



**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

<b>Index</b>
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1. Executive Summary
2. Introduction
3. SWOT Analysis
4. Compliance with the Municipal Ports Review
5. Strategic Objectives and Core Values
6. Priorities, Outcomes and Actions
7. Budget and Financial Planning
8. Targets and Performance Indicators
9. Business Plan Acceptance Statement

Appendix 1 - Tor Bay Harbour and Maritime Strategy

Appendix 2 – Municipal Ports Review

Appendix 3 – Plan of Tor Bay Harbour

## **Tor Bay Harbour - Business Plan 2010/11**

### **Business Unit - Harbour and Marine Services**

#### **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.

In 2010/11, as part of its transformation programme and 'commissioning strategy', Torbay Council will be looking to commission its harbour authority function via a new Harbour Board with improvement opportunities for the governance of Tor Bay Harbour.

#### **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 and wider economy. 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.

2009 saw the introduction of the Marine & Coastal Access Act and during 2010 the new Marine Management Organisation will become fully operational. It is hoped that these changes will improve the UK's management of the marine environment as it introduces, for the first

## **Tor Bay Harbour - Business Plan 2010/11**

### **Business Unit - Harbour and Marine Services**

time, the concept of marine spatial planning. Tor Bay Harbour will expect to play an important role with other stakeholders in identifying whether there is a need for Marine Conservation Zones (MCZs) in our jurisdiction as Marine Protection Areas are introduced under this new legislation.

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 20% 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. Torbay also has areas of serious deprivation compounded by a decline in the manufacturing industry since 2000.

Our main customers and stakeholders include the following :-

- 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.

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

- Owners, skippers and crew of certified passenger carrying pleasure craft, including chartered angling vessels, dive boats, heritage boats, etc.
- Tourists visiting the resort of Torbay including its enclosed harbours, waterfront and coastline.
- Marina operators at Torquay and Brixham - Marina Developments Ltd.
- Royal National Lifeboat Institution (RNLI)
- Marine Fisheries Agency (Defra)
- Devon Sea Fisheries
- Maritime & Coastguard Agency (MCA)
- 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.

A record of complaints and compliments, together with the annual Users Survey and a visitor feedback system, all combine to give a good indication of which services are meeting the customers' expectations and those which might be seen as below the quality expected. Survey results are reported to the Harbour Committee each year.

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**3. SWOT Analysis**

STRENGTHS	WEAKNESSES
Dedicated and experienced staff	Overprotection of the natural and physical environment – a reluctance to change
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
Limited interference in harbour management by Torbay Council	No Harbour Management Plan
Designated sites protecting the natural and physical environment	
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	Pollution – especially our sea and coast
Raise external profile and promote success	Change of financial policy (removal of ring-fenced harbour accounts)
Trend for green tourism	Resistance to change i.e. improved governance
External funding opportunities	Loss of operational land to developers
Climate change – sea level rise	Inadequate regional & national ports strategy
Commissioning of Harbour & Marine Services	
New coastal partnership - SeaTorbay	

**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

## **Tor Bay Harbour - Business Plan 2010/11**

### **Business Unit - Harbour and Marine Services**

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.

Fourteen people sit on the Harbour Committee, 8 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, which have formal constitutions, 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.

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.

Although currently working well the Council could take the opportunity to improve the governance arrangements set out above through the careful commissioning of the harbour authority function and '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 two of the key themes link to the operation of Tor Bay Harbour and these are the **New Economy** and **Pride in the Bay**.

## **Tor Bay Harbour - Business Plan 2010/11**

### **Business Unit - Harbour and Marine Services**

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**.

#### **Harbour Authority Objectives**

- Maintain, expand and improve the harbour facilities
- Enable the safe use of the harbour
- Maintain self-financing accounts
- Invest in the present and the future
- Enhance our self-critical and performance driven culture
- Enable staff to achieve through development and training
- Influence, respond and contribute to the economic, voluntary, community, cultural and environmental agendas

#### **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 the range of sustainable benefits, environmental, economic and social; as outlined in the Tor Bay Harbour and Maritime Strategy



**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
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 2010	Executive Head
Manage the seasonal beach/harbour patrol craft	May to September 2010	Harbour Masters
Safety Management System audit completed and improvement plan agreed	December 2010	Executive Head
Safety Management System Improvement Plan (2009/10) implemented	November 2010	Executive Head
Review and Test Emergency Response Plans	Annually	Executive Head/TBC

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Refresh the Tor Bay Harbour Website	April 2010	DHM Torquay
Supply up to date/live weather and tidal data to the Tor Bay Harbour website	June 2010	DHM Torquay
Undertake a customer satisfaction survey	February to May 2010	Executive Head
Continue benchmarking via the British Ports Association, UK Harbour Masters Association, RYA, BMF & SW Regional Ports Association	Ongoing	Harbour Masters
Host the British Ports Association Annual Conference (Torquay)	October 2010	Executive Head
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	June 2010	HM Paignton
Equality Impact Assessment Improvement Plans in place and implementation commenced	June 2010	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	April 2010	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	May 2010	Executive Head, Harbour Committee & Environment Commissioner

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Review all plans relating to the development and management of the maritime and coastal environment of Torbay	April 2010 ~ March 2011	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) – improve recycling and reduce carbon emissions	Ongoing	Harbour Masters
Help provide appropriate sea/flood defences and raise awareness of sea level rise	Ongoing	Harbour Committee, TBC & EA
Engage with the Shoreline Management Plan process	April 2010	Harbour Committee
Progress plans to replace chain moorings with pontoon berths in Torquay's inner harbour	Subject to Mayoral Vision	Executive Head
Commence work on a Harbour Management Plan (Port Masterplan) in consultation with stakeholder groups	June 2010	Harbour Committee & SeaTorbay, with Natural England
Repair steel piles adjacent to Princess Pier, Torquay	April 2010	HM Torquay
Procure a new workboat for Torquay Harbour	April 2010	DHM Torquay
Submit plans to improve passenger landing facilities at Torquay & Brixham	June 2010	Executive Head with Transport Planning

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

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

**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**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
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
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
Improve understanding of the work of the Harbour Authority through talks, boat trips, open days, etc.	Ongoing	Harbour Masters

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

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

**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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Complete the works to the new fish quay and Fish Market at Brixham harbour	October 2010	Harbour Committee & TDA
By working with stakeholders investigate options to improve the management of the new Fish Market	December 2010	Executive Head
Produce a schedule of Maritime Events	Annually (January)	DHM Torquay
Contribute to tourism by working to support event organisers	Ongoing	All Harbour Staff
Contribute to tourism by providing 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

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
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 2010	Executive Head
Review the Risk Register for the Business Unit	September 2010	Executive Head
Test and review a Business Continuity Plan for the Business Unit	November 2010	Harbour Masters
Maximise lettings income	Ongoing	Executive Head
Undertake Energy Audits at each enclosed harbour (linked to Priority 3 above to reduce carbon emissions)	November 2010	Harbour Masters

**Key**

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

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**7. Budget and Financial Planning**

**TORQUAY and PAIGNTON HARBOURS**

**PROJECTED OUTTURN 2009/10 AND APPROVED BUDGET 2010/11**

<b>Expenditure</b>	<b>APPROVED BUDGET 2009/10 £000</b>	<b>PROJECTED OUTTURN 2009/10 £000</b>	<b>APPROVED BUDGET 2010/11 £000</b>
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	120	120	118
Repairs and Maintenance	162	157	165
Rent Concessions	2	2	2
Other Operating Costs	114	111	116
Town Docks Costs	32	4	26
Management and Administration :-			
Salaries	169	159	177
Internal Support Services	122	129	122
Other Administration Costs	48	51	47
Capital Charges	88	88	169
Contribution to Patrol Boat Operation	2	1	2
	<b>859</b>	<b>822</b>	<b>944</b>
<b>Income</b>			
Rents and Rights :-			
Property and Other Rents/Rights	227	231	234
Marina Rental	251	251	250
Operating Income :-			
Harbour Dues	102	113	109
Mooring fees	57	54	58
Town Dock	187	212	242
Boat and Trailer parking	31	34	33
Other Income	23	26	24
	<b>878</b>	<b>921</b>	<b>950</b>
<b>Operating Surplus /(Deficit)</b>	<b>19</b>	<b>99</b>	<b>6</b>

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**BRIXHAM HARBOUR**

**PROJECTED OUTTURN 2009/10 AND APPROVED BUDGET 2010/11**

<b>Expenditure</b>	<b>APPROVED BUDGET 2009/10 £000</b>	<b>PROJECTED OUTTURN 2009/10 £000</b>	<b>APPROVED BUDGET 2010/11 £000</b>
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	144	118	133
Security Operators Salaries and Wages	80	68	92
Repairs and Maintenance	136	140	138
Rent Concessions	10	10	10
Other Operating Costs	224	220	222
Management and Administration :-			
Salaries	155	119	155
Internal Support Services	95	95	95
Other Administration Costs	43	43	45
Capital Charges	176	26	176
Brixham Regeneration Costs	0	40	0
Contribution to Reserves	0	217	0
Contribution to Patrol Boat Operation	2	1	2
	<b>1,065</b>	<b>1,097</b>	<b>1,068</b>
<b>Income</b>			
Rents and Rights :-			
Rents and Rights	134	118	134
Marina Income	176	171	174
Operating Income :-			
Harbour Dues	83	81	98
Mooring fees	105	112	115
Fish Tolls income	485	485	485
Other Income	29	44	35
Contribution from Reserve	0	107	0
	<b>1,012</b>	<b>1,118</b>	<b>1,041</b>
<b>Operating Surplus /(Deficit)</b>	<b>(53)</b>	<b>21</b>	<b>(27)</b>



**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**TORQUAY AND PAIGNTON HARBOURS - FUTURE YEARS**

	APPROVED ESTIMATE 2009/10 £000	PROJECTED OUTTURN 2009/10 £000	APPROVED ESTIMATE 2010/11 £000	PROVISIONAL ESTIMATE 2011/12 £000	PROVISIONAL ESTIMATE 2012/13 £000	PROVISIONAL ESTIMATE 2013/14 £000
<b>1. EXPENDITURE</b>						
Employees	289	279	295	309	318	326
Maintenance	162	157	165	169	173	177
Rent Concessions	2	2	2	2	2	2
Other Costs	162	162	163	167	171	175
Town Dock excl Cap Financing	32	4	26	27	28	29
Capital Financing	1	1	1	1	1	1
Capital Financing - Town Dock	88	87	87	87	88	88
Capital Financing - Haldon/Princess Piers	0	0	81	81	81	81
Patrol Boat Deficit	2	1	2	2	2	2
Support Services	117	129	122	125	128	131
	<b>855</b>	<b>822</b>	<b>944</b>	<b>970</b>	<b>992</b>	<b>1,012</b>
<b>2. INCOME</b>						
<b>Marina Rent</b>	251	251	250	250	250	250
Rent and Other	227	231	234	234	234	234
User Charges	215	227	224	224	224	224
User Charges - Town Dock	184	212	242	242	242	242
	<b>877</b>	<b>921</b>	<b>950</b>	<b>950</b>	<b>950</b>	<b>950</b>
<b>Projected Net Surplus/(Deficit) before charges increases</b>	<b>22</b>	<b>99</b>	<b>6</b>	<b>(20)</b>	<b>(42)</b>	<b>(62)</b>
<u>Cumulative effects of increasing charges/growth</u>						
User charges 5% year on year				11	23	35
Town Dock charges 5% year on year				12	25	38
Marina rentals 0% year on year				0	0	0
<b>Potential Net Surplus/(Deficit)</b>	<b>22</b>	<b>99</b>	<b>6</b>	<b>3</b>	<b>6</b>	<b>11</b>
<i>Reserve level at Year End (before charges increases)</i>		<i>465</i>	<i>479</i>	<i>473</i>	<i>445</i>	<i>398</i>
<i>Reserve level at Year End (including charges increases)</i>		<i>465</i>	<i>479</i>	<i>496</i>	<i>518</i>	<i>547</i>
<i>Probable Min Reserve Target levels (before charges increases)</i>		<i>422</i>	<i>440</i>	<i>440</i>	<i>440</i>	<i>440</i>
<i>Probable Min Reserve Target levels (including charges increases)</i>		<i>422</i>	<i>440</i>	<i>445</i>	<i>450</i>	<i>455</i>

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**BRIXHAM HARBOUR - FUTURE YEARS**

	APPROVED ESTIMATE 2009/10 £000	PROJECTED OUTTURN 2009/10 £000	APPROVED ESTIMATE 2010/11 £000	PROVISIONAL ESTIMATE 2011/12 £000	PROVISIONAL ESTIMATE 2012/13 £000	PROVISIONAL ESTIMATE 2013/14 £000
<b>1. EXPENDITURE</b>						
Employees	379	305	380	398	408	418
Maintenance	136	140	138	127	131	135
Rent Concessions	10	10	10	10	10	10
Other Costs	267	413	417	274	281	288
Capital Financing	176	26	26	290	290	290
Patrol Boat Deficit	2	1	2	2	2	2
Support Services	95	95	95	97	99	101
	<b>1,065</b>	<b>990</b>	<b>1,068</b>	<b>1,198</b>	<b>1,221</b>	<b>1,244</b>
<b>2. INCOME</b>						
Marina Rent	176	171	174	174	174	174
Rent and Other	134	118	134	205	280	280
Fish Tolls	485	485	485	485	485	485
User Charges	217	237	248	248	248	248
	<b>1,012</b>	<b>1,011</b>	<b>1,041</b>	<b>1,112</b>	<b>1,187</b>	<b>1,187</b>
<b>Projected Net Surplus/(Deficit) before charges increases</b>	<b>(53)</b>	<b>21</b>	<b>(27)</b>	<b>(86)</b>	<b>(34)</b>	<b>(57)</b>
<u>Cumulative effects of increasing charges/growth</u>						
User charges 5% year on year				12	24	36
Marina rentals 0% year on year				0	0	0
<b>Potential Net Surplus/(Deficit)</b>	<b>(53)</b>	<b>21</b>	<b>(27)</b>	<b>(74)</b>	<b>(10)</b>	<b>(21)</b>
<i>Reserve level at Year End (before charges increases)</i>		483	464	390	369	323
<i>Reserve level at Year End (including charges increases)</i>		483	464	403	406	398
<i>Probable Min Reserve Target levels (before charges increases)</i>		452	458	472	487	487
<i>Probable Min Reserve Target levels (including charges increases)</i>		452	458	475	492	495

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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%, 5.80% and 5.50%. The global economic crisis continues to present a challenge to investment yields with an expected return for 2009/10 of 2.30%. Current forecasts indicate investment rates will remain low for some time and a return of 1.80% has been budgeted for 2010/11.

Torbay Council's current Treasury Management Strategy can be found at :-  
[http://www.torbay.gov.uk/index/council/financial\\_services/treasurymanagement.htm](http://www.torbay.gov.uk/index/council/financial_services/treasurymanagement.htm)

The balances of the Harbour Reserve Fund at 1<sup>st</sup> April 2009 were;

Torquay and Paignton Harbours	-	£ 356,406
Brixham Harbours	-	£ 556,935

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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%	100%	On Target

**Brixham Harbour Fish Tolls**

Year	Target	Actual	Status
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	£465,778	On Target
2009/10	£485,000	Data not due	Data not due

**Navigation Lights Availability**

Year	Target	Actual	Status
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%	100%	On Target
2009/10	100%	Data not due	Data not due

**Harbour estate lettings occupancy**

Year	Target	Actual	Status
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%	97%	On Target
2009/10	100%	Data not due	Data not due

## 9. Business Plan Acceptance Statement

### Business Plan Acceptance

<b>Business Unit - Harbour and Marine Services Tor Bay Harbour</b>	<b>Business Plan 2010/11</b>
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<b>Signed and accepted by Executive Head Harbour and Marine Services</b>	<i>Print and Sign</i>
<b>Date</b>	

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

**Tor Bay Harbour - Business Plan 2010/11**  
**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](http://www.tor-bay-harbour.co.uk/index/leisure/harbours/harbourgovernance/harbourpublications.htm)

**Tor Bay Harbour - Business Plan 2010/11**  
**Business Unit - Harbour and Marine Services**

**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/](http://www.dft.gov.uk/pgr/shippingports/ports/opportunities/)

# Tor Bay Harbour - Business Plan 2010/11

## Business Unit - Harbour and Marine Services

### APPENDIX 3

#### Plan of Tor Bay Harbour

