



Friday, 13 September 2013

HARBOUR COMMITTEE

A meeting of **Harbour Committee** will be held on

Monday, 23 September 2013

commencing at **5.30 pm**

The meeting will be held in the Berry Head Hotel, Berry Head Road, Brixham,
TQ5 9AJ

Members of the Committee

Councillor Amil (Chairwoman)

Councillor Ellery
Councillor Faulkner (J)
Councillor Hytche
Councillor McPhail
Councillor James
Mayor Oliver (Vice-Chair)
Councillor Richards

Councillor Stringer
Mr Buckpitt
Capt. Curtis
Mr Jennings
Capt. Paul Lloyd
Mr Stewart

Working for a healthy, prosperous and happy Bay

For information relating to this meeting or to request a copy in another format or language please contact:

Kay Heywood, Town Hall, Castle Circus, Torquay, TQ1 3DR
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HARBOUR COMMITTEE AGENDA

1. **Apologies**
To receive apologies for absence, including notifications of any changes to the membership of the Committee.
2. **Minutes** (Pages 1 - 5)
To confirm as a correct record the Minutes of the meeting of the Committee held on 3 June 2013.
3. **Declarations of interest**
 - (a) To receive declarations of non pecuniary interests in respect of items on this agenda
For reference: Having declared their non pecuniary interest members may remain in the meeting and speak and, vote on the matter in question. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.
 - (b) To receive declarations of disclosable pecuniary interests in respect of items on this agenda
For reference: Where a Member has a disclosable pecuniary interest he/she must leave the meeting during consideration of the item. However, the Member may remain in the meeting to make representations, answer questions or give evidence if the public have a right to do so, but having done so the Member must then immediately leave the meeting, may not vote and must not improperly seek to influence the outcome of the matter. A completed disclosure of interests form should be returned to the Clerk before the conclusion of the meeting.

(**Please Note:** If Members and Officers wish to seek advice on any potential interests they may have, they should contact Governance Support or Legal Services prior to the meeting.)
4. **Appointment of External Advisor** (Verbal Report)
To approve the recommendation for appointment of an External Advisor by the Harbour Appointments Sub-Committee and verbal update for a further appointment in December 2013.
5. **Urgent items**
To consider any other items that the Chairman decides are urgent.
6. **Torquay/Paignton and Brixham Harbour Liaison Forums** (To Follow)
To note the minutes of the above Harbour Liaison Forums.
7. **Harbour Authority Business Risk Register** (Pages 6 - 11)
To review the Harbour Authority Business Risk Register.

8. **Harbour Asset Review Working Party** (Pages 12 - 14)
To receive recommendations from the Harbour Asset Review Working Party.
9. **Tor Bay Harbour Authority Budget Monitoring** (Pages 15 - 24)
To consider the quarterly Budget Monitoring Report.
10. **Tor Bay Harbour Authority Performance Monitoring** (To Follow)
To monitor the Performance of the Tor Bay Harbour Authority Business Unit (SPAR.Net).
11. **Annual Harbour Users Survey** (Pages 25 - 45)
To consider the results of the Annual Harbour Users Survey.



Minutes of the Harbour Committee

3 June 2013

-: Present :-

Councillor Amil (Chairwoman)

Councillors Ellery, Faulkner (J), McPhail, James, Richards, Stringer and Addis (In place of Hytche) and Mayor Oliver

External Advisors: Mr Buckpitt, Capt. Curtis, Mr Jennings and Mr Stewart

(Also in attendance: Mr James Oram from Legal Department)

66. Election of Chairman/woman

Councillor Amil was elected Chairwoman for the 2013/14 Municipal Year.

67. Apologies

It was reported that, in accordance with the wishes of the Conservative Group, the membership of the Committee had been amended for this meeting by including Councillor Addis instead of Councillor Hytche.

68. Election of Vice-Chairman/woman

Mayor Gordon Oliver was elected Vice-Chairman for the 2013/14 Municipal Year.

69. Minutes

The Minutes of the meeting of the Harbour Committee held on 18 March 2013 were confirmed as a correct record and signed by the Chairwoman.

70. Harbour Committee Terms of Reference

The Committee noted the current terms of Reference for the Harbour Committee.

Resolved:

- i) that the Constitution should be amended to state that substitutes to the Harbour Committee must have received relevant mandatory training in line with the protocols for the Licensing Committee and Development Management Control Committee.

71. Appointment of Harbour Appointments Sub Committee

The Committee considered appointments to the Harbour Appointments Sub-Committee to consider applications for External Advisors to the Harbour Committee and to make recommendations to the Harbour Committee on suitable appointments to those positions. Members were advised that previous Sub-Committees consisted of four Councillors, including the Chair and vice-Chair.

Resolved:

That a Harbour Appointments Sub-Committee be re-appointed to comprise six members of the Harbour Committee (The Chair, Vice-Chair and Councillors Hytche, Richards, McPhail and Faulkner (J)).

72. Harbour Asset Review Working Party

The Committee considered appointments to the Harbour Asset Review Working Party to provide strategic direction in relation to those assets within Tor Bay Harbour and the harbour estate that are managed by the Tor Bay Harbour Authority.

Resolved:

That a Harbour Asset Review Working Party, comprising four members of the Harbour Committee (Chair, Councillors Faulkner (J), Richards and McPhail) and two of the External Advisors to the Committee (Captain Bob Curtis and Mr Gordon Jennings), be appointed with the following terms of reference:

- a) To review all assets within Tor Bay Harbour and the Harbour Estate;
- b) To establish how each asset is performing; and
- c) To identify any assets that are surplus.

73. Harbour Budget Review Working Party

The Committee considered appointments to the Harbour Budget Review Working Party to assist the Harbour Committee in the management of all of the Harbour's financial matters in accordance with approved financial procedures and the Council's aspirations for the harbour to be self financing as outlined in the Tor Bay Harbour and Maritime Strategy.

Resolved:

That a Harbour Budget Review Working Party, comprising three members of the Harbour Committee (Councillors Stringer and Hytche), plus the Chairman and two External Advisors to the Committee (Mr Stewart and Mr Jennings), be appointed to scrutinise the draft Tor Bay Harbour Authority budget prior to presentation to the Harbour Committee and to review the full range of harbour charges. Also, to assist

Officers to monitor and review the budget ahead of each quarterly Harbour Committee meeting.

74. Pilotage Review Working Party

The Committee considered appointments to the Pilotage Review Working Party to review the Pilotage arrangements for Tor Bay Harbour and to recommend amendments to the Pilotage direction as and when appropriate.

Resolved:

That a Pilotage Review Working Party, comprising of two of the External Advisors (Captain Curtis and Mr Buckpitt) be appointed to work alongside Officers to review the Pilotage arrangements for Tor Bay Harbour and to recommend to the Harbour Committee any amendments to the Pilotage Directions as and when appropriate.

75. Tor Bay Harbour Authority Revenue Outturn 2012/13

Members received and noted a report setting out details of Tor Bay Harbour Authority's final expenditure and income figures against the budget targets for 2012/13.

Members requested that their thanks be passed onto all Harbour staff for their work during these difficult times.

76. Torquay/Paignton and Brixham Harbour Liaison Forums

The Committee received the minutes of the latest Torquay and Paignton Harbour Liaison Forum and the Brixham Harbour Liaison Forum and noted the contents.

Mr Stewart advised that an amendment was required to the Torquay and Paignton Harbour Liaison Forum minutes, as he was not shown as in attendance.

77. Tor Bay Harbour Authority Budget Monitoring 2013/14

The Committee received and noted a report which provided members with projections of income and expenditure for the year 2013/14 compared with the approved budgets.

78. Tor Bay Harbour Authority Audit Plan

The Committee received a report setting out a dedicated Audit Plan for the Harbour Authority for the next four years.

Resolved:

The Committee approved the amended Tor Bay Harbour Audit Plan for 2013/2014 as set out at Appendix 1.

79. Old Fish Market - Brixham Harbour

The Committee received and noted a report which provided members with an update on the current use and management of the Old Fish Market at Brixham.

80. Tor Bay Harbour - Port Masterplan

The Committee considered a report on the progress of the Port Masterplan for Tor Bay Harbour.

Resolved:

- i) that the Port Masterplan for Tor Bay Harbour, as circulated for consultation during April and May 2013, subject to the adoption of the relevant points highlighted in the 'Consultation Feedback and Response Table' shown in Appendix 1 be approved; and
- ii) that Council be recommended to adopt the Port Masterplan for Tor Bay Harbour as part of the Council's Policy Framework.

81. Brixham Northern Arm Business Plan

The Committee considered a report outlining the next steps in the potential development of a Northern Arm Breakwater at Brixham harbour.

Resolved:

- i) that the 'Conclusion' of the preliminary Business Case into a proposed Northern Arm Breakwater for Brixham harbour, contained in Appendix 1 be noted;
- ii) that the Torbay Development Agency be asked to prepare an economic and strategic impact assessment of the Council's harbour authority function, to include an economic analysis of existing activity and an assessment of the value and importance of the Northern Arm project to the local and sub-regional economy;

- iii) that the cost of the economic and strategic impact assessment is funded from the two harbour reserve funds and that the Executive Head of Tor Bay Harbour Authority be authorised to amend the revenue budget accordingly; and
- iv) that the Torbay Economic Development Company, and the Executive Head of Tor Bay Harbour Authority be asked to continue to assess and explore all potential grant funding opportunities on an on-going basis, including in particular, any new European funding programmes and Environment Agency flood defence options. A position report on such grant funding opportunities to be presented to the Harbour Committee in December 2013.

82. Performance Report - Tor Bay Harbour Authority

The Committee noted the report which detailed the year end 2012/13 performance position of Tor Bay Harbour Authority and the performance position to date in 2013/14.

Chairwoman



Meeting: Harbour Committee

Date: 23rd September 2013

Wards Affected: All wards in Torbay

Report Title: Review of Tor Bay Harbour Business Risks 2013/14

Executive Lead Contact Details: Non-Executive Function

Supporting Officer Contact Details: Kevin Mowat

**Executive Head of Tor Bay Harbour Authority
Tor Bay Harbour Master**

 **Telephone: 01803 292429**

 **E.mail: Kevin.Mowat@torbay.gov.uk**

1. Purpose

- 1.1 This report provides Members with the opportunity to consider and review the Tor Bay Harbour Business Risk Register for 2013/14.

2. Summary

- 2.1 It is accepted that in order for risk management to be truly successful it must be integrated into the culture of an organisation, supported and led by its senior management and communicated effectively at all levels. Consequently it is appropriate that as Tor Bay Harbour's governing body, the Harbour Committee formally reviews its business risks on a regular basis.
- 2.2 The Committee is asked to note the Tor Bay Harbour Business Risk Register attached as Appendix 1.

Supporting Information

3. Position

- 3.1 Risk management is a fundamental part of any harbour's strategic management; the focus of which is the identification, analysis and treatment of risk in order to add maximum sustainable value to all of the harbour's activities. Risk Management increases the probability of success, and reduces both the probability of failure and the uncertainty of achieving the harbour's overall objectives.
- 3.2 As part of the requirements for corporate governance and internal control an organisation must 'embed' risk management into its culture. This is not simply having an internal audit function reviewing risk management procedures; it means, for the harbour authority, that the Harbour Committee needs to look forward, be dynamic, respond effectively to change and maximise opportunities.

- 3.3 The benefits gained in managing risk are improved strategic, operational and financial management, continuity of knowledge and information management processes, improved compliance and, most importantly, improved customer service delivery. Sound management of business risks will also promote a positive external image of Tor Bay Harbour for all stakeholders.
- 3.4 A harbour authority, in common with any commercial undertaking, requires effective strategic leadership based on a complete understanding of the direction being taken and its associated opportunities and risks.
- 3.5 Making informed and transparent decisions which are subject to effective scrutiny and managing risk is a core principle of good governance.
- 3.6 Risk management is a key contributor to business planning and therefore integral to continuous improvement and sustainability. The Risk Register is used as a management tool to support the Tor Bay Harbour Business Plan.
- 3.7 The harbour authority understands the importance of risk taking and acknowledges that some amount of risk taking is inevitable if the harbour is to achieve its objectives. As a harbour authority we should aim to take risks which enable improvement and seek to avoid risks which could affect core business.
- 3.8 Risk registers are living documents and therefore must be regularly reviewed and amended. The reason for monitoring key risks is to create an early warning system for any movement in risk. The Council's risk management strategy requires that registers are monitored every six months. It is anticipated that the Harbour Committee will include a formal review of the Tor Bay Harbour Risk Register within its annual work programme. However, high scoring risks will be monitored more frequently by the Executive Head of Tor Bay Harbour Authority and referred to the Harbour Committee for further review as required. Currently there are no high scoring risks.
- 3.9 The Tor Bay Harbour Business Risk Register 2013/14 is attached at Appendix 1. In 2011, with the help of the Council's Corporate Risk Management team, the Risk Register was consolidated from 39 individual risks to 9 entries linked to the performance objectives of the harbour authority. This revised layout has recently been reviewed with feedback from staff and members/advisors on the Harbour Committee. A number of risks have consequently been updated and the risk register can also be found within the Council's performance management software (SPAR.net).

Kevin Mowat

Executive Head of Tor Bay Harbour Authority - Tor Bay Harbour Master

Appendices

Appendix 1 Tor Bay Harbour Business Risk Register 2013/14

Additional Information

The following documents/files were used to compile this report:

Torbay Council - Risk Management Strategy

Appendix 1 - Tor Bay Harbour Authority Risk Register 2012/13

Risk No	Spar Code	Scorecard Objective	Risk Title	Risk Description, Threat, What could happen to affect this, Cause, How could it happen	Probability and Proximity Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PIs)	Current Risk Score				Risk Rating 1-4=L 6-9=M 12-16=H	Risk Owner	Accountable Body
								Probability Score	Impact Score	Risk Score	Control Owners			
1	HMSRR 01	1. Encourage local prosperity	Encourage Local Prosperity	If we fail to capitalise on Torbay's maritime setting or implement a robust sustainable maritime industry - Then we will not have the revenue to support the local maritime economy or regenerate our built infrastructure - So this may have a negative impact on tourism revenues, loss of maritime services and damage to our reputation.	Unlikely	Reduced number of maritime events. Significant medium term impact on tourism. Loss of reputation - bad PR. Reduced economic benefit. Poorer built environment. No new infrastructure. Missed investment opportunities. Lower fish toll income. Inability for the harbour account to service prudential borrowing. Premises unsafe/unusable for extended period. Loss of reputation.	1. Produce a schedule of Maritime Events (Jan 2014). 2. Maintain an Oil Spill Response and Contingency Plan (OPRC) and undertake an oil pollution response exercise - ensure we have suitable trained staff to respond. 3. Provide visitor moorings and maintain a competitive charging regime (Annually). 4. Maximise the benefits from the new Brixham Fish Market - Monitor the fish tolls income and the impact of the Common Fisheries Policy (Monthly). 5. Maintain a Harbour Authority Business Plan and Business Continuity Plan (March 2014). 6. To keep existing businesses and attract new activities (Ongoing). 7. Explore marketing opportunities (Ongoing). 8. Maintain a Tor Bay Harbour - Port Masterplan (Ongoing).	2	3	6	M	Executive Head of Tor Bay Harbour Authority	Harbour Committee	
2	HMSRR 02	2. To engage with the community and harbour users	To engage with the community and harbour stakeholders	If we fail to consult and engage appropriately with all relevant harbour users, groups and stakeholders - Then we will be unable to provide accountable and transparent management of the Tor Bay Harbour Authority - So we may be accused of failing to accurately meet the needs of our customers and stakeholders resulting in a loss of revenue streams and damage to our reputation.	Possible	The services provided do not reflect the needs of customers. Wrong activity is delivered, weak outcomes not wanted by partners. Loss of reputation.	1. To hold meetings with harbour users and other stakeholders (Quarterly). 2. Use established user groups and Community Partnerships to consult on specific issues (Ongoing). 3. To continue to work with relevant voluntary and community organisations (Ongoing). 4. To support and engage with the local Coastal Partnership - Sea Torbay (Quarterly). 5. Undertake an Annual Users Survey (Feb to May 2014). 6. Monitor the Visitor Feedback forms (Quarterly).	2	3	6	M	Executive Head of Tor Bay Harbour Authority	Harbour Committee	
3	HMSRR 03	3. To maintain a stewardship of the harbours built and natural environment	To maintain a stewardship of the harbours built and natural environment	If we fail to implement a sustainable approach to harbour management in respect to present and future climatic, environmental and economic changes - Then we will be unable to increase public awareness of the maritime environment as a valuable social and economic asset - So the impact of harbour activities may degrade the natural environment resulting in possible prosecution, loss of revenues and damage to our reputation.	Possible/ Likely	Possible environmental, economic and social damage. Unprepared for sea level rise. Potential for serious damage to our infrastructure which would impede our ability to meet budget and may also have capital implications. Insufficient staff to fulfil obligations. Public misunderstanding of the significance of the Bay and Tor Bay Harbour. Loss of reputation. Requirement to reduce or cease commercial fishing in designated areas. Loss of jobs and reduced fish toll income. Increased waste costs if not properly managed. Risk of corporate prosecution. Ineffective strategic direction based on an incomplete understanding of the direction being taken by the Harbour Authority. Inability for the Harbour Committee and Council to respond effectively to change and maximise opportunities. Poor coherence between the Port Master Plan, marine planning and terrestrial planning. Loss of reputation.	1. Work closely with the Environment Agency and make reference to the Shoreline Management Plan when taking key decisions. 2. Support and engage with the local Coastal Partnership - Sea Torbay (Quarterly). 3. Assist in the collection of spatial mapping data. 4. To replace chain moorings with pontoon berths in Torquay's inner harbour. (April 2014) 5. Maintain competitive charging regime. (Annually) 6. Review harbour charges and maintain strong rental streams. (Annually) 7. Maintain a specific Environmental Policy. (Biennial) 8. Contribute to the delivery of the Coastal Zone Management Plan. (Sept 2014) 9. Improve corporate management of environmental risks & the harbour's environmental performance. 10. Influence decision making over the management measures of the new SAC in Torbay. 11. Maintain a Tor Bay Harbour - Port Masterplan (Ongoing). 12. Influence decision making over the location of the Marine Conservation Zones. (Nov 2013) 13. Improve passenger landing facilities at Torquay & Brixham (Ongoing). 14. Investigate renewable energy projects for use on	2	3	6	M	Executive Head of Tor Bay Harbour Authority	Harbour Committee	

Monetary Focused

Risk No	Spar Code	Scorecard Objective	Risk Title	Risk Description, Threat What could happen to affect this, Cause, How could it happen	Probability and Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PIs)	Current Risk Score				Risk Owner	Accountable Body
								Probability Score	Impact Score	Risk Score	Risk Rating: 1-4=L 6-9=M 12-16=H		
4	HMSRR 04	4. To achieve financial strength and effectively manage the Harbour Authorities assets	Effectively manage the Harbour Authority's assets	<p>If we fail to effectively manage all of the Harbour Authority's financial and built assets -</p> <p>Then we may fail to secure competitive rental stream revenue and our built infrastructure will deteriorate -</p> <p>So this So this may leave us with unsafe infrastructure, failing to meet government guidelines on best practice, forced cessation of some discretionary services and damage to our reputation.</p>	Possible	<p>Ineffective strategic direction, cessation of business activities, loss of staff, loss of revenue, damage to reputation and failing to meet best practice guidelines. Inability for the harbour account to service prudential borrowing. Premises unsafe/unusable for extended period.</p>	<p>1. Produce an Asset Management Plan for the Harbour Authority (March 2014)</p> <p>2. Monitor and maximise harbour estate lettings occupancy (Quarterly).</p> <p>3. Monitor variation on budgeted income and budgeted expenditure (Quarterly)</p> <p>4. To keep existing business and attract new activities (Ongoing).</p> <p>5. Implement the safety management improvement plan. (Nov 2013)</p> <p>6. Maintain a Harbour Emergency Response Plan and Business Continuity Plan (Ongoing).</p> <p>7. Financial Regulations and audit controls.</p> <p>8. Review harbour charges and maintain strong rental streams. (Annually)</p> <p>9. Maintain competitive charging regime (Annually).</p> <p>10. To produce and review a Risk Register for the Harbour Authority. (Sept 2014)</p> <p>11. Maintain a Harbour Authority Audit Plan. (June 2014)</p> <p>12. To keep existing businesses and attract new activities (Ongoing).</p>	2	3	6	M	Executive Head of Tor Bay Harbour Authority	Harbour Committee

Risk No	Spar Code	Scorecard Objective	Risk Title	Risk Description, Threat What could happen to affect this, Cause: How could it happen	Probability and Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PIs)	Current Risk Score				Risk Rating: 1-4=L 6-9=M 12-16=H	Control Owner	Risk Owner	Accountable Body
								Probability Score	Impact Score	Risk Score					
5	HMSRR 05	5. Effective risk management and health and safety in place	Effective risk management and health and safety	If we do not have a robust culture for managing our risks, our projects, as well as our information governance and operational Health and Safety - Then we may suffer failings in the overall management of the Harbour Authority - So this may result in injury to stakeholders, loss of revenue, lost information, legal action and damage to our reputation.	Unlikely	Insufficient staff to fulfil obligations. Staff health & safety compromised. Legal action against the Council. Weak project governance leading to poor delivery & inadequate control measures. Projects run late and/or over budget. Outcomes not achieved. Information or financial loss. Time wasted looking for information. Risk of not meeting FOI/customer requests correctly. Loss of reputation.	1. Help provide appropriate sea and flood defences. (RIDDOR). 2. Reduce the number of reportable accidents. 3. Test and review a Business Continuity Plan. 4. Review harbour charges and maintain strong rental streams (Annually). 5. Ensure staff are properly trained (Ongoing). 6. Employ properly trained Project Managers. 7. Monitor project performance using SPAR.net (Quarterly). 8. Data Protection Act - staff given necessary training. 9. Customer database kept updated and backed-up to Council's server. 10. Document and file retention schedule drawn up and observed (Ongoing). 11. Commercial shredding contractor used for document disposal (Ongoing). 12. Implement the safety management improvement plan (Nov 2013).	2	4	8	M	Adam FitzPatrick Kevin Mowat Paul Labistour Dave Bartlett John Turner	Executive Head of Tor Bay Harbour Authority	Harbour Committee	
6	HMSRR 06	6. Ensuring equality and diversity in service delivery - together with equality of opportunity	Ensure quality and diversity of service delivery and provision	If we fail to provide a service that ensures equality and diversity - Then we may unknowingly discriminate against staff and/or stakeholders - So this may result in legal action, insufficient staff levels, drop in service delivery and damage to our reputation.	Unlikely	Discrimination, legal effects. Insufficient staff to fulfil obligations. Legal action against the Council. Loss of reputation.	1. Complete equality impact assessments and produce an improvement action plan (Annually).	1	2	2	L	John Turner	Executive Head of Tor Bay Harbour Authority	Harbour Committee	
7	HMSRR 07	7. Improve and maintain the customer experience	Maintain or improve the customer experience	If we do not provide a high quality harbour service that accurately meets the needs of our customers - Then we will not be providing a professional and equitable service - So this may result in loss of demand for harbour services, loss of revenue streams and damage to our reputation.	Unlikely	Insufficient staff to fulfil obligations, facilities provided at a loss, income stream lost, unfair allocation of harbour facilities, legal action against the authority, high level of complaints and damage to our reputation.	1. Review visitor feedback forms and Annual Harbour Users Survey. 2. Review harbour charges and maintain strong rental streams (Annually). 3. Complete equality impact assessments and produce an improvement action plan (Annually). 4. Maintain competitive charging regime (Annually). 5. Withdraw or do not supply certain discretionary facilities. 6. Retain membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association) (Annually). 7. Maintain a Tor Bay Harbour - Port Masterplan (Ongoing). 8. Keep and review the Harbour Operational Moorings Policy (March 2014). 9. Maintain an up to date Harbour Authority website (Ongoing).	2	2	4	L	Adam FitzPatrick Kevin Mowat Paul Labistour Dave Bartlett John Turner	Executive Head of Tor Bay Harbour Authority	Harbour Committee	
8	HMSRR 08	8. Maintain safety	Maintain safety	If we fail to fulfil our obligation to provide a competent Harbour Authority, by not enforcing all applicable statutes, byelaws and legislation - Then we will not be providing a safe haven for vessels or a safe Harbour estate for users and visitors - So we may fail to accurately respond to legislative changes resulting in a financial penalty and we may face deterioration of our built infrastructure, a major emergency and severe damage to our reputation.	Unlikely	Statutory duty may not be met. Safety may be prejudiced. Government intervention. Stakeholder dissatisfaction. Insufficient staff to fulfil obligations. Legal action against the Council. Harbour cannot achieve objectives in context of government policy. Premises unsafe/unusable for extended period. Cessation of business activities. Loss of reputation.	1. Renew the bilateral agreement with the UKHO (Annually). 2. Audit & inspection from Trinity House (Annually). 3. PANAR - Navigation Lights availability (Quarterly). 4. Implement the safety management improvement plan (Nov 2013). 5. Maintain a Harbour Emergency Response Plan and Business Continuity Plan. 6. External contract for the provision of pilotage services. 7. Membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association & Port Skills and Safety) (Annually). 8. Review harbour charges and maintain strong rental streams (Annually). 9. Periodic review of Harbour legislation (2015). 10. Review and improve the Safety Management System software (Nov 2013). 11. Issue local Notices to Mariners and enforce	2	4	8	M	Adam FitzPatrick Kevin Mowat Paul Labistour Dave Bartlett John Turner	Executive Head of Tor Bay Harbour Authority	Harbour Committee	

Employee Focused

Risk No	Spar Code	Scorecard Objective	Risk Title	Risk Description, Threat: What could happen to affect this. Cause: How could it happen	Probability and Proximity Description (How likely is it to happen? When is it likely to happen?)	Impact description, what could the impact be?	Control measures (SPAR Projects & PIs)	Current Risk Score				Risk Rating 1-4=L 6-9=M 12-16=H	Control Owner	Risk Owner	Accountable Body
								Probability Score	Impact Score	Risk Score	Risk Rating				
9	HMSRR09	9. Effective workforce planning	Effective workforce planning	If we lack effective workforce planning - Then we may fail to offer appropriate learning and development to all staff - So this may lead to insufficient staff to fulfil obligations, incompetent staff, deterioration of safety standards which has the potential to lead to personal injury and damage to our reputation.	Possible	Insufficient staff to fulfil obligations. Legal action against the Council. Incompetent staff, deterioration of safety standards. Failure to update skills could lead to a poor service. Unsettled staff. Loss of productivity. Personnel leaving. Insufficient budget to meet the cost of an appropriate grading structure. Staff redundancies or reduced working hours. Loss of reputation.	1. To encourage Harbour Masters to fully complete CPD records (Ongoing). 2. To monitor and support staff through induction and appraisal reviews (Annually). 3. To reduce staff absence (Monthly). 4. Review harbour charges and maintain strong rental streams (Annually). 5. Take professional advice from Human Resources (Ongoing). 6. Liaise with staff on a regular basis and ensure that information is promulgated (Daily). 7. Membership of appropriate Trade and Professional Associations (British Ports Association, UK Harbour Masters Association & Port Skills and Safety) (Annually).	Adam FitzPatrick Kevin Mowat Paul Labistour Dave Bartlett John Turner	Executive Head of Tor Bay Harbour Authority	Harbour Committee	2	2	4	L	



Meeting: Harbour Committee

Date: 23rd September 2013

Wards Affected: All wards in Torbay

Report Title: Harbour Assets Review

Executive Lead Contact Details: Non-Executive Function

Supporting Officer Contact Details: Kevin Mowat

**Executive Head of Tor Bay Harbour Authority
Tor Bay Harbour Master**

 **Telephone: 01803 292429**

 **E.mail: Kevin.Mowat@torbay.gov.uk**

1. Purpose

1.1 This report provides Members with the outcome of the work of the Harbour Asset Review Working Party.

1.2 The Harbour Committee's Terms of Reference include the following statement :-

“to provide strategic direction to the Executive Head of Tor Bay Harbour Authority and the Mayor in relation to those assets within Tor Bay Harbour and the harbour estate that are managed by Tor Bay Harbour Authority.”

1.3 On the 3rd June 2013 the Harbour Committee resolved that a Harbour Asset Review Working Party, comprising four members of the Harbour Committee (Chair, Councillors Faulkner (J), Richards and McPhail) and two of the External Advisors to the Committee (Captain Bob Curtis and Mr Gordon Jennings), be appointed with the following terms of reference:

- a) To review all assets within Tor Bay Harbour and the Harbour Estate;
- b) To establish how each asset is performing; and
- c) To identify any assets that are surplus.

1.4 The Committee is asked to note the outcome of the work of the Harbour Asset Review Working Party set out in section 2 below.

2. Summary

2.1 All assets within Tor Bay Harbour and the harbour estate were successfully reviewed.

- 2.2 The Working Party was satisfied that they could broadly establish how each asset is currently performing.
 - 2.3 A successful disposal of an old steel workboat was noted and the Working Party requested that a separate report be presented to the Harbour Committee covering the procurement of a replacement vessel.
 - 2.4 No assets were identified as being surplus to the requirements of the Harbour Authority.
 - 2.5 The Working Party provided strategic direction to the Executive Head of Tor Bay Harbour Authority in relation to some of the short-term proposals contained within the Port Masterplan.
 - 2.6 To help the Council with some corporate budget savings the Working Party agreed to support the recommendation by the Executive Head of Tor Bay Harbour Authority that the public toilets at Beacon Quay, New Pier Brixham and Paignton harbour, should be transferred into the harbour estate.
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Supporting Information

3. Position

- 3.1 The Harbour Asset Review Working Party met on the 23rd August 2012 to review all assets within Tor Bay Harbour and the Harbour Estate. Officer support to the Working Party was provided by the Harbour Masters with support from the Torbay Development Agency.
- 2.2 Harbour estate asset lists were circulated for Brixham, Torquay and Paignton. Where possible each asset was considered against the following performance criteria :-
 - corporate asset number (Torbay Online Asset Database System (TOADS))
 - operational status
 - leased or vacant
 - tenure of lease & rental income
 - size of premises
 - expected repair & maintenance costs for the next 5 years
 - condition category (A to D)
 - date of last condition survey
 - repairing priority (urgent to long term)
 - asset valuation

- alternative use

3.2 All of the short-term, asset related, actions proposed by the new Port Masterplan were also reviewed by the Harbour Asset Review Working Party

Kevin Mowat
Executive Head of Tor Bay Harbour Authority
Tor Bay Harbour Master

Appendices

None

Additional Information

The following documents/files were used to compile this report:

Harbour Asset Review Lists

Torbay Online Asset Database System (TOADS)

Agenda Item 9



Meeting: Harbour Committee

Date: 23rd September 2013

Wards Affected: All wards in Torbay

Report Title: Tor Bay Harbour Authority Budget Monitoring 2013/14

Executive Lead Contact Details: Non-Executive Function

Supporting Officer Contact Details: Kevin Mowat

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Tor Bay Harbour Master**

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Principal Accountant

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1. Purpose

- 1.1 This report provides Members with projections of income and expenditure for the year 2013/14 compared with approved budgets.
- 1.2 This report identifies the overall budgetary position for Tor Bay Harbour Authority as at end of August 2013 to enable appropriate action to contain expenditure and maintain reserves at appropriate levels.
- 1.3 The Committee is asked to note the amended outturn positions of the two harbour accounts and adjustments to the Reserve Funds shown in Appendix 1.
- 1.4 The Committee is asked to note the Executive Head of Harbour Tor Bay Harbour Authority's use of delegated powers to make decisions in relation to the budget allocated to Tor Bay Harbour.
- 1.5 The Committee is asked to note the Harbour Master's use of delegated powers to waive certain harbour charges, which this financial year amounts to £924.28 (ex VAT). No additional charges have been levied.

2. Summary

- 2.1 The Tor Bay Harbour Authority budget was approved by the Harbour Committee on 17th December 2012.
- 2.2 This is the second budget monitoring report presented to the Harbour Committee

for the financial year 2013/14.

- 2.3 Both Harbour Accounts have benefitted from higher than anticipated Marina income relating to 2012 and from frozen staff vacancies. These savings have been applied to overspend in other areas.

Supporting Information

3. Position

- 3.1 The projected outturn at Appendix 1 reflects amendments to the budget made within the Executive Head of Tor Bay Harbour Authority's delegated powers. Details of each amendment can be found in the associated note.

- 3.2 The performance against budget is summarised below:

	Current Budget 2013/14	Projected Outturn 2013/14
	£000	£000
Torquay and Paignton Harbours Surplus/(Deficit)	(19)	(13)
Brixham Harbour Surplus/(Deficit)	(15)	(14)

- 3.3 The current progress of Harbour capital schemes is detailed below:

	Total Budget	Actual to Date (including prior years)	Projected Outturn	Notes
	£000	£000	£000	
Environment Agency grant funding for Torquay Harbour – Haldon & Princess Piers	1,272	337	1,272	(i)
Brixham Harbour – Various Repairs	240	49	240	(ii)
Brixham Breakwater Repairs	150	deferred	150	(iii)
Fish Market Roof – PV Panels	48	0	48	(iv)
Torquay Inner Harbour Pontoons	800	0	800	(v)

- (i) An initial application for external funding from the Environment Agency was successful and the grant of approximately £1.3m is currently being used for Phase 2 which commenced in the autumn of 2011 and further work followed in winter 2012. Work is ongoing in respect of a further bid for external funding from the Environment Agency.
- (ii) Further repair work is required to the ladders and fenders. Funding for this spend has been approved from the Brixham Harbour reserve and work on his project is now underway.
- (iii) The Environment Agency (EA) has approved £150k within their medium-term financial plan (2014/15) for the works required to the Brixham Breakwater. Council Engineers will submit a report on the necessary works to the EA, in November 2013, to allow the release of the funds. It is hoped that the repair work will then commence in April 2014. In the meantime the Council's approved £150k capital work will remain deferred.
- (iv) Approximately £48k has been earmarked from the Brixham Harbour reserve to fund a 10kw Photovoltaic solar energy system on the new Fish Market roof. This capital spend has already been approved by Torbay Council. Further evaluation is now underway with the Torbay Economic Development Company to determine a clear business case.
- (v) This project was approved by Council in February 2013 for delivery in March 2014.

3.4 The Harbour's liability for prudential borrowing is detailed in the following table

Capital Scheme	Amount Borrowed	Start of Repayments	Principal outstanding at 1st April 2013
Haldon Pier (Torquay Harbour)	£1,200,000	2010/11	£1,115,037
Town Dock (Torquay Harbour)	£1,140,000	2008/09	£879,324
Brixham Harbour New Fish Quay Development	£4,750,000	2011/12	£4,447,785
		TOTAL	£6,442,146

3.5 The Tor Bay harbour Authority debt position at the end of August 2013 is set out in the table below:-

	Corporate Debtor System		HMS	
	Unpaid by up to 60 days	Unpaid over 60 days	Unpaid by up to 60 days	Unpaid over 60 days
Debt outstanding	£27k	£31k	£23k	£64k
Bad Debt Provision	£15k		N/A	

The Harbour Management System (HMS) debt does not have a separate bad debt provision because the income is not credited until it is received. However, following the recent internal audit report the Executive Head of Torbay Harbour Authority has determined that the overall debt position should be shown to the Harbour Committee on each budget monitoring report.

3.6 Under the Council's Scheme of Delegation the Harbour Master can vary (by addition or waiver (in full or as to part)) the approved Schedule of Harbour Charges in such manner as shall be considered reasonable. However, the Harbour Master shall maintain a proper written record of all variations approved using the delegated powers and shall, at least twice a year, report to the Harbour Committee the total value of the additional charges levied and the total value of the charges waived (see paragraph 1.5).

3.7 Harbour Committee minute 398 (5) from December 2011 states the following :-

"That, as recommended by the Harbour Committee's Budget Working Party, each harbour reserve fund is split with 20% of budgeted turnover ring-fenced to meet any deficit in the revenue budget or winter storm damage and the balance ring-fenced to fund harbour related capital projects."

Consequently the Executive Head of Tor Bay Harbour Authority, in consultation with the Chairman of the Harbour Committee, has produced a list of Harbour Reserve Funds projects attached as Appendix 2. The Committee is asked to note this list and the obvious ongoing need for healthy Harbour Reserve Funds.

Appendices

- Appendix 1 Harbour Revenue Accounts 2013/14
- Appendix 2 Harbour Reserve Funds Project List

Additional Information

None

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Appendix 1

HARBOUR REVENUE ACCOUNTS 2013/14

Appendix 1

TORQUAY and PAIGNTON HARBOURS

Expenditure	2013/14 Original Budget £ ,000	2013/14 Current Budget £ ,000	2013/14 Profiled Budget £ ,000	2013/14 Actual to Date £ ,000	2013/14 Projected Outturn £ ,000	Notes
Operations and Maintenance :-						
Harbour Attendants Salaries and Wages	144	144	65	61	141	1
Repairs and Maintenance	153	153	57	43	153	
Rent Concessions	2	2	1	1	2	
Other Operating Costs	105	105	64	75	131	2
Town Dock Costs	5	5	0	0	5	
Management and Administration :-						
Salaries	181	181	76	77	173	3
Internal Support Services	105	105	105	105	105	
External Support Services	19	19	0	0	19	
Other Administration Costs	48	78	48	49	78	4
Capital Charges	178	178	162	162	178	
Contribution to Patrol Boat Operation	3	3	0	0	3	
Dividend to General Fund (based on 6% of total income)	59	59	0	0	59	
	1,002	1,032	578	573	1,047	
Income						
Rents and Rights :-						
Property and Other Rents/Rights	260	260	167	200	260	
Marina Rental	222	222	40	58	240	5
Operating Income :-						
Harbour Dues	79	79	68	55	72	
Visitor and Slipway	41	41	37	44	44	
Mooring fees	69	69	66	74	74	
Town Dock	250	250	243	252	252	
Boat and Trailer parking	37	37	37	31	37	
Other Income	25	25	17	23	25	
Contribution from Reserve	0	30	30	30	30	6
	983	1,013	705	767	1,034	
Operating Surplus /(Deficit)	(19)	(19)	127	194	(13)	

RESERVE FUND	
Opening Balance as at 1st April	621
Interest Receivable	8
Net Surplus / (Deficit) from Revenue Account	(13)
Withdrawal	(22)
Contribution to Revenue Account	(30)
Expected Closing Balance as at 31st March	564

Note: In line with Harbour Committee minute 398 (5) the minimum Reserve level at year end 2013/14 is **£197k** based on 20% of budgeted turnover to meet any deficit in the revenue budget or winter storm damage. The balance is earmarked for harbour related capital projects.

HARBOUR REVENUE ACCOUNTS 2013/14

NOTES

TORQUAY & PAIGNTON HARBOURS

- 1 A Harbour Assistant post was vacant for a brief period. It is anticipated that savings will be offset by the cost of cover arrangements.
- 2 Investigative works at Torquay Inner Harbour have been carried out ahead of the planned pontooning scheme.
- 3 It is anticipated that there will be a reduction in employee costs due to the waiving of superannuation contributions by some employees.
A vacancy in an Admin Assistant post has been frozen from September to the end of the current year although cover arrangements may be required.
- 4 Costs relating to the Port Masterplan have been carried forward from the previous financial year with a corresponding contribution from the Reserve (see note 6).
- 5 The Marina turnover for the 2012 trading year was higher than anticipated with the additional benefit falling in the current year.
- 6 Contribution to fund the costs of the Port Masterplan (see note 4).
- 7 The planned implementation of a new harbour management IT system as highlighted in the Harbour Reserve Funds Project List reported to the Committee in March 2013 has had to be postponed. No Reserve funding will therefore be required in 2013/14 however the withdrawal figure has been amended to reflect funding of the Inner Harbour investigative works (see note 2).

HARBOUR REVENUE ACCOUNTS 2013/14

BRIXHAM HARBOUR

Expenditure	2013/14 Original Budget £ ,000	2013/14 Current Budget £ ,000	2013/14 Profiled Budget £ ,000	2013/14 Actual to Date £ ,000	2013/14 Projected Outturn £ ,000	
Operations and Maintenance :-						
Harbour Attendants Salaries and Wages	228	228	97	71	194	1/2
Repairs and Maintenance	120	120	18	130	150	
Rent Concessions	4	4	0	0	2	
Other Operating Costs	352	352	140	150	352	
Management and Administration :-						
Salaries	148	148	62	60	148	1
Internal Support Services	88	88	88	88	88	
External Support Services	19	19	0	0	19	
Other Administration Costs	37	67	40	73	89	3
Capital Charges	291	291	282	282	291	
Contribution to Patrol Boat Operation	3	3	0	0	3	
Dividend to General Fund (based on 6% of total income)	81	81	0	0	81	
	1,371	1,401	727	854	1,417	
Income						
Rents and Rights :-						
Rents and Rights	215	215	91	122	215	
Marina Income	162	162	41	58	179	4
Operating Income :-						
Harbour Dues	87	87	83	78	87	
Vistor and Slipway	13	13	11	3	13	
Mooring fees	138	138	120	126	138	
Fish Tolls income	650	650	207	213	650	
Other Income	91	91	26	32	91	
Contribution from Reserve	0	30	30	30	30	5
	1,356	1,386	609	662	1,403	
Operating Surplus /(Deficit)	(15)	(15)	(118)	(192)	(14)	

RESERVE FUND	
Opening Balance as at 1st April	523
Interest Receivable	5
Net Surplus / (Deficit) from Revenue Account	(14)
Withdrawals - Capital Financing	(240)
Contribution to Revenue Account	(30)
Closing Balance as at 31st March	244

Note: In line with Harbour Committee minute 398 (5) the minimum Reserve level at year end 2013/14 is £271k based on 20% of budgeted turnover to meet any deficit in the revenue budget or winter storm damage. The balance is earmarked for harbour related capital projects.

HARBOUR REVENUE ACCOUNTS 2013/14

NOTES

BRIXHAM HARBOUR

- 1 It is anticipated that there will be a reduction in employee costs due to the waiving of superannuation contributions by some employees. However, this has not been reflected in the projected outturn at this stage as employees are entitled to join the scheme at any time.
- 2 The current vacancy for the Assistant Harbour Master post has been frozen until the end of the financial year and no seasonal attendant has been employed in the current year. However, some cover arrangements may be required.
- 3 Costs relating to the Port Masterplan have been carried forward from the previous financial year with a corresponding contribution from the Reserve (see note 5). Additional costs have been incurred in securing European Interreg funding.
- 4 The Marina turnover for the 2012 trading year was higher than anticipated with the additional benefit falling in the current year.
- 5 Contribution to fund the costs of the Port Master Plan (see note 3).
- 6 Capital funding for new fenders (£240k). The planned implementation of a new harbour management IT system as highlighted in the Harbour Reserve Funds Project List reported to the Committee in March 2013 has had to be postponed and no Reserve funding is now required in 2013/14.

Agenda Item 9

Appendix 2

Appendix 2 - Tor Bay Harbour Authority - Reserve Funds Project List

Harbour Committee Minute 398 (5) - December 2011

“That, as recommended by the Harbour Committee’s Budget Working Party, each harbour reserve fund is split with 20% of budgeted turnover ring-fenced to meet any deficit in the revenue budget or winter storm damage and the balance ring-fenced to fund harbour related capital projects.”

	Brixham	Torquay & Paignton
	£	£
Reserve Balance at 31st March 2013	523,000	621,000
Planned withdrawals in year	(270,300)	(52,300)
Projected Surplus/(Deficit) for year	(14,000)	(8,000)
Revised Reserve Balance	238,700	560,700
less: 20% of Budgeted Turnover	271,200	196,600
= Balance for Projects	(32,500)	364,100
Total costs of proposed Projects (as listed below).	365,700	810,300
<i>Shortfall in Reserve funding available</i>	<i>(398,200)</i>	<i>(446,200)</i>

Projects	Brixham	Torquay & Paignton	Timeframe
Tor Bay Harbour - HMS software upgrade	£25,000	£25,000	Short
Torquay harbour - Haldon Pier brow		£80,000	Short
Torquay harbour - Haldon Pier fender replacement		£60,000	Short
Torquay harbour - Princess Pier underwater urgent repairs		£50,000	Short
Torquay harbour - Beacon Quay Wi-Fi		£7,000	Short
Torquay harbour - Old Fish Quay full structural survey		£10,000	Short
Passenger ferry real-time signage & new shelters *	£18,500	£18,500	Short

Brixham harbour - new work boat	£45,000		Short
Torquay harbour - Old Fish Quay refurbishment		£200,000	Medium
Brixham harbour – photo-voltaic solar panels on roof *	£48,000		Medium
Torquay harbour - fishermen's pontoons		£24,900	Medium
Torquay harbour – office/welfare improvements		£24,900	Medium
Torquay harbour - Inner Harbour Slipway repairs		£75,000	Medium
Torquay harbour - South Pier cathodic protection		£30,000	Medium
Tor Bay Harbour Patrol Boat replacement	£25,000	£25,000	Medium
Brixham harbour - Maritime E training programme *	£54,200		Medium
Torquay harbour - new dinghy park & seaward slipway feasibility study		£30,000	Medium
Torquay harbour - Haldon Pier crane		£50,000	Long
Brixham Breakwater	£150,000		Long
Torquay harbour - Fuel Station refurbishment		£100,000	Long
TOTALS	£365,700	£810,300	

Capital Projects over £25k to be listed on the Council's Capital Plan which is approved by full Council.

* Interreg funding opportunity (FLIP)

KEY
Capital
Revenue



Current financial year
0 to 12 months
12 to 24 months
24 to 60 months

2012-13
Short
Medium
Long



Dear Harbour User

This Customer Survey forms part of an ongoing review of the services which we deliver to you. We are keen to hear the views of our users and gain a better understanding of your needs. We are particularly interested in the areas in which you have concerns and any suggestions you may have for improvement.

We would be grateful if you could spare a few minutes to answer the following questions in order to help us develop and improve our services.

We carried out a similar survey in 2012; the information we collected has been used to improve our services. Survey results together with important feedback via our Liaison Forums led to the following improvements being made last year:-

- New quayside lighting at Paignton harbour
- Further repairs to Haldon Pier at Torquay harbour
- Upgraded powerpoints and the introduction of an electricity recharging system in the fishing vessel basin at Brixham harbour
- Resurfaced slipway at Paignton harbour
- New passenger boat timetable signage around Torquay harbour
- Installation of kayak racks in Oxen Cove at Brixham harbour
- Introduction of new finger berths on South Pier at Torquay inner harbour

If you have any queries or require this form in large print format please contact the Executive Head of Tor Bay Harbour Authority on (01803) 292429 or email: harbourauthority@torbay.gov.uk

Please return the form together with your facility payment to the relevant harbour office.

Thank you very much for taking the time to complete this survey.

Yours faithfully

Capt. Kevin Mowat

Executive Head of Tor Bay Harbour Authority - Tor Bay Harbour Master

1. Facilities and Infrastructure

1a) Do you believe Tor Bay Harbour Authority are properly managing safety in Tor Bay Harbour?

Yes

No

1b) Do you believe you can influence decisions about the management of the harbour?

Yes

No

Depends on the issue

1c) Please rate the following facilities and infrastructure:

	Very Good	Good	Average	Poor	Very Poor	Not used/ available
Mooring	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Dock (Torquay)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quayside Berth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Boat Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tender Rack	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Slipway	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Electricity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Water	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Waste Reception Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. General Service Provision

2a. How would you judge the overall quality of service within Tor Bay Harbour?

Very good Good Average Poor Very Poor

2b. In addition, please rate the following individual services:

	Very Good	Good	Average	Poor	Very poor
Customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Publications / Noticeboards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Safety information / signage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Events information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2c. Would you say that in comparison to last year the quality of service provided in Tor Bay Harbour is:

Much better Slightly better The same Slightly worse Much worse

2d. Do you believe the charges in Tor Bay Harbour compare favourably with those for other harbours?

Yes No Don't know

3. Future Payment Methods

3a. If you had the option to pay your annual harbour account online would you use this facility?

Yes No

3b. If you had the option to spread the payment of your annual harbour account over four instalments (March, April, May and June) - would you use this facility?

Yes No

4. About You

These questions help us to understand the views of different groups of people. Please only complete these details about yourself (or the recipient if under 18).

4a. Are you: Male Female

4b. What is your ethnic origin?

White British Irish White other

Mixed White & Black Caribbean White & Black African White & Asian

Asian or Asian British Indian Pakistani Bangladeshi

Black or Black British Caribbean African

Chinese / Other Chinese Other (please state below)

4c. Which of the following age groups apply to

0-15 16-24 25-34 35-44 45-54 55-64 65-74 75+

4d. Do you consider yourself to be disabled in any way? Yes (please tell us how) No

It affects my mobility It affects my hearing

It affects my vision It affects me in another way

4e. What is your home postcode

4f. Which enclosed harbour is your home port?

Brixham

Paignton

Torquay



Meeting: Harbour Committee


Date: 23rd September 2013

Wards Affected: All wards in Torbay

Report Title: Annual Tor Bay Harbour User Survey 2013

Executive Lead Contact Details: Non-Executive Function

Supporting Officer Contact Details: Kevin Mowat
Executive Head of Tor Bay Harbour Authority
Torbay Harbour Master

 **Telephone: 01803 292429**

 **E.mail: Kevin.Mowat@torbay.gov.uk**

1. Purpose

1.1 This report provides Members with the detailed results of the Tor Bay Harbour Users Survey 2013.

2. Summary

2.1 Each year Tor Bay Harbour Authority aim to undertake a Customer Survey as part of an ongoing review of the services provided in Tor Bay Harbour.

2.2 The users survey coupled with the complaints and compliments feedback system, gives us a good indication of which of our services are meeting the customers' expectations and which are below the quality expected, and this enables the development of improvement actions.

2.3 A copy of the 2013 Survey Form can be found in Appendix 1 and a summary of the 2013 survey results is shown in Appendix 2.

2.4 This year the response tables also include the number that didn't respond to each of the questions and these are included in the percentage calculations. Consequently this year's report is not directly comparable with last year's report because last year, we did not include "no responses" in the tables or the percentage calculations.

2.5 Some of the significant results from the 2013 survey are as follows :-

- Most respondents to the survey judge the overall quality of service within Tor Bay Harbour as either good or very good (81%). 60% of respondents thought that the quality of service had stayed the same in comparison with last year. 29% thought it had improved either slightly or much better than in 2012. Fewer than 10 people said that it had got worse.

- Most respondents feel that services are very good or good. Customer service is rated highest (88% very good or good).
- 88% of respondents feel that Tor Bay Harbour Authority properly manages safety in Tor Bay Harbour.
- 46% of users thought Tor Bay harbour charges compared favourably to other harbours compared with 36.4% last year, and 54.7% in 2011. 12.6% said that charges did not compare favourably with only 16.3% last year and 37% answered “Don’t know” (47.3% in 2012).
- Just over half of harbour users would use the option to pay their account online (54.6%), but over a third would not (38.7%). Similar numbers of harbour users would utilise the option to spread their account payments over four instalments (57.1%), 36.1% would not.
- The majority of respondents were male (92%), less than five were female. The largest age range group was 65 - 74 years old (40%) and the most common ethnic origin of respondents was White British (88%). Most people who completed the survey do not have a disability.

2.6 The information collected from the survey results will be used to make improvements to the provision of services provide by Tor Bay Harbour Authority.

Appendices

- | | |
|------------|--|
| Appendix 1 | Tor Bay Harbour Users Survey Form – 2013 |
| Appendix 2 | Annual Tor Bay Harbour User Survey Results - July 2013 |



Tor Bay Harbour

Harbour Users Survey 2013

Survey Results

August 2013

Method	Number	Percent
Paper surveys received	119	100%

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Introduction

This questionnaire is distributed annually to boat owners who use the moorings at Tor Bay Harbours. The questionnaires are distributed with the invoices in February of each year.

Summary of Results

- Most respondents to the survey judge the overall quality of service within Tor Bay Harbour as either good or very good (81%). 60% of respondents thought that the quality of service had stayed the same in comparison with last year. 29% thought it had improved either slightly or much better than in 2012. Fewer than 10 people said that it had got worse.
- 88% of respondents feel that Tor Bay Harbour Authority properly manages safety in Tor Bay Harbour.
- The majority of respondents that used the facilities rated most of them very good or good.
 - Electricity was rated good or very good by 18% of respondents (which was only slightly higher than the 17% that rated it poor or very poor).
 - Mooring had the highest percentage of very good or good ratings at 53%.
 - The boat park, quayside berth and electricity were the least used/available facilities.
- Most respondents feel that services are very good or good. Customer service is rated highest (88% very good or good).
- 46% of respondents believe the charges compare favourably with other harbours but 37% answered that they don't know if they did or not.

Respondent Profile Summary

The majority of respondents were male (92%), less than five were female. The largest age range group was 65 - 74 years old (40%) and the most common ethnic origin of respondents was White British (88%). Most people who completed the survey do not have a disability.

Quality Assurance

To ensure the quality of data provided, all information received through both the online and paper surveys were verified and moderated. This provides reassurance that the results presented overleaf are a true representation of respondent's views.

Notes:

- i. <5 represents fewer than 5 respondents.
- i) No response as listed in a table denotes the number that did not respond to that particular question.

Section 1: Facilities and Infrastructure

1a) Do you believe Tor Bay Harbour Authority are properly managing safety in Tor Bay Harbour?

	Number	Percent
Yes	105	88.2%
No	6	5.0%
No response	8	6.7%
Total	119	100.0%

1b) Do you believe you can influence decisions about the management of the harbour?

	Number	Percent
Yes	12	10.1%
No	40	33.6%
Depends on the issue	62	52.1%
No response	5	4.2%
Total	119	100.0%

- The majority of people who completed the survey believe the harbour authority is managing safety properly (88.2%).
- 33.6% of respondents believe they can't influence harbour management decisions, compared with 10.1% who believe they can. 52.1% felt their influence on decisions would depend on the issue.

1c) Please rate the following facilities and infrastructure:

Facilities used	Slipway		Mooring		Town Dock (Torquay)		Waste Reception Facilities		Water		Electricity		Tender Rack		Quayside Berth		Boat Park	
	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%	N°	%
Very good	26	21.8%	24	20.2%	23	19.3%	14	11.8%	12	10.1%	9	7.6%	7	5.9%	5	4.2%	5	4.2%
Good	33	27.7%	39	32.8%	37	31.1%	29	24.4%	30	25.2%	12	10.1%	24	20.2%	23	19.3%	21	17.6%
Average	17	14.3%	15	12.6%	5	4.2%	30	25.2%	21	17.6%	16	13.4%	17	14.3%	11	9.2%	9	7.6%
Poor	6	5.0%	<5	~	0	0.0%	8	6.7%	10	8.4%	11	9.2%	<5	~	0	0.0%	<5	~
Very poor	<5	~	<5	~	0	0.0%	<5	~	8	6.7%	9	7.6%	0	0.0%	0	0.0%	0	0.0%
Not used / available	15	12.6%	25	21.0%	39	32.8%	28	23.5%	26	21.8%	47	39.5%	39	32.8%	51	42.9%	53	44.5%
No response	19	16.0%	14	11.8%	15	12.6%	9	7.6%	12	10.1%	15	12.6%	29	24.4%	29	24.4%	28	23.5%
Total	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%

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- At least 20% of respondents stated each facility was not used / available, except for the slipway (12.6%). This rose as high as 44.5% regarding the boat park.
- Of all the facilities that were used, mooring scored highest with harbour users for combined good and very good ratings (53.0%), second was the Torquay town dock (50.4%), followed by slipway facilities (49.5%).

Section 2: General Service Provision

2a) How would you judge the overall quality of service within Tor Bay Harbour?

	Number	Percent
Very good	35	29.4%
Good	61	51.3%
Average	11	9.2%
Poor	<5	~
Very poor	<5	~
No response	8	6.7%
Total	119	100.0%

2b) In addition, please rate the following individual services:

	Customer service		Publications / notice boards		Safety information / signage		Events information		Administration	
	N°	%	N°	%	N°	%	N°	%	N°	%
Very good	67	56.3%	24	20.2%	31	26.1%	26	21.8%	48	40.3%
Good	38	31.9%	59	49.6%	58	48.7%	49	41.2%	53	44.5%
Average	7	5.9%	26	21.8%	21	17.6%	26	21.8%	10	8.4%
Poor	<5	~	<5	~	<5	~	9	7.6%	<5	~
Very poor	0	0.0%	0	0.0%	<5	~	<5	~	<5	~
No response	5	4.2%	6	5.0%	6	5.0%	7	5.9%	6	5.0%
Total	119	100.0%	119	100.0%	119	100.0%	119	100.0%	119	100.0%

2c) Would you say that in comparison to last year the quality of service provided in Tor Bay Harbour is:

	Number	Percent
Much better	12	10.1%
Slightly better	22	18.5%
The same	71	59.7%
Slightly worse	<5	~
Much worse	<5	~
No response	8	6.7%
Total	119	100%

2d) Do you believe the charges in Tor Bay Harbour compare favourably with those for other harbours?

	Number	Percent
Yes	55	46.2%
No	15	12.6%
Don't know	44	37.0%
No response	5	4.2%
Total	119	100.0%

- The overall quality of service was judged as very good or good by 80.7% of harbour users.
- All individual services were each rated good or very good by over 60% of respondents.
- Over half of those that completed the survey would say that in comparison to last year the quality of service provided in Tor Bay Harbour is the same (59.7%). 28.6% said there had been improvements.
- Nearly half of respondents (46.2%) think charges in Tor Bay Harbour compare favourably with those for other harbours, however 37.0% did not know.

Section 3: Future Payment Methods

3a) If you had the option to pay your annual harbour account online would you use this facility?

	Number	Percent
Yes	65	54.6%
No	46	38.7%
No response	8	6.7%
Total	119	100.0%

3b) If you had the option to spread the payment of your annual harbour account over four instalments (March, April, May and June) - would you use this facility?

	Number	Percent
Yes	68	57.1%
No	43	36.1%
No response	8	6.7%
Total	119	100.0%

- Just over half of harbour users would use the option to pay their account online (54.6%), but over a third would not (38.7%).
- Similar numbers of harbour users would utilise the option to spread their account payments over four instalments (57.1%), 36.1% would not.

Respondent Profile

Gender

	Number	Percent
Male	109	91.6%
Female	<5	~
No response	6	5.0%
Total	119	100.0%

Ethnic Origin

	Number	Percent
White: British	105	88.2%
White: Irish	<5	~
White: Other	<5	~
Other ethnicity	<5	~
No response	9	7.6%
Total	119	100.0%

Age

	Number	Percent
16-24	<5	~
25-34	<5	~
35-44	<5	~
45-54	25	21.0%
55-64	30	25.2%
65-74	48	40.3%
75+	<5	~
No response	5	4.2%
Total	119	100.0%

Disability

	Number	Percent
Yes	9	7.6%
No	96	80.7%
No response	14	11.8%
Total	119	100.0%

Type of Disability

This question is only asked of those who have said that they have a disability. The percentages are as a proportion of the 119 respondents to the survey. Please note respondents could select more than one choice.

	Number	Percent
Hearing	<5	~
Mobility	7	5.9%
Vision	<5	~
Other	<5	~
No response	108	90.8%
Total	119	100.0%

Home Town

	Number	Percent
Torquay	39	32.8%
Brixham	23	19.3%
Paignton	22	18.5%
In Devon (outside Torbay)	14	11.8%
Elsewhere in the UK	9	7.6%
No response	12	10.1%
Total	119	100.0%

Home Port

	Number	Percent
Torquay	53	44.5%
Brixham	38	31.9%
Paignton	23	19.3%
No response	5	4.2%
Total	119	100.0%

Appendix 1: Comparison of Ports

The following comparisons are based on a small number of responses and should not be treated as statistically reliable. Results are calculated using only those respondents who identified their home port.

Section 1: Facilities and Infrastructure

1a) Do you believe Tor Bay Harbour Authority are properly managing safety in Tor Bay Harbour?

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Yes	31	81.6%	21	91.3%	48	90.6%
No	6	15.8%	0	0.0%	0	0.0%
No response	<5	~	<5	~	5	9.4%
Total	38	100.0%	23	100.0%	53	100.0%

1b) Do you believe you can influence decisions about the management of the harbour?

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Yes	<5	~	<5	~	5	9.4%
No	19	50.0%	5	21.7%	14	26.4%
Depends on the issue	16	42.1%	14	60.9%	30	56.6%
No response	<5	~	0	0.0%	<5	~
Total	38	100.0%	23	100.0%	53	100.0%

1c) Please rate the following facilities and infrastructure:

Moorings

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	11	28.9%	<5	~	8	15.1%
Good	13	34.2%	9	39.1%	15	28.3%
Average	10	26.3%	0	0.0%	5	9.4%
Poor	<5	~	0	0.0%	0	0.0%
Very poor	<5	~	0	0.0%	0	0.0%
Not used / available	<5	~	8	34.8%	16	30.2%
No response	<5	~	<5	~	9	17.0%
Total	38	100.0%	23	100.0%	53	100.0%

Town dock

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	<5	~	16	30.2%
Good	5	13.2%	6	26.1%	25	47.2%
Average	<5	~	0	0.0%	<5	~
Poor	0	0.0%	0	0.0%	0	0.0%
Very poor	0	0.0%	0	0.0%	0	0.0%
Not used / available	21	55.3%	11	47.8%	5	9.4%
No response	9	23.7%	<5	~	<5	~
Total	38	100.0%	23	100.0%	53	100.0%

Quayside berths

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	0	0.0%	<5	~
Good	<5	~	6	26.1%	14	26.4%
Average	8	21.1%	0	0.0%	<5	~
Poor	0	0.0%	0	0.0%	0	0.0%
Very poor	0	0.0%	0	0.0%	0	0.0%
Not used / available	15	39.5%	12	52.2%	22	41.5%
No response	9	23.7%	5	21.7%	13	24.5%
Total	38	100.0%	23	100.0%	53	100.0%

Boat park

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	0	0.0%	5	21.7%	0	0.0%
Good	<5	~	8	34.8%	7	13.2%
Average	6	15.8%	<5	~	<5	~
Poor	0	0.0%	<5	~	<5	~
Very poor	0	0.0%	0	0.0%	0	0.0%
Not used / available	17	44.7%	6	26.1%	29	54.7%
No response	11	28.9%	<5	~	13	24.5%
Total	38	100.0%	23	100.0%	53	100.0%

Tender rack

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	<5	~	<5	~
Good	5	13.2%	9	39.1%	8	15.1%
Average	11	28.9%	0	0.0%	6	11.3%
Poor	0	0.0%	<5	~	<5	~
Very poor	0	0.0%	0	0.0%	0	0.0%
Not used / available	10	26.3%	7	30.4%	21	39.6%
No response	9	23.7%	<5	~	14	26.4%
Total	38	100.0%	23	100.0%	53	100.0%

Slipway

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	6	15.8%	10	43.5%	8	15.1%
Good	10	26.3%	7	30.4%	14	26.4%
Average	7	18.4%	<5	~	6	11.3%
Poor	<5	~	<5	~	<5	~
Very poor	<5	~	0	0.0%	0	0.0%
Not used / available	5	13.2%	0	0.0%	10	18.9%
No response	6	15.8%	<5	~	12	22.6%
Total	38	100.0%	23	100.0%	53	100.0%

Electricity

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	<5	~	<5	~
Good	6	15.8%	0	0.0%	6	11.3%
Average	8	21.1%	<5	~	7	13.2%
Poor	<5	~	<5	~	7	13.2%
Very poor	<5	~	0	0.0%	8	15.1%
Not used / available	13	34.2%	15	65.2%	17	32.1%
No response	<5	~	<5	~	7	13.2%
Total	38	100.0%	23	100.0%	53	100.0%

Water

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	5	21.7%	<5	~
Good	9	23.7%	7	30.4%	12	22.6%
Average	9	12.7%	<5	~	9	17.0%
Poor	<5	~	<5	~	7	13.2%
Very poor	<5	~	0	0.0%	6	11.3%
Not used / available	8	21.1%	5	21.7%	13	24.5%
No response	5	13.2%	<5	~	5	9.4%
Total	38	100.0%	23	100.0%	53	100.0%

Waste reception facilities

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	<5	~	<5	~	8	15.1%
Good	<5	~	<5	~	18	34.0%
Average	11	28.9%	6	26.1%	13	24.5%
Poor	<5	~	<5	~	<5	~
Very poor	<5	~	0	0.0%	0	0.0%
Not used / available	13	34.2%	8	34.8%	7	13.2%
No response	5	13.2%	<5	~	<5	~
Total	38	100.0%	23	100.0%	53	100.0%

Section 2: General Service Provision

2a) How would you judge the overall quality of service within Tor Bay Harbour?

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	10	26.3%	8	34.8%	16	30.2%
Good	18	47.4%	11	47.8%	32	60.4%
Average	6	15.8%	<5	~	<5	~
Poor	<5	~	<5	~	0	0.0%
Very poor	<5	~	0	0.0%	0	0.0%
No response	<5	~	<5	~	<5	~
Total	38	100.0%	23	100.0%	53	100.0%

2b) In addition, please rate the following individual services:

Customer service

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	18	47.4%	17	73.9%	31	58.5%
Good	15	39.5%	<5	~	19	35.8%
Average	<5	~	<5	~	<5	~
Poor	<5	~	<5	~	0	0.0%
Very poor	0	0.0%	0	0.0%	0	0.0%
No response	<5	~	0	0.0%	0	0.0%
Total	38	100.0%	23	100.0%	53	100.0%

Publications / notice boards

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	5	13.2%	7	30.4%	12	22.6%
Good	21	55.3%	10	43.5%	28	52.8%
Average	9	23.7%	5	21.7%	12	22.6%
Poor	<5	~	<5	~	<5	~
Very poor	0	0.0%	0	0.0%	0	0.0%
No response	<5	~	0	0.0%	0	0.0%
Total	38	100.0%	23	100.0%	53	100.0%

Safety information / signage

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	5	13.2%	9	39.1%	16	30.2%
Good	22	57.9%	10	43.5%	26	49.1%
Average	7	18.4%	<5	~	11	20.8%
Poor	<5	~	<5	~	0	0.0%
Very poor	<5	~	0	0.0%	0	0.0%
No response	<5	~	0	0.0%	0	0.0%
Total	38	100.0%	23	100.0%	53	100.0%

Events information

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	7	18.4%	6	26.1%	13	24.5%
Good	15	39.5%	11	47.8%	23	43.4%
Average	7	18.4%	5	21.7%	14	26.4%
Poor	6	15.8%	<5	~	<5	~
Very poor	<5	~	0	0.0%	<5	~
No response	<5	~	0	0.0%	0	0.0%
Total	38	100.0%	23	100.0%	53	100.0%

Administration

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Very good	14	36.8%	9	39.1%	24	45.3%
Good	18	47.4%	12	52.2%	23	43.4%
Average	<5	~	0	0.0%	6	11.3%
Poor	0	0.0%	<5	~	0	0.0%
Very poor	<5	~	0	0.0%	0	0.0%
No response	<5	~	<5	~	0	0.0%
Total	38	100.0%	23	100.0%	53	100.0%

2c) Would you say that in comparison to last year the quality of service provided in Tor Bay Harbour is:

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Much better	<5	~	6	26.1%	<5	~
Slightly better	<5	~	8	34.8%	10	18.9%
The same	27	71.1%	7	30.4%	37	69.8%
Slightly worse	0	0.0%	<5	~	<5	~
Much worse	<5	~	0	0.0%	0	0.0%
No response	<5	~	0	0.0%	<5	~
Total	38	100.0%	23	100.0%	53	100.0%

2d) Do you believe the charges in Tor Bay Harbour compare favourably with those for other harbours?

Home port	Brixham		Paignton		Torquay	
	Number	Percent	Number	Percent	Number	Percent
Yes	16	42.1%	9	39.1%	29	54.7%
No	9	23.7%	<5	~	<5	~
Don't know	13	34.2%	10	43.5%	21	39.6%
No response	0	0.0%	0	0.0%	<5	~
Total	38	100.0%	23	100.0%	53	100.0%