

**The Yarmouth (Isle of Wight)  
Harbour Commissioners**

**Annual Report 2017**

**MISSION  
STATEMENT**

The Commissioners will maintain and enhance Yarmouth Harbour as a viable Port bringing trade and tourism to the Island and in particular the West Wight area, whilst preserving the character and charm of the surrounding environment and ensuring the long-term future of the Harbour and Estuary.

Yarmouth Harbour Commissioners

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# ANNUAL REPORT 2017

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## BUSINESS REVIEW/STRATEGIC REPORT

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### INTRODUCTION

#### YARMOUTH HARBOUR AND MODERNISING TRUST PORTS (SECOND EDITION)

Yarmouth Harbour is a Trust port established by an Act of Parliament in 1931, managed by the Yarmouth Harbour Commissioners. It is therefore a Statutory Harbour Authority and its jurisdiction extends from the Causeway at Freshwater to the seaward limits as described in the 1996 Harbour Revision Order. The terms of reference of the Yarmouth Harbour Commissioners (YHC) are to administer Yarmouth Harbour in accordance with the 1931 Act and the principles of governance promoted in Modernising Trust Ports – A Guide to Good Governance (DfT 2009).

The 1931 Act incorporates certain sections of the 1847 Harbour, Docks and Piers Clauses Act that give the Harbour Master statutory powers concerning the management of the Harbour. Additionally, the 1931 Act empowers the Commissioners to fix rates at the level required to meet their statutory obligations.

Modernising Trust Ports provides:

*‘Trust port boards should transact port business in the interest of the whole community of stakeholders openly, accountably and with commercial prudence. Trust ports should be run as commercial businesses, seeking to generate a surplus which should be ploughed back into the port, or otherwise directed towards the interests of the port’s stakeholders. The Government expects trust ports to be operated efficiently and effectively, and to generate a commercially acceptable rate of return.’*

Modernising Trust Ports also provides guidance, telling trust ports to ‘comply or explain’ with this guidance. In this 2017 Annual Report, it is the intention of Yarmouth Harbour Commissioners to comply fully with the guidance in Modernising Trust Ports, and where we are unable to ‘Comply’ we will ‘Explain’ why we have not complied. If you feel that we have done neither, please let us know and we will try to rectify the oversight in future Annual Reports.

### 2017 ACCOUNTS AND RESULTS OF OPERATIONS

#### FINANCIAL POSITION (AT 31/12/2017)

The financial position of Yarmouth Harbour Commissioners remains strong.

Turnover at £2,454,963 in comparison to 2016 shows an increase of 4.7%. Operating Profit at £364,927 was slightly down on 2016 by 9.7%.

The total of all outstanding bank loans amounts to £15,379.

Wightlink remains the harbour’s largest customer. Income from Wightlink has remained consistent.

Berthing income (excluding Wightlink) rose by 8.5%.

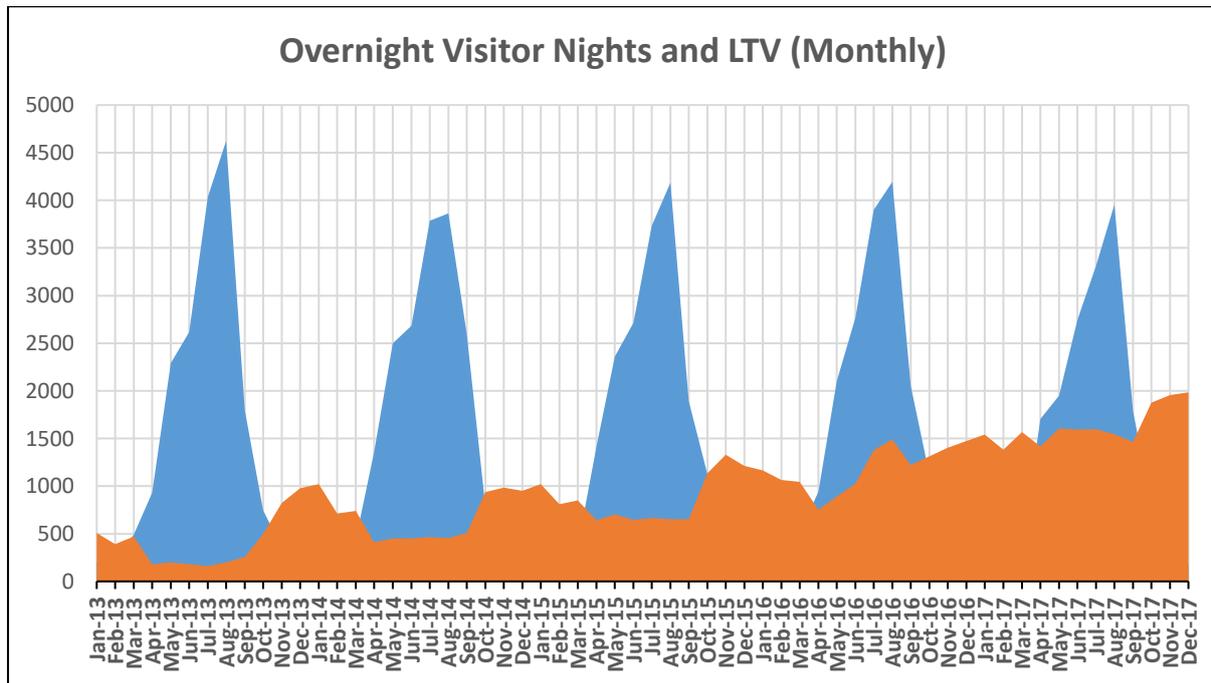
### VISITING BOAT NUMBERS

The table below compares figures over a five-year period. Compared to 2016 figures, overnight or daily visitor numbers including long term visitors (LTV), shows an increase of 13%. Short stay visits were slightly down on 2016 by 8%. The total number of yachts visiting the harbour increased by 10% at 42,194.

Visiting Boat Numbers			
Year	Overnight	Short Stay	Total
<b>2017</b>	36,790	5,404	<b>42,194</b>
<b>2016</b>	32,518	5,903	<b>38,421</b>
<b>2015</b>	28,335	5,493	<b>34,133</b>
<b>2014</b>	26,681	5,785	<b>32,466</b>
<b>2013</b>	23,296	5,150	<b>28,446</b>

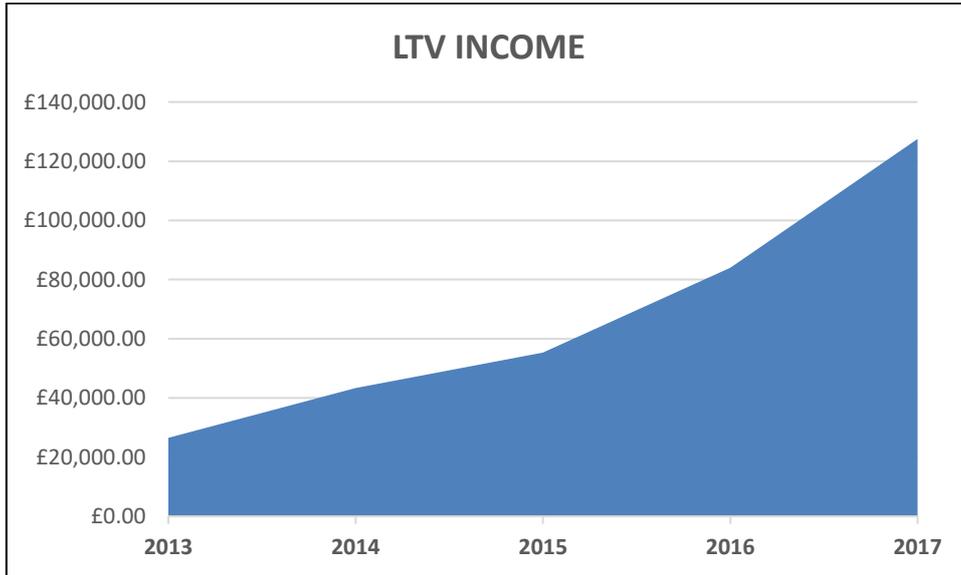
### VISITOR NUMBERS 2013-2017

The graph below represents the traffic movements monthly between 2013 and 2017. Overnight visits (highlighted in blue) dropped by 5% in 2017 largely due to weather. The number of berths the Commissioners were able to allocate to LTVs (highlighted in orange) based on berth utilisation analysis has increased by 37% on the previous year.



**LONG TERM VISITOR (LTV) BERTHING**

The graph below shows the trend in income received from LTVs over a 5-year period. Income in 2017 increased by 51% in comparison to 2016 figures. LTV income amounts to 21% of the total visitor income, an increase 6% on the previous year. Yarmouth Harbour Commissioners limit the number of LTV berth allocations in order to utilise the number of berths available for overnight visiting seafarers.

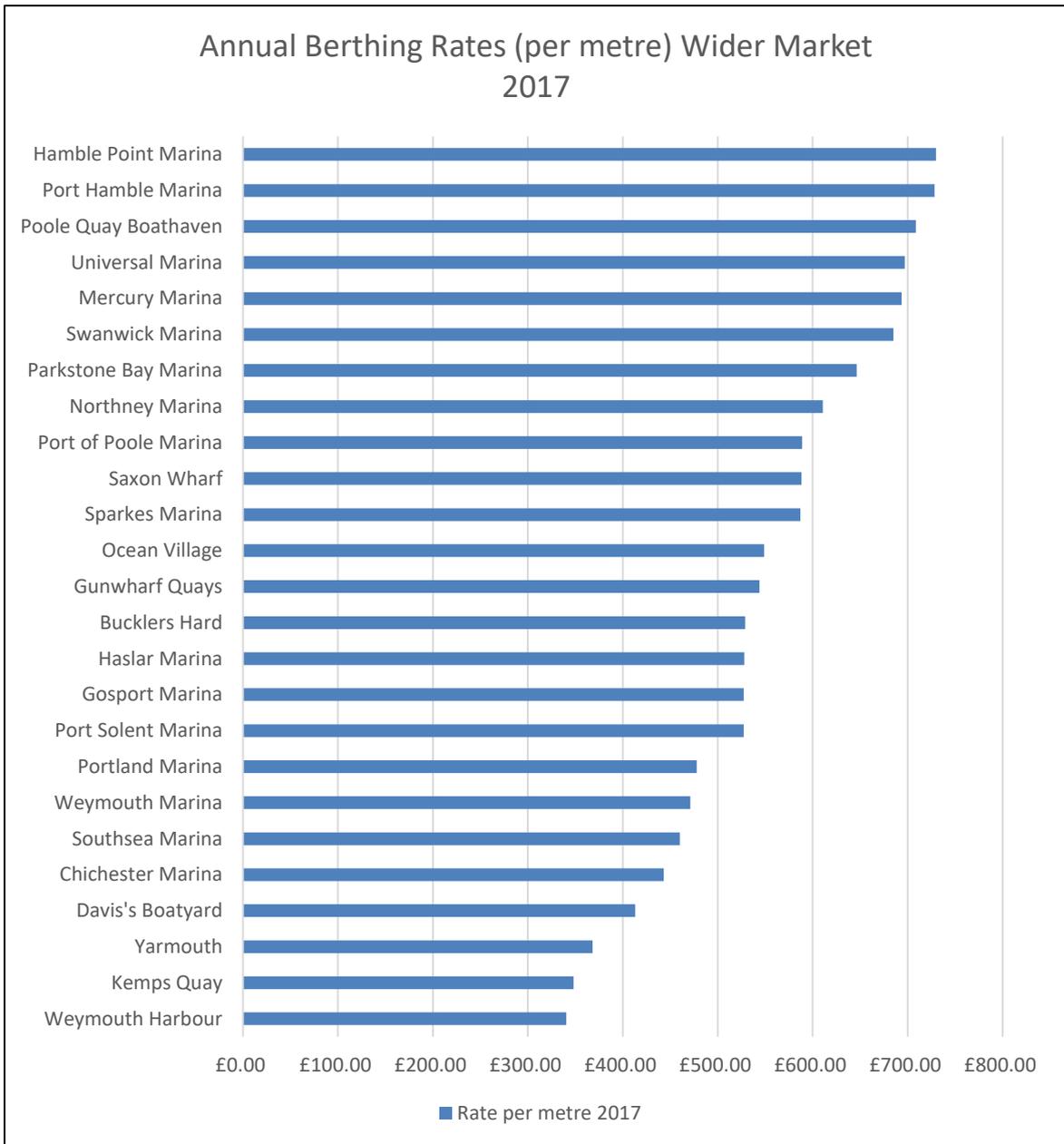


**RESIDENT AND COMMERCIAL BERTHING**

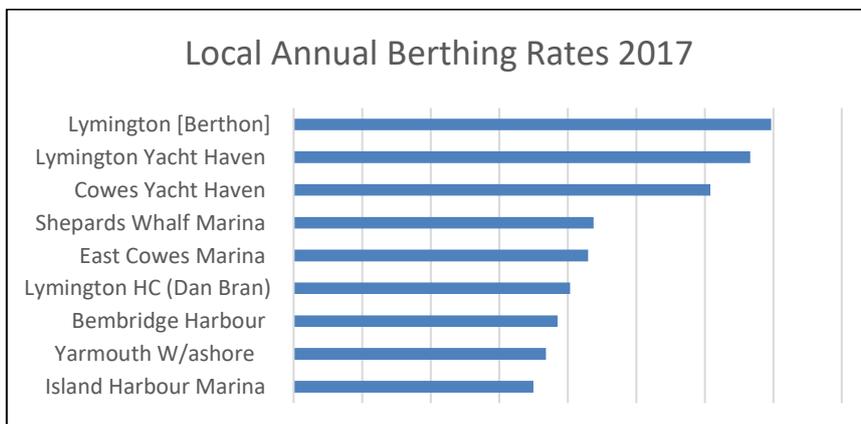
Yarmouth Harbour’s annual berthing rates remain competitive, and in fact are some of the cheapest moorings in the Solent area, as shown in the table below.

Berths are allocated efficiently when they become vacant to reduce waiting times and maximise income. Yarmouth Harbour currently has 260 resident berth holders, including 28 commercial moorings.

WIDER MARKET ANNUAL WALK ASHORE BERTHING RATES



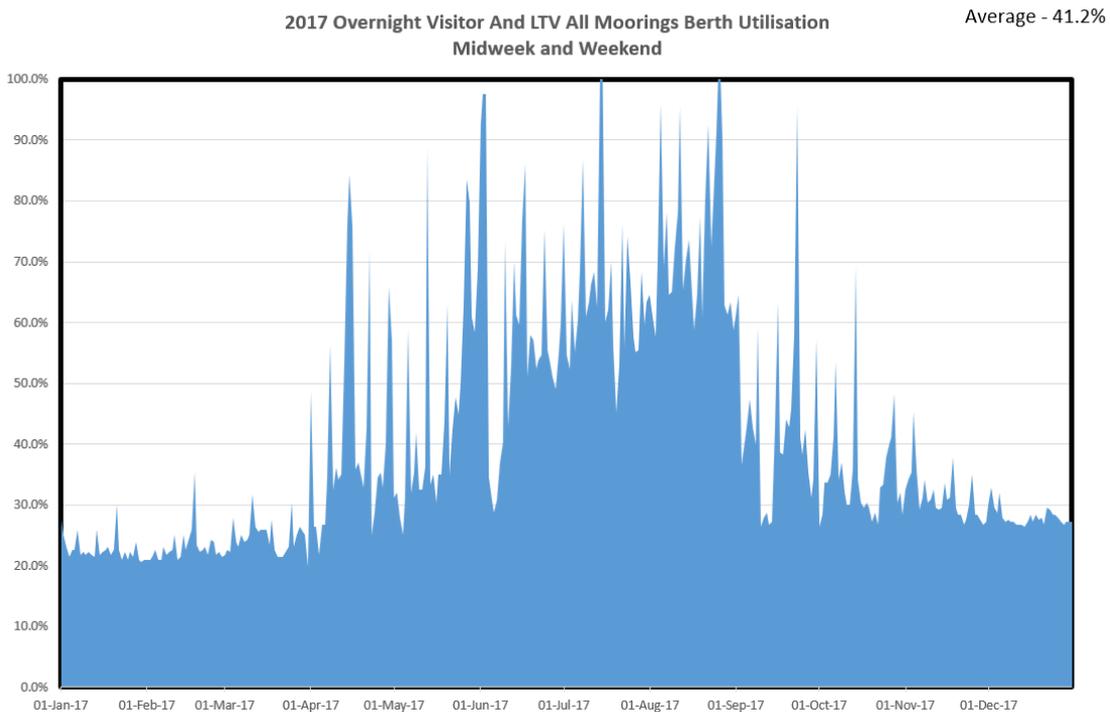
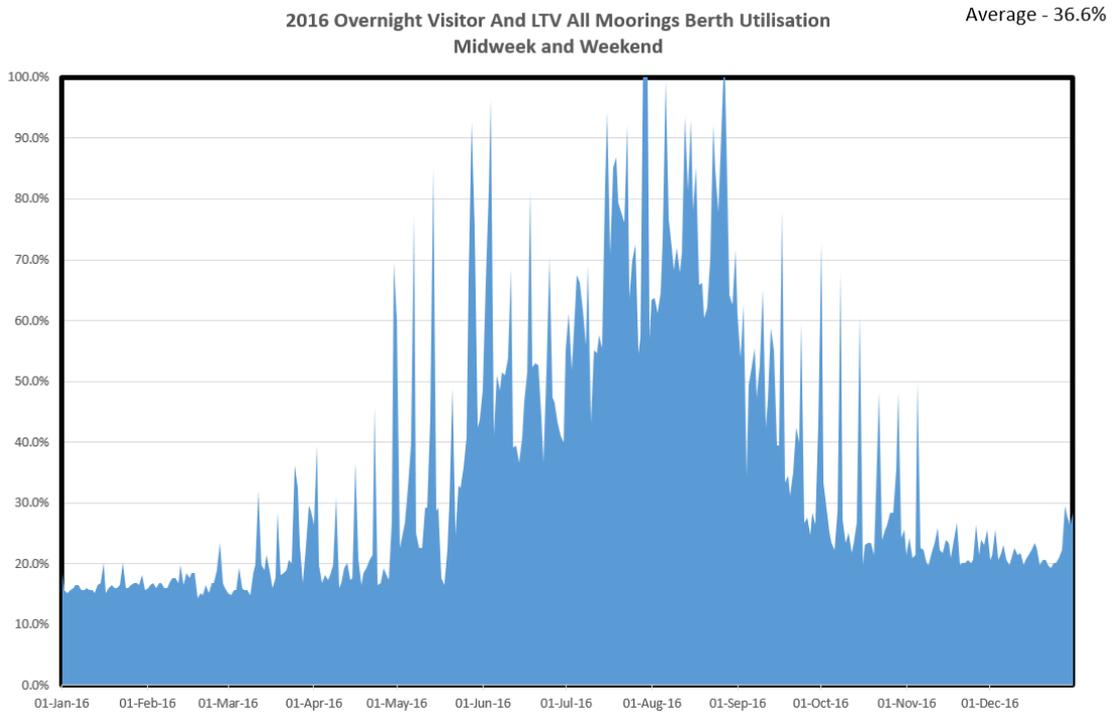
Source: Yarmouth Harbour Market Research 2017



**BERTH UTILISATION**

The graphs below demonstrate how the harbour utilises visitor berthing throughout the year comparing 2016 with 2017. Berths within the harbour remain largely vacant throughout the winter in order to accommodate seafarers through the more popular summer months.

By managing visitor berth allocations more efficiently throughout the year the Commissioners have increased utilisation by 4.6% in 2017.



## FUEL SALES

Sales of marine gas oil and petrol combined remained steady, falling slightly from 524,959 litres in 2016 to 524,403 litres in 2017, a reduction of 0.1%.

## PROPERTY

All Yarmouth Harbour Commissioners properties were occupied during 2017. There have been no sales or purchases of property.

## HARBOUR MAINTENANCE AND EXPENDITURE

<b>Major items of expenditure in 2017</b>	
<b>Revenue expenditure</b>	<b>£</b>
Outer mooring maintenance	12,000
Provision for pier repairs	273,000
Linkspan and Ferry Berth	12,000
Shower cleaning contractors	28,000
<b>Total</b>	<b>325,000</b>

<b>Capital expenditure</b>	<b>£</b>
Outer mooring chains	11,000
Water heaters	13,000
Linkspan transition wedge	6,000
Oil spill equipment	7,000
River pile replacement	51,000
Computer equipment	13,000
Patrol boat	23,000
Dory	6,000
<b>Total</b>	<b>130,000</b>

## STAKEHOLDER BENEFITS

The sustainability of the port remains the ultimate stakeholder benefit, however, Yarmouth Harbour Commissioners support stakeholders and the wider community in other ways, many of them unseen by our stakeholders. 'Modernising Trust Ports (Second Edition)' recommends that we try to quantify these as 'Stakeholder Benefits'. This list does not include every benefit the Commissioners provide for the stakeholder community but does cover the main ones.

<b>Stakeholder Benefits – Year Ended 31 December 2017</b>		
<b>Benefits in the Harbour</b>		<b>£</b>
<b>RNLI lifeboat berth and facilities:</b>		
Equivalent cost of commercial mooring	900	15.85m at commercial rate
Loss of income from mooring space	16,000	Estimate
Commercial moorings - discounted rates (per mooring)	800	Compared to non-walk ashore harbour moorings
Commercial moorings - electricity supplied	600	Estimate (no longer on its own supply)
Commercial moorings - storage area	1,100	Compared to cost of 3 IWC annual parking permits
Commercial discounts on gas oil	2,700	
Refuse skip and recycling for harbour users and YSC.	15,000	Cost of skips and bins
Waste oil deposit tank	500	Disposal of oil
Slipways - free of charge to use	400	Annual maintenance (Est. value)
Car parking in Harbour Office area	10,500	30 spaces loss of income
Shower refurbishment	15,000	Average cost per year over 10 years
<b>Environmental Provision</b>		
Estuaries Officer	10,000	Contribution to IWC
The Green - maintenance	3,800	Grass cutting and tree replacement
Green Gym	50	Donation
<b>Provisions for the Community</b>		
The pier	290,200	Including annual provision for repair of pier head piles
Pier toilets	9,000	Cost of water, cleaning, electricity and provisions
Overflow car park	700	Compared to cost of IWC long stay ticket
Hanging baskets and flower borders	800	
Watering of Yarmouth Town Council planters	300	Maintenance time, plus a small sum for water
<b>Support to Local Community Organisations and Events</b>		
CHOYD	7,500	Contribution
Support for charities - discounts, events	5,000	WetWheels charity
Needles Coast Watch	4,000	
Yarmouth Carnival	550	
Gaffers loss of revenue Pier Sq. car park	500	
Gaffers use of the green	500	
<b>TOTAL</b>	<b>396,400</b>	

<b>Other Stakeholder Benefits</b>
Life jacket servicing point
Environmental designations work (SSSI, Ramsar, SPA, AONB, SAC, MCZ)
Yarmouth Community Flood Plan
Administrative support for Coastal Defence Working Group
Hosting of Tourist Information Point in Harbour Office
Free parking in Pier Square before 10am
Yarmouth Carnival Committee - use of the Green and Pier Square
Yarmouth Business Association Christmas Festival - use of Pier Square
Yarmouth Town Council/Yarmouth Town - labour assistance for events
Support for charities - discounts to charity vessels and support for events (eg Needles Relief)
Advertising and promotion of local businesses through facilitating vouchers and listing in Visitors Guide
Merchant Navy Day
YHC Spring Festival and Flare Amnesty

## HEALTH AND SAFETY

During 2017 Yarmouth Harbour reviewed the Marine Safety Management Manual (MSMM). The Risk Assessments (RAs) and Standard Operating Procedures (SOPs) were reviewed and reformatted to include a ranked hazard list. As an important stakeholder group, employees were asked to review the RAs and SOPs that directly relate to their roles within the organisation and make recommendations for improvement.

On 7 April 2017, the YHC Designated Person conducted an audit of the harbour's safety systems and concluded that the harbour complies with the guidelines laid out in the Port Marine Safety Code (PMSC) and issued a certificate of compliance.

In addition, YHC have engaged the services of Wight Safety Consultancy, as their competent health and safety advisors, to help ensure that shoreside operations conform to current Health and Safety Executive requirements.

### 1 – ACCIDENTS

There were no serious accidents recorded in 2017. None of the incidents reported required a RIDDOR submission.

### 2 – EMPLOYEE ABSENCE

Year	Paid Hours	Hours Absent	%
<b>2014</b>	36,917	245	Less than 1%
<b>2015</b>	36,946	308	Less than 1%
<b>2016</b>	41,489	416	1%
<b>2017</b>	39,140	804	2%

### 3 – INCIDENTS

The Commissioners continue to record incidents in the harbour and encourage customers, employees and others to record any incident with YHC.

YHC has recorded a total of 93 incidents during 2017, a decrease on the previous year of 16%.

	Incidents	Year				
		2013	2014	2015	2016	2017
1	Collisions	29	33	43	38	46
2	Personal Accident	13	8	11	7	5
3	Near Miss	15	6	10	12	8
4	General Directions	24	7	17	12	8
5	Pollution	1	3	1	0	0
6	Flood	0	7	0	0	0
7	Storm Damage	0	7	1	9	0
8	Yar Bridge	1	3	0	5	2
9	Suspicious Behaviour	3	3	2	2	0
10	Fire	0	1	2	1	2
11	Theft	13	4	3	1	2
12	Loss	1	3	1	3	1
13	Wightlink	7	6	2	0	2
14	Miscellaneous	16	8	13	21	17
<b>Totals</b>		<b>123</b>	<b>99</b>	<b>106</b>	<b>111</b>	<b>93</b>

The number of collisions increased by 21%; however, these were minor in nature and were largely due to inclement weather throughout the summer season.

There was a total of 8 incidents relating to General Directions, all of which were minor breaches, and were resolved swiftly.

There were two incidents relating to fire, one was of a serious nature and related to the ferry which is now the subject of a MAIB investigation, and the other was caused by exposed pipework from a diesel heater resting on the bulkhead of a small sailing vessel which began to smoulder. This was dealt with swiftly using the harbour's pontoon fire extinguishers.

## COMMISSIONERS

## COMMISSIONERS' ATTENDANCE AT BOARD MEETINGS 2017

In the attendance table below members' names in parentheses indicate members whose term of office as a Commissioner terminated at the end of May.

**Sub-Committees' membership is indicated as follows:**

A = Audit and Risk

F = Finance, Communication and Strategic Planning

R = Remuneration and Terms of Service

Name	Sub-Committee	Jan	Jan (Informal)	Mar	May	May (AGM)	July	Sept	Sept (Informal)	Nov
Adams, T	A,F,R	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cowan, M	A	✓	✗	✓	✓	✗	✓	✓	✓	✓
Garbett, J	A,F	✓	✓	✓	✓	✓	✓	✓	✓	✓
Mitchell, B	A						✓	✓	✓	✓
(Mullins, C)	(A)	✓	✓	✓	✓	✓				
(Peckham, M)	(R)	✓	✓	✓	✓	✓				
Poston, S	R						✓	✓	✓	✓
(Smith, C)*	(F)*	✗	✗							
Stables, A	F,R	✓	✗	✓	✓	✓	✓	✗	✗	✓
Tregear, D	A						✓	✓	✓	✓
Turvill, S	F,R	✓	✓	✓	✓	✓	✓	✓	✓	✓
Walters, B	F	✓	✓	✓	✓	✓	✓	✓	✓	✓

\*Deceased

## THE PIER

In March of 2017 Yarmouth Harbour Commissioners received confirmation of a grant up to £778,400 from the Heritage Lottery Fund (HLF) for *The Pier's Tale* project. Made possible by money raised by National Lottery players, this exciting project will restore the timber structure of the pier whilst highlighting all aspects of the Pier's 140-year life in Yarmouth, from its construction to the changes all around it and what lies beneath!

The project was launched at Yarmouth's Spring Festival on 29 April and included events and activities throughout the year before the structural work began in February in 2018. The restoration work will ensure that Yarmouth Pier can remain open to the public for many more years to come.

## ISLE OF WIGHT COUNCIL PENSION FUND

Yarmouth Harbour Commissioners are an 'Admitted Body' to the Isle of Wight Council's Pension Fund, which is one of a number of Local Government Pension Funds. This fund was closed to new harbour employees in 2002. Three current employees are still in the fund, as well as a number of retired employees, and ex-employees who have yet to retire. The cost to exit the Isle of Wight Council Pension Fund completely is likely to be considerable as the Commissioners would be duty bound to meet the pension liability of its current and ex-employees. This is one of the largest liabilities faced by the Commissioners.

## STAKEHOLDER COMMUNICATION

The Commissioners held three public meetings during 2017, one formal meeting (the Annual General Meeting) and two informal meetings.

The Commissioners continue to work closely with the Yarmouth Harbour Advisory Committee (YHAC) as stakeholder representatives. YHAC holds six meetings a year.

Ten employee meetings were held throughout 2017.

16,000 Visitor Guides were distributed to local residents and organisations, visitors to the harbour and Yarmouth town, as well as a number of harbours and marinas around the Solent and Channel Islands.

Various Notices to Mariners were issued relating to specific operations within the harbour's jurisdiction.

In addition, a great deal of information is now made available either on or via the Yarmouth Harbour website at [www.yarmouth-harbour.co.uk](http://www.yarmouth-harbour.co.uk).

Information is also dispersed via the harbour's Facebook and Twitter accounts.

Stakeholders, including residents and long-term visitors, were asked to complete a survey. 64 responded. The results are tabled below.

Excellent	5
Good	4
Satisfactory	3
Below Average	2
Poor	1

	LTV	Resident
Harbour Management	4.8	4.4
Reception	4.6	4.6
On the Water	4.9	4.7
Facilities General	4.3	4.3
Mooring Location	4.5	4.1
Car Parking	3.5	3.6
Security	3.9	3.7
Cockpit Essentials	3.9	3.8
Toilets and Showers	4.4	4.4
Fuel Facility	4.5	4.2
Slipways	4.3	3.9
Crane & Maintenance Area	4.3	4.0
Overall Average	4.3	4.1

In response to the question regarding walk ashore and non-walk ashore moorings:

- 80% said they would prefer more walk ashore moorings
- 20% said they would prefer more non-walk ashore moorings

## STRATEGY 2017

This plan aims to take Yarmouth Harbour safely from 2017 to 2035 to ensure that future generations have a sound asset. Yarmouth Harbour Commissioners will do this by ensuring revenue does not drop; that unnecessary expenditure is reduced; that essential maintenance is continued; and that sufficient reserves are built up to fund the capital works required; and finally by carrying out these capital works.

The plan will allow all stakeholders to understand the current situation and grasp the direction that the Yarmouth Harbour Commissioners are taking in the long term.

## VISION

To manage, develop and operate the port facilities and services responsibly for the sustainable economic growth of the harbour and prosperity of the Isle of Wight, and in particular the West Wight area, whilst preserving the natural beauty, character and charm of the surrounding environment.

To be the destination of choice for yachtsmen visiting the Solent and to satisfy the needs and exceed the expectations of our resident berth holders, and all of our other customers and stakeholders.

## MISSION

As provided in Modernising Trust Port a trust port is 'a valuable asset presently safeguarded by the existing board, whose duty it is to hand it on in the same or better condition to succeeding generations. This remains the ultimate responsibility of the board, and future generations remain the ultimate Stakeholder'. Through the running and maintenance of this asset, though, others stand to benefit.

## CORPORATE GOALS

In pursuing its vision, Yarmouth Harbour will continue to identify opportunities to unlock the full potential of the harbour in line with evolving and changing market demands whilst maintaining the harbour's character.

This is the key to the long-term sustainability of the harbour for the benefit of all of the current and next generation of stakeholders.

- Unlock the full potential of Yarmouth Harbour
- Establish a robust financial position
- Adapt to market demands
- Take advantage of opportunities
- Be prepared for and resilient to changes
- Sympathetically develop and allow the harbour to evolve whilst remaining consistent with its character

## CORE VALUES

Above all we need Yarmouth Harbour to be a safe and enjoyable place to be. This is what drives the Core Values which guide us in everything we do (in no particular order):

- Maintain a Health and Safety culture
- Unrivalled customer service; to satisfy the needs and exceed the expectations of our customers
- Achieve the right balance for stakeholders, both local and the wider stakeholder community
- Consideration for the environment
- Embrace and drive change
- Be passionate and determined
- Do more with less
- Transparency

## STRATEGIC AREAS OF FOCUS, GOALS AND OBJECTIVES

### GOVERNANCE

#### Constitution and Regulation

Pursuant to the 1931 Act, as amended by various harbour legislation acts, Statutory Instruments and Revision Orders, Yarmouth Harbour is an independent Trust Port. The YHC are the statutory harbour authority for Yarmouth Harbour.

Of particular relevance, the Yarmouth (Isle of Wight) Harbour Order 2011, confers additional powers on the Yarmouth (Isle of Wight) Harbour Commissioners for the management and regulation of Yarmouth Harbour, amends the provisions governing the appointment of Commissioners and makes other provisions. The Order effects related repeals and amendments to enactments relating to the harbour and Articles 4 to 9 of the Order confer powers to make general and special directions.

***YHC will regularly review all regulations relating to the harbour including YHC's compliance with Trust Port Guidance.***

### HARBOUR COMMISSION BOARD

Yarmouth Harbour is governed by an independent Board of nine Commissioners, including the Chief Executive Officer/Harbour Master, who is also responsible for day-to-day management of the harbour.

#### Stakeholders

***Yarmouth Harbour Commissioners' overarching goal with respect to stakeholders is to maintain positive engagement with all stakeholders in Yarmouth Harbour.***

Although not an exhaustive list, the following may all be considered stakeholders, or 'beneficiaries', of a trust port:

- Port users
- The local community
- Local and regional economies and authorities
- Port employees
- Related interest groups
- The national economy and Central Government
- Local and regional businesses

These groups are represented by the Yarmouth Harbour Advisory Committee (YHAC) who meet with the Chief Executive and at least one Commissioner six times a year to discuss harbour matters. Three stakeholder meetings are held throughout the year, one formal (AGM) and two informal, to which the following stakeholders are specifically invited.

- |   |   |
|---|---|
| • Yarmouth Business Association             | • Yarmouth Fishermen's Association                |
| • British Marine Federation (Isle of Wight) | • Isle of Wight Council                           |
| • Estuaries Officer                         | • Freshwater Parish Council                       |
| • Wightlink (Isle of Wight) Ferries         | • Totland Parish Council                          |
| • Royal Yachting Association                | • Yarmouth Town Council                           |
| • Royal Solent Yacht Club                   | • The Country Land and Business Association (CLA) |
| • Yarmouth Sailing Club                     | • Commercial Operatives Association               |

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## HEALTH, SAFETY AND THE ENVIRONMENT

Yarmouth Harbour Commissioners operate an externally audited Health and Safety Management System. Particularly regarding the marine aspects of Yarmouth Harbour's activities, safety is managed by ensuring compliance with the Port Marine Safety Code, and the Designated Person for Yarmouth Harbour conducts independent audits to monitor compliance.

As a Statutory Harbour Authority and a Trust Port, YHC is required to have due regard to the environment in every aspect of the business and its activities. There are also a number of duties and responsibilities under specific legislation that relate to the marine and coastal environment within its jurisdiction.

***YHC will continue with periodic external audits of land-based Health and Safety against all relevant HSE guidance as well as compliance with the Port Marine Safety Code in order to ensure that its management plans are fit for purpose.***

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## YACHTSMEN'S FACILITIES

A key aspect of the core activities of Yarmouth Harbour is the provision of facilities for resident and visiting vessels, their owners, skippers and crew. Vessels range from dinghies to ribs, sailing yachts to motor yachts, and include leisure and commercial users, including a local fishing/commercial fleet.

***Specific action plans are being developed and will be implemented where appropriate to increase revenues, reduce costs and improve the quality of the services and facilities on offer across the range of harbour users.***

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## RISKS

Yarmouth Harbour maintains a Business Risk Register and Management Plan. The purpose of this risk register is to provide a management framework to ensure levels of risk and uncertainty are properly managed. As a result, the risk register must be considered a 'snap shot' of relevant risks at one point in time.

***YHC will regularly review and update the Business Risk Register and Management Plan.***

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## FINANCE

In addition to fulfilling its duties as a statutory harbour authority, YHC also generates income from a range of other activities and services, including the provision of moorings, services and facilities, for harbour users.

YHC has no shareholders or owners. Any operating surpluses generated by the harbour's activities are re-invested into the harbour for the safeguarding of the harbour and for the benefit of the users and Stakeholders of the harbour.

The Commissioners are required by the Harbours Act 1964, as amended by subsequent legislation, to prepare financial statements for each financial year. Under that law the Commissioners have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

## Cash Reserves

Historically YHC has had limited cash reserves. This limits the harbour's ability to deal with unexpected circumstances and to consider growth and investment opportunities. Cash reserves sufficient to deal with ongoing fixed overhead costs and/or a sudden short/medium term loss of income should be a priority. Provision for future major works to harbour infrastructure should be an important consideration when determining levels of cash reserves.

*It is essential that the harbour maintains a sound financial footing as a basis for the long-term sustainability of the harbour. This will be monitored through regular review and update of the long term financial projections and the harbour's long-term financial responsibilities will be communicated to stakeholders.*

## CUSTOMER SATISFACTION

Customer satisfaction is a key measure of the quality of our facilities and services. Surveys have historically targeted visiting yachtsmen; however, feedback from resident berth holders and other stakeholders will provide valuable further insight. Whilst improvements to what YHC offers will take time to prioritise and implement, the day-to-day level of customer service can be more readily monitored.

*Secure at least 120 Customer Surveys from harbour users  
Achieve zero "Poor Customer Service" responses  
Achieve 95% "good or better" Customer Service responses*

## KEY PERFORMANCE INDICATORS

KPI	Target	Historical
<b>Profitability</b>		
Pre-tax surplus as percentage of income <i>(Reduction in negative contribution on loss making profit centres by 50% within 5 years)</i>	7% (Minimum)	14.63% (2015) 13.79% (2016) 12.44% (2017)
<b>Liquidity</b>		
Cash Reserve	£1M (By 2021)	£793k (2015)
Infrastructure repair/replacement	£3.5M (By 2030)	£1,075k (2016) £1,311k (2017)
<b>Gearing</b>		
Borrowings as a percentage of net assets	Max 50%	13.46% (2015) 7.99% (2016) 0.39% (2017)
<b>Berth Utilisation</b>		
Residents Berths	99%	99% (2016) 99% (2017)
Visitor Berths	Monitor	
<b>Staff</b>		
Turnover	Monitor	1.00% (2016)
Sickness	Monitor	2.00% (2017)
<b>Customer Satisfaction</b>		
Stakeholder Survey Count	0 60	0 (2016) 64 (2017)
Customer satisfaction 1 Poor - 5 Excellent	5	4.2 (2017)
Facebook reviews	5 stars	4.4 (2017)
Google reviews	5 stars	4.4 (2017)
<b>Accidents</b>		
RIDDOR reportable	0	0 (2017)

## AND FINALLY...

2017 was a year that demonstrated how weather dependent is the core business of the harbour, and how valuable the development of the moorings for long term visitors are - both to the harbour and to Yarmouth businesses as our stakeholders. Visitors to the harbour remain a vital part of our business, and we look forward to welcoming more visitors - and new visitors - as this season progresses. However, the increase of berths available to long term visitors allows us to hedge against the possibility of inclement weather and, because of the more effective utilisation of berthing space, we are not reducing the moorings that we do have to offer our visitors.

We continue to prepare for the future by ensuring that we have funds, or plans, for the necessary and essential works and liabilities for the harbour.

Our largest single commitment this coming year will be the work to the pier; I hope next year to be telling you that that work has been delivered to time and on budget. At this stage of the works, things are going well, and the pier is on target to be reopened for use at the end of July 2018. As such a prominent feature in Yarmouth, we are proud to be able to deliver both the refurbishment and the wider Pier's Tale project with welcome assistance from the Heritage Lottery.

As ever, a huge amount of thanks needs to go to all of the staff in the harbour, and to the stakeholders for their continued support.



Belinda Walters  
Chairman  
June 2018





This image and front cover: Radek Gora

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