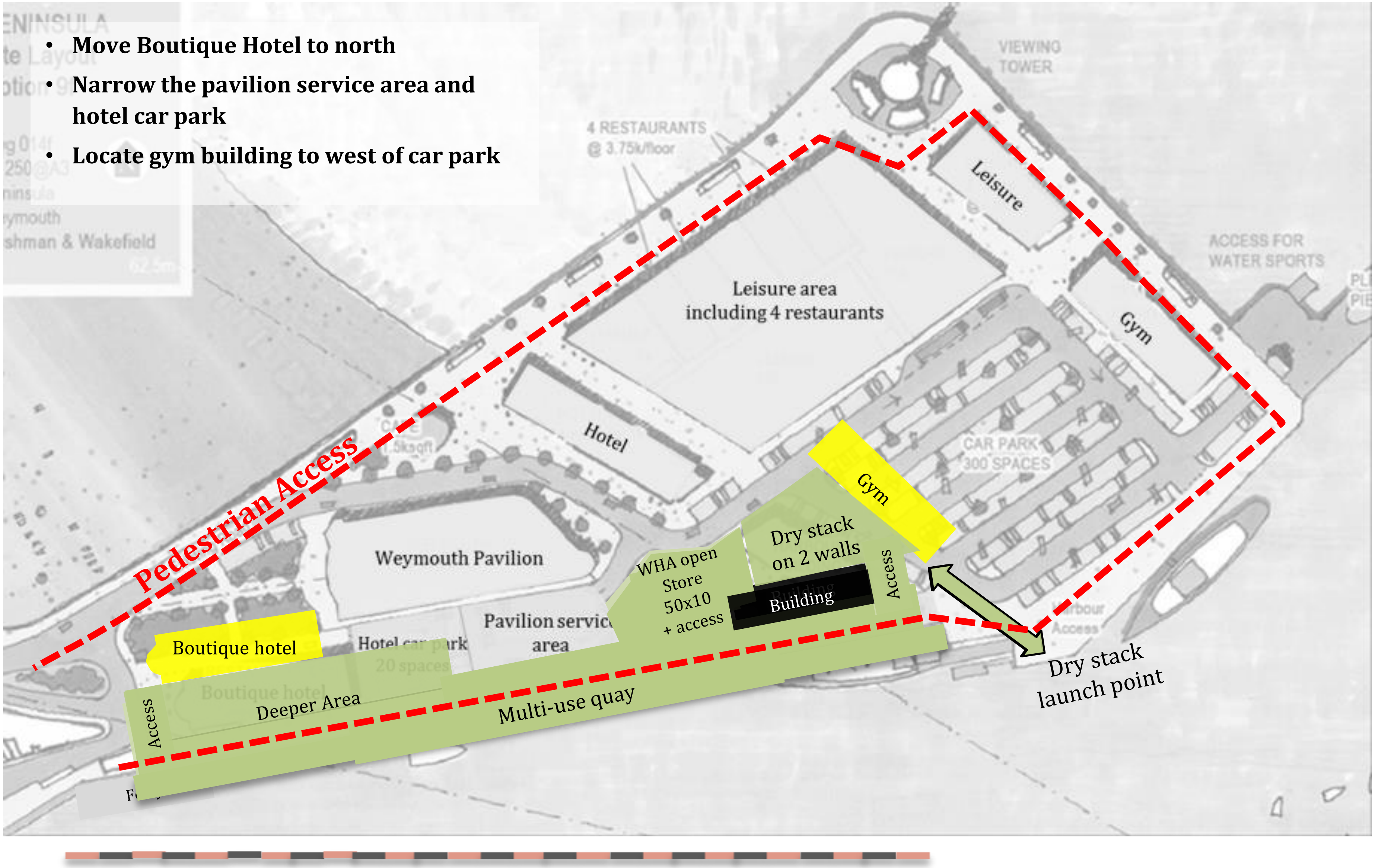
- The investment in a boatyard would be significant - £150,000 for a 40t boat lift plus more significant costs to create appropriate infrastructure.
- The existence of well established facilities close to Weymouth would put substantial pressure on pricing and margins.
- The commercial risks would be significant in this context.

Neighbour issues

- Boatyard activities may generate noise such as from grinding, and airborne impacts such as from cleaning.
- There are concerns related to placing such a facility in this location, in the context of the vision for the Peninsula as a consumer-focussed development.

2. Enhanced proposal with possible changes to 9f

- **Move Boutique Hotel to north**
- **Narrow the pavilion service area and hotel car park**
- **Locate gym building to west of car park**



Scale: 10 metre segments, approx.

Harbour proposal 2

Move Boutique Hotel a little north and reduce landscaping area

- → Permits wider commercial fishing and associated area

Narrow the pavilion service area and hotel car park (a few metres)

- → Permits wider multipurpose area better able to incorporate people and creating "place"

Locate Gym building to west of car park

- → Permits dry stack operations on two adjacent walls

NB could also include option "with boatyard"

Benefits

Commercial activities concentrated in a "Harbour Quarter" with improved operations

↓

Enhanced people friendly

↓

Draw more people onto the peninsula

↓

More footfall → improved retail viability

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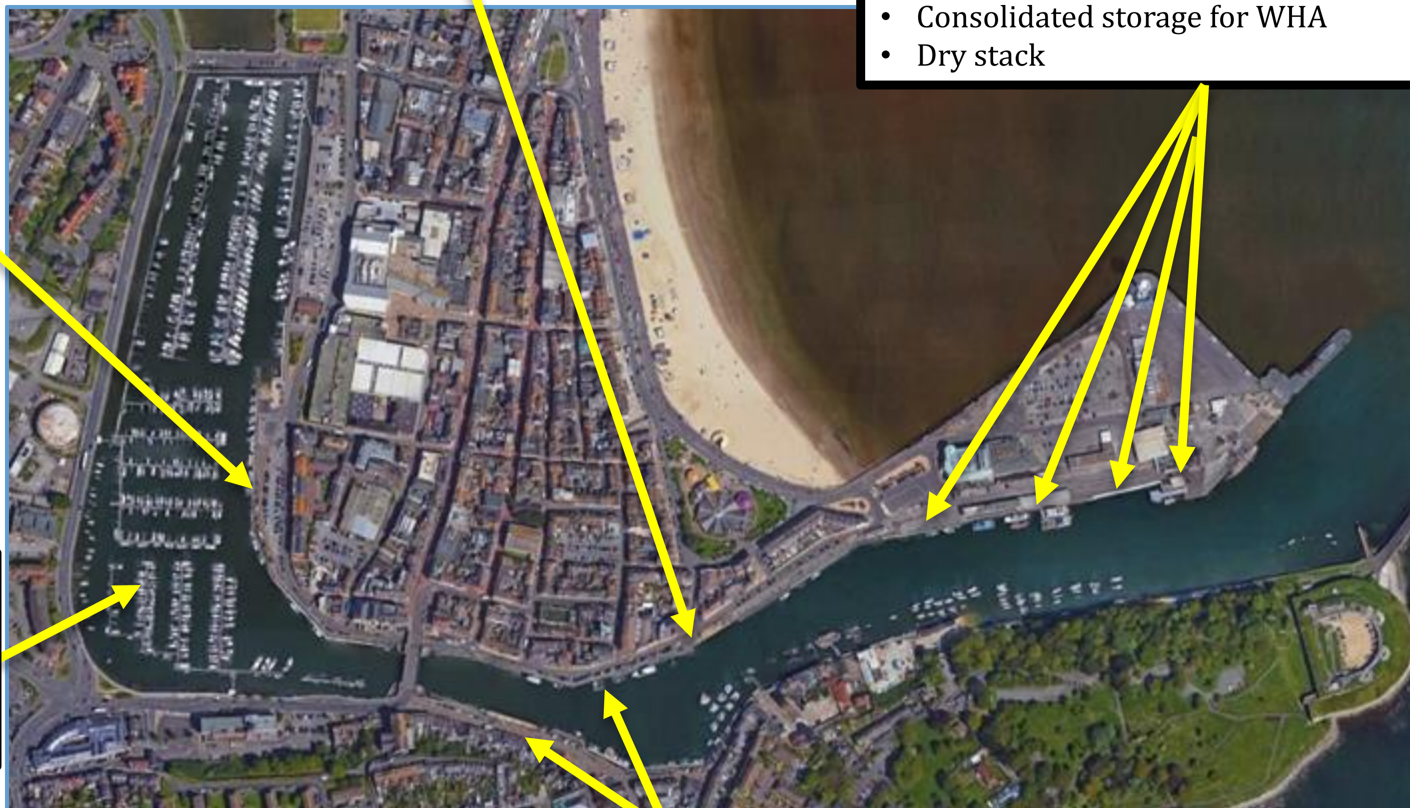
Rest of Harbour: Enabled by proposals 1 and 2

Relocation of commercial fishing from Customs House Quay releases space for larger marine leisure boats

Peninsula developments include:

- Relocation of most active commercial fishing and sea angling vessels
- Multi-purpose quay
- Consolidated storage for WHA
- Dry stack

Frees up sea angling berths for larger marine leisure boats in summer, and parking on Cosens Quay



Relocation of some smaller boats to dry stack releases space

Relocation of some commercial fishing and sea angling boats → supports proposed pedestrianisation of Customs House Quay and Trinity Road

Rest of Harbour: Other proposals

Some changes to marinas

A number of options for reconfiguration of the WHA marinas were reviewed, including:

Reconfiguration of pontoons

- Reconfiguration to increase number of larger berths to reflect market demand and allow for jetskis and jet boats.

A. Cosens Quay

- Marina services and single access point for WHA marinas at Cosens Quay (A).
- Boat access channel moved to the right bank (North Quay and Westwey Road).

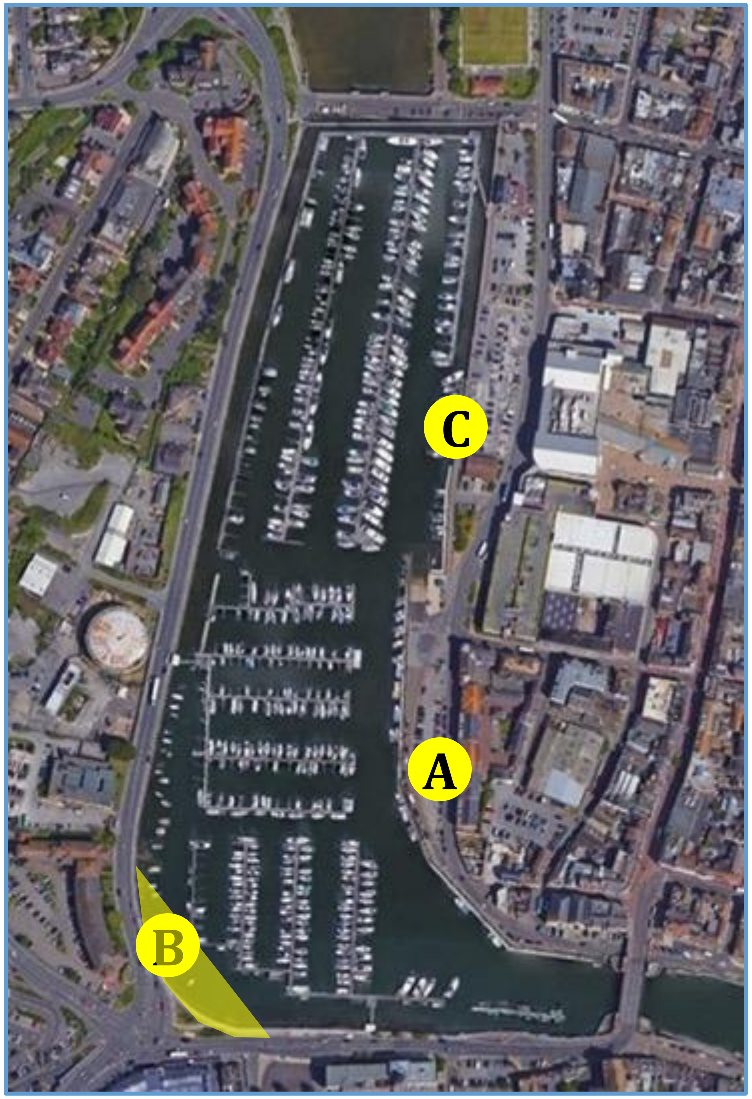
B. Single access Westwey Road

- Marina services and single access point for WHA marinas at south end of Westwey Road (B).
- Infill potential for service area and drop-off point.
- Boat access channel unchanged.

C. Single inner harbour marina access

- Single marina services and access point on Commercial Road (C).
- Boat access channel moved to the right bank (North Quay and Westwey Road).

Inner harbour



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Marina options evaluation

Linking the two WHA marinas and having a single, improved access point at either Cosens Quay or Westwey, addresses many of the issues with the marinas, but is likely to be prohibitively costly, with limited additional revenues.

Combining access for all inner harbour marinas offers the potential for wider scale reconfiguration including the channel, but this will again be very costly, and result in substantial disruption.

Changes to the configuration of the WHA marinas have been considered, and a range of reconfiguration options assessed (see overleaf).

Option	Advantages	Disadvantages
Reconfiguration	Could meet the need for larger berths in a short time frame.	Limited potential improvements. Does not address parking/access issues. Potentially costly, if requires significant dredging.
Cosens Quay	Addresses parking/access issue. Improved access for visitors walking into Town centre.	Dredging costs probably high. May have issues with existing quay walls.
Single access Westwey	Addresses parking/access issue, especially when linked to parking at Court/gasometer. Could link marinas with swing bridge to avoid loss of moorings.	Reclamation/infill expensive with limited financial upside. Issues with operaiton of swing bridge.
Single inner harbour marina access	Improved parking/access for WHA marinas. Potential for reconfiguration of channel.	Walking distances for some berths would be high (420 metres).

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Reconfiguration of WHA marinas

Approach

The financial evaluation of options for changes in the configuration of the marinas was based on changes in cash flow resulting from:

- Investment costs of any changes (e.g. additional pontoons)
- Lost revenues from the removal of any berths based on existing occupancy numbers
- Additional revenues based on the creation of new berths and existing occupancy levels

The evaluation was based on there being no change in the level of charges and a ten year time horizon.

Outcome

We expected to suggest as part of this report that the existing two marinas, North Quay and Westwey Road, could be reconfigured to accommodate the larger vessels that have become commonplace since the marinas were originally constructed some 20 years ago. **However, having considered the latest bathymetric survey and the constraints on depth of water along with the existing utilisation of the berths, there appears to be no quick fix financially viable solution.**

The requirement to provide berths for larger leisure vessels mainly in the 12 metre range means that not only have longer pontoon fingers to be installed, but that there must be sufficient space for access (the industry guidance is 1.5 times the vessel length between the vessels or pontoon fingers on either side of the channel).

We have looked at various possibilities for reconfiguring the Westwey Road marina, as this has the greatest area with depth of water of 2 metres or more. To provide space for 12 metre berths with access takes out so many of the smaller berths that the overall income for the marina is reduced in whatever way the reconfiguration has been posed.

It may be possible once dredging of the area is completed to 2 metres that the North Quay marina could be reconfigured, turning it ninety degrees to align with Westwey Road marina. This could be served by a single access point, and a number of the smaller vessels could be moved to the proposed dry stack facility. Such a major reconfiguration requires pulling the existing piles and repositioning and driving them to support the new layout.

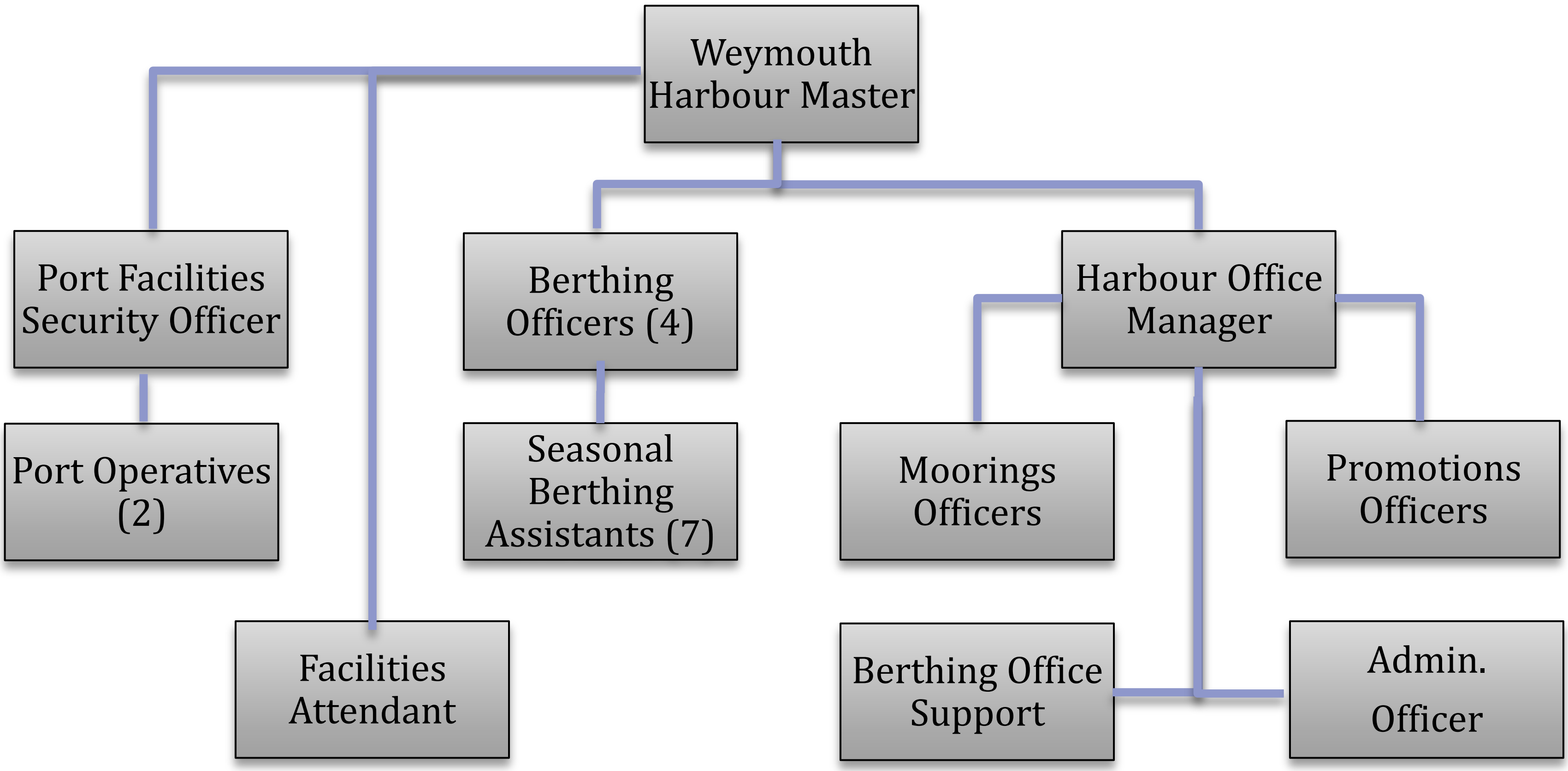
The logic of reconfiguration remains, and the data points towards this, and a detailed feasibility study could be undertaken following implementation of the current proposals.

In the short term the focus for WHA on the marinas should be to improve utilisation, over 90% preferably, supported by better systems to facilitate use by visitors. The proposed re-decking of one marina, improvements to power provision and WiFi should proceed.

5. VALUE FOR MONEY REVIEW

Current staffing and organisation structure

- Weymouth Harbour falls under the Council's Head of Economy, Leisure and Tourism who is also responsible for West Bay and Lyme Regis.
- The figure below reflects the current organisational structure and staffing levels.
- The core staff comprises 14 people. With several of these being part-time / job-shares, the FTE staffing level is 12 (full-time equivalent).
- To cope with the increase in traffic during the summer, between 7 and 9 seasonal berthing assistants are taken on for the season, bring the total staff to around 22.



Staffing issues and challenges

Overall

The overall staffing level is generally good.

Staff are committed to their work and have great pride in the Harbour.

The workforce is flexible – a significant asset for a relatively small operation.

Effective operations depend on the continued flexibility and commitment of the harbour.

Bridge operations

The Town Bridge, providing unimpeded access to the Inner Harbour is opened every two hours from 8am to 8pm from May to mid-September, with an extra 9pm lift from June to August.

This frequent opening requirement interferes with other work.

The winter schedule is 8am to 6pm with 1-hour notification.

The operation requires two trained personnel to be present.

Pilotage

WHA engage two pilots on zero-hours contracts to cover pilotage requirements.

Maintaining a pilotage service may be problematic going forward:

- Few acts of pilotage needed each year, with pilots needing 6 acts per year just to maintain their licence.
- No new (young) pilots coming through.

Council services

WHA are provided a range of services from the Council, including finance, legal, HR, property, CCTV, IT and general administration.

WHA are billed for these services and have no direct control over the cost or service level.

Legacy issues

With the cessation of the ferry service, staffing levels at the Peninsula were cut from 6 plus 2 agency staff, to 3 – a Port Facilities Security Officer and two Port Operatives.

The current staffing level and allocation does not then reflect actual requirements.

Overlapping responsibilities

With flexible work patterns, divesting any responsibilities would not necessarily reduce manning levels.

For example, changing the operation of the bridge, or removing management of the Inner Harbour marina, does not lead to an obvious cut in Weymouth Harbour manning.

Staffing and organisational opportunities and recommendations

Proposed organisation structure and staffing chart provided over page. The key changes are:

- Employ a Deputy Harbour Master to run operations on the water and in reception.
- The Harbour Master can then focus on strategy, legislation and growing the business.
- Recruit or train Harbour Master and/or Deputy to undertake pilotage.
- Consider merging the management of Weymouth with Lyme Regis and West Bay/Bridport to gain efficiencies.
- Remove / merge the Port Facilities Team (3) fully into the rest of the organisation - one of the three is close to retirement age.
- Operations at the Peninsula to be covered by Peninsula Operative (2):
    - One person on duty with back up from Berthing staff.
    - Managing the short stay leisure berths and collecting fees.
    - Operating the fuel pontoon (with limited hours, e.g. 0900 – 1700).
    - Running the dry stack / operating the forklift.

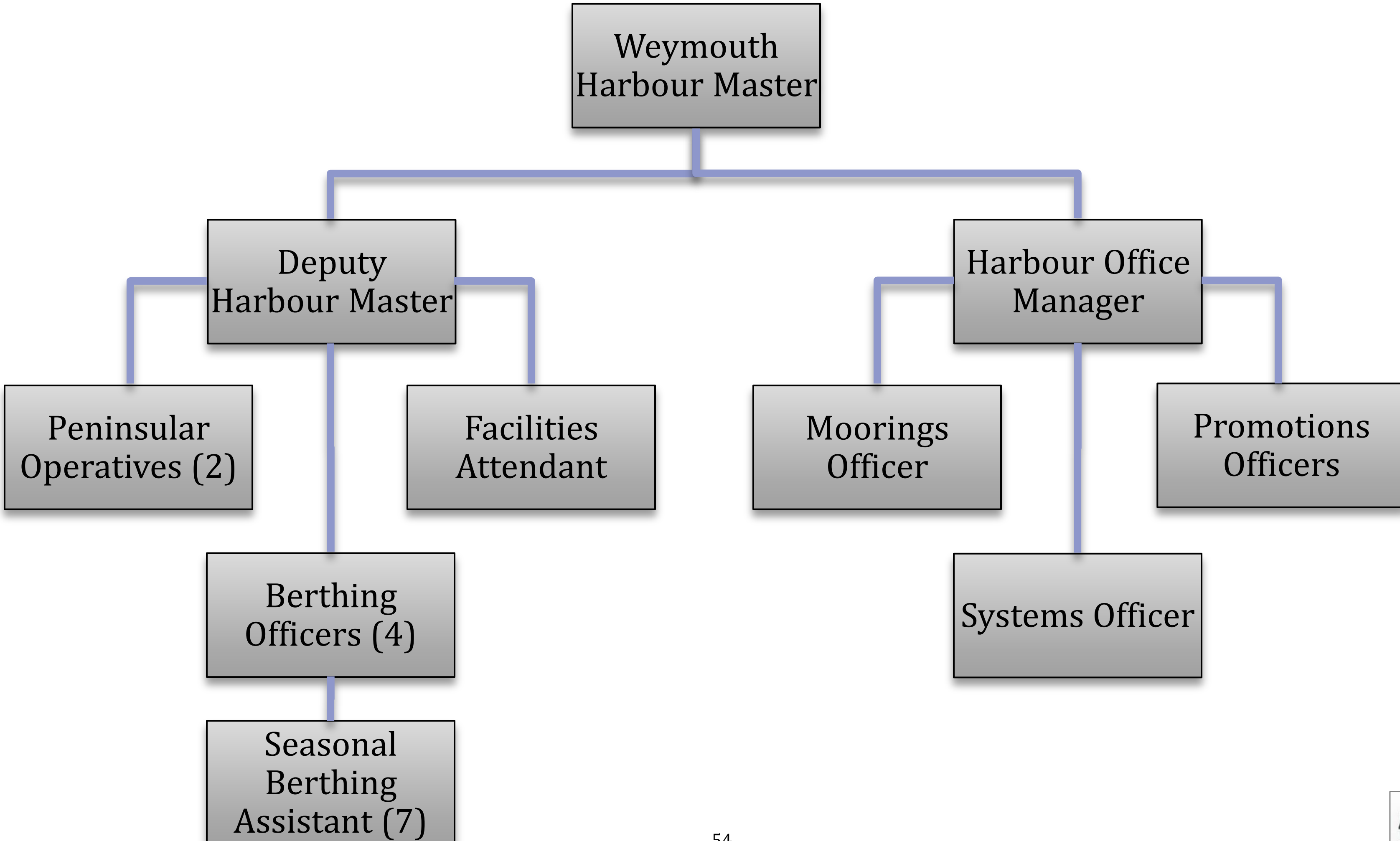
There is a general need for the WHA to have staff present on the Peninsula during the day to ensure smooth operations and interaction between the commercial operations and the public. The operation of the fuel pontoon and dry stack, could be outsourced, but the activities outlined above could be undertaken effectively by a single operative.

These changes are supported by an overhaul of processes, (e.g. introduction of a new software system - see following sections), which will enable more efficient administration, and redeployment to other (growth) areas.

Proposed organisation and staffing structure

Assumptions

- Peninsula development goes ahead with dry stack, forklift, fuel, short stay berthing
- Integrated computer system, till, etc., installed and managed
- Bridge operation and marinas continue as current



Leisure visitor berths

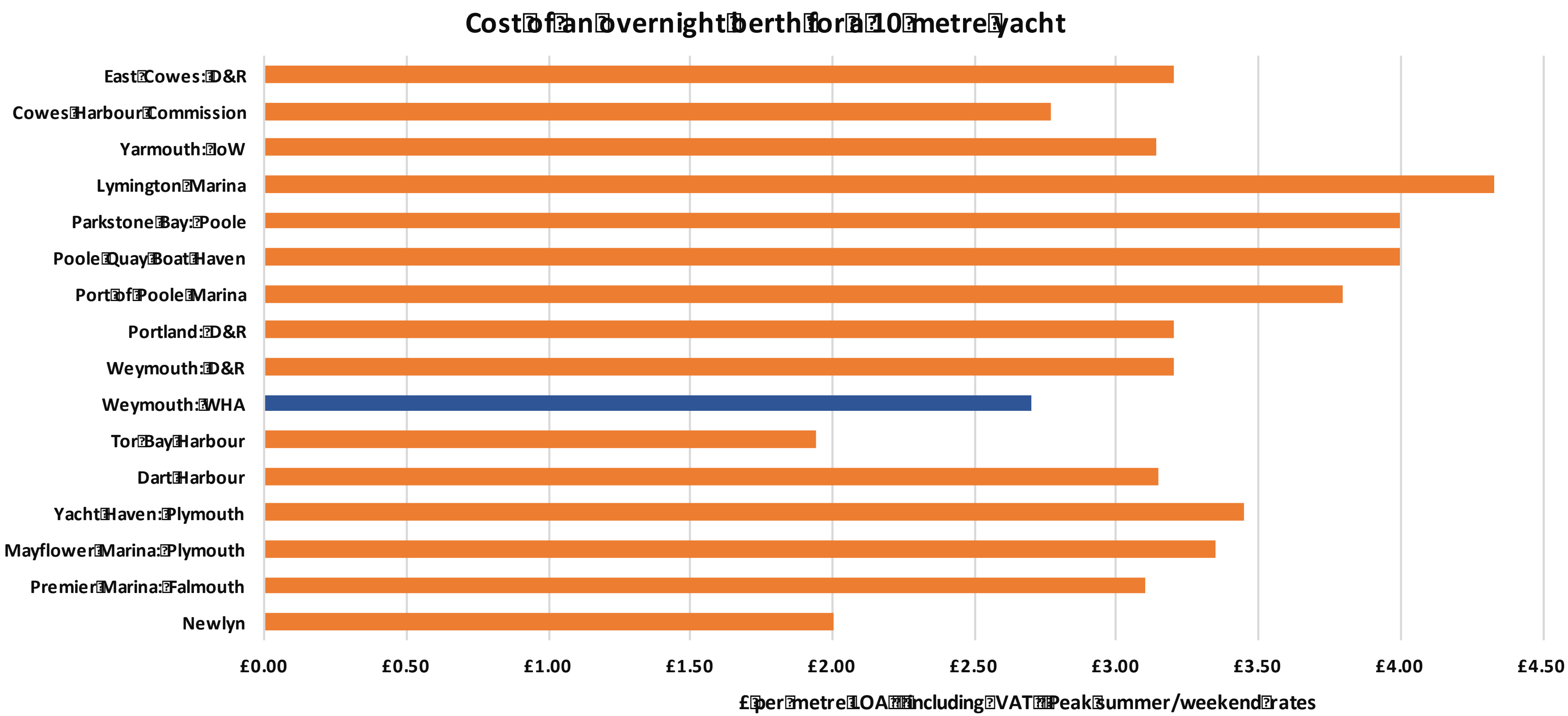
A review of the charges for overnight berths at 14 marinas/harbours along the south coast, shows WHA's rates to be lower than all but two facilities (see figure below).

The benchmarking covered leisure vessels of 8, 10 and 12 metres LOA, but there is very little difference in the per metre level of charges across this range.

In general, charges are lower the further west along the coast, though prices vary in line type of berth, capacity and the quality of services.

To bring WHA's charges in line with the market, it is recommended that fees are increased to around £3 per metre LOA. This would still allow for a significant discount against the D&R marina.

While overnight berthing in the outer harbour often involves rafting, and facilities are not up to the standard of the D&R marina, the berthing provided is in the heart of the Town, and downstream of the bridge.



Marina resident berths

As with overnight berths, the review of annual berthing charges showed that WHA's rates are at the lower end, with only Tor Bay, Dart Harbour and Newlyn offering lower rates, out of the 15 other marinas reviewed (see below).

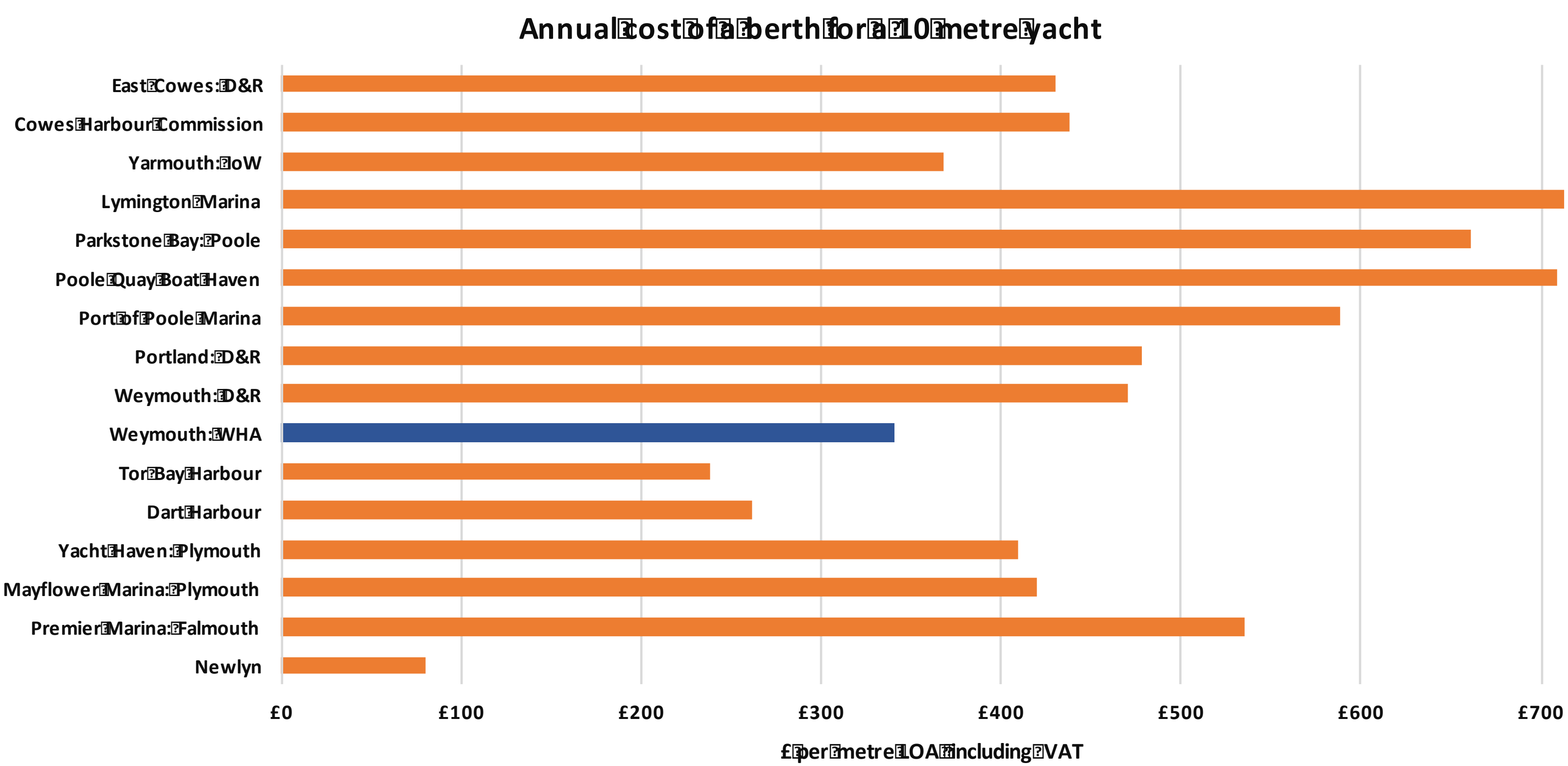
While the benchmarking covered leisure vessels of 8, 10 and 12 metres LOA, there is very little difference in the per metre level of charges across this range.

In general, charges are lower the further west along the coast, though prices vary in line with capacity and the quality of services.

The key competition for the WHA marinas, are the D&R marinas at Weymouth and Portland. Included in D&R's charges are additional benefits (e.g. 6 weeks ashore time at the Portland boatyard).

However, there should be potential for WHA to increase annual berthing charges towards £400 per metre LOA – which would still be below the average of the facilities reviewed.

At current charges, WHA marinas are £1,300 cheaper per year for a 10 metre boat. If charges were raised to £400 per metre, WHA marinas would still have a cost advantage of over £700 per year for a 10 metre boat.



Harbour dues

WHA does not charge explicit harbour dues. Instead these charges are embedded implicitly into berthing charges, lease agreements and other charges.

Most of the harbours reviewed have explicit harbour dues, (see figure below). By introducing explicit harbour dues, WHA can raise additional revenues from undervalued lease contracts.

Consideration should be given to charging separate harbour dues on all vessel classes. For convenience when paying, these dues can then be wrapped up with facility/service charges.

There is scope for applying harbour dues to other items: for example, Portland apply an annual harbour due of floating pontoons at £7.05/m per berthing side.

Discounts

WHA offer a 10% discount on annual marina charges to residents of the Borough. Such a discount is not offered at any of the other marinas and harbours reviewed.

To encourage visitors to stay longer/return, WHA offer 4 nights for the price of 3. While D&R offer 7 nights for the price of 6, no other marina was identified that offered a similar discount.

Consideration should be given to removing both discounts.

Separate Harbour Dues: per metre

	Mooring fee visitor	Harbour dues		Annual charge	Harbour dues	
		Due	% of charge		Due	% of charge
Dart Harbour	£2.30	£0.85	37%	£242	£19.91	8%
Poole Quay Boat Haven	£3.40	£0.60	18%	£695	£13.80	2%
Port of Poole Marina	£3.20	£0.60	19%	£575	£13.80	2%
Parkstone Bay: Poole				£646	£14.57	
Lymington Marina				£697	£15.68	
Yarmouth: IoW	£2.60	£0.54	21%	£351	17.14	5%

Slipway

WHA charges for use of the slipway are in line with those at other harbours that charge:

- WHA - £10 per day, £135 per year
- Tor Bay - £10 to £12 depending on length
- Langstone - £13.60 per day, £86 per year

However, few harbours charge for use of their slipway, as revenues usually do not cover collection and monitoring costs.

The cost of monitoring and charging for use of the slipway should be estimated to calculate whether it is worthwhile continuing to charge, or if a more cost-effective approach could be taken (use of modified parking tickets).

Cargo

WHA currently do not charge a cargo due on landings of fish or shellfish.

Cargo dues on seafood vary considerably, with *ad valorem* charges applied in some cases where there is a market at the port (e.g. Newlyn, see figure below), or more generally charge on weight.

Portland apply a £30 per ton charge on landings. Applying a similar charge in Weymouth would bring in revenues of over £50,000 per year (at the landed weights achieved in each of the last three years, and assuming no diversion of landings resulting from a new charge).

Applying an *ad valorem* due in line with Newlyn (2.5%) would bring in £40,000 to £90,000 per year (again, assuming no diversion).

Cargo dues

Port	Due on fish/shellfish landings
Portland	£30 per ton
Newlyn	2.5% of value
Dart	£130 per ton (fish)

Personal water craft

Of the twelve south coast harbours reviewed, only four charged PWC users for permits.

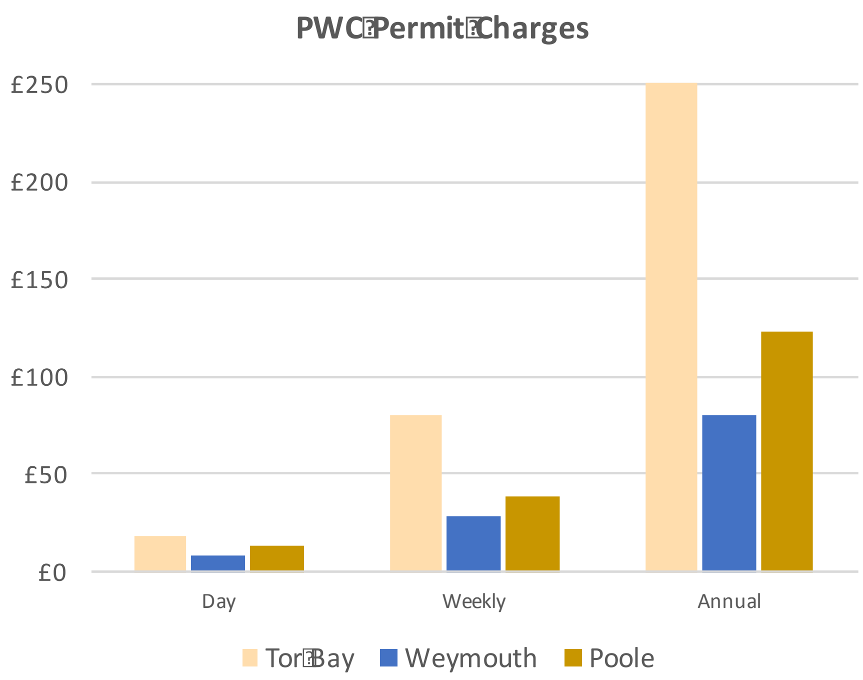
The cost of permits at Weymouth are substantially lower than the other harbours (see figure below). In addition, WHA offer a discount against annual fees for RYA PWC certificate holders.

Tor Bay Harbour applied the highest charge, but offers a discount (up to 25%) if users have a certificate of RYA recognised competency for PWC. However, they also levy a one-off PWC registration charge of £15.

The take up of permits for PWC in Weymouth Harbour is modest, (79 temporary permits and 9 annual permits in the first seven months of 2017), and the overall income is low (under £2,000 per year).

Increasing the charges in line with other harbours should be considered. Raising the charges to the level of Tor Bay would double revenues (assuming no drop in activity).

This would help to cover the cost of administration and monitoring PWCs in the harbour.



Recommendations

Harbour dues

- Break out "Harbour Dues" from the overall mooring fee for both residents and visitors, even if this is only done in the background. It should however be advertised on the website and in the annual Harbour Guide.
- This separation will enable Harbour Due fee to be changed independently from the Mooring fee, or if necessary a Harbour Levy to be imposed on all harbour users linked to their harbour due e.g. for a new breakwater or work on the harbour walls. This could also enable an increased charge to private marinas, sailing clubs, and private mooring owners, riparian licence holders, etc.

Commercial Vessels

- Increase annual berths charges to bring them in line with leisure vessels as in other South Coast harbours.

Personal water craft

- Increase permit charges in line with other harbours (e.g. Tor Bay).

Cargo dues

- Charge a cargo landing fee by weight crossing the quay on all commercial fishing vessels for their catch landed at Weymouth.

Passenger dues

- Charge the passenger landing fee on all passenger carrying vessels including small trip vessels, charter angling vessels and dive vessels., (currently passenger dues are in part charged indirectly through leasing charges).

Slipway charges

- Drop slipway charges or introduce a cost-effective approach to charging and monitoring.

Discounts

- Remove discount for residents of the Borough.
- Offer a discount for one off annual Direct Debit payments for moorings to encourage customers to move away from staged monthly payments.

Current situation

- National Acts of Parliament that apply to all harbours
- Weymouth Harbour specific
    - Byelaws 1976
    - Pilotage Act 2015
- Port Marine Safety Code - guidance
- Opportunities for Ports in Local Authority Ownership
- Modernising Trust Ports

Opportunities and recommendations

- Introduce powers of General Direction, then the General Directions themselves to bring local legislation up to date and make it effective
- Review / update existing Bye Laws
- Benchmark against Trust Ports
- Comply with best practice of Port Marine Safety Code – e.g. use an independent auditor

Put in place sufficient regulations to allow the harbour staff to effectively manage the harbour e.g. General Directions and/or Bye laws. Authority levels need to be published. Training to be given to harbour staff to manage prosecutions.

Current situation

Only diesel is available in the harbour, and there is no petrol.

Diesel is supplied by:

- Fuel pontoon in the outer harbour (see figure below). Deliveries usually need to be booked ahead of time (1 days notice), as the pontoon is rarely manned.
- Mobile bowser (for alongside boats, not on pontoon berths). This service is used by most commercial boats, with deliveries being generally quick and reliable. There are issues of access when events are on around the harbour. There is a risk of spills and damage to the environment.

The fuel pontoon occupies a prime high-profile location in the harbour, yet is difficult to use, especially for visitors.

In general, there is a lack of control of fuel supplies and fuelling operations by the Harbour Authority.

Opportunities and recommendations

There is potential to establish a new fuelling pontoon (diesel only) on the Peninsula. This is included in the FLAG proposals for the commercial fishing area.

Fuel supply at the Peninsula should be brought under WHA control. With a significant number of commercial fishermen, angling vessels and passenger trip vessels as well as leisure vessels, total diesel sales are potentially in the order of £0.5 million per annum.

Controlling fuel sales should reduce the risk of oil spills and damage to the environment, and provide an additional revenue source for the WHA.

Diesel supplies could be from:

- Card-operated diesel pumps for commercial and other regular operators.
- Manned operations during standard working hours (e.g. 0900 – 1700), to limit the operating costs. Manning of the fuel supplies would fit with other operations at the Peninsula, including the dry stack.

Supply of petrol is problematic because it poses a different level of environmental risk, and requires significant investment in mitigation measures.

Current situation

WHA do not have control over their IT systems. The servers are located in Dorchester, and during office hours the service is fine. However, there are problems if the system fails outside of office hours.

Poor processes for dealing with payments, open to mistakes and potential fraud.

There is no till in the Harbour Reception, just a cash box.

Opportunities and recommendations

Introduce a harbour software management system:

- For example "Harbour Systems" will enable management of visitor and resident berths, and real time accurate analysis, allow on line invoicing and link to a finance system. The software is relatively cheap, with a one off cost of around £15,000 and annual cost of £6,000.
- Such a system could support the use of hand held devices on the water for the collection of fees, rather than directing all customers to attend the Harbour Office to pay.
- There is an opportunity to use Harbour Reception as a retail outlet, even if only to sell some basic items to yachtsmen e.g. ice, bottled water, and some logoed items such as umbrellas, mugs etc.

Introduce a local harbour accounting system to give local ownership.

Position a server in the Harbour Office for all the harbour systems, reducing the risk of failure and allowing quicker operations, or identify an alternative to resolve system support issues outside of office hours.

Current situation and issues

Pontoon Moorings at two marinas “Westwey Road” and “North Quay”.

Utilisation at 75% in 2017.

Lack of water depth at many moorings:

- Westwey Road marina at least 60% under 2 metres
- North Quay marina 45% under 2 metres

About 65% of Westwey Road Marina berths and 15% of North Quay Marina berths lack access to electricity.

Buoy moorings “Chain and Sinker” between marinas and Westwey Road.

Limited services at marina entrance.

No parking at marinas – limited drop-off area.

There are some “Versadock” type floats for jet skis located in some of the smaller pontoon finger moorings.

Bridge waiting pontoon shallow depth.

North Quay marina needs re-decking.

Recommendations

The following options were identified as components in a reconfiguration of the marinas. However, no economically viable reconfiguration was identified.

- Reconfigure the pontoon layout to provide more 12 metre + moorings.
- Link the two sets of pontoons (Westwey Road and North Quay) as part of the reconfiguration, allowing the opportunity to create more walk ashore pontoon berths.
- Consider joining reducing to one access point.
- Remove the buoy moorings, and move these small vessels to small pontoon berths or dry stack.

The key recommendation for better utilisation is to utilise vacant moorings and fill with short term (e.g. overnight) visitors – this is enabled by the improved IT system. This would compliment the existing proposed re-decking of North Quay marina pontoons to extend their life, and increase electric provision such that all pontoon berths are supplied with 16 / 32 Amps (as the original installation is some 20 years old the supply to the facility may need to be upgraded). WHA may also utilise some of the vacant small vessel pontoon finger moorings and fill with “Versadock” type floats for jet skis. This will support better management of this type of watercraft.

Dredging of the bridge waiting pontoon area to at least 2 metres should be undertaken as a priority.

For future investigation, consideration should be give to dredging walk ashore pontoon moorings to a minimum of 2 metres. This may require a “capital” dredge as well as “maintenance” dredging, followed by regular maintenance dredging to maintain the depth.

Current situation and issues	Opportunities and recommendations
Sea angling vessels are mainly berthed on Commercial Road, and parking for their customers can be problematic. Passenger trip vessels are berthed on Trinity Road and the Ferry Steps, and these can become disadvantaged during festivals. Commercial fishing vessels are predominantly berthed on Custom House Quay. Fishing gear can be scattered on walkway pontoons and quayside, creating a hazard. Unregulated use of small cranes at fish landing quay, creating a risk.	Increase the number of rafted commercial boats, if commercial vessels not relocated to Peninsula. Remove equipment and unused gear from the pontoons into storage areas. Create a commercial fishing area on the peninsula that will reduce vehicle traffic on Custom House Quay (in line with FLAG proposal). Create pick up/drop off pontoon at peninsula for charter angling vessels and passenger trip vessels. Review pricing of commercial moorings and associated discounts with the aim of bringing them into line with leisure resident moorings. Commercial moorings appear to be about 50% of the cost of commercial resident moorings at other harbours. Other potential charges not enforced, e.g. passenger landing fees for smaller commercial vessels and fish landing dues, should be considered.

Current situation and issues

Some leisure visitor moorings are located alongside pontoons at Custom House Quay and Cargo Stage. These pontoons are currently split by the fish landing area. All of these visitor berths are subject to rafting.

Further visitor moorings are located at the Cove on the opposite side of the river. These are again rafted moorings, but are restricted to vessels up to 10 metres in length.

Visitors staying in Weymouth for more than two weeks may be offered a walk ashore pontoon mooring at either Westwey Road or North Quay marina.

No easy way to get from marinas or Cove moorings to Town centre.

Opportunities and recommendations

Relocate the "Fish Landing Area" on Custom House Quay to the Peninsula.

Extend the pontoons along Custom House Quay through this area to create more leisure moorings, and pedestrianise the quay.

Reconfigure the moorings at Custom House Quay and extend further into the river by creating a series of "herring bone" finger berths and/or several pens with finger berths parallel to Custom House Quay.

By reconfiguring this area allow both finger berths for the those who do not want to raft, and some areas for clubs who may want to raft.

Reconfigure the pontoon moorings in The Cove by installing finger pontoons either at right angles to the existing pontoon or in a "herring bone" formation. However, the area between the Cove and Custom House Quay is used as a turning circle, and this ability must be maintained.

The use of finger berths reduces the risk of damage to boats, requires less on-the-water supervision, and opens up the opportunity to differentiate charges between finger berths and rafted berths.

Introduce a Harbour Taxi Service to ferry people from marinas to the Town Centre and Peninsula.

FISHER

Current situation and issues

Club moorings are located on the south side of the outer harbour.

This area is generally shallow – depth of around 1 metre.

Weymouth Sailing Club (WSC) lease a large part of this area (both land and water) from W&PBC and operate around 130 moorings. The Club have a large shed on the leased site for various activities including storage of tenders in winter.

Renewal of this lease is currently being negotiated.

Weymouth Sailing Club want to install pontoons for easier access and maintenance.

Opportunities and recommendations

In negotiating with Weymouth Sailing Club (and others) for leased areas around the harbour, several approaches are possible in determining appropriate rent:

Value to lessee

- The value of the site to WSC or other lessee could be estimated through modelling of the lessee's financials. This would cover potential revenues, costs, margins, etc., and provide an indication of what the lessee could afford to pay.

Value to WHA

- The value of the site to WHA should be estimated in terms of its opportunity cost e.g. for additional visitor berths.
- Such uses may require additional investment, and this should be taken into account. It is also necessary to ensure that there would be demand for the activity, and that it would not simply displace activity from another part of the harbour.

Value to others

- If other potential lessees for the site can be identified, the value to them should be estimated, again through modelling of their financials, or established through negotiation.

In identifying the leasing options with the best value to WHA *and* the Town, consideration must also be taken of other economic issues, such as benefits to the community.

Opportunities and recommendations

Target advertising. Locally and surrounding counties for resident berths. Northern Europe yacht clubs, Solent yacht clubs, vessel clubs (e.g. Princess power boats), for individual and rally visitors.

Monitor refuse bins with CCTV and prosecute abusers.

Pursue green and environmental policies.

Use green energy - install solar panels where possible. Advertise Weymouth's "green credentials".

Work with sailing clubs to instigate new races that start and finish at Weymouth. Encourage boats from other harbours to join the competition.

Increase WiFi coverage to cover all the harbour.

If the Peninsula development with the increase in pontoons along the quay and associated marine related developments goes ahead, this reduces the potential quay space for large vessels. The requirement for pilotage is already limited, and Pilots may find it difficult to undertake sufficient "trips" annually to maintain their licences. It may therefore be necessary to review risk and decide whether to remain a "Competent Harbour Authority" with the requirement to provide pilots.

This issue of pilots is tied in with the fundamental decision of whether No.1 and No.3 berths continue to be made available for larger vessels. Maintaining access for larger vessels will limit the development potential of the Peninsula.

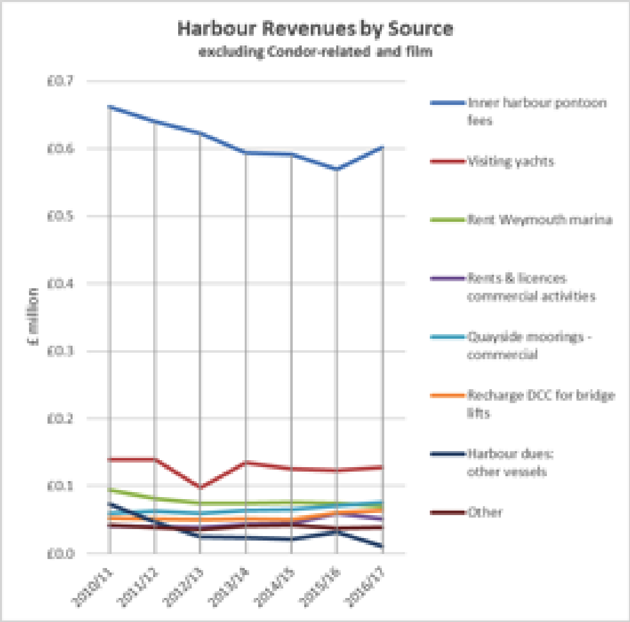
6. HIGH LEVEL BUSINESS PLAN – COMMERCIAL IN CONFIDENCE – SECTION REMOVED IN PUBLIC EDITION

7. SUMMARY AND CONCLUSION

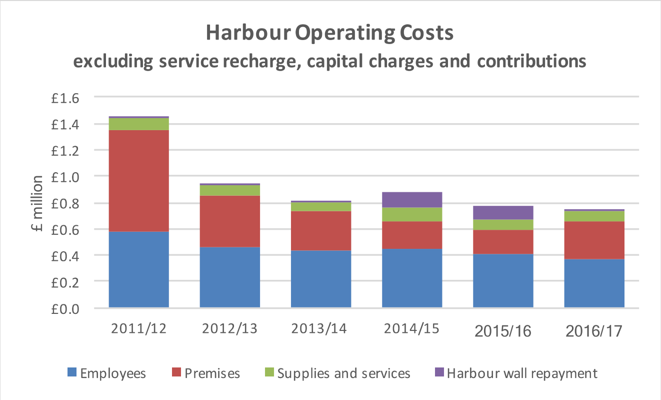
Financial performance of WHA

Revenues are about £1.2 mn:

- Income from WHA's Inner Harbour marinas dominates total revenues (see right), averaging over £0.6 million per year since 2010.
- The other key revenue sources are charges on visiting yachts, and rental income from D&R for Weymouth Marina.



A significant proportion (17%) of the total £1.3 mn costs for WHA are service recharges that effectively contribution to the Local Authority. Controllable harbour operating costs have consistently declined over recent years (see right).

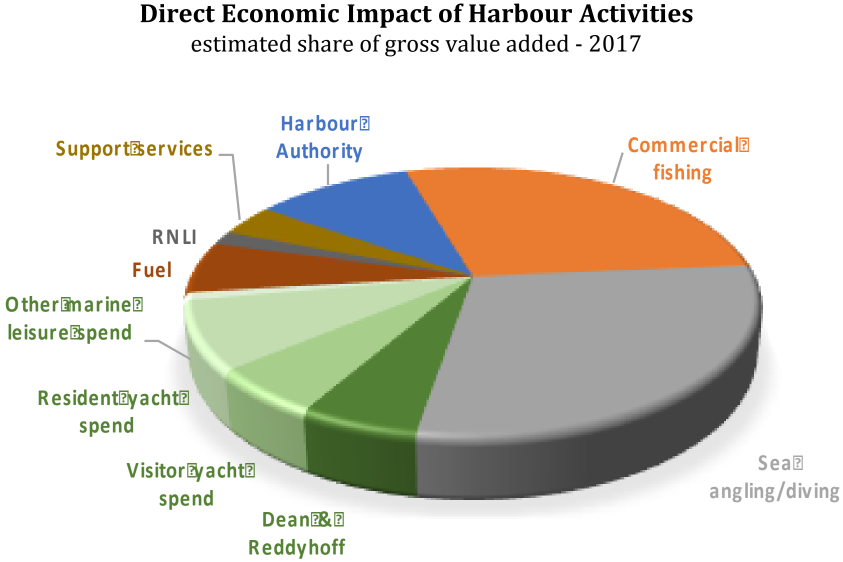


Socio-economic Impact

Weymouth Harbour generates direct employment of about 103 FTE, and an estimated total GVA of about £6.0 mn.

The most valuable economic activities in order of contribution are (see below):

- Sea angling / diving: 29%
- Commercial fishing: 28%
- Marine leisure: 20%



Market outlook by sector for Weymouth Harbour

Sector	Outlook	Comment
Resident moorings	Good growth	Growth possible if offer can be aligned to market needs
Visitor moorings	Good growth	Growth possible if offer can be aligned to market needs
Other marine leisure	Good growth	Growth in all areas, especially paddle boarding and kayaks
Sea angling / diving	Strong growth	Growing market → Weymouth is UK's leading harbour
Commercial fishing	Potential growth	Limited downside and potential step change following Brexit

Key questions

What happens in "Do Nothing" case

What financial and economic benefits do the harbour proposals offer?

Do nothing → get nothing!

Marine leisure	• Increasingly limited ability to meet demands for larger vessel berths. • Unable to support growth in number of visiting vessels.
Commercial fishing	• Fail to increase local value-added and raise shore side employment from the activity. • Unable to capitalise on possible growth following Brexit.
Sea angling	• Fail to support potential growth in high spend activity. • Growth stunted and possible decline without improved parking.
Harbour overall	• Fail to institute progressive improvement in harbour profitability.
Town	• Fail to pedestrianise Custom House Quay and Trinity Road. • Continued conflict over outcomes for harbour and Town wrt festivals and marine events.

Summary of projects

The financial outcome is summarised below.

The **Combined** evaluation line comprises all of the projects combined with:

- Reduction in costs of 1 FTE (£33,000 /yr) as a result of combining the dry stack and fuel supply operations.
- Installation of a new IT system (capex of £15,000 and opex of £6,000) and new local server.

Financial Appraisal: Summary of options

		Full year		
	Capex	Opex	Revenue	IRR
Cove pontoons	£48,800	£4,880	£13,267	7.4%
Dry stack	£305,000	£63,800	£124,435	10.7%
Fuel supply	£245,000	£47,250	£82,250	5.4%
Peninsula waterside	£374,020	£18,701	£97,700	10.4%
Peninsula landside	£270,000	£6,750	£46,934	6.3%
Combined	**£1,262,820**	**£147,381**	**£364,586**	**7.2%**

FISHER

Benefits to WHA

Improved service to main customer groups:

- Marine leisure
- Commercial fishing
- Sea anglers

Harbour that better matches market needs:

- Harbour well positioned to capitalise on growth in all markets

More secure financial base:

- Increase in WHA gross revenues of £0.36 mn/ yr by year 10
- Increase in net revenues up by £0.22 mn / yr by year 10

Socio-economic benefits to the Town

Proposals promote increased economic activity due to Weymouth Harbour

Direct economic benefit over next ten years (£0.8 mn/yr GVA):

- Sea angling: 5 additional FTE and rise in GVA of £0.35 mn/yr
- Marine leisure: rise in GVA of £0.25 mn/yr
- Peninsula activities: 4 additional FTE and rise in GVA of £0.20 mn/yr

Supports in wider terms:

- Pedestrianisation of Custom House Quay and Trinity Road
- A vibrant Peninsula with interesting harbour activity - attractive to visitors
- Improved relationship between Town and harbour

Conclusion

This is a significant time in the evolution of Weymouth Harbour

The vision is to be a leading destination harbour for tourism on the south coast

The strategy targets leading marine leisure and sea angling positions, with a thriving commercial fishing sector, supporting the socio-economic fabric of the Town

Much can be done to activate this with modest investment:

- Build on the harbour's position as the leading sea angling centre in the UK
- Support growth in marine leisure
- Facilitate a healthy commercial fishing sector to flourish
- Exploit opportunities for harbour to compliment Town and vice versa

APPENDIX A: FINANCIAL METHODOLOGY AND ASSUMPTIONS – COMMERCIAL IN CONFIDENCE - REMOVED IN PUBLIC EDITION