

## **A HARBOUR AND MARITIME STRATEGY FOR TOR BAY – CATCHING THE WAVE**

### **Executive summary**

There is an increasing recognition that the major asset of Torbay and the attribute that uniquely defines its character is – the Bay. However no strategy, to date, has been formulated for this major attribute covering the various uses possible for the Bay, and defining its potential contribution to the economy and to the quality of life for visitors and residents.

This strategy identifies the issues and opportunities facing Tor Bay Harbour and the Bay's maritime environment in the future, and sets out a cohesive and forward thinking plan to ensure that the harbour not only operates effectively, but that appropriate use is made of all water and harbour side facilities and opportunities are maximised.

The Torbay Development Agency (which manages Tor Bay Harbour) strives to enhance Torbay's maritime offer by:

1. Maintaining the highest standards of safety and operational effectiveness.
2. Using the statutory powers of the Harbour Authority to fulfil its statutory duties for the purpose of improving, maintaining and managing the harbour.
3. Managing the harbour in a financially sound and sustainable manner, maximising income generation to deliver a wider range of services and therefore, support a variety of maritime activities. Including fishing, shipping, estate management, marinas, mooring provision and marine leisure facilities.
4. Exploring all opportunities to develop the enclosed harbours of Brixham, Paignton and Torquay.
5. Raising the profile of Tor Bay Harbour in key areas, including the importance of the local fishery and the quality of that catch; the importance of the sailing and sea conditions for marine leisure pursuits; the ease of access for a range of recreational boating activity; the overall unique mix of maritime activity combined with an excellent safety record.
6. Measure and monitor the needs, wants and expectations of harbour users, visitors and the local community through clear research which will focus future delivery.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

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7. Develop robust partnerships with the various stakeholder groups, including both commercial and leisure interests, and other marine based organisations to ensure a proactive and joined up approach to attract and deliver additional port business, and provide further maritime contribution to the local economy.
8. Pro-actively invigorate the harbours, widen their catchment and appeal, through sponsorship packages, performance and music, harbour dressing and branding.

This strategy will be fully consulted with stakeholder participation, taking into account advice offered by the Harbour Liaison Forums, the Harbour Committee, Torbay Council and the local community. The Harbour Authority will continue to look to the UK government for advice and guidance on the implementation of current ports policy, integrated coastal zone management (ICZM), marine spatial planning and environmental management.

This strategy will ensure we put in place a better system for delivering sustainable development of the marine and coastal environment, allowing both the use and protection of our marine resources. The objective of the strategy would be to protect and enhance what we have whilst at the same time deriving sustainable economic and social benefit. The underlying principle is that this strategy will have sustainable development at its core, so that we can deliver our economic, social and environmental objectives.

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## **TOR BAY HARBOUR – INTRODUCTION**

The Maritime Strategy aims to outline the delivery of the operational and statutory elements of Tor Bay Harbour, whilst developing and enhancing the commercial, leisure and tourism opportunities.

- Section one: History
- Section two: Current position
- physical attributes
  - governance
  - the fishing industry
  - finance
  - operational structure
  - statutory services
  - discretionary services
  - harbour users
  - maritime events
- Section three: Core principles
- Section four: Future potential
- Section five: Key actions

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## SECTION ONE – HISTORY

Tor Bay provides a natural refuge for shipping when there are South Westerly gales, and there are few days when there is not a vessel of some kind anchored for shelter or awaiting orders, but the Bay itself is exposed to the East.

Before the completion of the great breakwater sheltering Plymouth Sound in 1840, Tor Bay provided one of the few safe anchorages for the Navy's Western Fleet. In those days Brixham was an important victualling port to the ships, which re-provisioned every six weeks. In addition to food, fresh water was also taken out to the ships from a Naval Reservoir situated in Brixham.

A Fleet Review was held in Tor Bay in 1910, attended by two Royal Yachts, and during the 1920s and 30s magnificent 'J' Class yachts raced in Tor Bay and used Torquay as a safe haven. Other vessels making history in the Bay have included the 'Bellerophon' in 1815 with the captured Napoleon on board, and, in 1588, the defeated Spanish Armada ship 'Nuestra Senora del Rosario'.

There are records showing small-scale fishing by hand line and seine-net in Tor Bay since the Middle Ages. The fishing industry in Brixham boomed at the end of the 18<sup>th</sup> century, when the method of catching fish by trawling along the sea-bed with a weighted net was successfully introduced and developed. Brixham is often called 'the Mother of Trawling'. It was deep-sea fishing that developed the harbour area in the 19<sup>th</sup> century and by the mid 1900's the Brixham trawler fleet was the largest in England, with nearly 300 sailing trawlers based in Brixham before World War 1.

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## SECTION TWO – THE CURRENT POSITION

### Physical attributes

The enclosed harbours, the Bay and coastal waters around Tor Bay are vitally important to the sustainable future of the local community. Our coast and adjacent seas are an obvious resource and the Bay itself is a valued asset. The harbour area is used by shipping as well as many smaller craft, with numerous tourism and recreational opportunities, as well as sites of cultural and historic interest, which meet many of our economic and social needs.

At the same time the Bay contains distinctive and important habitats and these support a diverse range of species, which we need to protect and conserve. Integrating socio-economic and environmental/ecological factors is crucial to our long-term sustainability and already features in several sectoral strategies of relevance to the Harbour and our coast. A wider maritime and harbour strategy will in part provide a better bond between those sectoral approaches, helping us to grow Torbay's economy and create jobs.

### Governance

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. To this end the Council has formed the Torbay Development Agency (TDA) which is made up of local authority staff working in Tourism, Economic Regeneration and Marine Services. The TDA, although part of the Council's establishment, works uniquely with the Board of a company called the Torbay Development Agency Limited (TDAL); this arrangement represents an exciting private, public partnership for Torbay.

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. 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.

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 water safety and image are seen as so crucial and integral to the tourism product. The Bay wide harbour controls have allowed regulation of shipping, management of pollution risk

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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. Our national approach to coastal management is currently fragmented with various government departments involved. However, the UK government now has plans to 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 fishing industry**

Today, Brixham is the most important fishing port in England and Wales measured by the value of catch landed. The harbour provides areas for the safe and efficient conduct of the fishing industry, including the provision of fish landing facilities and a fish market [for the conduct of fish auctions] for which the Harbour Authority are responsible for the upkeep and maintenance.

Fish tolls form an important part of harbour income [*£412,000 in 2005/06*], the improved quota allowances for certain parts of the south west fishery combined with the wide range of south west species, including valuable non-precious stocks, have helped keep the landings buoyant. To maintain a clear picture of the fishing industry, the TDA is an active member of the Fishing Strategy Steering Group set up by the Regional Development Agency, and takes part in regular benchmarking with the British Ports Association (BPA) Fishing Ports Working Group. Regular working links are also maintained with Devon Sea Fisheries and the Marine Fisheries Agency (MFA).

The TDA is working on plans to regenerate Brixham and the harbour related projects will enable and facilitate a strong and sustainable fishing industry. Working in partnership with Brixham 21, a programme is in place to develop the fishing industry and seek funding for proposals to develop the outer harbour at Brixham to create a new ‘state of the art’ fish landing, storage and trading facility. This programme also aims to facilitate the regeneration of Brixham harbour including the provision of a northern arm.

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## **Finance**

### **• Financial Profile**

The Harbour Accounts are operated on a 'ring-fenced' basis with surpluses and deficits impacting on the separate harbour Reserve Funds. Consequently, the harbour service does not impact directly on the Council's Budget and there is no call on the Council's General Fund.

The Harbour Authority manages two operational accounts, one for Brixham harbour and another to cover Torquay and Paignton harbours. Income generated from outside the enclosed harbours is shared proportionately between the two accounts.

Major development and extensive regeneration programmes, such as the Torquay Waterfront/Beacon Quay Redevelopment (Phases 1 and 2) and the Public Realm/new slipway (Phase 3), lead to a short term reduction in harbour charges and rental income in order to compensate for inconvenience. However, the rationale for, and outcome of, these types of projects will ensure a more sustainable and profitable future for the harbour. The proposal for a Town Dock development at Torquay Harbour would also improve the harbour offer and increase income.

The Brixham Harbour Account has funded the covenant debt used to finance the existing Fish Quay and Market and provision has been made to support further capital financing, of up to £2m through the existing revenue budget. Anticipated future levels of fish toll income remain at a prudent level to reflect the continued pressures on the fishing industry caused by the Common Fisheries Policy, for example possible future cuts in fish quotas and/or fleet decommissioning.

### **• Harbour Reserve Funds**

Two Harbour Reserve Funds exist and both reserves reflect any past surplus on trading. The reserve funds are used to support any deficits on trading and provide a source for capital spend in relation to the harbour service. The harbour has significant infrastructure continually exposed to the elements with the potential of severe storm damage occurring without notice. A contingency figure (based on 20% of turnover) together with a cash figure of £250,000 is required (for each Reserve Fund) to provide financial cover to fund repairs and trading deficits without call on the Council's General Fund. The reserve will remain relevant while the Harbour Revenue Accounts are "ring-fenced" and have no call on the Council's General Fund Revenue Account. The balances are reviewed annually to establish future withdrawal requirements. Management and control of the reserve funds, including monitoring of the funds to ensure they are maintained within target range, is the responsibility of the Director of Marine Services in conjunction with the Director of Finance.

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### Torquay & Paignton Harbour Reserve Fund

The target range for this Reserve Fund, based on understanding of needs and risks, is between £348,000 to £1,000,000. The contingency figure is currently £98,000.

### Brixham Harbour Reserve Fund

The target range for this Reserve Fund, based on understanding of needs and risks, is £394,000 to £1,000,000. The contingency figure is currently £144,000.

Therefore, the normal level of reserve fund for the whole of Tor Bay Harbour is between £742,000 and £2 million.

This reserve is also retained to fund a proportion of any harbour improvement costs associated with key projects, such as the Waterfront Development at Torquay, and this will include the cost of the new pontoons where required.

In addition, reserves make a contribution towards the cost of feasibility work associated with harbour development plans. i.e. the new fish quay and market in Brixham.

- **Harbour revenue and facilities**

Brixham is the most important fishing port in England and Wales measured by the value of catch landed, in recent years this catch has been worth between £14m and £18m annually; fish tolls represent an important part of harbour income (£412,000 in 2005/06). Improved quota allowances for certain parts of the south west fishery combined with the wide range of south west species, including valuable non-precious stocks, have helped keep the landings buoyant and support confidence in the expectation of a sustainable south west fishing industry.

- **Fish Market**

The harbour provides areas for the safe and efficient conduct of the fishing industry. This includes the provision of fish landing facilities and a fish market, for the conduct of fish auctions, for which the Harbour Authority are responsible for the upkeep and maintenance. The TDA is working on regeneration plans to enable and facilitate a strong and sustainable fishing industry. Working in partnership with Brixham 21 we will seek funding for proposals to develop the outer harbour at Brixham to create a new 'state of the art' fish landing, storage and trading facility.

- **Harbour estate**

The harbour estate consists of various breakwaters, quays and piers, together with associated harbour property including numerous buildings. In total there are currently over 130 different lettings on the harbour estate and these obviously provide a valuable source of income but they also play a vital role in supporting the overall harbour offer. *[Total property income amounted to £329,000 in 2005/06]*

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- **Marinas**

The harbour currently hosts two large marinas, one in Brixham and one in Torquay. In both of these enclosed harbours the water space is leased out to the independent marina operator and in combination the two facilities provide for over 900 berths as well as visitor and event facilities. *[Total income from the two marinas amounted to £323,000 in 2005/06]*

- **Small vessel moorings and visiting vessels**

The harbour provides a full range of moorings, berths and boat park spaces. In total there are over 800 such facilities across the Bay *[Income of £213,000 in 2005/06]*. Each enclosed harbour also attracts many visiting vessels, especially during the summer months, with visitors arriving by sea or by road with trailers. Throughout the year there are on average over 2000 slipway launches and the Bay hosts over 8,000 visitor nights.

- **Other commercial activity**

Other commercial activity includes boat lifting operations, winter storage of boats, drying-out grids, pilotage, cruise ship visits *[Destination South West]*, trailer parking, small passenger craft activity, event facilitation, commercial shipping and small craft pressure washing.

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## **Operational structure**

Tor Bay Harbour has existed successfully as a statutory entity since 1970 and it has served the community well. The arrangement in Torbay places the council, as the Harbour Authority, in a stronger position than other coastal authorities and in operational terms it allows direct control over 22 miles of coastline and 16 square miles of open sea. This control has proved to be invaluable when water safety and image are seen as so crucial and integral to the attraction of the Bay and the tourism product.

## **Locally**

The Tor Bay Harbour limits start from Maidencombe in the north and finish at St. Mary's Bay in the south. This area includes the three enclosed harbours at Torquay, Paignton and Brixham. Although Tor Bay Harbour was created over 35 years ago it is still necessary to recognise the overall benefits and needs of one large harbour, whilst balancing the obvious parochial aspects of the individual enclosed harbours, which serve the immediate and adjacent local community.

## **Staffing levels**

The challenge of manning and running the harbour is met by 18 full time staff, 8 seasonal employees and one part-time member of staff. The harbour service is delivered through 3 harbour offices, one located in each of the enclosed harbours.

## **Operational activity**

Acting in a businesslike manner the Harbour Authority seeks to maintain its current level of operational activity to meet the needs of the harbour users, the community and wider stakeholder groups. Further it keeps these activities under review to ensure they are meeting the needs of the harbour customers and providing sufficient income to enable a sustainable port business.

## **Safety record/conservancy functions**

The harbour enjoys a very good safety record across the full range of maritime activity undertaken in the Bay. It is a constant challenge to maintain this record and this can only be achieved if the Harbour Authority, the staff, the harbour users and the public remain vigilant and safety conscious at all times.

In respect of the aids to navigation provided by the harbour, the authority is required to pass regular audits and inspections by Trinity House. Also, a bilateral agreement has been signed with the UK Hydrographic Office, which relates to the exchange of data and products.

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## **Regionally**

Currently bench marking takes place within the South West Regional Ports Association and with relevant groups operating across neighbouring coastal local authorities and adjacent County Councils.

Specific harbour comparisons are made with Plymouth, Dartmouth, Salcombe, Newlyn, Fowey, Truro, Padstow, Weymouth and Teignmouth. Although like for like performance indicators have not been identified, ports and harbours are by their very nature, operating in a competitive environment.

Charges for visiting private craft are among the most attractive in the West Country and the thriving fishing industry in Brixham demonstrates a consistent level of success. In recent years Brixham has been the most successful fishing port in England and Wales by value of catch.

## **National connectivity**

The TDA will monitor equivalent, similar or associated policies and strategies delivered by organisations at a national level. This will include various government departments, non-governmental bodies and other agencies. We will endeavour to integrate relevant aspects of related documents within our own local strategy.

Benchmarking will also continue through membership of specific trade associations and industry bodies such as the British Ports Association (BPA) and Ports Skills and Safety Ltd. In the BPA comparisons are made through individual Working Groups including Leisure Ports, Municipal Ports and Fishing Ports. Further networking is conducted via the UK Harbour Masters Association.

Comparisons will also be made with any maritime and/or coastal based activity undertaken by the Local Government Association.

## **Statutory services provided**

Torbay Council as the Harbour Authority is bound by law to conserve the Harbour of Tor Bay to a reasonable state for use as a port and in a fit condition for a vessel to resort to. Specifically we will:-

- Take hydrographic surveys of Tor Bay and its enclosed harbours as and when required so as to provide accurate data for navigation.
- Place sea marks where they will be of advantage to navigation (marked appropriately by day and night)
- Keep a 'vigilant watch' for any changes in the seabed affecting the depths of berths, channels or harbour approaches and move or renew seamarks as appropriate. Where necessary and possible, dredging of channels and berths will be undertaken.

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- Keep available and open for inspection proper hydrographic records.
- Fulfil a duty of care to the environment and as such produce and keep under review an Environmental Policy Statement.
- Produce and hold a Port Waste Management Plan for Tor Bay Harbour in accordance with the provisions of the Merchant Shipping (Port Waste Reception Facilities) Regulations 1997.
- Produce and hold an Oil Spill Response Plan for Tor Bay Harbour in accordance with the Merchant Shipping (Oil Pollution Preparedness, Response and Co-operation Convention) Regulations 1998.
- Exercise the power to collect dues and fees from harbour users to pay for the statutory discharge of the Council's functions as a Harbour Authority.
- Comply with the Port Marine Safety Code, oversee safety of navigation and operate a formal safety management system.

### **Discretionary services provided**

Discretionary facilities provided by the Harbour Authority include:

- The use of Grids and Inner Harbour berths to enable smaller vessels to safely and effectively dry out in order to carry out essential maintenance work.
- The provision of various pontoons and chain moorings in the enclosed harbours for the safe berthing of fishing boats, commercial vessels, yachts and leisure craft.
- A substantial and operational harbour estate, which includes stores, offices and business space.
- Areas for the safe and efficient conduct of the fishing industry. This includes the provision of fish landing facilities and a fish market, for the conduct of fish auctions, for which the Harbour Authority are responsible for the upkeep and maintenance.
- Storage of boats including cranage for lifting and launching of vessels.
- Automatic weather stations that record hourly meteorological data.
- Quayside areas for the safe landing of goods and passengers.

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- Automatic tide gauge and data logger
- A pressure washing service for boats.
- Leasing harbour water areas to a private Marina operator.
- Providing input and professional advice to government departments, relevant agencies, the community and other stakeholder groups on various maritime matters, including issues relating to navigational safety, maritime strategy and waterfront regeneration.

### **Harbour users**

The harbour and maritime facilities are provided for residents, 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 main harbour customers are as follows:-

- The general public and residents of Torbay
- Fishermen, including those from locally based vessels and vessels from other ports (UK and Europe), including owners, skippers and crew
- Fish Merchants and Fish Processors
- Brixham Trawler Agents
- Ships visiting Tor Bay (owners of the vessels, masters 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 and heritage boats
- Visitors to the English Riviera who enjoy its enclosed harbours, waterfront and coastline
- Marina operators at Torquay and Brixham - Marina Developments Ltd.
- Organisations involved in waterborne sports and activities (Yacht and sailing clubs, training organisations, Scouts, Sea Cadets, divers, rowing clubs, youth groups)
- 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

Specific partnership understandings exist with the Maritime and Coastguard Agency (MCA), Torbay and Brixham Shipping Agents, the UK Hydrographic Office,

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Marina Developments Ltd, the Environment Agency, the Torbay Coast and Countryside Trust and other external agencies and Voluntary Sector groups.

There are a number of stakeholder groups which are also used to consult on the quality and performance of the harbour service these are the Brixham Harbour Liaison Forum, the Torquay/Paignton Harbour Liaison Forum, various Ward Partnerships and the Viewpoint Panel.

The Harbour Authority intends to undertake an annual users survey; this coupled with the complaints and compliments feedback system, gives a good indication of which harbour/maritime services are meeting the customers expectations and which are below the quality expected, and this enables the development of improvement actions.

Results from recent surveys have set a benchmark and show:

- Harbour Users are generally satisfied with harbour facilities; most satisfied with Moorings (73%), and the Crane Service (55%). The Quayside Berths gained the lowest satisfaction level (9%)
- 95% of users think that there are sufficient navigation features in Tor Bay Harbour, and 82% think that harbour safety is properly managed by Marine Services. However, 18% did not think safety is properly managed, and this has led to greater communication of safety measures.
- 69% of respondents thought that CCTV was a good deterrent, and a further 21% thought it represented value for money; a number of respondents (21%) would like to see more CCTV.
- 32% of users thought Tor Bay charges were favourable, compared to the 24% who don't. However, the majority (43%) of users did not know whether Tor Bay harbour charges compared favourably to other harbours – this will lead to more communication of benchmarking results which highlight how Tor Bay charges compare with other similar harbours.  
*Over 77% of respondents however, were not prepared to pay more for an improved service.*
- 7% would be prepared to use the website for payments
- The majority of respondents stated the quality of service was 'satisfactory', although over a quarter (27%) stated it was 'good'. Encouragingly, 17% had seen an improvement in service since the last survey.

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- In this and other related surveys, the question of management and service provision is asked. The majority of respondents (over 85%) in all cases stated that the harbour service should be provided by Torbay Council. *Those respondents who stated Torbay Council **shouldn't** continue to provide Marine Services highlighted the Trust Port (Harbour Commissioners), or a private company as the best alternatives.*

### **Maritime Events and activities**

Tor Bay has traditionally been a venue for organised maritime events. In the past the Harbour Authority has successfully worked in partnership with many organising bodies, local clubs and other groups, together with the English Riviera Tourist Board, in promoting a full calendar of maritime events.

Young people are encouraged to use harbour facilities, both by working with youth organisations (such as Sea Scouts, Sea Cadets and Sea Rangers) and individually. The harbours recognise the importance of the youth market and this is reflected in concessions on fees and rents and also through additional land based support.

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## SECTION THREE – THE CORE PRINCIPLES

### Policy and statutory requirements

There is a public right to use the harbour for the shipping and unshipping of goods and the boarding and landing of passengers. This is called the ‘open port duty’. Parliament has charged harbour authorities with ensuring that port users are able to exercise this right safely and efficiently. The harbour must succeed not only to meet the immediate demands of its customers, but also to invest in new facilities, in safety, and to safeguard the community and the environment. Over many years the harbour has been developed and managed on the principle that users pay for the facilities. The harbour must be allowed to compete on level terms.

The Harbour Authority operates a safety management system that includes preparation for emergencies. Potential emergencies are identified, as far as practicable, from a process of formal risk assessment.

The Harbour Authority recognises its duty of conservancy for the harbour such that it is fit for use as a harbour, and the duty of reasonable care to see that the harbour is in a fit condition for a vessel to use. The Harbour Authority recognises the extent of its duty and powers as a local lighthouse authority together with its specific powers in relation to wrecks.

The Harbour Authority has a general duty to exercise its functions with regard to nature conservation and other related environmental considerations. The Harbour Authority has rules in byelaws and directions, which every user must obey as a condition of his or her right to use the harbour. The Harbour Authority and its Harbour Master recognise their duty to make proper use of the powers to make byelaws, and give directions (including pilotage directions), to regulate all vessel movements in their waters.

As the competent Harbour Authority the Council is accountable for the duty to provide a pilotage service; and for keeping the need for pilotage and the service provided under constant and formal review. The Harbour Authority will have a safety management system that covers the use of harbour craft and the provision of moorings. A formal safety assessment will be used to identify the need for, and potential benefits of use of harbour craft for safety management.

**The Harbour Authority faces rising expectations, not only from users, but also from the local community and the wider public, including our many visitors. People are looking for a more open and accountable approach from those entrusted with legal duties and powers to run the harbour. They demand ever higher safety and environmental standards.**

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It is important to have a clear overall picture of trends affecting the harbour and especially of the potential need for new harbour development.

### **Prosperity and opportunity**

Clearly the harbours of Tor Bay have a massive positive impact on the economy of Torbay and this should be further enhanced to generate more income, wealth and opportunity for Torbay. The enhancement of the offer, and further focussing on key elements of product development will ensure that the harbours are positioned to attract new, higher spending yachtsmen and crew from visiting vessels, as well as offering an improved service to current harbour users and local residents alike.

The TDA vision and goals are focussed on stimulating the development of a prosperous economy and creating increased employment in Torbay for a more sustainable future. In relation to Tor Bay Harbour, the key goals state:

- Develop business support measures and organisations to stimulate an entrepreneurial culture, the creation of new businesses and the high growth of appropriate existing businesses.
- Develop our national and international marketing strategy for tourism to enhance the appeal to higher spending tourists in parallel with the improvement in the Torbay ‘product’ for all visitors through regeneration projects.
- In support of tourism provide the infrastructure and resource to expand events and attractions, and promote expansion of the tourist season by these means.
- Promote the Bay itself as the unique selling proposition for Torbay through the use of its waters, harbours and waterfronts.
- Work with the fishing industry to develop a strategy for sustainable development including the regeneration of the fishing infrastructure as needed.

### **Environment, coastal zone management and sustainability**

There is an ever-present threat from marine and coastal pollution from ships and other coastal industry. Oil pollution is a potential risk that can result in high clean up costs with a significant and highly damaging short term impact on tourism. Beach cleaning of marine and coastal litter is an expensive but vital service to maintain the quality of the coastal environment for the benefit of the local community and visitors.

Our coast is vulnerable and sensitive to natural coastal evolution, such as coastal erosion, flooding and instability. These problems will be exacerbated by climate change as sea levels rise and storm events are expected to increase in frequency and severity. The land at risk from coastal erosion and flooding represents a

<sup>1</sup>Planning Guide for Boating Facilities – British Marine Federation and RYA

<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>4</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

considerable proportion of our coastline, which includes both human and economic assets, as well as vulnerable infrastructure.

The natural assets of the coastal zone include its scenic beauty and its tourism and recreational potential. Over 50% of the population take a day trip to the coast in any one year; this equates to an estimated to be about 170 million trips<sup>3</sup>. Coastal tourism has been a key economic activity for many areas with both positive and negative effects, with over 45% (£6.2 billion)<sup>3</sup> of domestic spend on tourism being spent on the coast. However, there are a number of potential conflicts between recreation and tourism pressures and nature conservation, which we are keenly aware of and we seek to ensure they are incorporated within Torbay Council strategies, and our own management plans.

### **Product development, events and promotion**

Tor Bay could be doing so much more in this arena, and have a much higher national and international profile; looking at examples from other ports and harbours both nationally and internationally gives Tor Bay the opportunity to develop activities and events which will achieve this.

<sup>1</sup>Planning Guide for Boating Facilities – British Marine Federation and RYA

<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>a</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

## SECTION FOUR – THE FUTURE POTENTIAL

Whilst Tor Bay Harbour is a self sustaining Harbour Authority, with clear statutory and operational roles and responsibilities, it also presents a perfect development opportunity in terms of improving service delivery and also in terms of increasing the waterside offer to a wider market, and promoting the natural asset in a more cohesive manner.

This strategy sets out to outline those areas where Tor Bay Harbour can more actively contribute to the overall destination offer and the economic development of Torbay. It is clear that the operational requirements should be given precedence, but the opportunities to realise the potential of Tor Bay should also be grasped.

At all times the TDA will be mindful of the conflicting requirements of recreational and commercial activity and the spatial requirements of the aquaculture sector, whilst realistically appraising the economic benefits, which include employment numbers.

### **Increase event potential and access to the water**

#### ***Raise the profile of Tor Bay and the English Riviera as a destination for events and waterbased activities***

- It is essential that local people feel able to access and use harbour facilities and are able to enjoy maritime events and activities
- Major boating events are an additional source of vital income to waterside communities<sup>1</sup>

*For example, the Naval Air Station at Osprey Quay has been developed into a World Class Sailing Academy, with support from the National Lottery (£3million) and the South West Regional Development Agency (£3.34 million). This development includes a brand new clubhouse, new external facilities including 30 pontoons, new slipways and much expanded room for boat storage and car parking. Following this investment, the Weymouth and Portland National Sailing Academy (WPNSA) was chosen to host the sailing events for the London 2012 Olympic Games.*

*The Academy exists for 3 main reasons:*

- 1. To promote the sport of sailing at all levels of competence and ability, through courses, training and events to include all people, especially those with difficulties.*
- 2. To provide a facility for the community to use, for example, actively encouraging Dorset schools to bring sailing into their outdoor activities, and providing services such as the boat hoist and storage.*

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>4</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

*3. To contribute to substantial economic regeneration. Since opening, the WPNSA has created a demand in service and marine industries worth in the region of £10m, and when the new facilities are complete, the WPNSA will be adding approximately £6m each year to the local economy.*

*The activities of WPNSA are providing sustainable benefits in terms of the environment, the economy and the community generally.*

### **Maritime watersports**

The proposal to develop a community maritime centre of excellence is fully supported within this strategy, and suggested locations (Goodrington and Broadsands) enable a wider exploitation of event offer in Tor Bay. It is crucial for the success of this initiative that it is suitably integrated and located, without adding pressures on existing infrastructure [most people travel by car because of the quantity of equipment<sup>1</sup>], financially robust and relevant to the community.

- Today, over 7% of the population take part in some form of watersports activity (BMF/RYA/Sunsail, 2003) and this strategy presents a clear opportunity to further develop this in Torbay, making access easier for locals and visitors alike.
- Whilst National Centres of excellence are important in pursuing success in competitive sailing, so are grass roots clubs and training centres where youngsters can learn to sail<sup>1</sup>
- Encourage sailing and the range of boating and watersports activities as a tool in achieving social inclusiveness
- The harbours will particularly increase work with schools and youth organisations, to encourage more young people to be increasingly active on the water.

### **Improve surrounding infrastructure**

One particular type of development where there has been a rapid increase in demand in the last 20 years has been in marinas and other facilities for boat mooring, parking and launching; this demand is likely to continue for the foreseeable future<sup>1</sup>.

The harbours of Tor Bay can be used as catalysts for regeneration, and there are clear examples of best practice which highlight and evidence this.

*For example, Gunwharf Quays is a £200 million mixed-use development on Portsmouth Harbour. The 33-acre site comprises of over 65 designer outlets, 20 bars and restaurants, an 11-screen cinema, a 26-lane bowling complex, a comedy club, 500m of berthing space, 310 homes, and 100,000 sq ft of office space.*

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

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<sup>n</sup> www.gunwharf-quays.com

*The 210,000 sq ft of retail space houses a unique collection of high street and global brands from Paul Smith to Polo Ralph Lauren and French Connection to Gap, Nike, Levi's and adidas, complemented by homeware, toys, books and accessories. 20 cosmopolitan waterfront restaurants and bars take up a large part of the 190,000 sq ft of leisure space at Gunwharf Quays.*

*The mix of retail, restaurants and leisure is the key feature of the Gunwharf Quays masterplan. Other developments had demonstrated that by encouraging their stores to remain open later, visitors would shop at a leisurely pace, then remain to enjoy the evening atmosphere, visiting one of the many restaurants and bars, or taking in a film at the multi-screen cinema. Strolling performers, buskers, local bands and theatre groups create an exciting backdrop for a day out and a reason to keep coming back; wide boulevards, open spaces and Ships Berths were developed for Gunwharf Quays – to offer ad hoc performance venues, as well as to provide space for markets and temporary exhibitions.*

*Gunwharf Quays is now also home to an Express by Holiday Inn hotel, a Grosvenor Casino, and The Edge Health & Fitness club that overlooks historic Portsmouth Harbour. The car park has 1450 spaces, and is a two deck underground structure and Gunwharf Berths offers 500m of prime berthing space.*

*Over 10 million people have visited Gunwharf Quays since opening in March 2001; these include Day visitors living within a 60-minute drive time (6 million people), ABC1, 26 – 45 year olds and Families. 39% of visitors are from Portsmouth City (PO1 – PO6), 39% are from the PO postcode region, 19% are from other areas, principally within the Gunwharf Quays 60-minute drive time region. 2% are from overseas.*

*The largest customer group for Gunwharf Quays is the 26-45 year olds; these customers visit over four times per year, spend more than three hours per visit and spend more than average per visit (30% of these visitors spend over £50 per visit); only 13% of these visitors did not spend.*

*There are approximately 110,000 visitors per week at Gunwharf Quays, with key holiday times being peak times. Gunwharf Quays has a 3-day weekend, with 57% of visitors coming on a Friday, Saturday and Sunday. Visitors are split evenly over the year with 53% of visitors coming April – September, and the remaining 47% from October – March <sup>n</sup>.*

*Sutton Harbour Holdings have taken a leading role in the exciting regeneration of the Plymouth harbourside and surrounding areas. The*

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

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<sup>n</sup> www.gunwharf-quays.com

*award winning transformation of the old Fisheries building into the hugely popular Dartington Glass showroom and visitor attraction on the waterfront being just one example.*

*An exciting new waterfront development designed to breathe new life into Plymouth's harbourside has got the go-ahead, which will include delivery with residential developers Westbury Homes.*

Considering these examples, it is evident that the opportunities for similar (albeit, smaller) developments in Torbay include Victoria Parade, Beacon Quay, The Lanes, Brixham and South Quay, Paignton Harbour.

Torquay, Paignton and Brixham harbours lend themselves to a mixed offering for visitors and harbour users, this strategy aims to focus the development of these areas and harness their potential as leisure, recreational and maritime destinations. In addition to the surrounding infrastructure, the waterspace of the 3 enclosed harbours has the potential for further leisure offering, such as floating restaurants, vessels of special interest and further pontoon berthing.

The British Marine Federation state that development plans should be positive in identifying sites which are suitable for water-based activities related to sport, recreation and tourism, bearing in mind the unique requirements of such activities in relation to access to water<sup>1</sup>. In this strategy, the key development areas for consideration include Quay West, Broadsands, and Paignton, Brixham and Torquay Harbours, and Hollicombe.

### **Increase landbased activities to support maritime events**

It is essential that all events and waterbased activities are supported by relevant and appealing land based events; events provide an attraction to visitors who may have no desire to participate on the water themselves, but enjoy it as a spectator sport<sup>1</sup>.

In 2005, the popular 'waterfront 2005' was launched to support 'SeaBritain 2005', and also to add additional impact to waterbased events, such as the Tall Ships Regatta. This type of programme will be further developed and this strategy will enable a new range of event, sponsorship and performance to take place on the harbour side.

In 2003, 138,000 people visited the huge range of exhibitors and features at the Southampton International Boat show. This type of event attracts major sponsors and personalities<sup>1</sup>, and this type of focus is a clear opportunity for Tor Bay and the harbourside areas.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

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### **Increase offer for recreational boating**

In recreational boating, there is a significant overlap between sport, recreation and tourism<sup>1</sup>. Sport and recreation can encourage tourists to visit an area, and this strategy will take into account the needs of local people and visitors in terms of recreational boating, and where possible, develop facilities which benefit both.

Tor Bay is recognised as an area with major concentrations of boating activities; the majority of boating activity takes place in the UK's estuaries and sheltered waters. It is essential therefore, that action is taken to raise the profile of Tor Bay as an ideal location for waterbased activities, by seeking opportunities to protect existing and where appropriate increase provision of recreational boating facilities<sup>1</sup> [windsurfing, personal watercraft, sailing, motor boating, canoeing, waterskiing, sports boats and power boat racing]. This promotion must connect to the overall destination marketing of the English Riviera and connect to its key tourism facilities – accommodation, attractions, events, retail and restaurants.

### **Increase visiting yachts and other vessels and improve the welcome**

The positive impact of creating a good first impression and excellent welcome for visiting yachts and other vessels must not be underestimated. We must work to continually improve the welcome and offer of Tor Bay Harbour, ensuring that the English Riviera is a destination of choice.

This improved welcome must include a comprehensive harbour guide, active external promotional offers and dedicated work with relevant bodies such as Destination South West. Working closely with destination marketing, we will raise the profile of Tor Bay as a destination for yachtsmen, through press, PR and targeted promotion.

The shore-based facilities (showers, toilets, laundry facilities) must also be improved in order to deliver the highest level of service, as well as increasing the pontoon berthing and access to pontoons.

### **Identify new opportunities for the fishing industry and aquaculture**

A thriving catching sector helps make ports viable for other commercial and leisure uses; it also contributes to the tourist economy, particularly in South West England, a region which has built a strong reputation for its fish cuisine<sup>a</sup>. The reputation and success of the current fishing industry in Torbay is well documented and this achievement and profile could act as a launch pad for new activity.

This strategy supports the sustainable development of the aquaculture industry, whilst there may be a limited availability of sites in Tor Bay, it is an important sector due to the quality of supply and the fact that growing shellfish requires minimum input. We will be working closely with DEFRA as they work to develop the mariculture sector in England. This will include the drafting of a strategy that will

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

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<sup>n</sup> www.gunwharf-quays.com

assess the future of the English shellfish industry, identify development opportunities, research priorities for product development and identify export opportunities for shellfish.

The quality of the catch and wider onward distribution opens up opportunities to link to destination marketing; connecting quality food with a quality resort, and this will be further explored and maximised within this strategy and linked to the Torbay Tourism Strategy. Torbay has already been active in supporting the marketing of fisheries products in general terms through inclusion in events taking place in the Bay such as maritime festivals and local produce markets. We would support moves to increase the ability to promote local products particularly with regard to the export market.

Furthermore the national strategic plan for fisheries supports the improved promotion and marketing of fisheries products in the UK and overseas; in particular better exploitation of niche and premium markets and effective marketing of local food<sup>a</sup>. Torbay has been keen to explore how to develop the mariculture sector locally and the drafting of this strategy is therefore welcomed. Development opportunities for the sector would add strength to the processing and shellfish sectors locally and present new product development possibilities.

It is essential that the current industry is supported and sustained, the new Brixham Fishmarket is one step towards this sustainability, however, it is essential that trends and opportunities are considered and any threats responded to.

As an area with a heavily fishing dependent community we recognise a broad range of issues that contribute to the diversification and sustainability of the local economy. We believe that any economic development should be integrated with key local bodies such as responsible economic regeneration organisations as well as those at a regional level. Often it is the case that local bodies will hold more expertise and in depth industry knowledge than regional organisations.

The Torbay Development Agency is keen to see that any future intervention in fisheries dependent communities is structured effectively and complements the other plans for economic regeneration, which are currently under preparation.

### **Assess the potential of further waterbased transport and international routes**

Torbay has a long established pleasure craft industry, mainly transporting visitors on local trips, connecting the 3 towns and linking to neighbouring destinations. This should be maximised to encourage more routes between the 3 towns, particularly with visitors and potentially the local population as part of an integrated transport strategy.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>a</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

Torbay has operated cross channel ferry routes in previous years, and has the potential to re instigate such routes, given its strategic location on the South West peninsula. However, new routes would require significant infrastructure development and have the ability to compete with well-established operations at Poole, Weymouth and Plymouth; this strategy will enable potential operators to assess and explore the possibilities.

### **Consider the prospects for recreational diving**

We will also consider the possibilities of developing facilities for recreational diving, to ensure that Tor Bay has the widest offer for all waterbased recreation.

### **IMPACT FOR THE ENGLISH RIVIERA**

Clearly, a more focussed approach to waterbased activities and the associated landbased events will have a major impact for the profile of the English Riviera, and have a positive impact as an attractor for new visitors.

Waterbased activities and boating are key components to the tourism industry, underpinning the economy of Torbay, as well as other waterside communities. The economic impact is measured in terms of indirect local employment and spend in local businesses and services. British Waterways estimates that every year the inland waterways bring Britain over £1.5 billion in visitor income and that 10 million people visit the waterways every year (British Waterways, 2003)

The impact comes from not only the domestic market, but also given Tor Bay's location, from overseas which includes visiting yachtsmen and cruise liners. Chichester Harbour recently estimated that 10% of their visiting vessels came from overseas, in Tor Bay this figure is not currently measured.

The South East report that 70,000 yachtsmen visited marinas and harbours in the region, with a spend of £28 million – on a range of services from fuel to dining out in the area. It is essential that this potential is maximised in Tor Bay.

This form of tourism has long been recognised and supported by other European countries, and this strategy offers the opportunity to further exploit the impacts for the English Riviera, and the local economy.

The Tourism Strategy states that the physical infrastructure and product of the English Riviera can and should be developed to appeal to a wider market place, this should include public realm improvements and [waterbased] events of regional, national and potentially international importance, whether these be focused on Torbay or part of a wider experience.

It is clearly crucial to support tourism in Torbay in its widest sense, and realise the potential of all of the key elements [sports tourism, event tourism, business

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>4</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

tourism, and cultural tourism]; the harbour and maritime strategy will therefore closely connect to the tourism strategy in terms of development potential, to drive the individual elements forward in a connected approach.

### **IMPACT FOR TOR BAY HARBOUR**

The recreational boating sector makes an important contribution to the economy; nationally turnover figures for 2003 were £1.8 billion, employing over 30,000 people<sup>1</sup>.

In implementing this strategy, the impacts for Tor Bay as a harbour and a maritime destination will be extremely beneficial and positive. Particularly in terms of a higher local, regional and national profile through attracting new events, visiting vessels, and improving ease of access to the water for all visitors and local residents a like.

There will be further opportunity for development of appropriate facilities, that would also benefit to harbour users and ensure a more sustainable future for Torbay; particularly when considering the positive impacts of harbour regeneration and increased maritime activity in other areas of the country.

<sup>1</sup>Planning Guide for Boating Facilities – British Marine Federation and RYA

<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>a</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

## SECTION FIVE – THE KEY ACTIONS

Tor Bay Harbour should operate effectively, efficiently and safely in accordance with statutory responsibilities and but additionally this strategy will seek to position the Bay, and its waterside offer, as vibrant, exciting and interesting; providing quality events and activities, together with a warm welcome; whilst raising the profile and reputation of the excellent local catch – the fruit of the sea. To achieve this, a clear action plan must be in place and supported across Torbay. The main pillars of this action plan are:

### **Strategy and policy**

The TDA is clearly positioned with the responsibility for maritime service provision and activities and their connection to tourism, regeneration and economic development, and this strategy will focus the work of the TDA and the Tor Bay Harbour Authority and act as a tool to stimulate support across Torbay.

Engaging the local community and offering a co-ordinated and focused direction, the TDA is best placed to maximise opportunities for further developing Tor Bay Harbour, and therefore ensuring its future sustainability.

The TDA will champion, lead and communicate all policies and ensure connectivity across Torbay. The TDA will also integrate this strategy with the Torbay Tourism Strategy (2005 – 2015) and those of relevant agencies and authorities at county, regional and national level.

### **We will**

- Adopt a Safety Management system in compliance with the principles set out in the Port Marine Safety Code, including
  - o Policies for emergency plans
  - o Conservancy
  - o Environment
  - o Management of navigation
  - o Pilotage
  - o Marine service
- Provide users with adequate information about conditions in the harbour.
- Enter into a bilateral agreement with the United Kingdom Hydrographic Office relating to the supply of hydrographic, tidal and other survey data.
- Take account of nature conservation and aim to protect, where necessary, public access to features of natural beauty or historic interest, in connection with the Tor Bay Marine Biodiversity Action Plan
- Invest in new harbour facilities where a need is identified and in particular seek to improve the quality and provision of moorings.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

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<sup>n</sup> www.gunwharf-quays.com

- Focus on the core elements of harbour activity, which are the fishing industry, commercial property, provision of moorings, leisure boating, and an anchorage for shipping.
- Endeavour to diversify the sources of harbour income especially where this also supports and strengthens the core elements of harbour activity.
- Aim to keep existing business and attract new activities.
- Seek to maximise quality and value for money in all our services by making the harbour cost-effective, efficient and streamlined, while maintaining high standards.

### **We will encourage others to**

- be responsible for their own health and safety and that of other harbour users and the general public who may be effected by their acts or omissions
- comply with the regulations which are in place and aimed at ensuring the safe use of harbours
- consider their future strategies and how we can link together
- adopt the principles of this strategy, and consider how they can play a part in realising the future potential of Tor Bay Harbour

### **Operation and service delivery**

The TDA has a team of professional and well trained maritime staff who operate the 3 enclosed harbours of Tor Bay, using their wealth of experience to ensure smooth operation and the highest levels of service provision for users and visitors alike. The TDA is therefore, best placed to ensure the continued successful operation of Tor Bay and the maritime environment, whether is in terms of daily operational activity or for the provision of services to visiting vessels and events.

The daily operational activity includes the servicing of the fishing industry, mooring provision, maintenance of infrastructure, estate management and other commercial maritime operations. The TDA will therefore, work to grow the commercial maritime leisure base, support and develop the crucial fishing industry and ensure that the harbour estate offers services to the right mix of tenants to support future ambitions.

### **We will**

- operate a system of planned maintenance
- maintain existing buildings, plant and equipment, harbour facilities and quays in good serviceable order.
- ensure that all aids to navigation are functioning
- operate a Bay reporting scheme for shipping (in conjunction with partners)
- publish local weather information and act as a source of information on key marine related matters
- provide a relevant and customer focussed website to support harbour users

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>4</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

## **We will encourage others to**

- alert us to any damage or maintenance requirements
- support our continued efforts to improve service delivery by offering suggestions through the user survey
- provide feedback at all times on operation and service delivery

## **Research**

A programme of research of both local users and visiting vessels / yachtsmen will assess user satisfaction and future requirements. It will identify areas for development, improvement and opportunities which can be embraced to further develop the offer of Tor Bay Harbour.

## **We will**

- conduct an annual users survey
- introduce a short survey for visiting vessels and yachtsmen
- participate in benchmarking working groups, facilitated by the British Ports Association, including the Fishing Ports Working Group and the Leisure Ports Working Group
- measure the economic impact of harbour users, and visiting yachtsmen
- continually compare harbour charges with those of neighbouring ports and national benchmarking partners, to ensure that harbour charges in Torbay remain consistent and relevant
- inform users and non-users of the results of surveys and benchmarking, and provide other statistics where appropriate

## **We will encourage others to**

- provide us with key statistical information [such as Government Departments, SeaFish, Chamber of Shipping, Maritime and Coastguard Agency, RNLI, British Marine Federation and the RYA]
- react positively to the opportunities presented through the collection of key data
- participate in relevant data collection

## **Infrastructure development**

It is important to ensure that the harbour and surrounding infrastructure is relevant to the needs of users, visitors and the community in general.

## **We will**

- improve and increase our mooring provision
- assess the potential for harbour expansion, particularly considering
  - o Northern Arm, Brixham
  - o Improvements to Brixham Inner Harbour
  - o Extension of East Quay at Paignton Harbour

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

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<sup>n</sup> www.gunwharf-quays.com

- Expansion of existing infrastructure to create additional sheltered waterspace
- support the development of the harbour as a commercial and recreational port
- endeavour to improve facilities for the embarkation and disembarkation of passengers from pleasure boats and visiting vessels
- consider best practice in harbour regeneration elsewhere to assess the potential for Tor Bay
- work with private sector operators to consider commercially viable opportunities for the enclosed waterspace, including floating restaurants, and vessels of special interest.

We will encourage others to

- propose private sector investment opportunities based on robust business plans and partnerships to improve infrastructure
- maintain current infrastructure to a highest standard, reflecting the development aspirations of Torbay

### **Coastal zone management and sustainability**

As the primary regulator for the coastal zone off Torbay the Harbour Authority will use its experience to encourage better communications with the local community, especially to help reconcile conflict that inevitably occurs as different sectors apply greater pressure on our finite maritime resource.

We will

- explore the benefits of coastal zone management and aim to adopt an integrated approach that will bring users and regulators together
- adopt a sustainable approach to harbour management and port development
- maintain existing buildings, plant and equipment, harbour facilities and quays in good serviceable order.

We will encourage others to

- recognise the importance of the maritime environment
- work together to identify key opportunities and threats within Tor Bay

### **Product development, events and promotion**

The waters of Tor Bay provide the playground for a wide range of sporting activity including sailing, rowing, power boating, water skiing, windsurfing, wake-boarding, kayaking, angling, scuba-diving and swimming. More recently watersports have become a focus for future development in Torbay through the proposal for a Watersports Centre of Excellence, as well as Torbay's aspiration to maximise the benefits offered by the successful London 2012 Olympic bid.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

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<sup>n</sup> www.gunwharf-quays.com

Mariculture, maritime events and other new opportunities can, and will be, further explored through development of this strategy

### **We will**

- develop a quality of catch brand, and associated marketing campaign linked to destination marketing
- explore opportunities for all types of aquaculture, working with DEFRA
- facilitate maritime events and act as a co-ordinating body
- stimulate opportunities for new events and activities, both waterbased and on the harbour estates
- Provide ongoing support for watersports clubs, including boat storage, launching and other facilities, consistent with the full range of harbour and maritime activities.
- encourage the development of a sustainable watersports/maritime centre that can deliver a range of maritime activity for the community.
- assist Torbay Council to establish a Water Sports Forum
- operate beach and coastal zoning to manage the water space and offer the right conditions for safe water sports activity
- provide, improve and maintain adequate access points to the waters of Tor Bay for all those engaged in watersports.
- facilitate appropriate access to the Bay away from the enclosed harbours to avoid congestion
- manage the Council's seasonal beach patrol boat service
- promote the use of harbour facilities and raise awareness of watersports opportunities
- endeavour to react and cater for new and extreme kinds of watersports
- support, through certain discretionary charges, young people and youth groups using harbour facilities.
- offer leases and consider grant support on rent to clubs occupying land on the harbour estate.
- offer professional advice and technical support to the Torbay Sports Council, relating to relevant maritime matters and watersports.
- link this strategy with the relevant sections of the Torbay Sports Strategy.

### **We will encourage others to**

- link all event opportunities to this strategy ensuring a co-ordinated programme and approach
- raise the profile of Tor Bay as a destination for maritime events and related activities.

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<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>a</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

**Consultation plan:**

- |  |                |
|--|----------------|
| 1. Draft strategy to Harbour Committee –           | March 2006     |
| 2. Draft strategy to overview and scrutiny board – | May 2006       |
| 3. Stakeholder consultation –                      | June 2006      |
| - website and hard copy available                  |                |
| - press coverage                                   |                |
| 4. TDAL board consultation –                       | July 2006      |
| 5. Second draft developed –                        | August 2006    |
| 6. further consultation on second draft            | August 2006    |
| 7. Final version to Council –                      | September 2006 |

<sup>1</sup>Planning Guide for Boating Facilities – British Marine Federation and RYA

<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

<sup>a</sup>UK National Strategic plan for fisheries

<sup>n</sup> www.gunwharf-quays.com

## FIRST DRAFT – for comment

### Summary of Strengths, Weaknesses, Opportunities and Threats facing Tor Bay Harbour

<p><b><u>Strengths</u></b>          Environment (physical and natural)          Tourism          Fishing industry          Diversity of revenue base          Extent of property on harbour estate          Self-financing and policy of ring-fenced harbour accounts</p>	<p><b><u>Weaknesses</u></b>          Influence of the natural and physical environment (NIMBY)          Extent of physical infrastructure (exposure to storm damage)          Transport infrastructure          Anti-social behaviour relating to drug migrants / drunks / beggars          Method and inconsistency of harbour governance          Resources diverted for provision of public amenity facilities</p>
<p><b><u>Opportunities</u></b>          Physical environment (Quality of life)          A catalyst for regeneration activity          Raise external profile and promote success          External funding routes (SWRDA, GOSW, Lottery, etc)          Maximise commercial use of assets          Integrated coastal zone management          Co-ordinated approach to harbour management with tourism &amp; economic development</p>	<p><b><u>Threats</u></b>          European fishing policies (restrictions with fish quota/depleted fish stocks)          Climate change – sea level rise          Storm damage to quays, piers &amp; breakwaters          Increasing user conflict over shared resource          Competition from other ports &amp; harbours          Oil pollution          Change of financial policy (removal of ring-fenced harbour accounts)          Unresolved regional &amp; national ports strategy</p>

<sup>1</sup>Planning Guide for Boating Facilities – British Marine Federation and RYA

<sup>2</sup>Tourism in Torbay – Tourism Strategy 2005 – 2015

<sup>3</sup>1996 figures

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