



# Business Plan 2013/2014

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**Index**

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

Appendix 1 - Tor Bay Harbour and Maritime Strategy

Appendix 2 – Municipal Ports Review

Appendix 3 – Plan of Tor Bay Harbour

## **Tor Bay Harbour - Business Plan 2013/14**

### **Business Unit – Tor Bay Harbour Authority**

#### **1. Executive Summary**

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

The Harbour Committee deals with all matters relating to the strategic management of the Council's function as the 'harbour authority'. It is a committee of the full council and is both open and accountable. In particular this Committee determines the level of harbour charges and fulfils the Council's role as Duty Holder for the purposes of the Port Marine Safety Code. This fit for purpose Committee sets the budgets for the harbour and, with the assistance of the Tor Bay Harbour Authority business unit, manages Tor Bay Harbour, which includes the harbour estate. This management is undertaken within the framework of Council policy and with special attention being given to the aspirations set out within the Tor Bay Harbour and Maritime Strategy (see Appendix 1).

Given the arrangements described above the Harbour Authority business unit effectively acts like an internally commissioned service. Torbay Council will examine opportunities to further commission its harbour authority function or improve the governance of Tor Bay Harbour, if appropriate.

There is a strong commitment on behalf of Torbay Council both to improve the service provided by the Harbour to its direct users and to develop its role in supporting the local economy and as a focus both for the local community and visitors to the Bay. In 2013/14, for the second consecutive year, the Harbour Authority will pay the Council a cash dividend.

#### **2. Introduction**

Tor Bay Harbour has existed successfully as a statutory entity since 1970 and it has served the community well. For more than 40 years it has been shown that Tor Bay Harbour can operate successfully, efficiently and economically, and subsequently not become a burden on Torbay Council's resources. Maintaining this situation will remain a constant challenge.

Torbay Council's role as a strong maritime local authority is enhanced because the jurisdiction of the Harbour Authority mirrors the Council's land boundaries and it includes the Bay's entire coastline. Appendix 3 has a plan showing the limits of Tor Bay Harbour.

In operational terms it allows control over 22 miles of coastline and 16 square miles of open sea. This control has proved to be invaluable when issues of water safety combined with sound marine management, impact so clearly on the image of the Bay, and can be seen as both crucial and integral to the tourism product and wider economy. The Bay wide harbour controls have allowed regulation of shipping, control over the pollution risk, management of the harbour estate and zoning of small craft activity. Marine operations regularly dovetail effortlessly with beach, coast and environmental issues, often with a common aim.

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

2009 saw the introduction of the Marine & Coastal Access Act and during 2010 the new Marine Management Organisation became fully operational. These changes are now starting to alter how the UK manages its coastal waters and the marine environment. Consultation commenced at the end of 2012 on a proposed Marine Conservation Zone (MCZ) in Tor Bay. The Harbour Authority already plays an important role with other stakeholders in managing our local coastal zone. The introduction of more Marine Protected Areas within harbour limits are being challenged due to the potential socio-economic impacts.

2013 will see the introduction of marine spatial planning, which implicitly leads to the need for port master planning. This is particularly relevant given the number of quays, piers, buildings and other elements of infrastructure that make up the sizeable harbour estate managed by Tor Bay Harbour Authority. The Tor Bay Harbour Port Masterplan commenced in 2012 and the first edition should be published in 2013.

At a local level Torbay Council has the opportunity to put forward a united front; this is clearly a position of strength. Tor Bay as one harbour is well suited to best serve the needs of all the relevant stakeholders.

**The Tor Bay Harbour Authority Vision and Mission Statement are as follows;**

**Vision - *‘to be a high quality service that is committed to improving Tor Bay Harbour and providing a cleaner and safer environment’.***

- ***“Better Facilities – Safer Harbour – Cleaner Environment”***

**Mission Statement – *‘to offer a quality Service to those who live, work and visit Torbay, by continually striving to improve both Marine and Harbour facilities and ensuring a cleaner and safer environment’.***

To help deliver the vision and mission statement the Tor Bay Harbour Authority business unit is dedicated to providing the best value for harbour and marine users. They will continuously challenge the way harbour services are provided to ensure the most cost effective and efficient approach is adopted. Tor Bay Harbour Authority will continue to work with the private sector, external agencies and other organisations to deliver high quality services. The harbour will provide high quality services by ensuring that all staff are well trained, dedicated and well motivated.

The facilities are provided for residents, tourists, day visitors, clubs, organisations and businesses throughout Torbay. The extent to which individual facilities serve different user groups and individuals is dependent upon the facility type and operation. The service is responsive to the unique make up of Torbay’s resident and visiting population. Torbay has a higher proportion of retired people than the national average and the percentage of the working age population claiming some kind of benefit, is also higher than the national average. In the summer months the total population can swell by over 40% with an influx of tourists and foreign students. Torbay also has areas of serious social deprivation compounded by a decline in the manufacturing industry since 2000.

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

Our main customers and stakeholders include the following :-

- Fishermen, including those from locally based vessels and vessels from other ports (UK and Europe). These include owners, skippers and crew.
- Fish Merchants & Fish Processors.
- Brixham Trawler Agents.
- Ships visiting Tor Bay, including the owners of the vessels, skippers and crew.
- Owners and users of vessels for private pleasure and recreational purposes.
- Owners, skippers and crew of certified passenger carrying pleasure craft, including chartered angling vessels, dive boats, heritage boats, etc.
- Businesses and organisations with tenancy agreements within the Harbour Estate.
- Tourists visiting the resort of Torbay including its enclosed harbours, waterfront and coastline.
- English Riviera Tourism Company Ltd
- Marina operators at Torquay and Brixham - Marina Developments Ltd.
- Royal National Lifeboat Institution (RNLI)
- Marine Management Organisation (MMO)
- Devon & Severn Inshore Fisheries & Conservation Authority (IFCA)
- Maritime & Coastguard Agency (MCA)
- Organisations involved in waterborne sports and activities (e.g. Yacht and sailing clubs, training organisations, Scouts, Sea Cadets, divers, rowing clubs, youth groups etc.).
- Torbay and Brixham Shipping Agents (contracted pilotage service provider).
- Charitable and religious organisations, including various individuals and groups providing entertainment and events within the Harbour Estate.
- Various businesses, organisations and individuals conducting their affairs on the Harbour Estate.
- Torbay Town Centres Co. (Business Improvement Districts)
- The general public and residents of Torbay.

Specific partnership understandings exist with the Maritime & Coastguard Agency (MCA), Torbay & Brixham Shipping Agents, UK Hydrographic Office, Marina Developments Ltd, SeaTorbay, the Torbay Coast and Countryside Trust and other external agencies and Voluntary Sector groups.

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

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**3. SWOT Analysis**

STRENGTHS	WEAKNESSES
Dedicated and experienced staff	Overprotection of the natural and physical environment – a reluctance to change
Natural harbour and safe anchorage	Extent of physical infrastructure (exposure to storm damage & climate change)
Fit for purpose Harbour Committee	Transport infrastructure
Statutory legislation ensures control	Method and inconsistency of past harbour governance
Comprehensive harbour byelaws	Resources diverted for provision of public amenity facilities
Support of Torbay Council	Very limited commercial/shipping income
Diversity and richness of natural environment	Operational land not ‘safeguarded’ by the planning system
Extent of and range of property on harbour estate	Ageing infrastructure with a significant repairing liability
Self-financing and policy of ring-fenced harbour accounts	Low profile of harbour authority status
Limited interference in harbour management by Torbay Council	No Harbour Management Plan
Designated sites protecting the natural and physical environment	No Port Masterplan
One of the best race sailing Bays in the UK	
A compulsory pilotage service providing safety and protection	
OPPORTUNITIES	THREATS
Physical environment (Quality of life)	Competition from other ports & harbours
Growing interest in marine based leisure activity	European fishing policies (restrictions with fish quota/depleted fish stocks)
A catalyst for regeneration activity	Climate change – sea level rise
Integrated coastal zone management	Storm damage to quays, piers & breakwaters
Maximise commercial use of assets	Increasing user conflict over a shared and finite resource
Geo-park status	Pollution – especially our sea and coast
Raise external profile and promote success	Change of financial policy (removal of ring-fenced harbour accounts)
Trend for green tourism	Resistance to change i.e. improved governance
External funding opportunities	Loss of operational land to developers
Climate change – sea level rise	Inadequate regional & national ports strategy
Commissioning of Tor Bay Harbour Authority – arms length governance	Too many sites designated for protection in the natural and physical environment
Coastal Partnership – SeaTorbay	New cash dividend to the Council’s general fund becoming too much of a burden
Larger sub-regional marine leisure market opened up by the South Devon link road	Disruption to business caused by major redevelopment of adjacent sites

## **Tor Bay Harbour - Business Plan 2013/14 Business Unit – Tor Bay Harbour Authority**

### **4. Compliance with the Municipal Ports Review**

In 2007 Torbay Council decided to accept the main findings of the Municipal Ports Review (Appendix 2), published the previous year. Consequently the Council made constitutional changes to set up a decision making Committee called the 'Tor Bay Harbour Committee'. The Committee's purpose is to manage and govern Tor Bay Harbour, which includes the enclosed harbours of Brixham, Torquay and Paignton. Although the Committee cannot make decisions outside the Council's policy framework it does set its own budget, determine the level of harbour charges and has a capital spending limit of £25,000.

Up to fifteen people can sit on the Harbour Committee, 9 members of the Council plus up to five external non-voting advisors appointed by the Committee on a four year term (maximum term 8 years) and the option for one non-voting private sector advisor representing the Board of the Economic Development Company (Torbay Development Agency). Political group leaders have been asked to take account of the geographical spread of members and the need for continuity when making appointments to the Harbour Committee. The external non-voting advisors are selected and appointed following a skills audit. Meetings are usually held every quarter with additional meetings as required.

The relationship between the Council as the owning authority and the Harbour Committee as the managing body is determined by detailed Terms of Reference and a Protocol, which forms part of the Council's Constitution. In effect the Tor Bay Harbour Authority business unit is an internally commissioned service.

The Harbour Committee, which, when required, reports directly to the full Council, is also the '**duty holder**' under the Port Marine Safety Code.

There are two bespoke stakeholder groups set up to give advice on day to day operational matters and to provide a conduit on such matters to the Harbour Committee. The two groups, which have formal constitutions, are known as the Brixham Harbour Liaison Forum and the Torquay/Paignton Harbour Liaison Forum. Both Forums meet quarterly, two weeks prior to the Harbour Committee meetings. The Forum minutes are standing agenda items for the Harbour Committee.

Torbay Council may decide to accept more recommendations from the Municipal Ports Review in years to come but for now it has created an accountable, expert and responsive form of governance and the harbour management has an appropriate level of independence and flexibility.

Although currently working well the Council could improve the governance arrangements set out above by considering other commissioning options for its harbour authority function.

### **5. Strategic Objectives and Core Values**

#### **Links to Corporate and Community priorities and objectives.**

There are a variety of different and obvious links between this Plan relating to Tor Bay Harbour and the provision of the Tor Bay Harbour Authority business unit, and the

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

Council's overall '**Vision**' for Torbay, which is "**Working together for a Healthy, Prosperous and Happy Bay**".

The provision of Tor Bay Harbour Authority, as a statutory function, contributes directly and indirectly to all of the Council's three corporate themes – **A Healthy Bay – A Prosperous Bay – A happy Bay**. In particular two of the key themes link to the operation of Tor Bay Harbour and these are '**A Prosperous Bay**' and '**A Happy Bay**'.

Tor Bay Harbour, the waterfront, the three enclosed harbours, the piers and the coastline all form a central part of our built and natural environment. Tor Bay Harbour Authority endeavour to keep the enclosed harbours, the harbour estate and the Bay clean, safe, tidy and attractive and by so doing the service remains crucial to the overall feeling of civic pride endorsed within the **Corporate Plan**.

### **Harbour Authority Objectives**

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

### **Shared Objectives**

- Working towards creating a sustainable and flourishing leisure, culture and tourism sector that is open to residents and visitors.
- Creating the right environment for inward investment.
- Making it easier to get around the Bay by developing integrated transport where feasible.

### **Delivering on our Core Values**

- To maintain and improve the quality of service that we provide to our customers.
- Our services will be tailored to meet the changing needs of our customers.
- Marine and harbour facilities will be made available to as many users as possible.
- To develop a professional and caring service, that is fit for purpose.
- We are committed to the courteous and fair treatment of our customers.
- To consult with all relevant user groups and stakeholders.
- To provide an open, accountable and transparent management of Tor Bay Harbour.
- To provide a prompt reply to correspondence (including letters, faxes and e-mails).
- To carry out our duties in a fair and equitable manner.

### **Overall Objective**

To maintain, protect and enhance the harbour whilst at the same time deriving the range of sustainable benefits, environmental, economic and social; as outlined in the Tor Bay Harbour and Maritime Strategy



**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**6. Priorities, Outcomes and Actions**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

**PRIORITY No. 1: MAINTAIN SAFETY**

The outcomes we want to achieve are:

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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Renew the bi-lateral agreement with the UK Hydrographic Office	Annually	Executive Head
Undertake routine maintenance of harbour infrastructure	Ongoing	Harbour Masters
Pass annual audit/inspection from Trinity House and file quarterly reports	Annually/Quarterly	Executive Head
Issue local Notices to Mariners and enforce Harbour Byelaws	As required	Harbour Masters
Lay seasonal 5-knot buoys & navigational marks	May 2013	AHM Torquay
Manage the seasonal beach/harbour patrol craft	May to September 2013	DHM Torquay
Safety Management System audit completed and improvement plan agreed	December 2013	Harbour Masters
Safety Management System Improvement Plan (2012/13) implemented	November 2013	Harbour Masters
Review and improve the Safety Management System software	June 2013	Executive Head
Review and exercise the Tor Bay Harbour Emergency Response Plan	Annually	Executive Head/TBC
Review the delegated powers of the Executive Head of Tor Bay Harbour Authority	March 2014	Harbour Committee
Review of existing harbour powers (every 5 years)	December 2015	Executive Head & Harbour Committee
Explore provision of new offices for displaced MCA staff	September 2013	Executive Head & TDA

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

**PRIORITY No. 2: IMPROVE CUSTOMER EXPERIENCE**

**The outcomes we want to achieve are:**

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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Refresh the Tor Bay Harbour Website	April 2013	DHM Torquay
Supply up to date/live weather and tidal data to the Tor Bay Harbour website	June 2013	AHM Torquay
Undertake a customer satisfaction survey and react to the results	February to May 2013	Executive Head
Continue benchmarking via the British Ports Association, UK Harbour Masters Association, RYA, BMF & SW Regional Ports Association	Ongoing	Harbour Masters
To provide a prompt reply to correspondence (including letters, faxes and e-mails)	Ongoing	All Office Staff
Complete Equality Impact Assessments (Annually)	November 2013	HM Paignton
Implement Equality Impact Assessment Improvement Plans (Annually)	November 2013	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	March 2014	All Managers
Encourage Harbour Masters to fully complete CPD records	Ongoing	Executive Head
Work with the Director of Place & Resources and the Chairman of the Harbour Committee Chairman to consider the impact of the Localism Act and in particular the issues surrounding the 'community right to challenge' – if necessary provide the business case for future service delivery options for Tor Bay Harbour Authority	March 2014	Executive Head, Harbour Committee Chairman & Director of Place & Resources
To review the Tor Bay Harbour Operational Moorings Policy (Annually)	March 2014	Executive Head

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

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

**The outcomes we want to achieve are:**

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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Influence decision making over the management measures of the new Special Area of Conservation in Tor Bay	March 2014	Harbour Masters & SeaTorbay
Influence decision making over the location of Marine Conservation Zones	March 2014	Executive Head, Harbour Committee & TBC
Attend meetings with other coastal zone stakeholders. (Inshore Fisheries and Conservation Authority (IFCA), Torbay Coast & Countryside Trust, SeaTorbay, Devon Maritime Forum)	Ongoing	Harbour Masters
Assist in the collection of spatial mapping data	Ongoing	Harbour Masters
Distribute information on good practice and regulations to boat owners (Green Blue Initiative) – improve recycling and reduce carbon emissions	Ongoing	Harbour Masters
Help provide appropriate sea/flood defences and raise awareness of sea level rise	Ongoing	Harbour Committee, TBC & EA
Deliver the project to replace chain moorings with pontoon berths in Torquay's inner harbour	March 2014	Executive Head
Continue work on a Coastal Zone Management Plan in consultation with stakeholder groups	September 2013	Executive Head & SeaTorbay
Continue to investigate renewable energy projects for use on the harbour estate	October 2013	Executive Head
Deliver improved passenger landing facilities at Torquay & Brixham	June 2013	Executive Head with Transport Planning

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

**PRIORITY No. 4: ENGAGE WITH THE COMMUNITY AND HARBOUR USERS**

**The outcomes we want to achieve are:**

- **To consult with all relevant user groups and stakeholders**
- **To provide an open, accountable and transparent management of Tor Bay Harbour**
- **A higher percentage of people who feel they can influence harbour management decisions**
- **Influence, respond and contribute to the economic, voluntary, community, cultural and environmental agendas**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Support the development of a Maritime Centre of Excellence	As required	Executive Head
Hold quarterly meetings with harbour users & stakeholders (Liaison Forums)	Quarterly	Harbour Masters
Continue to encourage young people to engage in marine activities	As required	Harbour Masters
Support and engage with Coastal Partnership – SeaTorbay	Ongoing	Harbour Masters
To continue to work with and/or participate with relevant voluntary and community organisations (Community Partnerships, Pride in Brixham)	Ongoing	Harbour Masters
Improve understanding of the work of the Harbour Authority through talks, boat trips, open days, etc.	Ongoing	Executive Head & Harbour Masters

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

**PRIORITY No. 5: ENCOURAGE LOCAL PROSPERITY**

**The outcomes we want to achieve are:**

- **Capitalise on Torbay’s maritime setting**
- **Support for the local economy and economic growth**
- **Regeneration of the enclosed harbours of Brixham, Paignton and Torquay**
- **Enable a strong and sustainable Fishing Industry**

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Deliver a “Port Masterplan” for Tor Bay Harbour	September 2013	Executive Head & Harbour Committee
By working with stakeholders investigate options to improve the management of the new Fish Market complex	March 2014	Executive Head
Produce a schedule of Maritime Events (Annually)	January 2014	DHM Torquay
Contribute to tourism by working to support event organisers	Ongoing	All Harbour Staff
Work collaboratively with the English Riviera Tourism Company Ltd, especially in respect of marketing and promoting Tor Bay Harbour	Ongoing	Harbour Masters & ERTC
Contribute to tourism by providing visitor mooring facilities (Annually)	Ongoing (May ~ Oct)	Harbour Masters
Work with the Economic Development Company (TDA), the Mayor and the Council on marine and waterfront projects	Ongoing	Executive Head & Harbour Committee
Work with the Economic Development Company (TDA), the Mayor and the Council to complete a feasibility study for an extension to Torquay harbour	March 2014	Executive Head
Work with the Economic Development Company (TDA), the Mayor, the Council and the Local Enterprise Partnership (LEP) on maximising the potential benefits of the SW Marine Energy Park	March 2014	Executive Head & Harbour Committee Director of Place & Resources
Agree the Tor Bay Harbour Authority Business Plan (Annually)	March 2014	Harbour Committee

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**KEY THEMES – A HEALTHY BAY, A PROSPEROUS BAY AND A HAPPY BAY**

**PRIORITY No. 6: ACHIEVE FINANCIAL STRENGTH**

**The outcomes we want to achieve are:**

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

<b>ACTIONS</b>	<b>Timescale</b>	<b>Who</b>
Keep existing businesses and attract new activities, including direct and indirect marketing and promotion.	Ongoing	Executive Head & Harbour Committee
Monitor variation on budgeted income	Quarterly	Executive Head & Harbour Committee
Monitor variation on budgeted expenditure	Quarterly	Executive Head & Harbour Committee
Produce an Asset Management Plan for the Business Unit (Annually)	March 2014	Executive Head
Review the Risk Register for the Business Unit (Annually)	September 2013	Executive Head
Review the future use of the Harbour Lights building	September 2013	Executive Head & TDA
Test and review a Business Continuity Plan for the Business Unit	July 2013	Harbour Masters
Maximise harbour estate lettings occupancy	Quarterly	Executive Head & Harbour Committee
Undertake Energy Audits at each enclosed harbour (linked to Priority 3 above to reduce carbon emissions)	November 2013	Harbour Masters
Set the Tor Bay Harbour Charges and Harbour Budget (Annually)	December 2013	Harbour Committee
Analyse our visitor data and explore marketing opportunities (Annually)	January 2014	Harbour Masters
Review the Audit Plan for Tor Bay Harbour Authority (Annually)	June 2013	Harbour Committee

**Key**

Executive Head	Executive Head of Tor Bay Harbour Authority	TBC	Torbay Borough Council
ERTC	English Riviera Tourism Company Ltd	EA	Environment Agency
TDA	Torbay Development Agency (Economic Development Co.)		

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**7. Budget and Financial Planning**

**TORQUAY and PAIGNTON HARBOURS**

**PROJECTED OUTTURN 2012/13 and APPROVED BUDGET 2013/14**

<b>Expenditure</b>	<b>OUTTURN 2011/12 £000</b>	<b>PROJECTED OUTTURN 2012/13 £000</b>	<b>APPROVED BUDGET 2013/14 £000</b>
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	137	140	144
Repairs and Maintenance	150	163	153
Rent Concessions	1	2	2
Other Operating Costs	82	101	105
Town Dock Costs	8	3	5
Management and Administration :-			
Salaries	174	174	181
Internal Support Services	118	105	105
External Support Services		19	19
Other Administration Costs	42	84	48
Capital Charges	183	178	178
Contribution to Patrol Boat Operation	2	5	3
Dividend to General Fund (based on 2.5%/6% of total income)	0	25	59
	<b>897</b>	<b>999</b>	<b>1,002</b>
<b>Income</b>			
Rents and Rights :-			
Property and Other Rents/Rights	246	266	260
Marina Rental	222	222	222
Operating Income :-			
Harbour Dues	64	64	79
Visitor and Slipway	48	44	41
Mooring fees	65	63	69
Town Dock	234	251	250
Boat and Trailer parking	32	37	37
Other Income	44	42	25
Contribution from Reserve	5	30	0
	<b>960</b>	<b>1,019</b>	<b>983</b>
<b>Operating Surplus /(Deficit)</b>	<b>63</b>	<b>20</b>	<b>(19)</b>
Early repayment of Prudential Borrowing	(63)	0	0
<b>Net Deficit to Reserve</b>	<b>0</b>	<b>20</b>	<b>(19)</b>

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**BRIXHAM HARBOUR**

**PROJECTED OUTTURN 2012/13 and APPROVED BUDGET 2013/14**

<b>Expenditure</b>	<b>2011/12 Outturn £ ,000</b>	<b>2012/13 Projected Outturn £ ,000</b>	<b>2013/14 Provisional Budget £ ,000</b>
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	177	133	228
Repairs and Maintenance	215	200	120
Rent Concessions	4	4	4
Other Operating Costs	313	371	352
Management and Administration :-			
Salaries	135	135	148
Internal Support Services	103	88	88
External Support Services	0	19	19
Other Administration Costs	43	103	37
Capital Charges	300	291	291
Leased properties	20	0	0
Contribution to Patrol Boat Operation	2	5	3
Dividend to General Fund (based on 2.5% of total income)	0	36	81
	<b>1,312</b>	<b>1,385</b>	<b>1,371</b>
<b>Income</b>			
Rents and Rights :-	179	211	215
Rents and Rights	162	162	162
Marina Income			
Operating Income :-			
Harbour Dues	90	87	87
Visitor and Slipway	13	12	13
Mooring fees	142	135	138
Fish Tolls income	739	650	650
Other Income	115	84	91
Contribution from Reserve	17	114	0
	<b>1,457</b>	<b>1,455</b>	<b>1,356</b>
<b>Operating Surplus /(Deficit)</b>	<b>145</b>	<b>70</b>	<b>(15)</b>
Early repayment of Prudential Borrowing	(145)	0	0
<b>Net Surplus/(Deficit) to Reserve</b>	<b>0</b>	<b>70</b>	<b>(15)</b>



**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**TORQUAY AND PAIGNTON HARBOURS - FUTURE YEARS**

	APPROVED ESTIMATE 2012/13 £000	PROJECTED OUTTURN 2012/13 £000	PROVISIONAL ESTIMATE 2013/14 £000	PROVISIONAL ESTIMATE 2014/15 £000	PROVISIONAL ESTIMATE 2015/16 £000	PROVISIONAL ESTIMATE 2016/17 £000
<b>1. EXPENDITURE</b>						
Employees	314	314	325	330	334	341
Maintenance	153	163	153	157	161	165
Rent Concessions	2	2	2	2	2	2
Other Costs	163	204	172	176	180	185
Town Dock excl Cap Financing	10	3	5	5	5	5
Capital Financing	184	178	168	168	168	168
Patrol Boat Deficit	3	5	3	3	3	3
Support Services	119	105	105	108	111	114
	948	974	943	959	974	993
<b>2. INCOME</b>						
<b>Marina Rent</b>	222	222	222	222	222	222
Rent and Other	246	266	260	260	260	260
User Charges /Other	227	280	251	251	251	251
User Charges - Town Dock	241	251	250	250	250	250
	936	1,019	983	983	983	983
<b>Projected Net Surplus/(Deficit) before charges increases</b>	(35)	20	(19)	(35)	(50)	(69)
<u>Cumulative effects of increasing charges/growth</u>						
User charges 2.5% year on year				6	12	19
				6	12	19
Marina rentals 0% year on year				0	0	0
<b>Potential Net Surplus/(Deficit)</b>	(35)	20	(19)	(23)	(26)	(31)
<i>Revenue Deficit Reserve level at Year End (maintained at minimum level)</i>		204	197	199	201	204
<i>Capital Projects Reserve level at Year End*</i>		392	389	374	357	337
<i>Total Reserve level at Year End</i>		596	586	573	558	541

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**BRIXHAM HARBOUR - FUTURE YEARS**

	APPROVED ESTIMATE 2012/13 £000	PROJECTED OUTTURN 2012/13 £000	APPROVED ESTIMATE 2013/14 £000	PROVISIONAL ESTIMATE 2014/15 £000	PROVISIONAL ESTIMATE 2015/16 £000	PROVISIONAL ESTIMATE 2016/17 £000
<b>1. EXPENDITURE</b>						
Employees	353	268	376	382	387	395
Maintenance	120	200	120	123	126	129
Rent Concessions	4	4	4	4	4	4
Other Costs	304	493	408	418	428	439
Patrol Boat Deficit	3	5	3	3	3	3
Support Services	107	88	88	90	92	94
	1,191	1,349	1,290	1,311	1,331	1,355
<b>2. INCOME</b>						
Marina Rent	167	162	162	162	162	162
Rent and Other	213	211	215	225	235	235
Fish Tolls	525	650	650	650	650	650
User Charges	281	432	329	329	329	329
	1,186	1,455	1,356	1,366	1,376	1,376
<b>Projected Net Surplus/(Deficit) before charges increases</b>	<b>(34)</b>	<b>70</b>	<b>(15)</b>	<b>(26)</b>	<b>(36)</b>	<b>(60)</b>
<u>Cumulative effects of increasing charges/growth</u>						
User charges 5% year on year				8	16	24
Marina rentals 0% year on year				0	0	0
<b>Potential Net Surplus/(Deficit)</b>	<b>(34)</b>	<b>70</b>	<b>(15)</b>	<b>(18)</b>	<b>(20)</b>	<b>(36)</b>
<i>Revenue Deficit Reserve level at Year End (maintained at minimum level)</i>						
		291	271	275	278	280
<i>Probable Min Reserve Target levels (before charges increases)</i>						
		216	228	215	201	175
<i>Probable Min Reserve Target levels (including charges increases)</i>						
		507	499	490	479	455

## **Tor Bay Harbour - Business Plan 2013/14 Business Unit – Tor Bay Harbour Authority**

### **Cash Dividend to the Council's General Fund**

Torbay Council's general fund budget is facing a shortfall of approximately £11m for 2013/14 and all council business units have been asked to make savings and/or look at income opportunities to help reduce the deficit. The Chairman of the Harbour Committee and the Executive Head of Tor Bay Harbour Authority therefore agreed to recommend an increase to the cash dividend contribution payable to the general fund from the harbour accounts in 2013/14. On 17<sup>th</sup> December 2012 the Harbour Committee agreed to contribute a dividend representing 6% of harbour income for 2013/14 and the offer was linked to a clear understanding that "support costs" made by the general fund to the harbour account would not, in normal circumstances, rise above the 2011/12 level. Furthermore, it was indicated that the delivery of a fully commissioned harbour authority service could reduce some of the existing support & fixed costs and that such cost reduction and efficiency gains, if they were achieved, would place the harbour authority in a better position to potentially continue paying a cash dividend in future years. i.e. beyond the current financial crisis. In 2007 Torbay Council decided to accept the main findings of the Municipal Ports Review and the principle of paying a dividend to the "owning authority" is clearly established within this review. However, the contribution for 2013/14 amounts to £140k and this has put considerable pressure on next year's Harbour's budget.

### **Harbour Reserve Funds**

The balance on the Harbour Reserve Funds forms part of the Council's overall cash balances which are invested in line with the annual Treasury Management Strategy approved by Council. The strategy sets out assumptions on interest rates and the controls for maintaining security of cash. Since 2007/08 investments have yielded annual returns of 5.50%, 2.64%, 1.30% and 1.40%. The global economic crisis continues to present a challenge to investment yields with an expected return for 2011/12 of 1.28%. Global economic and market rates continue to subdue investment rates with further downward pressure expected on the UK Bank Rate in 2013/14 and beyond. A return of 1.45% has been budgeted for 2013/14 but with significant risk to the downside.

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

[http://www.torbay.gov.uk/index/council/financial\\_services/treasurymanagement.htm](http://www.torbay.gov.uk/index/council/financial_services/treasurymanagement.htm)

The balances of the Harbour Reserve Fund at 1<sup>st</sup> April 2012 were;

Torquay and Paignton Harbours	-	£ 621,515
Brixham Harbours	-	£ 543,108

**Tor Bay Harbour - Business Plan 2013/14**  
**Business Unit – Tor Bay Harbour Authority**

**8. Targets and Performance Indicators**

The following are a selection of targets and performances indicators that are tracked on the Council's corporate performance management system – SPAR.NET.

**Harbour Users Survey – Overall quality of service recorded as either Average, Good or Excellent. Changed for 2009/10 to Good or Excellent only.**

Year	Target	Actual	Status
2006/07	90%	96%	On Target
2007/08	95%	97%	On Target
2008/09	97%	100%	On Target
2009/10	85%	86%	On Target
2010/11	86%	82%	On Target
2011/12	85%	81.6%	On Target
2012/13	85%	Data not due	Data not due

**Brixham Harbour Fish Tolls**

Year	Target	Actual	Status
2006/07	£410,000	£485,952	Well Above Target
2007/08	£450,000	£526,102	Well Above Target
2008/09	£485,000	£465,778	On Target
2009/10	£485,000	£471,248	On Target
2010/11	£485,000	£556,620	Well Above Target
2011/12	£474,000	£739,192	Well Above Target
2012/13	£525,000		

**Navigation Lights Availability**

Year	Target	Actual	Status
2006/07	100%	100%	On Target
2007/08	100%	99%	On Target
2008/09	100%	100%	On Target
2009/10	100%	100%	On Target
2010/11	100%	100%	On Target
2011/12	100%	99%	On Target
2012/13	100%		

**Harbour estate lettings occupancy**

Year	Target	Actual	Status
2006/07	100%	99%	On Target
2007/08	100%	99%	On Target
2008/09	100%	97%	On Target
2009/10	100%	96%	On Target
2010/11	100%	96%	On Target
2011/12	100%	97.5%	On Target
2012/13	100%		

**9. Business Plan Acceptance Statement****Business Plan Acceptance**

<b>Business Unit - Tor Bay Harbour Authority</b>	<b>Business Plan 2013/14</b>
--	------------------------------

<b>Signed and accepted by Executive Head Tor Bay Harbour Authority</b>	<i>Print and Sign</i>
<b>Date</b>	

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

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**APPENDIX 1**

Tor Bay Harbour and Maritime Strategy

Please find a copy at :-

[www.tor-bay-harbour.co.uk/index/leisure/harbours/harbourgovernance/harbourpublications.htm](http://www.tor-bay-harbour.co.uk/index/leisure/harbours/harbourgovernance/harbourpublications.htm)

**Tor Bay Harbour - Business Plan 2013/14  
Business Unit – Tor Bay Harbour Authority**

**APPENDIX 2**

Municipal Ports Review

“Opportunities for Ports in Local Authority Ownership”

Please find a copy at :-

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

# Tor Bay Harbour - Business Plan 2013/14

## Business Unit – Tor Bay Harbour Authority

### APPENDIX 3

#### Plan of Tor Bay Harbour

