



Business Plan 2009/2010

Tor Bay Harbour - Business Plan 2009/10
Business Unit - Harbour and Marine Services

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1. Executive Summary

Torbay Council is the 'harbour authority' for Tor Bay Harbour. In 2007 Torbay Council made a significant change to the way it manages Tor Bay Harbour and fulfils its function as a harbour authority. As a direct result of the Municipal Port Review, (a joint initiative by the Department for Communities and Local Government and the Department for Transport), the Council now manages Tor Bay Harbour through a dedicated committee called the Tor Bay Harbour Committee. This Committee consists of up to 9 Councillors and 6 Harbour Advisors who have been selected following a skills audit. Also, appropriate training is now given to each member of the Committee.

The Harbour Committee deals with all matters relating to the strategic management of the Council's function as the 'harbour authority'. It is a committee of the full council and is both open and accountable. In particular this Committee determines the level of harbour charges and fulfils the Council's role as Duty Holder for the purposes of the Port Marine Safety Code. This new fit for purpose Committee sets the budgets for the harbour and, with the assistance of the Harbour and Marine Services business unit, manages Tor Bay Harbour within the framework of Council policy, with special attention being given to the aspirations of the Tor Bay Harbour and Maritime Strategy (Appendix 1).

There is a strong commitment on behalf of Torbay Council both to improve the service provided by the Harbour to its direct users and to develop its role in supporting the local economy and as a focus both for the local community and visitors to the Bay.

2. Introduction

Tor Bay Harbour has existed successfully as a statutory entity since 1970 and it has served the community well. The move, over thirty years ago, to create a new harbour was both brave and visionary and since 1970, Tor Bay Harbour has shown that it can operate successfully, efficiently and economically, and subsequently not become a burden on Torbay Council resources. Maintaining this situation will remain a constant challenge.

To have the jurisdiction of a 'harbour authority' that mirrors the Council's land boundaries and which includes its entire coastline, is almost exceptional among maritime local authorities, placing Torbay in a stronger position than many other coastal authorities. Appendix 3 contains a plan of Tor Bay Harbour showing the harbour limits.

In operational terms it allows control over 22 miles of coastline and 16 square miles of open sea. This control has proved to be invaluable when issues of water safety combined with sound marine management, impact so clearly on the image of the Bay, and can be seen as both crucial and integral to the tourism product. The Bay wide harbour controls have allowed regulation of shipping, management of pollution risk and zoning of small craft activity. Marine operations regularly dovetail effortlessly with beach, coast and environmental issues, often with a common aim.

It is noticeable that the 'coastal agenda' is steadily growing at a local, regional, national and European level. UK government has issued a Marine Stewardship initiative and is concerned about coastal development. The European Commission has already recommended the principles of Integrated Coastal Zone Management and has recently outlined a European Maritime Policy. Our national approach to coastal management is currently fragmented with various government departments involved. However, the UK

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government will soon introduce a Marine Bill along with the concept of marine spatial planning.

At a local level Torbay Council has the opportunity to put forward a united front; this is clearly a position of strength. Tor Bay as one harbour is well suited to best serve the needs of all the relevant stakeholders.

The Harbour and Marine Services Vision and Mission Statement are as follows ;_

Vision - *‘to be a high quality service that is committed to improving Tor Bay Harbour and providing a cleaner and safer environment’.*

- ***“Better Facilities – Safer Harbour – Cleaner Environment”***

Mission Statement – *‘to offer a quality Service to those who live, work and visit Torbay, by continually striving to improve both Marine and Harbour facilities and ensuring a cleaner and safer environment’.*

To help deliver the vision and mission statement the Harbour and Marine Services business unit is dedicated to providing the best value for harbour and marine users. They will continuously challenge the way harbour services are provided to ensure the most cost effective and efficient approach is adopted. Harbour and Marine Services will continue to work with the private sector, external agencies and other organisations to deliver high quality services. The harbour will provide high quality services by ensuring that all staff are well trained, dedicated and well motivated.

The facilities are provided for residents, tourists, day visitors, clubs, organisations and businesses throughout Torbay. The extent to which individual facilities serve different user groups and individuals is dependent upon the facility type and operation. The service is responsive to the unique make up of Torbay’s resident and visiting population. Torbay has a higher proportion of retired people than the national average, it has 13% of the population in receipt of some kind of income support and the total population will swell by around 40% during the summer months with an influx of tourists. The Torbay Council area has recently had the benefit of Objective 2 status as 7 out of the 12 wards are contained within the top most deprived wards in England.

Our main customers are as follows:-

- Fishermen, including those from locally based vessels and vessels from other ports (UK and Europe). These include owners, skippers and crew.
- Fish Merchants & Fish Processors.
- Brixham Trawler Agents
- Ships visiting Tor Bay, including the owners of the vessels, skippers and crew.
- Owners and users of vessels for private pleasure and recreational purposes.
- Owners, skippers and crew of certified passenger carrying pleasure craft, including chartered angling vessels, dive boats, heritage boats, etc.

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- Tourists visiting the resort of Torbay including its enclosed harbours, waterfront and coastline.
- Marina operators at Torquay and Brixham - Marina Developments Ltd.
- Organisations involved in waterborne sports and activities (e.g. Yacht and sailing clubs, training organisations, Scouts, Sea Cadets, divers, rowing clubs, youth groups etc.).
- Torbay and Brixham Shipping Agents (contracted pilotage service provider).
- Charitable and religious organisations, including various individuals and groups providing entertainment and events within the Harbour Estate.
- Businesses and organisations with tenancy agreements within the Harbour Estate.
- Various businesses, organisations and individuals conducting their affairs on the Harbour Estate.
- The general public and residents of Torbay.

Specific partnership understandings exist with the Maritime & Coastguard Agency (MCA), Torbay & Brixham Shipping Agents, UK Hydrographic Office, Marina Developments Ltd, SeaTorbay, the Torbay Coast and Countryside Trust and other external agencies and Voluntary Sector groups.

The complaints and compliments feedback system, together with an annual Users Survey, give a good indication of which services are meeting the customers expectations and which are below the quality expected. Survey results are reported to the Harbour Committee each year.

3. SWOT Analysis

STRENGTHS	WEAKNESSES
Dedicated and experienced staff	Influence of the natural and physical environment (NIMBY)
Natural Harbour and safe anchorage	Extent of physical infrastructure (exposure to storm damage & climate change)
Fit for purpose Harbour Committee	Transport infrastructure
Statutory legislation ensures control	Method and inconsistency of past harbour governance
Comprehensive harbour byelaws	Resources diverted for provision of public amenity facilities
Support of Torbay Council	Very limited commercial/shipping income
Diversity and richness of natural environment	Operational land not 'safeguarded' by the planning system
Extent of and range of property on harbour estate	Ageing infrastructure with a significant repairing liability
Self-financing and policy of ring-fenced harbour accounts	Low profile of harbour authority status

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OPPORTUNITIES	THREATS
Physical environment (Quality of life)	Competition from other ports & harbours
Growing interest in marine based leisure activity	European fishing policies (restrictions with fish quota/depleted fish stocks)
A catalyst for regeneration activity	Climate change – sea level rise
Integrated coastal zone management	Storm damage to quays, piers & breakwaters
Maximise commercial use of assets	Increasing user conflict over a shared and finite resource
Geo-park status	Oil pollution
Raise external profile and promote success	Change of financial policy (removal of ring-fenced harbour accounts)
Trend for green tourism	Resistance to change
External funding opportunities	Loss of operational land to developers
Climate change – sea level rise	Inadequate regional & national ports strategy

4. Compliance with the Municipal Ports Review

In 2007 Torbay Council decided to accept the main findings of the Municipal Ports Review (Appendix 2), published the previous year. Consequently the Council made constitutional changes to set up a decision making Committee called the 'Tor Bay Harbour Committee'. The Committee's purpose is to manage and govern Tor Bay Harbour, which includes the enclosed harbours of Brixham, Torquay and Paignton. Although the Committee cannot make decisions outside the Council's policy framework it does set its own budget, determine the level of harbour charges and has a capital spending limit of £25,000.

Fifteen people sit on the Harbour Committee, 9 members of the Council plus up to five external non-voting advisors appointed by the Committee on a four year term (maximum term 8 years) and one non-voting advisor private sector representative of the Board of Torbay Development Agency Limited. Political group leaders have been asked to take account of the geographical spread of members and the need for continuity when making appointments to the Harbour Committee. The external non-voting advisors are selected and appointed following a skills audit. Meetings are held every quarter with additional meetings as required.

The relationship between the Council as the owning authority and the Harbour Committee as the managing body is determined by detailed Terms of Reference and a Protocol, which forms part of the Council's Constitution.

The Harbour Committee, which, when required, reports directly to the full Council, is also the 'duty holder' under the Port Marine Safety Code.

There are two bespoke stakeholder groups set up to give advice on day to day operational matters and to provide a conduit on such matters to the Harbour Committee. The two groups are known as the Brixham Harbour Liaison Forum and the Torquay/Paignton Harbour Liaison Forum. Both Forums meet quarterly, two weeks prior to the Harbour Committee meetings. The Forum minutes are standing agenda items for the Harbour Committee.

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Torbay Council may decide to accept more recommendations from the Municipal Ports Review in years to come but for now it has created an accountable, expert and more responsive form of governance and the harbour management has an appropriate level of independence and flexibility. This position could be further improved by the appropriate commissioning of 'Harbour and Marine Services'.

5. Strategic Objectives and Core Values

Links to Corporate and Community priorities and objectives.

There are a variety of different and obvious links between this Plan relating to Tor Bay Harbour and the provision of Harbour and Marine Services, and the Council's overall '**Vision**' for Torbay, which is "**A cleaner, safer, prosperous Bay**", and the Council's '**Mission**', which is "**Public service is our business**".

The provision of Harbour and Marine Services and harbour facilities contribute directly and indirectly to all of the Council's four corporate themes – **The New Economy, Stronger Communities, Pride in the Bay and Learning and Skills for the Future**. In particular the operation of Tor Bay Harbour links to the **New Economy** and **Pride in the Bay**.

Tor Bay Harbour, the waterfront, the three enclosed harbours, the piers and the coastline all form a central part of our built and natural environment. Harbour and Marine Services endeavour to keep the harbours and the Bay clean, safe, tidy and attractive and by so doing the service remains crucial to the overall feeling of civic pride endorsed within the **Community Plan**.

Shared Objectives

- Building on and developing our traditional industries of fishing and tourism
- Creating and maintaining quality environments that are clean and safe, accessible and pleasant
- Making it easier to get around the Bay
- Making people feel safe

Delivering on our Core Values

- To maintain and improve the quality of service that we provide to our customers.
- Our services will be tailored to meet the changing needs of our customers.
- Marine and harbour facilities will be made available to as many users as possible.
- To develop a professional and caring service, that is fit for purpose.

- We are committed to the courteous and fair treatment of our customers.
- To consult with all relevant user groups and stakeholders.
- To provide an open, accountable and transparent management of Tor Bay Harbour.
- To provide a prompt reply to correspondence (including letters, faxes and e-mails).
- To carry out our duties in a fair and equitable manner.

Overall Objective

To maintain, protect and enhance the harbour whilst at the same time deriving sustainable economic and social benefit, as outlined in the Tor Bay Harbour and Maritime Strategy

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6. Priorities, Outcomes and Actions

KEY THEMES – THE NEW ECONOMY, PRIDE IN THE BAY AND STRONGER COMMUNITIES

PRIORITY NO. 1: MAINTAIN SAFETY

The outcomes we want to achieve are:

- To fulfil the Council's obligations as a statutory and competent harbour authority
- To responsibly manage the safety of navigation and overall harbour safety, through the enforcement of applicable byelaws and appropriate legislation
- To comply with the Port Marine Safety Code through the use of a robust Safety Management System
- A safe haven for all vessels and a safe harbour estate – making people feel safe

ACTIONS	Timescale	Who
Renew the bi-lateral agreement with the UK Hydrographic Office	Annually	Executive Head
Undertake routine maintenance of harbour infrastructure	Ongoing	Harbour Masters
Pass annual audit/inspection from Trinity House and file quarterly reports	Annually/Quarterly	Executive Head
Issue local Notices to Mariners and enforce Harbour Byelaws	As required	Harbour Masters
Lay seasonal 5-knot buoys & navigational marks	May 2009	Executive Head
Manage the seasonal beach/harbour patrol craft	May to September 2009	Harbour Masters
Safety Management System audit completed and improvement plan agreed	December 2009	Executive Head
Safety Management System Improvement Plan (2008) implemented	November 2008	Executive Head
Review and Test Emergency Response Plans	Annually	Executive Head/TBC

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KEY THEMES – THE NEW ECONOMY, PRIDE IN THE BAY AND STRONGER COMMUNITIES

PRIORITY NO. 2: IMPROVE CUSTOMER EXPERIENCE

The outcomes we want to achieve are:

- To maintain and improve the quality of service that we provide to our customers
- Tailored services that meet the changing needs of our customers
- Marine and harbour facilities made available to as many users as possible
- Delivery of a professional and caring service, that is fit for purpose
- The courteous and fair treatment of our customers
- To carry out our duties in a fair and equitable manner
- Ensuring equality and diversity in service delivery together with equality of opportunity

ACTIONS	Timescale	Who
Refresh the Tor Bay Harbour Website	April 2009	AHM Torquay
Supply up to date/live weather and tidal data to the Tor Bay Harbour website	June 2009	AHM Torquay
Undertake a customer satisfaction survey	February to May 2009	Executive Head
Implement a 'comment card' system for visiting boat owners	July 2009	Executive Head
Continue benchmarking via the British Ports Association, UK Harbour Masters Association, RYA, BMF & SW Regional Ports Association	Ongoing	Harbour Masters
To provide a prompt reply to correspondence (including letters, faxes and e-mails)	Ongoing	All Office Staff
Equality Impact Assessments completed for whole Business Unit	April 2009	Executive Head
Equality Impact Assessment Improvement Plans in place and implementation commenced	May 2009	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	April 2009	All Managers
Encourage Harbour Masters to fully complete CPD records	Ongoing	Executive Head
Work with the Environment Commissioner to provide the business case for commissioning Harbour and Marine Services via the Harbour Committee	September 2009	Executive Head, Harbour Committee & Environment Commissioner

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KEY THEMES – THE NEW ECONOMY, PRIDE IN THE BAY AND STRONGER COMMUNITIES

PRIORITY NO. 3: STEWARDSHIP OF THE HARBOUR'S BUILT AND NATURAL ENVIRONMENT

The outcomes we want to achieve are:

- **A sustainable approach to harbour management in recognition of climate change**
- **Investment to create high standards in existing and new harbour infrastructure**
- **Increase public awareness of the maritime environment as a valuable environmental, economic and social asset**
- **Minimal environmental impact of harbour activities**
- **A Harbour Management Plan**
- **Improving quality of life by creating a clean and attractive environment that is valued by residents and visitors**

ACTIONS	Timescale	Who
Review all plans relating to the development and management of the maritime and coastal environment of Torbay	April 2009 ~ March 2010	Executive Head & SeaTorbay
Attend meetings with other coastal zone stakeholders. (Devon Sea Fisheries, Torbay Coast & Countryside Trust, SeaTorbay, Devon Maritime Forum)	Ongoing	Harbour Masters
Assist in the collection of spatial mapping data	Ongoing	Harbour Masters
Distribute information on good practice and regulations to boat owners (Green Blue Initiative)	Ongoing	Harbour Masters
Help provide appropriate sea and flood defences	Ongoing	Harbour Committee, TBC & EA
Engage with the Shoreline Management Plan process	June 2009	Harbour Committee
Submit plans to replace chain moorings with pontoon berths in Torquay's inner harbour	September 2009	Executive Head
Commence work on a Harbour Management Plan (Port Masterplan) in consultation with stakeholder groups	September 2009	Harbour Committee & SeaTorbay

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PRIORITY NO. 4: ENGAGE WITH THE COMMUNITY AND HARBOUR USERS

The outcomes we want to achieve are:

- **To consult with all relevant user groups and stakeholders**
- **To provide an open, accountable and transparent management of Tor Bay Harbour**
- **A higher percentage of people who feel they can influence harbour management decisions**
- **Influence, respond and contribute to the economic, voluntary, community, cultural and environmental agendas**

ACTIONS	Timescale	Who
Support the development of a Maritime Centre of Excellence	As required	Executive Head
Hold quarterly meetings with harbour users & stakeholders (Liaison Forums)	Quarterly	Harbour Masters
Establish a Constitution for the Harbour Liaison Forums	June 2009	Harbour Committee
Produce, promote and reprint the Tor Bay Harbour Guide	April 2009	DHM Torquay
Support and engage with Coastal Partnership – SeaTorbay	Ongoing	Harbour Masters
To continue to work with and/or participate with relevant voluntary and community organisations (Community Partnerships, Pride in Brixham)	Ongoing	Harbour Masters

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PRIORITY NO. 5: ENCOURAGE LOCAL PROSPERITY

The outcomes we want to achieve are:

- **Capitalise on Torbay's maritime setting**
- **Support for the local economy and economic growth**
- **Regeneration of the enclosed harbours of Brixham, Paignton and Torquay**
- **Enable a strong and sustainable Fishing Industry**

ACTIONS	Timescale	Who
Complete the works to the new fish quay and Fish Market at Brixham harbour	June 2010	Harbour Committee & TDA
Create a new Fish Market management regime in agreement with Brixham Trawler Agents and other stakeholders	March 2010	Executive Head
Produce a schedule of Maritime Events	Annually (January)	DHM Torquay
Work to support event organisers	Ongoing	All Harbour Staff
Provide visitor mooring facilities	Ongoing (May ~ Oct)	Harbour Masters
Work with the Torbay Development Agency on marine and waterfront projects (Mayoral Vision)	Ongoing	Executive Head & Harbour Committee
Become a partner of Destination South West to attract more cruise ship calls	April 2009	Executive Head

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KEY THEMES – THE NEW ECONOMY, PRIDE IN THE BAY AND STRONGER COMMUNITIES

PRIORITY NO. 6: ACHIEVE FINANCIAL STRENGTH

The outcomes we want to achieve are:

- Effective financial management of the harbour
- To operate 'ring-fenced' accounts and remain self-financing
- Full occupancy of harbour facilities
- 100% of harbour estate properties let
- Effective management of all harbour assets
- Effective management of business risks

ACTIONS	Timescale	Who
Keep existing businesses and attract new activities	Ongoing	Executive Head & Harbour Committee
Target 0% variance from budget	Quarterly	Executive Head
Produce an Asset Management Plan for the Business Unit	May 2009	Executive Head
Produce a Risk Register for the Business Unit	September 2009	Executive Head
Test and review a Business Continuity Plan for the Business Unit	November 2009	Harbour Masters
Maximise lettings income	Ongoing	Executive Head

Key

Executive Head	Executive Head of Harbour and Marine Services
TBC	Torbay Borough Council
EA	Environment Agency
TDA	Torbay Development Agency

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7. Budget and Financial Planning

TORQUAY and PAIGNTON HARBOURS

PROJECTED OUTTURN 2008/09 AND APPROVED BUDGET 2009/10

Expenditure	APPROVED BUDGET 2008/09 £000	PROJECTED OUTTURN 2008/09 £000	PROVISIONAL BUDGET 2009/10 £000
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	117	117	120
Repairs and Maintenance	160	160	162
Rent Concessions	2	2	2
Other Operating Costs	107	107	109
Town Docks Costs	34	23	36
Management and Administration :-			
Salaries	165	165	169
Internal Support Services	106	111	117
Other Administration Costs	44	45	48
Capital Charges	86	88	88
Contribution to Bad Debt provision	2	55	5
Contribution to Patrol Boat Operation	0	2	2
	823	875	858
Income			
Rents and Rights :-			
Property and Other Rents/Rights	229	268	228
Marina Rental	235	250	250
Operating Income :-			
Harbour Dues	88	104	102
Mooring fees	63	58	58
Town Dock	185	175	184
Boat and Trailer parking	29	30	30
Other Income	23	22	25
Net Surplus on Other Harbour Services	5	0	0
	857	907	877
Operating Surplus /(Deficit)	34	32	19

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BRIXHAM HARBOUR

PROJECTED OUTTURN 2008/09 AND APPROVED BUDGET 2009/10

Expenditure	APPROVED BUDGET 2008/09 £000	PROJECTED OUTTURN 2008/09 £000	PROVISIONAL BUDGET 2009/10 £000
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	138	117	131
Security Operators Salaries and Wages	76	60	93
Repairs and Maintenance	136	140	136
Rent Concessions	4	10	10
Other Operating Costs	216	262	225
Management and Administration :-			
Salaries	148	143	155
Internal Support Services	71	95	95
Other Administration Costs	39	251	42
Capital Charges	176	26	176
Contribution to Reserves	0	110	0
Contribution to Patrol Boat Operation	0	2	2
	1,004	1,216	1,065
Income			
Rents and Rights :-			
Rents and Rights	133	139	134
Marina Income	161	184	176
Operating Income :-			
Harbour Dues	87	78	83
Mooring fees	100	105	105
Fish Tolls income	485	470	485
Other Income	25	37	29
Contribution from Reserve	0	172	0
	991	1,185	1,012
Operating Surplus /(Deficit)	(13)	(31)	(53)

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TORQUAY AND PAIGNTON HARBOURS - FUTURE YEARS

	APPROVED 2008/09 £000	PROJECTED 2008/09 £000	APPROVED 2009/10 £000	ESTIMATE 2010/11 £000	ESTIMATE 2011/12 £000	ESTIMATE 2012/13 £000
EXPENDITURE						
Employees	282	282	289	299	305	316
Maintenance	160	160	162	162	162	162
Rent Concessions	2	2	2	2	2	2
Other Costs	153	207	162	166	170	174
Town Dock excl Cap Financing	34	23	36	37	38	39
Capital Financing	1	1	1	1	1	1
Capital Financing - Town Dock	85	87	87	85	85	85
Capital Financing - Haldon/Princess Piers - 1				81	81	81
Patrol Boat Deficit	0	2	2	2	2	2
Support Services	106	111	117	120	123	126
	823	875	858	955	969	988
INCOME						
Marina Rent	235	250	250	250	250	250
Rent and Other	229	268	228	235	235	235
User Charges	203	214	215	215	215	215
User Charges - Town Dock	185	175	184	189	189	189
Patrol Boat Surplus/contribution	5	0	0	0	0	0
	857	907	877	889	889	889
Projected Net Surplus/(Deficit) before charges increases	34	32	19	(66)	(80)	(99)
<u>Cumulative effects of increasing charges/growth</u>						
User charges 5% y/y				11	22	34
Town Dock charges 5% y/y				9	19	29
Marina rentals 0% y/y				0	0	0
Potential Net Surplus/(Deficit)	34	32	19	(46)	(39)	(36)
<i>Reserve level at Year End (before charges increases)</i>		323	355	299	231	135
<i>Reserve level at Year End (including charges increases)</i>		323	355	319	294	265
<i>Probable Min Target levels</i>		422	425	428	428	428

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BRIXHAM HARBOUR - FUTURE YEARS

	APPROVED 2008/09 £000	PROJECTED 2008/09 £000	APPROVED 2009/10 £000	ESTIMATE 2010/11 £000	ESTIMATE 2011/12 £000	ESTIMATE 2012/13 £000
EXPENDITURE						
Employees	362	320	379	392	402	413
Maintenance	136	140	136	120	120	120
Rent Concessions	4	10	10	10	10	10
Other Costs	255	451	267	274	281	288
Capital Financing	176	26	176	176	320	294
Patrol Boat Deficit	0	2	2	2	2	2
Support Services	71	95	95	97	99	101
	1,004	1,044	1,065	1,071	1,234	1,228
INCOME						
Marina Rent	161	184	176	176	176	176
Rent and Other	133	139	134	134	278	278
Fish Tolls	485	470	485	485	485	485
User Charges	212	220	217	217	217	217
	991	1,013	1,012	1,012	1,156	1,156
Projected Net Surplus/(Deficit) before charges increases	(13)	(31)	(53)	(59)	(78)	(72)
<u>Cumulative effects of increasing charges/growth</u>						
User charges 5% y/y				11	22	33
Marina rentals 0% y/y				0	0	0
Potential Net Surplus/(Deficit)	(13)	(31)	(53)	(48)	(56)	(39)
<i>Reserve level at Year End (before charges increases)</i>		526	491	446	388	323
<i>Reserve level at Year End (including charges increases)</i>		526	491	457	422	392
<i>Probable Min Target levels</i>		453	452	452	481	481

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Harbour Reserve Funds

The balance on the Harbour Reserve Funds forms part of the Council's overall cash balances which are invested in line with the annual Treasury Management Strategy approved by Council. The strategy sets out assumptions on interest rates and the controls for maintaining security of cash. Since 2005/06 investments have yielded annual returns of 4.65%, 4.89% and 5.80%. The current forecast for 2008/09 is 5.50%. The global economic crisis presents a challenge to returns for forthcoming years and the target level for 2009/10 is 3.25%.

Torbay Council's current Treasury Management Strategy can be found at :-

http://www.torbay.gov.uk/index/council/financial_services/treasurymanagement.htm

The balances of the Harbour Reserve Fund at 1st April 2008 were;

Torquay and Paignton Harbours	-	£ 275,000
Brixham Harbours	-	£ 589,000

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8. Targets and Performance Indicators

The following targets and performances indicators are tracked on the Council's corporate performance management system – SPAR.NET.

Harbour Users Survey – Overall quality of service recorded as either Average, Good or Excellent.

Year	Target	Actual	Status
2005/06	90%	84%	Below Target
2006/07	90%	96%	On Target
2007/08	95%	97%	On Target
2008/09	97%	Data not due	Data not due

Brixham Harbour Fish Tolls

Year	Target	Actual	Status
2002/03	£330,000	£375,937	On Target
2003/04	£330,000	£392,681	On Target
2004/05	£375,000	£423,747	Well Above Target
2005/06	£400,000	£412,628	On Target
2006/07	£410,000	£485,952	Well Above Target
2007/08	£450,000	£526,102	Well Above Target
2008/09	£485,000	Data not due	Data not due

Navigation Lights Availability

Year	Target	Actual	Status
2003/04	97%	100%	On Target
2004/05	100%	100%	On Target
2005/06	100%	100%	On Target
2006/07	100%	100%	On Target
2007/08	100%	99%	On Target
2008/09	100%	Data not due	Data not due

Harbour estate lettings occupancy

Year	Target	Actual	Status
2002/03	100%	96%	On Target
2003/04	100%	98%	On Target
2004/05	100%	98%	On Target
2005/06	100%	98%	On Target
2006/07	100%	99%	On Target
2007/08	100%	99%	On Target
2008/09	100%	Data not due	Data not due

9. Business Plan Acceptance Statement

Business Plan Acceptance

Business Unit - Harbour and Marine Services Tor Bay Harbour	Business Plan 2009/10
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Signed and accepted by Executive Head Harbour and Marine Services	<i>Print and Sign</i>
Date	

Signed and accepted by Harbour Committee Chairman	<i>Print and sign</i>
Date	

Tor Bay Harbour - Business Plan 2009/10
Business Unit - Harbour and Marine Services

APPENDIX 1

Tor Bay Harbour and Maritime Strategy

Please find a copy at :-

www.tor-bay-harbour.co.uk/index/leisure/harbours/harbourgovernance/harbourpublications.htm

APPENDIX 2

Municipal Ports Review

“Opportunities for Ports in Local Authority Ownership”

Please find a copy at :-

www.dft.gov.uk/pgr/shippingports/ports/opportunities/

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APPENDIX 3

Plan of Tor Bay Harbour

