



LYMINGTON
HARBOUR



LYMINGTON HARBOUR COMMISSIONERS

Annual Report | 2021

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Photo Credit: Alina Barsan

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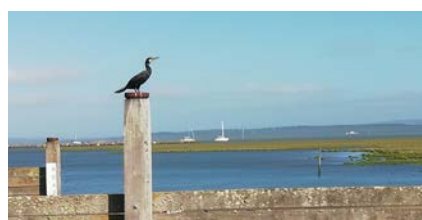
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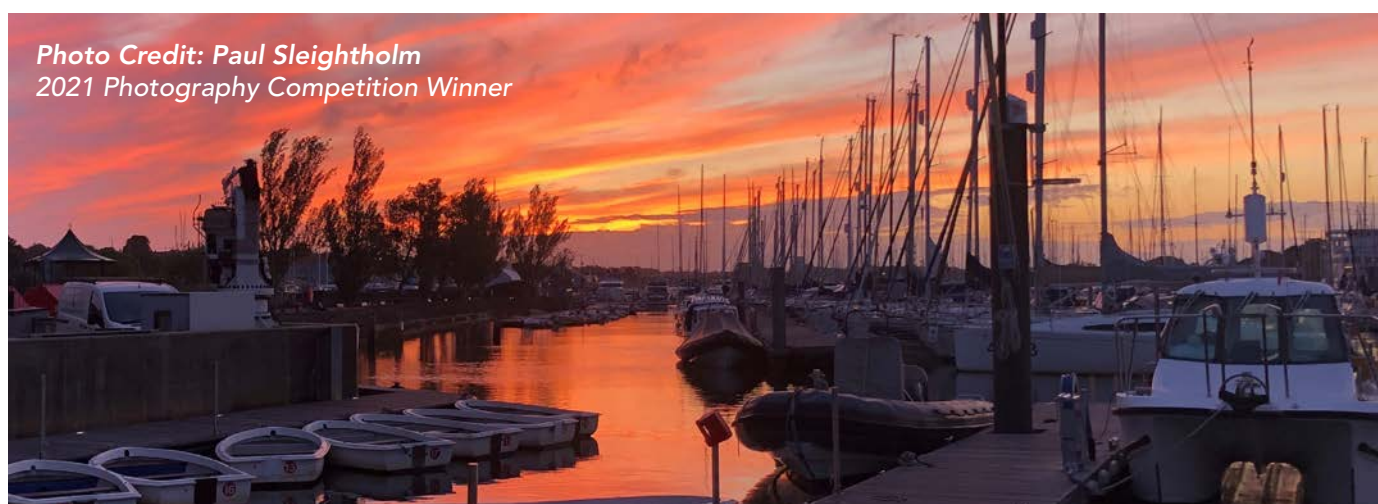


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Photo Credit: Paul Sleightholm
2021 Photography Competition Winner





VICE CHAIR'S INTRODUCTION

Photo Credit: Graham Wiffen

The past year has seen the harbour continuing to be impacted by COVID-19, along with the many of our stakeholders that have also been affected. There have been challenges and frustrations, but our staff have shown particular resilience in the face of each, keeping themselves and other harbour users safe. I would like to thank them for their dedication and hard work during very challenging times. I would also like to thank all our customers for their continuing patience and understanding as we learn to live with whatever becomes the “new norm” looking forward to next year.

Although income fell last year as a direct result of the lockdowns and continuing restrictions, we were able to mitigate the impact on the business through rigorous cost management and income loss mitigation measures. We also took advantage of Government schemes where we were eligible. This meant that for the year ending 31st March 2021 we reported a pre-tax surplus of £353k. We also expect to report a financial surplus for the current year.

This year, as COVID restrictions relaxed from mid-April for overnight stays and hospitality, the new walk ashore berths at Town Quay have proven very popular, bringing much needed tourism and associated revenue to the town. The final stage of this project remains the refurbishment and upgrade of the existing visitor washrooms. We understand the frustration that the 3 years delay to the original plan for refurbishment has caused. This was due to New Forest District Council's (NFDC) ultimately cancelled plans to replace the building with a new one. NFDC now intend to refurbish the existing building this winter and we are working with them to refurbish the visitor washrooms at the same time.

I am pleased that we have been able to retain focus on our longer term (2020-2025) strategic plan albeit, in some areas, the impact of the pandemic has inevitably delayed the timing of some initiatives. A key part of the strategy is to bring forward a Harbour Development plan for the next decade. This will set out details of when we need to replace major infrastructure around the harbour, together with potential new infrastructure projects. This includes a significant project to better align future mooring provision with waiting list demand – centred around Fortuna. We anticipate issuing a draft plan for consultation in spring 2022.

Over recent years we have increasingly focussed on environmental matters within our bailiwick, and are in the process of reinvigorating our environmental plan. Allied to this, we have reviewed the skill sets of the Harbour Commissioners and recently selected a Harbour Commissioner with environmental qualifications to help guide our actions towards reducing our environmental footprint as well as continuing to develop our habitat management and improvement work. This is an exciting new development and one I am confident will put us in a better position as regards our environmental credentials going forward.

In 2021 William Peach retired as a Harbour Commissioner after just over 6 years, having agreed to extend his service by 4 months to assist us through the lockdown. Robert Mitchell also retired as a Commissioner having served for 5 years. Both provided invaluable service to the harbour during their tenures and I do thank them for their contributions. Competition for appointment as new Commissioners has been intense this year with very strong fields of candidates for both recruiting rounds. This year we welcomed Paul Harrison and Philip Naylor who bring a wealth of experience to the Board, and next year we look forward to welcoming Robert Willows (environment) and Darren Longley (finance) with equally impressive backgrounds. I would like to thank all my fellow Commissioners for their continuing support and commitment, and I know I speak for all the Commissioners in thanking Ryan Willegers, our Chief Executive and Harbour Master, for his unwavering leadership during 2021.

I would also like to thank all members of the Lymington Harbour Advisory Group, chaired by Rupert Wagstaff, for their ongoing engagement and support. And thanks also to those who took the time to come to our public meeting in November – the first for 2 years. We value all feedback on past and current activities and for shaping future plans and it was a pleasure to see so many of you there.

At the time of writing much uncertainty prevails. I remain hopeful the worst of the pandemic is behind us and wish all our harbour users a safe and enjoyable 2022 season.

Alison Towler
VICE CHAIR

1: STRATEGIC PLAN 2020 – 2025

Lymington Harbour Commission (LHC) has published its Strategic Plan for the period 2020-2025.

The plan was produced before the pandemic and, while the full medium- and long-term impacts on the economy are not yet known, the Commissioners acknowledge the risks to the harbour and its supporting tourism and marine economies.

We will therefore continue to keep the Strategic Plan, key objectives, priorities and delivery plans under review.

VISION

To fulfil the potential of the harbour in delivering first-class port facilities and leisure services, whilst being at the heart of the community and a key local economic driver.

MISSION STATEMENT

To provide a first-class service to our customers and stakeholders while providing value for money. Continue to develop the infrastructure and facilities, while maintaining and improving the natural environment through sustainable management and conservation of the harbour.

STRATEGIC OBJECTIVES

1. Continue investment into infrastructure, marine based services and harbour facilities. Produce a Harbour Improvement/Development plan in consultation with stakeholders.
2. Manage the harbour income and asset base to support the delivery of statutory duties and strategic objectives to fund harbour improvements and to maintain a sheltered and protected harbour.
3. Improve access to the harbour through developing, promoting, or supporting initiatives that improve awareness of, or increase opportunities to get on the water.

4. Support sustainable and sympathetic development and conservation of the harbour while preserving its character and protecting or enhancing the marine environment.
5. Enable and support the activities of stakeholders including the encouragement of leisure activities, trade and business in the harbour.



Photo Credit: Ellie Potter

2: GOVERNANCE & REGULATORY

LEAD POLICY

Manage the Harbour in an open and accountable manner.

STRATEGIC PLAN OBJECTIVES (2021)

Transparency & Accountability: Review LHC's statutory and constitutional powers to ensure they remain fit for purpose and report. A review was undertaken by LHC's legal advisors in April 2021. The report concluded that LHC's current powers are sufficient to comply with its general duties under the PMSC, and that there was currently no requirement to obtain, amend or update the powers of the Commissioners. In February 2021, LHC also reviewed the Lymington Harbour General Directions (2014). The review concluded that they remain fit for purpose.

Portfolio Management: Commissioners to take ownership of their respective portfolios and collective responsibility for the compliance with policies and the delivery of the overall strategic plan. During 2021 committee makeup and portfolio leads were reviewed to reflect changes to the Board of Commissioners.

Reporting: The Commissioners will receive regular Strategic Plan updates and will report annually to stakeholders through the Annual Report and annual public meeting. The 2020 Annual Report was published in January 2021. The annual public meeting was held on the 18th November 2021. This is the Annual Report for 2021.

GOVERNANCE POLICY

Lymington Harbour Commission (LHC), constituted under the Pier and Harbour Order (Lymington) Confirmation Act and Orders 1951 to 2014, is the Statutory Harbour Authority for Lymington Harbour.

Lymington Harbour is a Trust Port, designated by the Department for Transport (DfT). As such it is an independent statutory body, run by an independent board for the benefit of stakeholders. LHC is committed to working in accordance with the principles of governance published in the Ports Good Governance Guidance - DfT March 2018.

The guiding principles of LHC are set out in a strategy document, currently the Strategic Plan 2020-2025. Progress towards the Strategic Plan objectives is reported bi-monthly to Commissioners, up to twice a year to the Harbour Advisory Group, and annually at a public meeting and in our annual report.

Port business is conducted in the interests of the whole community of stakeholders, openly, accountably, and with commercial prudence. The DfT requires LHC to operate as a commercial business, seeking to generate a surplus to be re-invested back into the development of the harbour, or otherwise directed for the benefit Lymington Harbour Stakeholders.

www.lymingtonharbour.co.uk/governance

BOARD OF COMMISSIONERS

The Board of Commissioners consists of nine independent non-executive Commissioners and the Harbour Master/Chief Executive. A maximum of two additional Commissioners can be co-opted at any one time for specific purposes and serve for a period of 12 months.

We aim to have a diverse board with a broad range of skills and experience and details of the backgrounds and appointment terms of all Commissioners are published on our website.

Commissioners are appointed on merit after a comprehensive selection process. The Commissioner selection panel of four is led by the Chairman of LHC but includes a stakeholder representative from the Harbour Advisory Group and an independent person, normally a Town, District, or County Councillor. Apart from the Harbour Master/Chief Executive, the Commissioners positions are voluntary and receive no remuneration. Appointments run for a term of three years and Commissioners can serve two terms, or three terms if one term is as Chair.

William Peach retired as a Harbour Commissioner on the 30th April 2021 after serving two three-year terms plus 4 months as a co-opted Commissioner. Robert Mitchell retired as a Commissioner on the 21st September 2021 having served for 5 years.

Following a competitive recruitment process, the Board appointed four new Commissioners.

- Paul Harrison was appointed for a three-year term effective from 1st May 2021 and replaced William Peach.
- Philip Naylor was appointed as a co-opted Commissioner from the 1st May 2021 and will succeed Andrew Richards when he retires on the 11th January 2022.
- Darren Longley is appointed for a three-year term to take effect from the 1st January, 2022 and takes over from Robert Mitchell.
- Robert Willows is appointed as a co-opted Commissioner from the 1st January 2022 for a twelve month term to help advise on environmental strategy.

In compliance with LHC's governance process for re-selection, the Board agreed for Christopher Lisher to be reappointed to serve a second three-year term, effective from the 1st November 2021.

The Board of Commissioners met six times during the year. The number of board meetings attended by each Commissioner is shown in the table below together with the number of meetings they were eligible to attend. The first figure represents attendance and the second figure the possible number of meetings. For example, 5/6 signifies attendance at five of six possible meetings.

In addition, five meetings were attended by the Chairman of the Lymington Harbour Advisory Group.

Commissioner	Board Meeting Attendance	Special Interest
Timothy Harford	3/6	Chair / Note: The Commissioners approved a special leave of absence.
Alison Towler	6/6	Vice Chair & Personnel Committee
William Peach	2/2	Business Development Committee (to 30/04/2021)
Robert Mitchell	4/5	Finance Committee (to 21/09/2021)
Philip Naylor	4/4	
Andrew Richards	5/6	
Jane Challener	6/6	Environment Committee
Paul Harrison	4/4	Business Development Committee (from 01/05/2021)
Chris Lisher	6/6	Safety Committee
John Morrow	5/6	
Mike Bowles	5/6	Mooring Committee
Ryan Willegers	6/6	Chief Executive/Harbour Master

Commissioners also attended a number of meetings of the supporting committees. At their invitation, the Chair and Harbour Master/Chief Executive attend meetings of the Harbour Advisory Group. Commissioners are required to declare any interests that are relevant to the management of the harbour. A register of declared interests is available for inspection at the Harbour Office and on LHC's website.

www.lymingtonharbour.co.uk/board-of-commissioners



Ryan Willegers (HM & CEO) and Alison Towler (Vice Chair) presenting at the 2021 Annual Public Meeting



LYMINGTON HARBOUR ADVISORY GROUP

As recommended by the Department for Transport and required under its constitution, Lymington Harbour Commission consults and seeks guidance from an advisory committee whose members represent the beneficiaries and stakeholders of Lymington Harbour.

Lymington Harbour Advisory Group (LHAG) normally meets several times a year and aims to provide an effective two-way communication mechanism between harbour users and the Harbour Commissioners. LHAG has 13 members representing interests including recreational users, commercial shipping, marinas, local businesses, coastal protection, local people, the RNLI and environmental interests.

LHAG meetings enable members, sometimes representing competing interests, to comment on proposed changes in the operation of the harbour, and to suggest ideas for improvements or raise issues of concern. Recent LHAG agenda items have included: the 2020-25 strategic plan, improving awareness of LHAG's role, the Town Quay washrooms, the commercial pontoon reconfiguration, and slipway improvements. Meeting minutes are published on LHC's website. www.lymingtonharbour.co.uk/harbour-advisory-group

Stakeholder Group	Organisation	Representative
Recreational Users	Royal Lymington Yacht Club, Lymington Town Sailing Club & Lymington Sailability	Roy Froud
	Lymington Amateur Rowing Club, Sea Scouts & Lymington & District Sea Fishing Club	Peter Lock
Commercial Boat Owners	West Wight Charter Skippers Association	Rob Thompson
Ferry Operators	Wightlink Limited	Barry Smith
Marinas	Lymington Yacht Haven & Berthon Boat Company	Rupert Wagstaff
Local People	Lymington & Pennington Town Council	Councillor Barry Dunning
	Lymington Society	Don Mackenzie
Local Businesses	Lymington & District Chamber of Commerce	Guy Standley
Environmental Interests	Hampshire & Isle of Wight Wildlife Trust	Robert Chapman
	Lymington, Keyhaven & District Wildfowlers Association	John Clarke
	New Forest National Park Authority	Steve Avery
Coast Protection Interests	New Forest District Council	Peter Ferguson
RNLI	Lymington RNLI	Al Mackay

3. PERSONNEL MANAGEMENT

LEAD POLICY

Ensure LHC's management culture motivates and empowers its team with the training, skills and ethos to deliver LHC's strategic objectives.

STRATEGIC PLAN OBJECTIVES (2021)

Performance Review: Undertake a performance appraisal for all staff and set performance objectives where appropriate. Staff appraisals were conducted in January 2021.

Staff Handbook: Develop and implement a staff handbook incorporating employment policies and procedures. The production of an electronic 'employment folder' to consolidate employment policies and procedures has been completed and is available to all staff using the intranet.

LHC employs six full time and four part time permanent staff. The core team is supported by seasonal staff during the summer months. The Harbour Master/Chief Executive, Ryan Willegers, maintains overall responsibility for the organisation.

The Operations Manager, Colin Freeman, is responsible for the day to day operational management of LHC's marine services and moorings and for the harbour patrol officers.

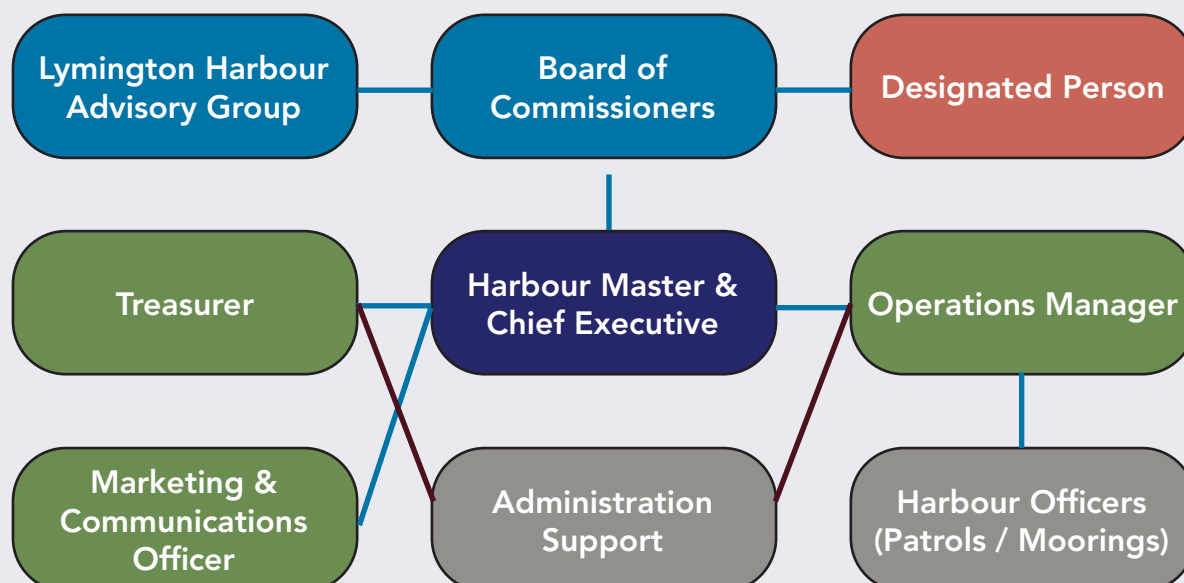
The Treasurer, Frances Moores, is responsible for the accounting and financial management and has

personnel responsibilities. Frances is also the Data Protection Officer for LHC.

The Marketing and Communications Officer, Cecilia Floren, is responsible for the marketing of LHC's commercial services, as well as stakeholder and media communications.

Due to the need to mitigate the risks of the COVID-19 pandemic on the business for 2021, LHC again maintained separate on the water teams throughout the summer season.

During the year staff received training in working at height, use of body worn video, first aid, and professional development. The Harbour Master attended a number of online seminars and forums run by the ports industry to keep abreast of changes in legislation and good practice.



4. SAFETY & SECURITY

LEAD POLICY

Promote a safety-first culture ensuring the highest standards in health and safety for LHC employees and harbour users through operating a safety management system that fully complies with the Port Marine Safety Code.

STRATEGIC PLAN OBJECTIVES (2021)

Marine Safety Management Plan (MSMP): The MSMP to be reviewed annually. LHC Board to ratify plan on an annual basis. The Port Marine Safety Code is the national standard for every aspect of port marine safety. A central requirement of the Code is that risk management processes are used to inform the implementation of a marine safety management system. LHC's safety management system is documented in its MSMP. The MSMP was formally reviewed and ratified by the Board of Commissioners at their meeting in May 2021. As part of this process LHC also reviewed its risk assessments and safety control measures in consultation with the relevant harbour stakeholder groups.

Local Notices to Mariners (LNTM): Increase distribution to harbour users. In 2021 the number of people subscribing to receive email notifications increased by 3%. LNTM's are also published on LHC's website.

Review and Report: Hold three internal safety meetings annually. Hold one River User Safety Group meeting per year (or as required). Report on marine safety performance in the annual report. During the year internal safety reviews

were held in January, May and September. The River Users Safety Group meeting was held on the 16th April. The meeting provides an opportunity for LHC, leisure stakeholders and commercial users to discuss safety aspects of all activities in Lymington Harbour. Separate meetings were also held with officers of Royal Lymington Yacht Club and Lymington Town Sailing Club to review crew training for safety boat duties.

Lost Time Injuries: Eliminate staff lost time injuries. In 2021 there were no lost time injuries as a result of an accident or injury at work. During the year LHC continued to invest in staff training to deliver safety objectives and our safe operating procedures were reviewed and improved.

Audit: Obtain an independent annual safety audit and report. Report annually on safety incidents. The Port Marine Safety Code (PMSC) recommends the appointment of a Designated Person to provide independent assurance directly to the Duty Holder (the Board of Commissioners) that the marine safety management system is working effectively and is compliant with the requirements of the Code. This is achieved through a formal annual audit and report. LHC have appointed Montgomery Smedley of marine consultancy ABPmer as Designated Person.

In April Mr Smedley conducted his audit and produced his report which concluded that Lymington Harbour Commission and its harbour operations were fully compliant with the requirements of the PMSC. The audit findings are published on LHC's website.

Photo Credit: David Bathgate



Aids to Navigation

Lymington Harbour owns and maintains 45 aids to navigation such as buoys and beacons. Over the past 12 months Lymington Harbour has achieved an availability of local aids to navigation of 99.47% which compares favourably with the industry target of 97% availability.

Trinity House Lighthouse Service (THLS), the General Lighthouse Authority for England & Wales, undertook their annual inspection of Aids to Navigation (AtoN) on the 3rd February 2021. The aids to navigation were found to be in good order, with only a minor defect which was promptly rectified. During the year 6 navigation beacon piles were renewed.

Emergency Planning, Exercises and Training

Under the Merchant Shipping (Oil Pollution Preparedness, Response and Co-operations Convention) Regulations 1998, Lymington Harbour is required to hold an incident management exercise every year to test the effectiveness of its Oil Spill Response Plan. As Wightlink (the Isle of Wight ferry operator) is also a Statutory Harbour Authority within Lymington Harbour, we

share a response plan which is jointly exercised. This year it was a LHC led exercise which took place on the 3rd November 2021 and included a physical boom deployment. Relevant agencies and key operational stakeholders participated. Two notification exercises were also carried out during the year to test 'call out' arrangements, with one including a boom deployment.

On the 17th December, a desk top exercise was carried out to test LHC's emergency plan.

Incidents and Investigations

Where incidents are reported, details are recorded, and where appropriate, are the subject of further investigation. For safety related incidents, the main purpose of investigations is to establish the contributing causes, identify any learnings, and make an assessment on whether any changes are required to risk assessments and risk control measures.

The adjacent tables compare safety and non-safety incidents in 2021 with the past three years and three year average.



Desktop and Physical Boom Deployment Oil Spill Response Exercise

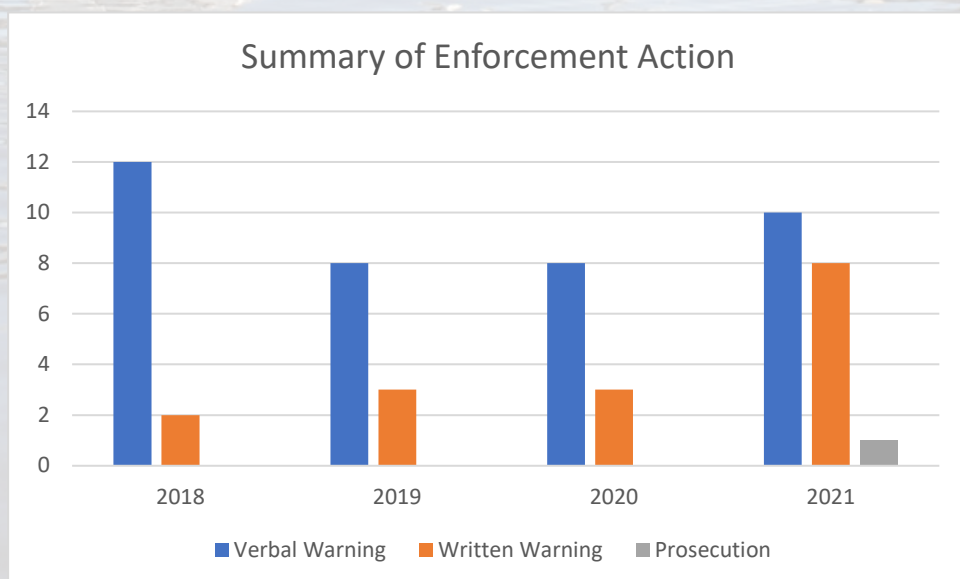
Safety Incident	2018	2019	2020	3 Year Ave	2021
Capsize (with personnel)	4	3	1	2.7	2
Collision – Moving Vessels	0	1	0	0.3	2
Collision with Ferry	0	0	0	0.0	2
Collision – Moored Vessel/Stationary Object	17	11	12	13.3	21
Fire	1	0	0	0.3	0
Grounding	16	13	12	13.7	8
Inappropriate Navigation	3	3	0	2.0	0
Man Overboard	1	2	4	2.3	4
Near Miss – Ferry	3	4	3	3.3	11
Near Miss – Other	0	1	1	0.7	2
Other	1	10	6	5.7	4
Slipway Incident	3	1	5	3.0	0
Speed Infringement	14	4	7	8.3	7
Tampering	0	1	3	1.3	0
Vessel Adrift	7	15	18	13.3	16
Wash Other Vessels	1	0	0	0.3	0
Wash Ferry	1	0	0	0.3	0
Total 1st Jan to 31st Dec	72	69	72	71	79

Non Safety Incident	2018	2019	2020	3 Year Ave	2021
Boat Damage	3	15	8	8.6	5
Pollution	1	1	4	2.0	1
Tampering	0	2	6	2.7	6
Theft	4	2	9	5.0	5
Other	24	8	4	12.0	12
Total 1st Jan to 31st Dec	32	28	31	30.3	29

Local Harbour General Directions & Enforcement

LHC is responsible under the Port Marine Safety Code for the effective enforcement of its regulations, which are adopted in order to assist in managing the safety of navigation within the harbour. Enforcement comprises the promulgation of regulations and guidance, effective surveillance, incident investigation, and where appropriate, formal warning and prosecution. Harbour Patrol Officers are proactive in

LHC's primary approach of educating and informing offenders and regularly attend enforcement seminars run by the Hampshire Marine Police Unit. The above table summarises enforcement action undertaken in 2021. www.lymingtonharbour.co.uk/patrols-enforcement



5: PORT & HARBOUR DEVELOPMENT

LEAD POLICY

Promote and deliver sustainable harbour development policies to safeguard existing and support new business, services, investment and employment.

STRATEGIC PLAN OBJECTIVES (2021)

Harbour Development Plan: Develop, consult and publish a Harbour Development Plan (target timeline 2020-2021). Following a comprehensive review of mooring infrastructure, including analysis of mooring supply and future demand, Commissioners have now approved mooring development options for inclusion in the Harbour Development Plan. A further area of focus for the plan will be the replacement of ageing infrastructure, including the Railside mooring piles, the Fortuna area pontoons and mooring piles and the Bath Road slipway. This will be expensive and we need to ensure that we have a funding strategy to deliver. The plan will also review and update the timeline for the next phase of breakwater construction to protect the harbour.

Unfortunately the consultation draft has been delayed due to the impact of the pandemic on workloads and resources. We are now aiming to consult the Lymington Harbour Advisory Group and our wider stakeholders on the draft plan in spring 2022.

Infrastructure Review: Update the condition survey report of principle assets to include a report on anticipated maintenance expenditure requirements over a ten-year period. LHC's consulting engineer completed a survey and produced a condition and maintenance report in March 2021. This will be used to inform the Commissioners financial planning.

Town Quay Washrooms & Quayside: Work in partnership with New Forest District Council (NFDC) and Lymington & Pennington Town Council (L&PTC) on a public consultation to help shape views on LHC/NFDC proposals to redevelop the LHC washrooms and the public toilet facilities and L&PTC proposals to improve the surrounding landscape. Have new washrooms ready for spring 2021. NFDC

paused the project in 2020 due to the pandemic. In the first half of 2021 work recommenced, including further public consultation on amended proposals. In July 2021 NFDC aborted their plan to replace the existing building with a new one, citing adverse public feedback and the impact of the pandemic on finances as the reason for their decision. Instead NFDC will now refurbish the existing building this winter. At the same time LHC will refurbish the existing washroom facilities for visiting yacht crews.

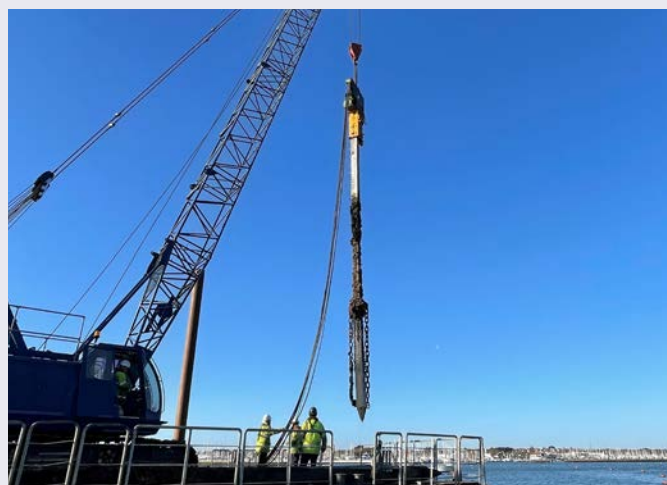
Commercial Fishing Pontoon Berths

In April 2021 LHC reconfigured the commercial pontoon berths to provide safer access for Lymington Amateur Rowing Club sculls when transiting under the railway bridge in strong current flows. The revised layout also improves the flexibility of the commercial berths.

Eastern Wave Screen

The eastern wave screen, that forms part of the sea defences protecting the inner harbour, needed replacement as it had reached the end of its design life. Following a competitive tender process a contract to undertake the works was awarded to Walcon Marine Ltd. Together with the costs of undertaking environmental assessments, and obtaining a marine licence, the overall cost of the project will be approximately £360k.

In November work started on a new wave screen that will provide protection for the foreseeable future. The new wave screen uses steel piles to provide for a longer design life. Between the piles prefabricated FSC certified greenheart panels will be installed with a top level 0.3m higher than existing to cater for the projected sea level rise until 2041. An allowance has been made for future vertical extension of the panels if needed as a result of sea level rise.



6: MARINE SERVICES & BUSINESS DEVELOPMENT

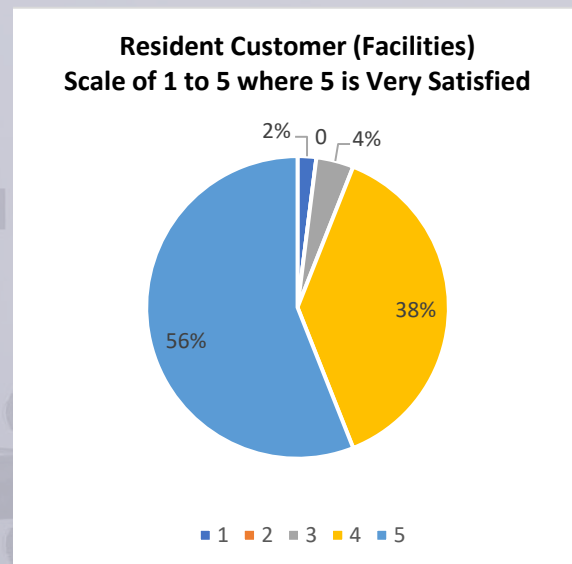
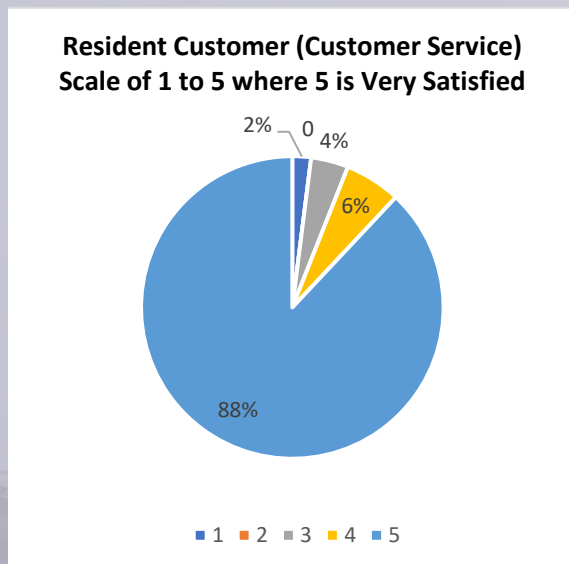
LEAD POLICY

Provide and invest in marine services, facilities and initiatives that are market-led and customer focused, adding long term value to the "harbour offer" in accordance with Trust Port principles.

STRATEGIC PLAN OBJECTIVES (2021)

Promote Services: Through the implementation of a marketing plan, promote marine facilities, branding and stakeholder benefit opportunities to assist in achieving business objectives. Although modified to take account of the impact of the pandemic, LHC continues to implement its marketing plan.

Improve Services: Implement customer feedback and response policies across LHC's marine service provision to ensure continual improvement in services provided. LHC continues to provide online customer satisfaction surveys for visitors and residents. Feedback received will help inform how we can continue to improve our facilities and customer experience. The tables below show the results of 2021 feedback from holders of resident mooring licences and persons on the waiting list for a resident mooring.



Unfortunately we received just seven responses to our visitor surveys with 86% scoring 4 or 5 out of five on the customer service rating and 71% scoring 4 or 5 out of five on the facilities rating.

Visitor Destination: Through the implementation of a marketing plan and improved facilities, increase visitor boat stays to the harbour throughout the year. LHC continues to implement its marketing plan with a range of initiatives to promote the harbour to visiting boat crews. Combined with the popularity of the new Town Quay walk ashore visitor berths, 2021 has been a very good year for visiting boat stays. Further details are provided in the Moorings and Recreation report below.

Partnership Working: Develop existing and generate new partnerships with local businesses to encourage additional boat visits through the provision of 'added value'. For 2021 LHC worked with 10 local organisations and businesses to provide 'added value' offers to visiting boats. LHC will continue to work with local businesses to generate new partnerships and offers to encourage waterborne tourism to the town.

Improved Access: Increase harbour use and revenues through adopting a proactive approach to developing and promoting alternative ways to access the water. Support and promote access to the water for children and young people. LHC continues to support the Royal Lympington Yacht Club junior sailing regatta and Lympington Sailability through the provision of free berths.

Stakeholder Benefit: Identify and invest in community/stakeholder benefit initiatives which may not have a commercial return in accordance with Government guidance.

Despite the pandemic, in 2021 LHC continued to support community and stakeholder benefit initiatives. These are summarised in the Financial Management section.

IT Investment: Increase investment in online platforms to reduce administration and improve the customer experience.

In July 2021 LHC introduced a web app so that persons using the Bath Road slipway can pay for their launches by mobile phone. Payment can also be made through the LHC website. In August 2021 the visitor booking system was upgraded to include online booking capability.

In addition, 374 existing mooring holders are on the waiting list to 'upgrade' their mooring. Regardless of whether an applicant is still waiting to be allocated a mooring, or is waiting to upgrade from an existing mooring, all allocations are made in strict order of the waiting list anniversary date subject to boat compatibility with the available mooring.

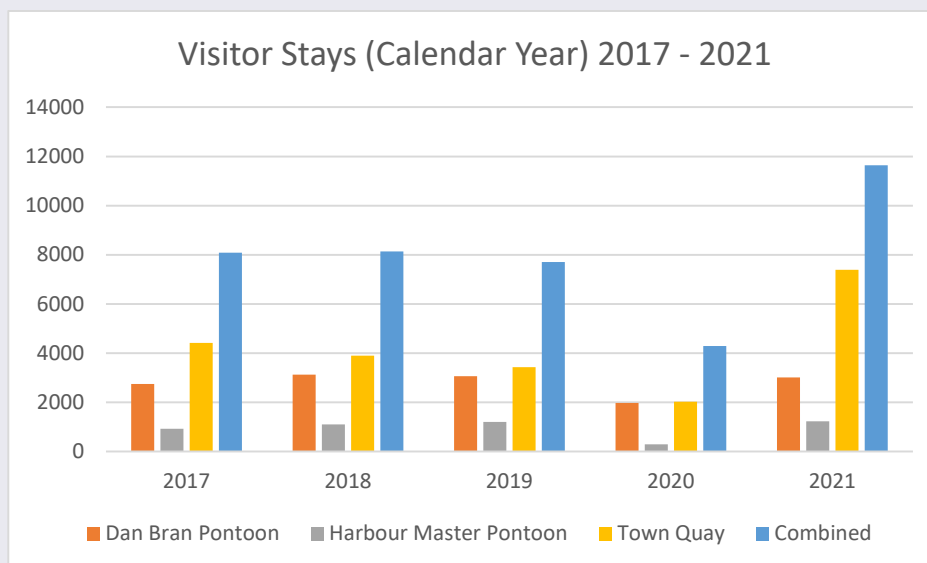
During the year we continued with our rolling annual programme to verify that mooring licence holders, and persons on the waiting list, meet the local residency and boat ownership criteria required to qualify for a resident mooring. We will continue with this in 2022.

This year visitor numbers have bounced back and we have had a record year for visitors thanks to the popularity of the new walk ashore berths at Town Quay and the 'staycation' effect which meant there was a shortage of visitor berths on the south coast.

The table below shows the trend in visitor stay numbers in recent years.

Moorings and Recreation

There continues to be a long waiting list for resident moorings. At the 4th December 2021 the waiting list for an annual resident mooring comprised 629 applicants. This represents a decrease of 5 (1%) since the same date in 2020.



Each year we also sublet temporarily unused berths to long term visitors (LTV's). In 2021 LTV income during the calendar year was £76,002, this was down from £114k in 2020 due to overnight visitor berths being used for LTV's last year when overnight stays were not allowed due to pandemic lockdown rules.

Commercial Vessels

Wightlink operated 7,330 trips in 2021, up from 5,440 trips on the previous year which was significantly affected by the impact of pandemic restrictions. For 2022 Wightlink are currently forecasting they will operate 8,768 trips.

Puffin Cruises had a strong year, making 1079 trips in 2021. This was an increase of 83% on 2020 which again was significantly impacted by pandemic restrictions.

There continues to be a small but active commercial fishing and charter angling fleet.

7: ENVIRONMENT

LEAD POLICY

Maintain and improve the natural environment through sustainable management and conservation of the harbour, estuary, and local environment. Actively improve the Harbour's 'green' credentials.

STRATEGIC PLAN OBJECTIVES (2021)

Dredging Management Plan: Maintain a sustainable and cost-efficient dredging management plan underpinned by long-term monitoring. Explore opportunities for beneficial use of dredged sediment both locally and in the wider area through the Solent Forum 'Beneficial Use of Dredging in the Solent' (BUDS) initiative. In accordance with the Conservation Assessment Protocol on Maintenance Dredging and the Habitats Regulations (2010), LHC continues to maintain a Baseline Document that records and updates the state of knowledge of dredging activities in Lymington Harbour and the local opportunities for beneficially using dredged sediment. The Baseline Document makes an evaluation of the relationship between maintenance dredging activities and the current condition of Natura 2000 sites and is used

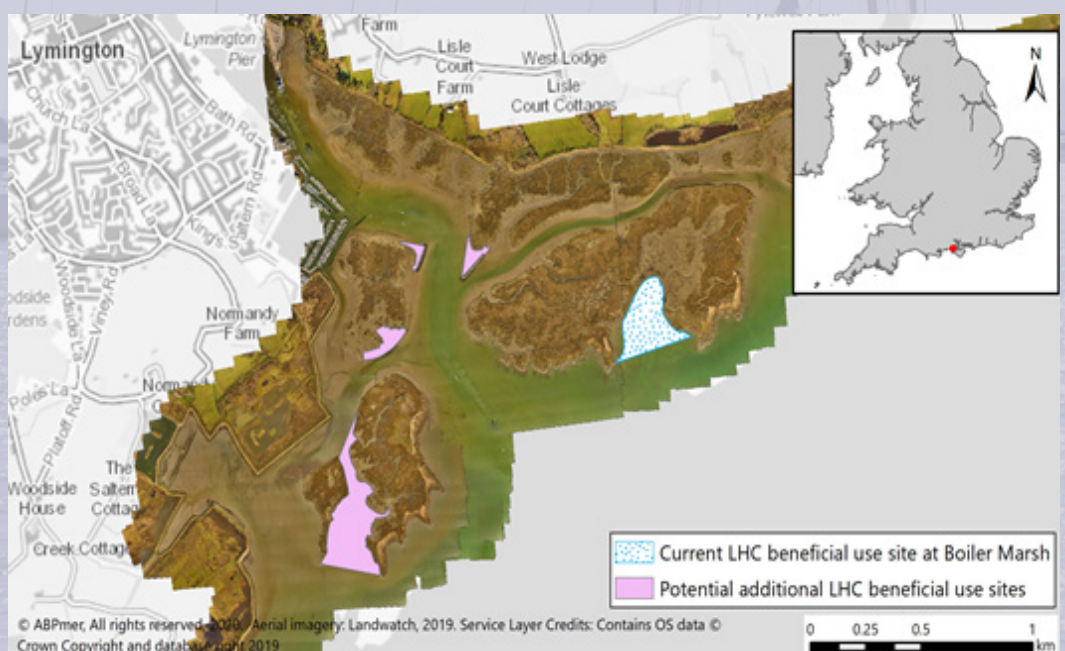
to help inform regulators when considering renewal of dredging disposal licences, including beneficial use. The Baseline Document is formally reviewed every 5 years.

An important consideration in the licencing process for maintenance dredging is whether there are local opportunities to use dredged mud in a more sustainable way rather than disposing at sea. LHC has a 7-year licence, valid until 2024, to beneficially use up to 10,000 tonnes of mud dredged from the river each year in an intertidal area within Boiler Marsh. The plan is to create an unconfined intertidal reef within the bay that will provide shelter to the saltmarsh from wave action and a source of sediment to 'feed' the marsh in the immediate vicinity. It is hoped that by reducing the amount of wave energy reaching the marsh in this area, this will slow down erosion. The latest monitoring report (May 21) showed that of the 40,000 m³ of mud that has been placed over the last seven years around half was still in place, creating a raised bed feature around 1.5 ha in size that is protecting parts of the inner marsh and helping to retain sediment.

LHC is currently working to identify other locations near to the mouth of the river where strategic placement of mud, using the same bottom dumping technique, can be used to try and combat saltmarsh erosion. The pink shaded areas on the image below shows potential new sites.

One option is to plug the gaps between the saltmarsh and the landward ends of the breakwaters to try and mitigate the risk of 'outflanking' occurring. This would only need a few barge loads and could be topped up each winter if required.

A much larger scheme could be to plug the gap between the marsh islands at Cockleshell and Normandy marsh with barges entering this area from the Solent side to drop their loads on spring tides. We have commenced preliminary work and assessments including obtaining analysis of sediment samples and a bathymetric survey. However, before progressing, we need to build confidence that deposited mud will not quickly make its way to the Yacht Haven leading to an increased dredging requirement. One option may be to fix some form of containment such as a geotextile tube filled with mud at the northern end of the deposit area. If we do not do anything it will only be a matter of time before the smaller island to the west of the pink shaded area will disappear, increasing exposure to the main island and accelerating its erosion.



LHC continues to be an active member of the Solent Forum 'Beneficial Use of Dredging in the Solent' (BUDS) project which is seeking to develop costed options for larger scale beneficial use projects on Lymington and Western Solent marshes, including using techniques that can place dredged mud high enough in the tidal frame to create new saltmarsh. For the latest information on BUDS visit:

www.solentforum.org/services/Current_Projects/buds/

Water Quality: Encourage the Environment Agency (EA) and Southern Water to meet their statutory responsibilities for river and estuarine water quality. Through provision of appropriate facilities and education, facilitate responsible waste disposal. Identify and implement proportionate initiatives for removal of plastics from the harbour. LHC continues to work with the Solent Forum, the Green Blue and the Solent & Poole Boating & Water Quality Group to help identify, publicise and address water quality issues, including responsible disposal of litter and sewage by boat owners. Regional coordination is important as the high levels of nutrients in our coastal waters come from a wide variety of predominantly land based sources throughout the Solent.

LHC seeks to recycle waste it generates where possible. In 2021 LHC enhanced its recycling provision for visitors to the Dan Bran and Town Quay pontoons to include mixed dry waste.

In August LHC installed a Seabin at Town Quay as part of a joint initiative with Hampshire and Isle of Wight Wildlife Trust. A Seabin is an award-winning piece of technology that helps remove litter from the marine environment. It sits in the water, attached to a structure like a pontoon, and floats up and down with the tide. Water is sucked from the surface into an internal catch bag where litter is stored inside and water is pumped back out. A key part of this initiative is to provide education about the harmful impacts of plastics and litter on the marine environment. This is achieved through the provision of an information board adjacent to the Seabin.

Environmental Audit: Undertake an environmental audit of LHC operations and implement an environmental performance action plan. Establish key performance indicators and report annually. In 2020 officers undertook an environmental audit of LHC operations and produced an action plan highlighting potential areas of improvement for review by the Environment Committee. Unfortunately the review was delayed due to the impact of Covid but in the intervening period some

'easy wins' identified by the audit were progressed. These included the introduction of dry mixed recycling facilities for waste generated by users on the Dan Bran and Town Quay pontoons, renewal of an electricity contract to use power from certified renewable sources (more to follow), introduction of electronic payslips, and the introduction of a timed heater in the harbour building. Although the Environment Committee has now reviewed and agreed the overall action plan, the plan will be kept under review as circumstances and best practice changes. A number of improvement actions have been identified to progress in 2022, including conducting a feasibility review of the practicalities and costs of starting to move harbour vessels over to electric propulsion.

Coastal Defence Strategy: Monitor development of the NFDC/EA coastal defence strategy for Lymington. Ensure proposals co-ordinate with LHC strategic objectives. Identify opportunities to increase mooring provision where upgrades to the coastal defences allow. Co-ordinate future slipway development plans with coastal defence requirements. LHC continue to participate in the Stakeholder Advisory Group (StAG) for the Environment Agency's (EA) project to upgrade the sea defences between Hurst Fort and Lymington. In 2021 we attended meetings in January and October. The EA are continuing to develop their strategy for upgrading sea defences within a seven to ten year timescale.

Wildlife: Continue to explore opportunities to work with the Hampshire Wildlife Trust, Royal Society for the Protection of Birds and Natural England on habitat improvement and management initiatives in the Lymington River estuary. In 2021 LHC collaborated with Hampshire and Isle of Wight Wildlife Trust to install a Seabin (see 'Water Quality') to collect litter floating in the harbour. Together with Lymington Yacht Haven we sponsored Hampshire & Isle of Wight Wildlife Trust's open day for the Lymington/Keyhaven Nature Reserve which took place on the 12th September.



Photo Credit: HIWWT

8: COMMUNICATIONS & STAKEHOLDER RELATIONS

LEAD POLICY

Ensure LHC effectively uses its communication channels to consult and be accountable to the stakeholders and to promote the harbour and its marine services.

STRATEGIC PLAN OBJECTIVES (2021)

Advisory Committee: Improve stakeholder awareness of the role of the Lymington Harbour Advisory Group (LHAG). Encourage and support wider stakeholder engagement with LHAG. LHC continue to highlight awareness of the role of LHAG through the website, information in the Harbour Office reception, the annual public meeting, and periodic features in the harbour newsletter.

Marketing: Work towards a goal of more effective, impactful and measurable communications and marketing of the harbour. LHC continues to implement its marketing plan. As well as using internal channels (website/social media/visitor newsletter), in 2021 we also placed advertisements in the Poole Harbour & Purbeck

Advertiser, Yarmouth, Beaulieu, Weymouth, Hamble and Portsmouth Harbour Guides, Poole Racing Association Handbook, Reeds Marina Guide, the Solent Handbook, Lymington Sailability Handbook and in the annual 'On the Water' feature in the Lymington Times. We also had advertorials in Sailing Today.

LHC Role in The Community: Through the implementation of a marketing plan, improve awareness of the role LHC plays as custodian of the harbour with regard to the town, tourism, surrounding community and local businesses. We continue to implement initiatives to increase awareness of the role LHC plays through our website, newsletters, local press, initiatives with local schools and local businesses, and through our social media presence. We publish the minutes of the open section of Commissioner Board meetings on our website as well as the minutes of Harbour Advisory Group meetings.

Stakeholder and Media Engagement: Encourage increased take-up and subscription to LHC's stakeholder E-newsletters, Notices to Mariners and media communications. In 2021 we continued to encourage sign up to our newsletters, notices to mariners and media communications. Details are shown in the table below.

Media Type	Local Notices to Mariners	Harbour Newsletter	Visitor Newsletter	Facebook	Twitter	Instagram
No. Subscribers/Followers	1,042	1,268	1,061	472	248	1,091
% Change	+3.3%	+10.5%	+0.5%	+23.8%	+8.8%	+2.0%



LYMINGTON HARBOUR

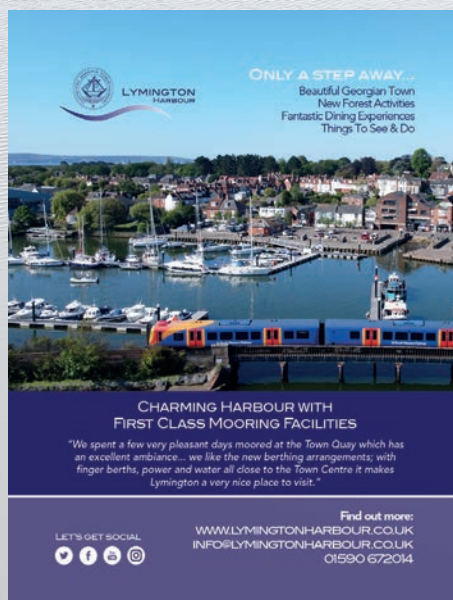
ONLY A STEP AWAY...
Beautiful Georgian Town
New Forest Activities
Fantastic Dining Experiences
Things To See & Do

NEW
walk ashore
berths at
Town Quay with
power, water & Wi-Fi

CHARMING HARBOUR WITH FIRST CLASS MOORING FACILITIES
"Lymington River and its approaches offer a safe haven for yachtsmen. We have a beautiful river and harbour area, and we pride ourselves on offering a friendly welcome to all."

Find out more:
WWW.LYMINGTONHARBOUR.CO.UK
INFO@LYMINGTONHARBOUR.CO.UK
01590 672014

LET'S GET SOCIAL
Facebook, Twitter, Instagram, YouTube icons



LYMINGTON HARBOUR

ONLY A STEP AWAY...
Beautiful Georgian Town
New Forest Activities
Fantastic Dining Experiences
Things To See & Do

CHARMING HARBOUR WITH FIRST CLASS MOORING FACILITIES
"We spent a few very pleasant days moored at the Town Quay which has an excellent ambience... we like the new berthing arrangements; with finger berths, power and water all close to the Town Centre it makes Lymington a very nice place to visit."

Find out more:
WWW.LYMINGTONHARBOUR.CO.UK
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9: FINANCIAL MANAGEMENT

LEAD POLICY

Ensure that the commercial and financial management is robust, market-led and enables LHC to deliver its statutory duties, strategic objectives and fund harbour improvements.

STRATEGIC PLAN OBJECTIVES (2021)

5 Year Budget Plan: Update the rolling five-year budget plan and ten-year forecast to ensure financial planning is aligned with delivery of strategic plan objectives. LHC continues to review and update its financial planning to ensure it is aligned with strategic objectives.

Reporting and Targets: Develop report benchmarking LHC activities with comparable harbours. Publish benchmarking results and key performance indicators. Harbours come in different sizes and with different business models. For example, some harbours will just have leisure activities and others will also have commercial activities, such as ferry operations. Others, like Yarmouth, will derive a significant proportion of their income from letting property, whereas Lymington does not. The KPI's in the table below seek to make meaningful comparisons between Cowes, Yarmouth and Lymington (as competing local harbours) using information from the latest Annual Report and Financial Statements.

Performance Metric	Lymington*	Yarmouth*	Cowes*
Gross profit percentage (excludes administration costs)	47.3%	39.9%	27.5%
Administrative Expenses as a % of turnover	24.8%	33.3%	22.6%
Operating surplus as a % of turnover	25.8%	19.1%	7.4%

* Lymington published accounts were for YE 31/03/2021. Cowes and Yarmouth published accounts were for YE 31/12/2020.

External Funding: Seek to identify and develop external funding and commercial sponsorship for community benefit projects. No external funding or sponsorship has been identified for community benefit projects in 2021.

Co-operative Purchasing: Work with other local harbours to explore if there are opportunities to reduce costs through bulk purchase of higher value consumables. Due to the pandemic this has not been progressed.



Coronavirus/COVID-19

The Commissioners continue to take steps to ensure that we manage and plan for the ongoing challenges presented by the pandemic. LHC remains financially sound and is able to continue investment in improving the harbour and to provide stakeholder benefits.

2022/23 Charges

In November the Commissioners finalised the pricing for the provision of its commercial services (such as resident and visitor moorings) and statutory harbour dues for the 2022/23 financial year.

When deciding the level of price rise required, factors considered included:- The current financial position of the authority; the current statutory, safety, and other management requirements for the authority; the cost of future infrastructure maintenance; the predicted cost of the next phase of breakwater construction to protect the harbour;

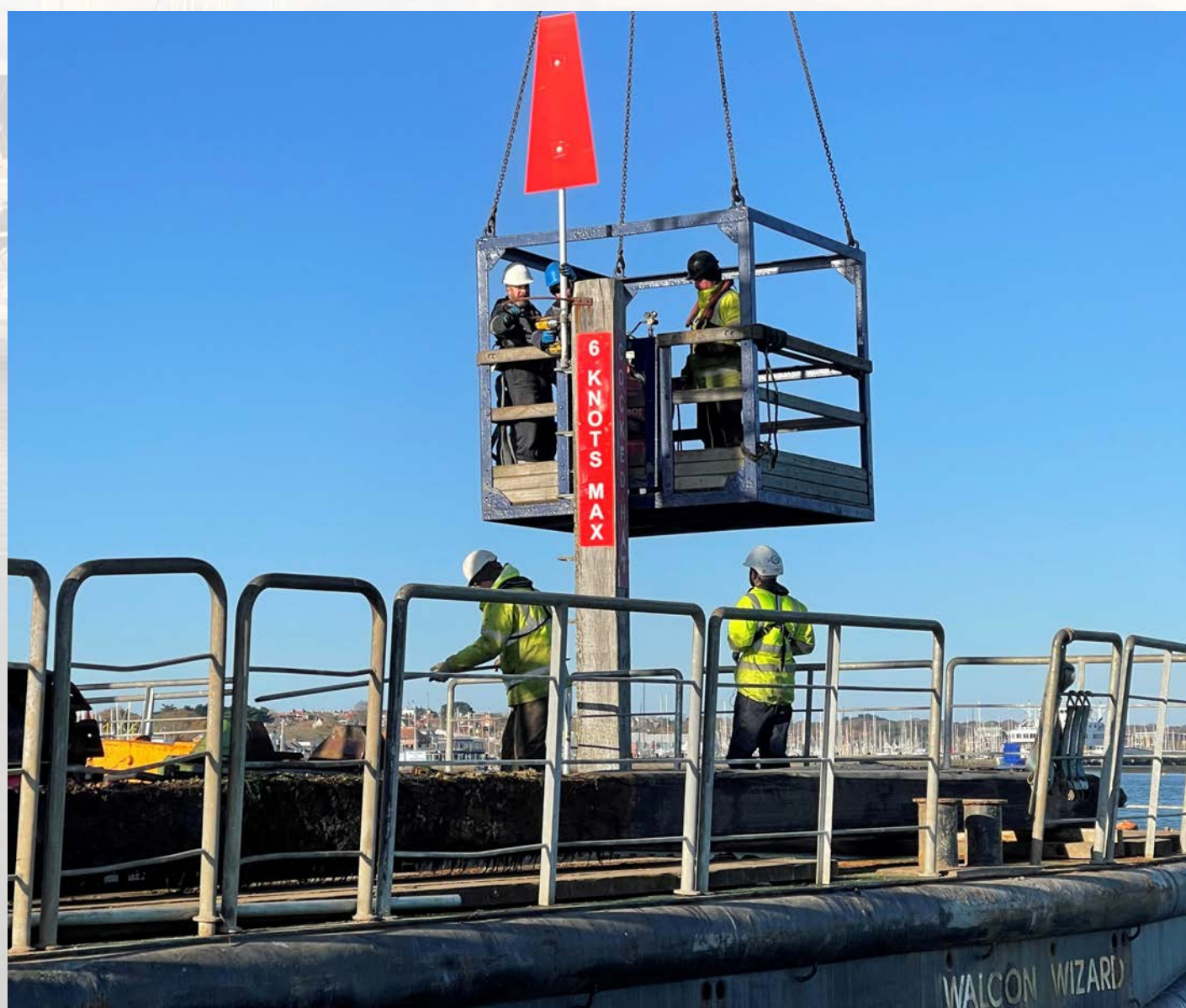
inflation and predicted inflation; and the need to build up reserves.

Taking all of these factors into account, the Commissioners have decided to increase fees for the majority of its commercial services and all harbour dues (excluding the harbour protection levy) by an average of 4% for the 2022/23 financial year. Some long-term visitor and overnight visitor mooring fees will see higher increases. The Harbour Protection Levy will increase by 3.8%.

Annual Report and Financial Statements

The Lymington Harbour Commissioners 'Annual Report and Financial Statements for the Year ending 31st March 2021 is available to view on our website. Summary Financial Statements are provided in this report.

<https://www.lymingtonharbour.co.uk/annual-report>



RESULTS AND OPERATING REVIEW – Year ending 31st March 2021

Lymington Harbour Commissioners (LHC) continues to maintain a sound financial position. Turnover has decreased by 4.3% on the previous year due to the impact of the pandemic. In order to improve transparency, turnover is broken down between statutory harbour authority income (dues) and income generated from commercial operations. The key financial and other performance indicators during the year were as follows:

	Unit	2021	2020
Turnover	£	1,518,471	1,587,139
Gross Profit	£	718,922	766,661
Gross Profit Percentage	%	47	48

At the end of the financial year the statement of financial position and cashflow statement continue to show a sound position with a satisfactory level of cash and reserves.

PENSION

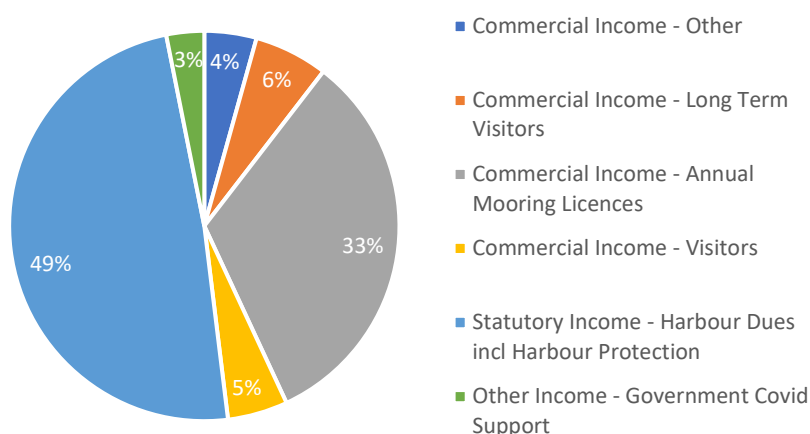
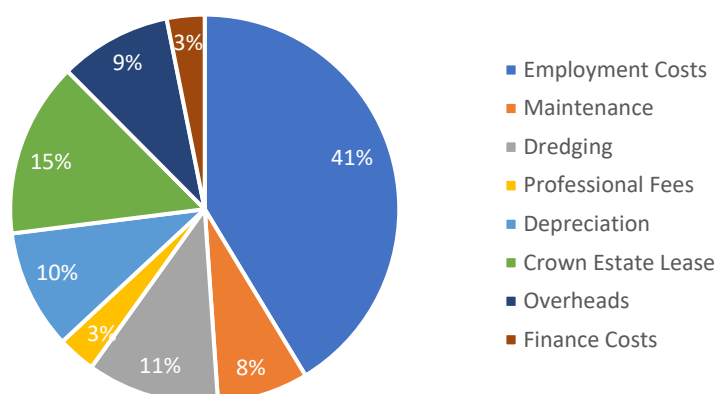
The provision for the deficit on the pension scheme has been increased by £236,520 this year compared to an increase of £95,110 last year.

LOAN

During the year £100,350 (2020 - £200,700) of capital was repaid and £21,299 (2020 - £26,979) of interest was charged on the £2,007,000 secured loan facility from the New Forest District Council to fund the cost of facilitating the second phase of breakwater construction to protect the harbour.

POST BALANCE SHEET EVENTS STATEMENT

The Commissioners are closely monitoring the impact of the Covid-19 pandemic on the income and operations of the Lymington Harbour Commissioners (LHC) business. The Commissioners undertake periodic reviews of LHC's finances and believe that LHC has adequate reserves to cover the period of uncertainty and reduced income caused by the pandemic and will be able to continue as a going concern for at least 12 months.

Income Analysis 2020/21**Expenditure Analysis 2020/21**

PROFIT & LOSS ACCOUNT - Year ending 31st March 2021

	2021 £	2020 £
Turnover	1,518,471	1,587,139
Cost of sales	(799,549)	(820,478)
Gross profit	718,922	766,661
Administrative expenses	(376,217)	(391,651)
Other operating income	49,184	-
Operating profit	391,889	375,010
Other interest receivable & similar income	4,129	5,755
Interest payable & similar expenses	(42,299)	(46,979)
	(38,170)	(41,224)
Profit before tax	353,719	333,786
Taxation	(82,584)	10,469
Profit for Financial Year	<u>271,135</u>	<u>344,255</u>

STATEMENT OF COMPREHENSIVE INCOME - Year ending 31st March 2021

	2021 £	2020 £
Profit for the year	271,135	344,255
Remeasurement gain/(loss) on defined benefit pension contribution scheme	(173,340)	(35,980)
Total comprehensive income for the year	<u>97,795</u>	<u>308,275</u>

BALANCE SHEET at 31st March 2021

	2021 £	2020 £
Fixed Assets		
Tangible assets	4,615,191	4,705,013
Current Assets		
Debtors	172,538	166,723
Cash at bank and in hand	<u>2,276,388</u>	<u>1,437,459</u>
	2,448,926	1,604,182
Creditors: Amounts falling due within one year	<u>(1,353,132)</u>	<u>(1,038,733)</u>
Net current assets	1,095,794	565,449
Total assets less current liabilities	5,710,985	5,270,462
Creditors: Amounts falling due after one year	(814,250)	(702,450)
Provisions for liabilities	<u>(234,106)</u>	<u>(239,698)</u>
Net assets excluding pension asset/(liability)	4,662,629	4,328,314
Net pension liability	<u>(1,034,370)</u>	<u>(797,850)</u>
Net Assets	<u>3,628,259</u>	<u>3,530,464</u>
Capitals and Reserves		
Capital Reserve	12,500	12,500
Harbour Protection Reserve	-	1,359,455
Revenue Reserve	<u>3,615,759</u>	<u>2,158,509</u>
Total Capital and Reserves	<u>3,628,259</u>	<u>3,530,464</u>

The Financial Statements are a summary of the information taken from the full financial statements. These summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of the Commission. For further information the full financial statements, the Auditors Report on these financial statements and the Commissioners' Report should be consulted.

Copies of these financial statements can be obtained from the Lymington Harbour Commissioners website: www.lymingtonharbour.co.uk/annual-report. The full financial statements were approved on the 12th July 2021 and include an unqualified report from the auditors.

Signed on Behalf of the Commissioners
A. Towler – Vice Chair

STAKEHOLDER BENEFITS

As a Trust Port, Lymington Harbour is run for the benefit of the port's stakeholders. In accordance with the Department for Transport's document Port Good Governance Guidance (March 2018), LHC is required to be self-funding and is encouraged to run the port as a commercial business in order to generate a financial surplus. LHC is required to use the surplus to support the long-term viability of the port and for the benefit of its users and local community.

During the 2021 calendar year, LHC funded / committed to fund stakeholder dividend projects to the value of £67,491:

Community Benefits	Value £
Lymington Sailability – LHC provided a free of charge mooring to Lymington Sailability, a registered charity which provides opportunities for getting on the water for people with disabilities.	3,136
Local Tourism – LHC supports the local economy by marketing the town and the harbour as the destination of choice for visiting yachts. We also partner with local businesses to incentivise visits through the provision of added value offers. LHC is a member of the Lymington and Pennington Chamber of Commerce.	3,082
Environmental Benefits	
Solent Marine Site Management Group and the Solent Forum – LHC is a funding member of both organisations. They undertake work with other Solent partners to manage local protected marine habitats and identify opportunities to enhance our natural environment.	916
Beneficial use of dredged sediment – Ongoing project to beneficially use dredged sediment from the harbour to slow down erosion of the saltmarsh and intertidal mudflats that provide important habitat for wildlife and essential protection to the harbour.	58,555
Seabin – Provision and ongoing operation of Seabin to remove floating litter from the harbour and through signage, educate members of public about the harmful effects of litter on the marine environment.	535
Hampshire & Isle of Wight Trust (HIWWT) – Together with Lymington Yacht Haven, LHC sponsored the HIWWT open day for the Lymington to Keyhaven nature reserve. This provides an opportunity for the local community to learn about the work involved in managing this important natural habitat.	250
Other Stakeholder Benefits	
Sponsorship of a photography competition to encourage community engagement and enhance awareness of LHC role as custodian of the harbour	200
Sponsorship of various charities, youth participation groups or safety boats through discounted mooring or slipway fees.	817



Harbour Master/Chief Executive: **Ryan Willegers**
Harbour Operations Manager: **Colin Freeman**
Treasurer: **Frances Moores**

Photo credit:

Front/Back Cover Photos, Contents & Pages 6 & 17
Paul Graves, Vertigo Aerial Photography

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COMMISSIONERS**

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