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Date: Tuesday, 12 March 2013

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Dear Member

**HARBOUR COMMITTEE - MONDAY, 18 MARCH 2013**

I am now able to enclose, for consideration at the Monday, 18 March 2013 meeting of the Harbour Committee, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
11.	<b>Torquay/Paignton and Brixham Harbour Liaison Forums</b>	(Pages 156 - 162)
14.	<b>Performance of the Harbour &amp; Marine Services Business Unit</b>	(Pages 163 - 168)

Yours sincerely

Kay Heywood  
Clerk

# Agenda Item 11



<b>Meeting Title</b>	<b>Torquay &amp; Paignton Harbour Liaison Forum</b>
<b>Venue</b>	Torquay Harbour Office
<b>Date</b>	5 <sup>th</sup> March 2013 at 10.30

<b>Present</b>	Capt K Mowat (KM)	Mr J Bond (JB)	Cllr A Baldrey (AB)
	Mr J Turner (JT)	Mr M Ritchie (MR)	Mr M Ould (MO)
	Cllr J Richards (JR)	The Mayor (GO)	Cllr N Amil (NA)
	Cllr J Faulkner (JF)	Mr M Smith (MS)	Ms C Rugg (CR)
	Mr W Butcher (WB)		

<b>Agenda Items</b>	1. Apologies
	2. Minutes of the last meeting
	3. Matters arising from the last minutes <ul style="list-style-type: none"> <li>a) Gateway signage – update – KM &amp; JT</li> <li>b) Tor Bay Harbour Port Master Plan - update</li> <li>c) Harbour Charges &amp; Budget 2013/4</li> <li>d) Blue Sea Food Company - update</li> <li>e) Harbour Marketing</li> </ul>
	4. Capital Works <ul style="list-style-type: none"> <li>a) Haldon Pier - update</li> <li>b) Princess Pier - update</li> <li>c) Torquay inner harbour pontoon berths – update</li> </ul>
	5. Tor Bay Harbour Business Plan 2013/14
	6. Changes to Tor Bay Harbour Moorings Policy
	7. Marine Conservation Zones - consultation response
	8. Use of external parking enforcement contractor
	9. Maritime Events 2013
	10. Harbour Committee <ul style="list-style-type: none"> <li>a) upcoming agenda</li> </ul>
Date of the next meeting 21 <sup>st</sup> May 2013 1400	

1.	Apologies for Absence	Action
	Apologies were received from Cllr V. Ellery, Mr D. Musgrove, Mr A Brown, Ms H Meacock, Capt P, Labistour, Mr G Jennings and Cllr M Hytche.	

<b>2.</b>	<b>Minutes of the last meeting</b>	<b>Action</b>
	It was agreed that the minutes of the last meeting were a true and accurate record of that meeting	

<b>3.</b>	<b>Matters Arising</b>	<b>Action</b>
<b>(a)</b>	<p><b>Gateway signage</b>  KM made the Forum aware that until the new ferry and bus stop signage was decided he would defer any action at Torquay.  JT stated that a new car park directional sign and a new finger sign – “To the Harbour” had now been erected at Paignton. There had been some difficulty in making the argument for the need for Paignton harbour to have its own ‘Brown Sign’. JR agreed to pursue this matter.  JF made it clear that in her opinion enough work had now been done on this matter in support of harbour businesses.</p>	<b>JR</b>
<b>(b)</b>	<p><b>Tor Bay Harbour – Port Master Plan</b>  KM reported that following the stakeholder event in October a number of drop-in sessions had been held and the ideas submitted circulated to all on the email distribution list. A number of further comments /suggestions had been made and the intention was to publicise and circulate the link to a final draft before the Plan is presented to the Harbour Committee in June.</p>	<b>KM</b>
<b>(c)</b>	<p><b>Harbour Charges and Budget 2013/4</b>  KM stated that the Budget and Charges had been submitted to and agreed by the Harbour Committee in December 2012. Invoices for the coming year had been prepared and posted.</p>	
<b>(d)</b>	<p><b>Blue Sea Food Company</b>  KM made the Forum aware that a special meeting of the Harbour Committee had agreed to extend the lease of the area of land outside the premises until December 2013. The company would therefore have the rest of the year before they needed to move their container. The planning officer had already issued an enforcement notice to this effect and in the meantime the company’s managers had agreed to work with the harbour team to minimise the impact of their operation. JT confirmed that this had started to happen.  In response to a question from AB, KM explained the background and the company’s future plans as he understood them.</p>	<b>JT/KM</b>
<b>(e)</b>	<p><b>Harbour Marketing</b>  KM reminded the Forum of the e-marketing being carried out for Tor Bay Harbour and that there was now a half-page advert in the Paignton section of the English Riviera Guide.</p>	

<b>4.</b>	<b>Capital Works</b>	<b>Action</b>
<b>(a)</b>	<p><b>Haldon Pier – update</b>  KM reported that the small amount of concrete spraying had been completed but the small amount of rock armour was yet to be placed at the outer end of the quay. Repairs to the inside of the wall, within the balance of the current funding package, would be put out to competitive tender. In response to a question from WB, KM stated that the equipment and vehicles on the pier were associated with the works going on at Princess Gardens but the space would be managed to ensure that there was minimal effect on any forthcoming events. KM also agreed to follow up on the likely date for the rock armouring works.</p>	<b>KM</b>

<b>4.</b>	<b>Capital Works</b>	<b>Action</b>
<b>(b)</b>	<b>Princess Pier – update</b> KM reminded the Forum that all of the works to the concrete part of the pier were subject to EA funding and that the bid had not yet been submitted. The remaining works to Princess Pier were in the Council’s Capital Plan.	<b>KM/DS</b>
<b>(c)</b>	<b>Torquay inner harbour pontoon berths - update</b> KM reported that the scheme had now been approved by full Council. It would be project managed by the TDA with a delivery date of 1 <sup>st</sup> April 2014. In response to questions KM stated that the entry access point was yet to be finally agreed but he expected it to be from Victoria Parade and that charges were to be circa halfway between existing inner harbour fees and the Town Dock rates. KM went on to say that some pontoon berths had already been created on South Pier and these had sold very quickly at the new charge. WB asked if existing customers would have a phased increase. KM indicated that this had not yet been decided.	
<b>5.</b>	<b>Tor Bay Harbour Business Plan 2013/14</b>	<b>Action</b>
	KM stated that he had circulated the Harbour Business Plan for 2013/14 and he said he would welcome any comments or other feedback as soon as possible.	<b>ALL</b>
<b>6.</b>	<b>Changes to the Tor Bay Harbour Moorings Policy</b>	<b>Action</b>
	KM made the Forum aware of the proposed changes to this policy concerning the reduction in time that anyone could sub-let a facility and also some clarification on the time that users could hold a facility without their vessel on it. There were no objections to these changes from the Forum.	<b>KM</b>
<b>7.</b>	<b>Marine Conservation Zones - consultation response</b>	<b>Action</b>
	KM reported that the Government had announced the consultation process for MCZs in December 2012. He said that he would prepare a response which, subject to Harbour Committee approval, would then be to be submitted to Defra. He believed the initial MCZ designation process undertaken by Finding Sanctuary had not properly included ‘sea users’ and that development opportunities for Tor Bay Harbour would be lost if the Torbay MCZ was introduced as proposed. He made the Forum aware that he had raised this issue with the Tourism Company, Business Forum, the Yacht/Sailing Clubs, fishing industry and other user groups, urging them to respond to the Defra consultation. There followed considerable debate regarding the consequences of the rMCZ for Torbay. The Forum agreed that there would be negative socio-economic impacts arising from this proposed designation.	<b>KM</b>

<b>8.</b>	<b>Use of external parking enforcement contractor</b>	<b>Action</b>
	<p>KM gave the Forum the background as to why enforcement continued to be necessary in Paignton and at Torquay. He also summarised why the Council's own enforcement procedure was ineffective and inappropriate for the harbour estate. Many other harbours use a private contractor with no cost and they utilise harbour staff during normal working hours. JT explained that at Paignton all the businesses that had been consulted welcomed this proposal. The Mayor raised some concerns about using a contractor from outside the Torbay area, especially as the Council, along with others, were losing jobs. GO said he could not support a scheme that brought workers in from outside Torbay. JT stated that the company would recruit people from within the Bay to carry out the evening work. The Mayor did however support the principle of harbour staff issuing enforcement notices. KM said he would explore an in house solution using harbour staff to issue the fixed penalties.</p>	<b>KM/JT</b>
<b>9.</b>	<b>Maritime Events 2013</b>	<b>Action</b>
	<p>KM made the Forum aware that the 2013 Maritime Events list had been published and posted on the website. He announced that a recent addition to the schedule was a P1 Powerboat event which would for the first time be shown on a big screen mounted in Princess Gardens, which would show live footage of the event.</p>	
<b>10.</b>	<b>Harbour Committee</b>	
<b>(a)</b>	<b>Upcoming Agenda</b>	
	<p>KM informed the Forum of the items on the agenda for the next Harbour Committee meeting on 18<sup>th</sup> March 2013 at the Berry Head Hotel in Brixham.</p>	
	<b>Other Business</b>	<b>Action</b>
	<p>KM asked the Forum if it was OK to switch the start time of future meetings to 2pm to allow the Chairman of the Harbour Committee to attend. The Forum agreed to this change and KM asked everyone to note the dates and times of future meetings as detailed on the agenda and in the minutes.</p>	<b>ALL</b>

<b>Next Meeting</b>	21 <sup>st</sup> May 2013	2.00 pm
<b>Venue</b>	Torquay Harbour Office	
<b>Future meetings</b>	10 <sup>th</sup> September 2013	2.00 pm
<b>Dates of Harbour Committee Meetings</b>	18 <sup>th</sup> March 2013	5.30pm (Brixham)
	3 <sup>rd</sup> June 2013	5.30pm (Torquay)
	23 <sup>rd</sup> September 2013	5.30pm (Brixham)
	16 <sup>th</sup> December 2013	5.30pm (Torquay)
	17 <sup>th</sup> March 2014	5.30pm (Brixham)

<b>Meeting Title</b>	<b>Brixham Harbour Liaison Forum</b>
<b>Venue</b>	Brixham Harbour Office
<b>Date</b>	27 <sup>th</sup> February 2013 at 2.00

<b>Present</b>	Capt P Labistour (PL)	Mr P Bartlett (PB)	Mr A Morall (AM)
	Capt K Mowat (KM)	Mr R Smith (RS)	Miss R Irish (IR)
	Mrs A Blackburn (AB)	Mr R Whitley (RW)	Ms H Meacock (HM)
	Cllr V Ellery (VE)	Cllr M Morey (MM)	Mr C Coote (CC)

<b>Agenda Items</b>	1. Apologies for absence
	2. Minutes of the last meeting
	3. Matters arising from the last minutes
	a) Electricity Recharge Project
	b) Port Master Plan
	c) Fenders and Capping Project
	d) Harbourside cranes
	e) Brixham Yacht Club slipway
	4. Northern Arm Business Case
	5. Recruitment
	6. Frequent Ferry Project
7. Moorings maintenance	
8. Workboat replacement	
9. Marine Conservation Zones	
10. Harbour Committee Agenda	
11. Dates of next meeting	

<b>1.</b>	<b>Apologies for absence</b>	<b>Action</b>
	Apologies were received from, Shaw Smith, David Saunders and Bob Curtis	

<b>2.</b>	<b>Minutes of the last meeting</b>	<b>Action</b>
	It was agreed that the minutes of the meeting of the 5 <sup>th</sup> September 2012 were a true and accurate record of that meeting.	

3.	Matters Arising	Action
(a)	<p><b>Electricity Recharge Project</b>            PL informed the Forum that the system is due to go live on the 1<sup>st</sup> March, with the MFV basin and the crane pier both having the facilities to now recharge all electricity used. The recharge costs will be the exact cost of what the harbour authority is being charged plus a small administration fee.</p>	
(b)	<p><b>Port Master Plan</b>            PL informed the Forum that the initial Port Master Plan will be circulated for comment within the next month. The Plan will be subject to a 5 year review, and it is hoped that the Council will be adopting the Plan in July. PL also reported that the drop-in sessions that were held in February were a great success and the harbour authority had received good feedback from a number of stakeholders.</p>	
(c)	<p><b>Fenders and Capping project</b>            PL reported that the harbour authority already had Committee agreement to upgrade the fenders and replace the ladders around the harbour. He indicated that quotes were currently being obtained and a decision would be made in April about whether or not the project had enough funding to proceed.</p>	PL
(d)	<p><b>Harbourside cranes</b>            PL stated that the harbour authority were applying to the European Fisheries Fund for funding to help purchase two new cranes for day boat fish landing on the quayside.</p>	PL
(e)	<p><b>Yacht Club slipway</b>            PL agreed that he would obtain an exact quote for the works to be carried out on the Yacht Club slipway and he would pass the quote to the Club.</p>	PL
4.	<p><b>Northern Arm Business plan</b></p>	
	<p>PL informed the Forum that the Northern Arm Business Case report was nearing completion. He said that the Business Case should be reported to the Harbour Committee on the 18<sup>th</sup> March. The report will look at various funding options and ways in which to take the Northern Arm project forward.</p>	
5.	<p><b>Recruitment</b></p>	
	<p>PL informed the Forum that the harbour authority had appointed three new Dock Masters over the Christmas/New Year period and they have settled in well. Further recruitment was underway to replace John Heath who had retired.            The Assistant Harbour Master position, that has been vacant for some time is still in the process of being approved by the Council but this should be approved for recruitment shortly.</p>	PL
6.	<p><b>Frequent Ferry Project</b></p>	
	<p>PL reported that there were no bidders for the new ferry service but the Council were continuing forward with the project. The new pontoons will be installed at Brixham and Torquay. A new bidding process for a ferry operator would start soon.</p>	

<b>7.</b>	<b>Moorings Maintenance</b>	
	PL informed the Forum that TMS were in their third and final year of the mooring maintenance contract and they had proved to be very successful. He indicated that the mooring inspections were due to start, this year, in a couple of weeks and they would be completed before the boat re-launch on the 28 <sup>th</sup> March.	
<b>8.</b>	<b>Workboat replacement</b>	
	PL stated that unfortunately the workboat Lord Haldon had come to the end of its life and the harbour authority intended to replace it with an aluminium workboat with an outboard engine. A report would be presented to the Committee because the cost of a new craft would be over £25,000.	<b>PL</b>
<b>9.</b>	<b>Marine Conservation Zones</b>	
	PL reported to the Forum that parts of Tor Bay had been recommended to be designated as a Marine Conservation Zone and that the harbour authority is currently putting together a formal response to Defra. A number of Forum members reiterated their concerns regarding the proposed MCZ for Tor Bay. VE advised the Forum that all views on this matter were needed and he encouraged stakeholders to respond directly to Defra. KM stressed that it was important that Government heard from genuine 'sea users' who would be impacted by this proposal.	<b>PL</b>
<b>10.</b>	<b>Harbour Committee Agenda</b>	
	PL informed the Forum of the items on the agenda for the next Harbour Committee meeting on 18 <sup>th</sup> March 2013 at the Berry Head Hotel in Brixham at 5.30pm.	<b>ALL</b>

<b>Next Meeting</b>	22 <sup>nd</sup> May 2013	2.00 pm
<b>Venue</b>	Brixham Harbour Office	
<b>Future meetings</b>	11 <sup>th</sup> September 2013	2.00 pm
<b>Dates of Harbour Committee Meetings</b>	18 <sup>th</sup> March 2013	5.30pm (Brixham)
	3 <sup>rd</sup> June 2013	5.30pm (Torquay)
	23 <sup>rd</sup> September 2013	5.30pm (Brixham)
	16 <sup>th</sup> December 2013	5.30pm (Torquay)
	17 <sup>th</sup> March 2014	5.30pm (Brixham)



## PIs/Projects 2012/13

Quarterly report for 2012/13, AY2011/12 and 2012

No headings

Filtered by Service: Tor Bay Harbour Authority

Filtered by Flag: Include: Tor Bay Harbour Authority

Key to Performance Status:

Projects:

No Data available	Milestone Missed	On Hold	On Target	Well Behind Target	Behind Target	Ahead of Target	Well Ahead of Target	Completed	Terminated
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Performance Indicators:

No Data	Well Below Target	Below Target	On Target	Above Target	Well Above Target
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Key to +/- Column:

+	-	OFF
Higher figures are better	Lower figures are better	Direction cannot be determined

## PIs/Projects 2012/13

### Performance Indicators

Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date
On Target	TDAMS01	<u>TDAMS01 Harbour estate lettings occupancy</u>	+	97.50%	100.00%	97.50%	99.16%	99.16%		99.16% (3/4)
On Target	TDAMS04	<u>TDAMS04 Navigation Lights availability</u>	+	99.28%	100.00%	98.59%	98.53%	98.62%		98.62% (3/4)
Well Above Target	TDAMS07	<u>TDAMS07 Brixham Harbour Fish Tolls</u>	+	£739,192.62	£525,000.00	£154,170.89	£291,269.22	£469,438.81		£469,438.81 (3/4)
Data not due	TDAMS08	<u>TDAMS08 Harbour Users Survey</u>	+	81.6%	85.0%	n/a	n/a	n/a		n/a
Data not due	TDAMS09	<u>To monitor and support staff through induction and appraisal reviews</u>	+	100%	100%	n/a	n/a	n/a		n/a
Data	THARB08	<u>To Produce and Review a</u>	+	Yes	Yes	n/a	n/a	n/a		n/a

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## Pis/Projects 2012/13

### Performance Indicators

Status Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date
not due	<u>Risk Register for the Business Unit</u>								
Well Above Target	<u>Reduce the number of reportable accidents including (RIDDOR)</u>	-	4	6	0	0	0		0 (3/4)
On Target	<u>Maintain the bilateral agreement with the UK Hydrographic Office</u>	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
On Target	<u>To Provide Visitor Moorings</u>	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
On Target	<u>Implement the safety management improvement plan</u>	+	91%	96%	n/a	n/a	n/a	93%	93%
On Target	<u>Test and Review a Business Continuity Plan for the Business Unit</u>	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
Well Above Target	<u>To Reduce Staff Absence</u>	-	1.58%	2.200%	0.633%	1.255%	1.551%		1.729% (10/12)
Data not due	<u>To keep existing businesses and attract new activities</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
Above Target	<u>% Variation on Budgeted Income - Tor Bay Harbour Authority</u>	+	18.54%	0.00%	0.24%	10.74%	14.04%		14.04% (3/4)
Below Target	<u>% Variation on Budgeted Expenditure - Tor Bay Harbour Authority</u>	-	5.80%	0.00%	0.14%	6.57%	7.17%		7.17% (3/4)
On Target	<u>Undertake routine maintenance of harbour infrastructure</u>	+	Yes	Yes	Yes	Yes	Yes		Yes (3/4)
On Target	<u>Issue local Notices to</u>	+	Yes	Yes	Yes	Yes	Yes		Yes (11/12)

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**PIs/Projects 2012/13****Performance Indicators**

Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date
Target		<u>Mariners and enforce Harbour Byelaws</u>								
On Target	THARB31	<u>Safety Management System audit completed and improvement plan agreed</u>	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
Data not due	THARB32	<u>Review and exercise the Tor Bay Harbour Emergency Response Plan</u>	+	No	Yes	n/a	n/a	n/a		n/a
Data not due	THARB33	<u>Review the delegated powers of the Executive Head of Tor Bay Harbour Authority</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
On Target	THARB35	<u>Refresh the Tor Bay Harbour Website</u>	+	No	Yes	Yes	Yes	Yes		Yes (11/12)
On Target	THARB37	<u>Continue Benchmarking through relevant trade and professional associations</u>	+	Yes	Yes	Yes	Yes	Yes		Yes (3/4)
Data not due	THARB39	<u>Complete Equality Impact Assessments</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
Data not due	THARB40	<u>Implement Equality Impact Assessment Improvement Plans</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
Data not due	THARB42	<u>To review the Tor Bay Harbour Operational Moorings Policy</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
On Target	THARB51	<u>Lay seasonal 5-knot buoys &amp; navigational marks</u>	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
Data not due	THARB59	<u>Agree the Tor Bay Harbour Authority Business Plan</u>	+	Yes	Yes	n/a	n/a	n/a		n/a
Data not due	THARB60	<u>Produce an Asset Management Plan for the</u>	+	Yes	Yes	n/a	n/a	n/a		n/a

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## PIs/Projects 2012/13

### Performance Indicators

Status	Code	Title	+/-	Prev Year End	Annual Target	Q1 Act	Q2 Act	Q3 Act	Q4 Act	Actual to Date
due		Business Unit								
On Target	THARB62	Set the Tor Bay Harbour Charges and Harbour Budget	+	Yes	Yes	n/a	n/a	n/a	Yes	Yes
Data not due	THARB64	Set up an appropriate Audit Plan for Tor Bay Harbour Authority	+	Yes	Yes	n/a	n/a	n/a		n/a
Data not due	THARB65	% of responses who believe Torbay Harbour Authority are properly managing safety in Torbay Harbour	+	95.9%		n/a	n/a	n/a		n/a
On Target	THARB70	Annual audit/inspection from Trinty House	+	n/a	Yes	n/a	n/a	n/a	Yes	Yes
On Target	THARB71	Manage the seasonal beach/harbour patrol craft	+	n/a	Yes	n/a	n/a	n/a	Yes	Yes
Data not due	THARB72	Percentage of visitors that would use the harbour again	+	n/a	Target to be set.	n/a	n/a	n/a		n/a
Well Below Target	THARB73	Percentage of Harbour staff with a CPD record in place	+	n/a	100.0%	4.5%	75.0%	75.0%		75.0% (3/4)
On Target	THARB74	To hold quarterly meetings with harbour users and stakeholders	+	n/a	Yes	Yes	Yes	Yes		Yes (3/4)
Above Target	THARB76	Number of Maritime Events supported	+	n/a	36	n/a	n/a	n/a	38	38

### Projects

Project Status	Code	Title	Project End	Last Review Date	Achieved	Missed	Arising
On Target	THARB54	Deliver a "Port Masterplan" for Tor Bay Harbour	31/03/2013 (due)	01/03/2013	Stakeholder event held in October. Drop-in sessions hosted in February. Steady progress.		

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**PIs/Projects 2012/13**

<b>Projects</b>						
Project Status	Code	Title	Project End	Last Review Date	Achieved	Missed Arising
On Target	THARB64	<u>Explore marketing opportunities</u>	31/03/2015 (due)	03/03/2013		
On Target	THARB47	<u>Help to produce a Coastal Zone Management Plan in consultation with stakeholder groups</u>	31/03/2014 (due)	01/03/2013	Draft Plan in circulation with stakeholders	
On Target	THARB49	<u>Improve passenger landing facilities at Torquay &amp; Brixham</u>	17/04/2013 (due)	01/03/2013	Applied for MMO licence - funding & design agreed	
On Target	THARB68	<u>Influence decision making over the location of the Marine Conservation zones</u>	30/09/2015 (due)	03/03/2013	Formulating response to the Defra consultation. Report prepared for the Harbour Committee.	
On Target	THARB67	<u>Influence decision making over the management measures of the new SAC in Torbay</u>	31/03/2015 (due)	03/03/2013		
On Target	THARB48	<u>Investigate renewable energy projects for use on the harbour estate</u>	01/04/2014 (due)	01/03/2013	TDA tasked with the project to put solar panels on the Fish Market roof.	
On Target	THARB36	<u>Produce a new Tor Bay Harbour website with up to date/live weather and tidal data</u>	30/04/2013 (due)	05/03/2013		
On Target	THARB20	<u>Replace chain mooring with pontoon berths in Torquays inner harbour</u>	01/04/2014 (due)	26/02/2013	Meeting with Project Manager - Sam Atratchi (TDA) on 26th February 2013	
Completed	THARB31	<u>Review and improve the Safety Management System software</u>	29/03/2013 (due)	01/03/2013		
Milestone Missed	THARB66	<u>To produce, promote and reprint the Torbay Harbour Guide</u>	28/02/2013 (due)			
Behind Target	THARB69	<u>Undertake Energy Audits at each enclosed harbour</u>	31/03/2015 (due)	03/03/2013	TDA asked to assist.	
On Hold	THARB55	<u>Working with stakeholders to investigate options to improve the management of the new Fish Market</u>	28/03/2014 (due)	01/03/2013		

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