

Tor Bay Harbour - Business Plan 2011/12
Business Unit – Tor Bay Harbour Authority



Business Plan 2011/2012

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1. Executive Summary

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

The Harbour Committee deals with all matters relating to the strategic management of the Council's function as the 'harbour authority'. It is a committee of the full council and is both open and accountable. In particular this Committee determines the level of harbour charges and fulfils the Council's role as Duty Holder for the purposes of the Port Marine Safety Code. This new fit for purpose Committee sets the budgets for the harbour and, with the assistance of the Tor Bay Harbour Authority business unit, manages Tor Bay Harbour, which includes the harbour estate, within the framework of Council policy and 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 2011/12, as part of its transformation programme and 'commissioning strategy', Torbay Council will be looking at the range of opportunities that exist to further commission it's harbour authority function and if appropriate improve upon the existing arrangements 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, control over the pollution risk, management of the harbour estate 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 became fully operational. These changes are starting to improve and formalise the UK's management of the marine environment, including the coastal zone. Tor Bay Harbour Authority 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. Related to these policy changes will be the gradual introduction of the concept of marine spatial planning, which implicitly leads to the need for port master planning. This is particularly relevant given the number of quays, piers, buildings and other elements of infrastructure that make up the sizeable harbour estate managed by Tor Bay Harbour Authority.

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 Tor Bay Harbour Authority 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 Tor Bay Harbour Authority 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. Tor Bay Harbour Authority 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 and the percentage of the working age population claiming some kind of benefit, is also higher than the national average. In the summer months the total population can swell by over 40% with an influx of tourists and foreign students. At these times the population can exceed 200,000. 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.
- 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.
- English Riviera Tourism Company Ltd
- Marina operators at Torquay and Brixham - Marina Developments Ltd.
- Royal National Lifeboat Institution (RNLI)
- Marine Fisheries Agency (Defra)
- Devon & Severn Inshore Fisheries & Conservation Authority (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.
- Torbay Town Centres Co. (Business Improvement Districts)
- 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.

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	No Port Masterplan
One of the best race sailing Bays in the UK	
A compulsory pilotage service providing safety and protection	
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	Too many sites designated for protection in the natural and physical environment
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 changes to set up a decision making Committee called the 'Tor Bay Harbour Committee'. The Committee's purpose is to manage and govern Tor Bay Harbour, which includes the enclosed harbours of Brixham, Torquay and Paignton. Although the Committee cannot make decisions outside the Council's policy framework it does set its own budget, determine the level of harbour charges and has a capital spending limit of £25,000.

Fifteen people sit on the Harbour Committee, 9 members of the Council plus up to five external non-voting advisors appointed by the Committee on a four year term (maximum term 8 years) and one non-voting advisor private sector representative of the Board of the Economic Development Company (Torbay Development Agency). 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 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 'Tor Bay Harbour Authority'.

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 the Tor Bay Harbour Authority business unit, 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 Tor Bay Harbour Authority, as a statutory function, contributes 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, the waterfront, the three enclosed harbours, the piers and the coastline all form a central part of our built and natural environment. Tor Bay Harbour Authority endeavour to keep the enclosed harbours, the harbour estate 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

6. Priorities, Outcomes and Actions

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

PRIORITY NO. 1: MAINTAIN SAFETY

The outcomes we want to achieve are:

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

ACTIONS	Timescale	Who
Renew the bi-lateral agreement with the UK Hydrographic Office	Annually	Executive Head
Undertake routine maintenance of harbour infrastructure	Ongoing	Harbour Masters
Pass annual audit/inspection from Trinity House and file quarterly reports	Annually/Quarterly	Executive Head
Issue local Notices to Mariners and enforce Harbour Byelaws	As required	Harbour Masters
Lay seasonal 5-knot buoys & navigational marks	May 2011	Executive Head
Manage the seasonal beach/harbour patrol craft	May to September 2011	Harbour Masters
Safety Management System audit completed and improvement plan agreed	December 2011	Executive Head
Safety Management System Improvement Plan (2010/11) implemented	November 2011	Executive Head
Review and improve the Safety Management System software	June 2011	Executive Head
Review and Test Harbour Emergency Response Plans	Annually	Executive Head/TBC
Review the delegated powers of the Executive Head of Tor Bay Harbour Authority	March 2012	Harbour Committee
Review of existing harbour powers	December 2011	Executive Head & Harbour Committee
Review Tor Bay Harbour Emergency Response Plan	May 2011	Harbour Masters

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

PRIORITY NO. 2: IMPROVE CUSTOMER EXPERIENCE

The outcomes we want to achieve are:

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

ACTIONS	Timescale	Who
Refresh the Tor Bay Harbour Website	April 2011	DHM Torquay
Supply up to date/live weather and tidal data to the Tor Bay Harbour website	June 2011	AHM Torquay
Undertake a customer satisfaction survey and react to the results	February to May 2011	Executive Head
Continue benchmarking via the British Ports Association, UK Harbour Masters Association, RYA, BMF & SW Regional Ports Association	Ongoing	Harbour Masters
To provide a prompt reply to correspondence (including letters, faxes and e-mails)	Ongoing	All Office Staff
Complete Equality Impact Assessments	November 2011	HM Paignton
Implement Equality Impact Assessment Improvement Plans	November 2011	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	February 2012	All Managers
Encourage Harbour Masters to fully complete CPD records	Ongoing	Executive Head
Work with the Environment Commissioner and Harbour Committee Chairman to provide the business case for future service delivery options for Tor Bay Harbour Authority	September 2011	Executive Head, Harbour Committee Chairman & Environment Commissioner
To review the Tor Bay Harbour Operational Moorings Policy	March 2012	Executive Head

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

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

The outcomes we want to achieve are:

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

ACTIONS	Timescale	Who
Influence decision making over the management measures of the new Special Area of Conservation in Tor Bay	March 2012	Executive Head & SeaTorbay
Influence decision making over the location of Marine Conservation Zones	March 2012	Executive Head & SeaTorbay
Attend meetings with other coastal zone stakeholders. (Inshore Fisheries and Conservation Authority (IFCA), 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
Progress plans to replace chain moorings with pontoon berths in Torquay's inner harbour	Subject to Mayoral Vision project	Executive Head
Commence work on a Harbour Management Plan in consultation with stakeholder groups	June 2011	Harbour Committee & SeaTorbay, with Natural England
Investigate renewable energy projects for use on the harbour estate	October 2011	Executive Head
Submit plans to improve passenger landing facilities at Torquay & Brixham	March 2012	Executive Head with Transport Planning

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

ACTIONS	Timescale	Who
Support the development of a Maritime Centre of Excellence	As required	Executive Head
Hold quarterly meetings with harbour users & stakeholders (Liaison Forums)	Quarterly	Harbour Masters
Continue to encourage young people to engage in marine activities	As required	Executive Head
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

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

ACTIONS	Timescale	Who
Deliver a "Port Masterplan" for Tor Bay Harbour	March 2012	Executive Head & Harbour Committee
By working with stakeholders investigate options to improve the management of the new Fish Market complex	March 2012	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
Work collaboratively with the English Riviera Tourism Company Ltd	Ongoing	Harbour Masters & ERTC
Contribute to tourism by providing visitor mooring facilities	Ongoing (May ~ Oct)	Harbour Masters
Work with the Economic Development Company (TDA) on marine and waterfront projects (Mayoral Vision)	Ongoing	Executive Head & Harbour Committee
Agree the Tor Bay Harbour Authority Business Plan	March 2012	Harbour Committee

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

PRIORITY NO. 6: ACHIEVE FINANCIAL STRENGTH

The outcomes we want to achieve are:

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

ACTIONS	Timescale	Who
Keep existing businesses and attract new activities	Ongoing	Executive Head & Harbour Committee
Target 0% variance from budget	Quarterly	Executive Head
Produce an Asset Management Plan for the Business Unit	March 2012	Executive Head
Review the Risk Register for the Business Unit	September 2011	Executive Head
Test and review a Business Continuity Plan for the Business Unit	July 2011	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 2011	Harbour Masters
Set the Tor Bay Harbour Charges and Harbour Budget	December 2011	Harbour Committee
Analyse our visitor data and explore marketing opportunities	January 2012	Harbour Masters
Set up an appropriate Audit Plan for Tor Bay Harbour Authority	June 2011	Harbour Committee

Key

Executive Head
ERTC
TDA

Executive Head of Tor Bay Harbour Authority
English Riviera Tourism Company Ltd
Torbay Development Agency (Economic Development Co.)

TBC
EA

Torbay Borough Council
Environment Agency

7. Budget and Financial Planning

TORQUAY and PAIGNTON HARBOURS

PROJECTED OUTTURN 2010/11 AND APPROVED BUDGET 2011/12

Expenditure	APPROVED BUDGET 2010/11 £000	PROJECTED OUTTURN 2010/11 £000	APPROVED BUDGET 2011/12 £000
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	118	122	138
Repairs and Maintenance	165	143	151
Rent Concessions	2	2	2
Other Operating Costs	116	122	113
Town Docks Costs	26	5	23
Management and Administration :-			
Salaries	177	166	181
Internal Support Services	122	108	117
Other Administration Costs	47	46	46
Capital Charges	169	169	169
Contribution to Patrol Boat Operation	2	2	2
	944	885	942
Income			
Rents and Rights :-			
Property and Other Rents/Rights	234	238	246
Marina Rental	250	228	228
Operating Income :-			
Harbour Dues	58	68	60
Visitor and Slipway	51	56	50
Mooring fees	58	71	60
Town Dock	242	234	240
Boat and Trailer parking	33	39	30
Other Income	24	23	28
Contribution from General Fund	0	17	0
	950	974	942
Operating Surplus /(Deficit)	6	89	0

BRIXHAM HARBOUR**PROJECTED OUTTURN 2010/11 AND APPROVED BUDGET 2011/12**

Expenditure	APPROVED BUDGET 2010/11 £000	PROJECTED OUTTURN 2010/11 £000	APPROVED BUDGET 2011/12 £000
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	133	117	141
Security Operators Salaries and Wages	92	99	110
Repairs and Maintenance	138	167	113
Rent Concessions	10	4	4
Other Operating Costs	222	256	219
Management and Administration :-			
Salaries	155	133	157
Internal Support Services	95	112	92
Other Administration Costs	45	37	41
Capital Charges	176	176	268
Contribution to Patrol Boat Operation	2	2	2
	1,068	1,103	1,147
Income			
Rents and Rights :-			
Rents and Rights	134	141	189
Marina Income	174	169	169
Operating Income :-			
Harbour Dues	74	77	76
Visitor and Slipway	24	16	15
Mooring fees	115	124	125
Fish Tolls income	485	485	474
Other Income	35	73	49
Contribution from General Fund	0	33	0
	1,041	1,118	1,097
Operating Surplus /(Deficit)	(27)	15	(50)

TORQUAY AND PAIGNTON HARBOURS - FUTURE YEARS

	APPROVED ESTIMATE 2010/11 £000	PROJECTED OUTTURN 2010/11 £000	APPROVED ESTIMATE 2011/12 £000	PROVISIONAL ESTIMATE 2012/13 £000	PROVISIONAL ESTIMATE 2013/14 £000	PROVISIONAL ESTIMATE 2014/15 £000
1. EXPENDITURE						
Employees	295	288	319	321	328	336
Maintenance	165	143	151	155	159	163
Rent Concessions	2	2	2	2	2	2
Other Costs	163	168	159	163	167	171
Town Dock excl Cap Financing	26	5	23	24	25	26
Capital Financing	169	169	168	168	168	168
Patrol Boat Deficit	2	2	2	2	2	2
Support Services	122	108	117	117	120	123
	944	885	942	953	972	992
2. INCOME						
Marina Rent	250	228	228	228	228	228
Rent and Other	234	238	246	246	246	246
User Charges	242	257	228	228	228	228
User Charges - Town Dock	224	234	240	240	240	240
Other		17				
	950	974	942	942	942	942
Projected Net Surplus/(Deficit) before charges increases	6	89	0	(11)	(30)	(50)
<u>Cumulative effects of increasing charges/growth</u>						
User charges 2.5% year on year				12	24	36
Marina rentals 0% year on year				0	0	0
Potential Net Surplus/(Deficit)	6	89	0	1	(6)	(14)
<i>Reserve level at Year End (before charges increases)</i>		574	581	582	571	540
<i>Reserve level at Year End (including charges increases)</i>		574	581	594	608	615
<i>Probable Min Reserve Target levels (before charges increases)</i>		422	438	438	438	438
<i>Probable Min Reserve Target levels (including charges increases)</i>		422	438	441	443	446

BRIXHAM HARBOUR - FUTURE YEARS

	APPROVED ESTIMATE 2010/11 £000	PROJECTED OUTTURN 2010/11 £000	APPROVED ESTIMATE 2011/12 £000	PROVISIONAL ESTIMATE 2012/13 £000	PROVISIONAL ESTIMATE 2013/14 £000	PROVISIONAL ESTIMATE 2014/15 £000
1. EXPENDITURE						
Employees	380	349	408	410	419	429
Maintenance	138	167	113	116	119	122
Rent Concessions	10	4	4	4	4	4
Other Costs	267	293	260	267	274	281
Capital Financing	176	176	268	268	268	268
Patrol Boat Deficit	2	2	2	2	2	2
Support Services	95	112	92	92	92	92
	<u>1,068</u>	<u>1,103</u>	<u>1,147</u>	<u>1,159</u>	<u>1,178</u>	<u>1,198</u>
2. INCOME						
Marina Rent	174	169	169	169	169	169
Rent and Other	134	141	189	228	238	253
Fish Tolls	485	485	474	474	474	474
User Charges	248	290	265	265	265	265
Other		33				
	<u>1,041</u>	<u>1,118</u>	<u>1,097</u>	<u>1,136</u>	<u>1,146</u>	<u>1,161</u>
Projected Net Surplus/(Deficit) before charges increases	(27)	15	(50)	(23)	(32)	(37)
<u>Cumulative effects of increasing charges/growth</u>						
User charges 2.5% year on year				7	14	21
Marina rentals 0% year on year				0	0	0
Potential Net Surplus/(Deficit)	(27)	15	(50)	(16)	(18)	(16)
<i>Reserve level at Year End (before charges increases)</i>		502	458	445	427	405
<i>Reserve level at Year End (including charges increases)</i>		502	458	452	449	448
<i>Probable Min Reserve Target levels (before charges increases)</i>		474	469	477	479	482
<i>Probable Min Reserve Target levels (including charges increases)</i>		474	469	479	482	486

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 2006/07 investments have yielded annual returns of 4.89%, 5.80%, 5.50% and 2.64%. The global economic crisis continues to present a challenge to investment yields with an expected return for 2010/11 of 1.30%. Current forecasts indicate investment rates will remain low for some months and a return of 1.17% has been budgeted for 2011/12.

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

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

The balances of the Harbour Reserve Fund at 1st April 2010 were;

Torquay and Paignton Harbours	-	£ 477,789
Brixham Harbours	-	£ 480,881

8. Targets and Performance Indicators

The following are a selection of targets and performances indicators that 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
2009/10	85%	86%	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	£471,248	On Target
2010/11	£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%	100%	On Target
2010/11	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%	96%	On Target
2010/11	100%	Data not due	Data not due

9. Business Plan Acceptance Statement

Business Plan Acceptance

Business Unit - Tor Bay Harbour Authority	Business Plan 2011/12
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Signed and accepted by Executive Head Tor Bay Harbour Authority	<i>Print and Sign</i>
Date	

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

APPENDIX 1

Tor Bay Harbour and Maritime Strategy

Please find a copy at :-

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

APPENDIX 2

Municipal Ports Review

“Opportunities for Ports in Local Authority Ownership”

Please find a copy at :-

<http://webarchive.nationalarchives.gov.uk/+/http://www.dft.gov.uk/pgr/shippingports/ports/opportunities/>

APPENDIX 3

Plan of Tor Bay Harbour

