



# **Tor Bay Harbour Authority - Service Asset Management Plan 2014/15**

## **1. Service Background and Outcomes**

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

The Harbour Committee deals with all matters relating to the strategic management of the Council's function as the 'harbour authority'. It is a committee of the full council and is both open and accountable. In particular this Committee determines the level of harbour charges and fulfils the Council's role as Duty Holder for the purposes of the Port Marine Safety Code. This 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 within the framework of Council policy, with special attention being given to the aspirations of the Tor Bay Harbour Port Masterplan (adopted in December 2013).

Torbay Harbour has existed successfully as a statutory entity since 1970 and it has served the community well. The move, over forty years ago, to create a single new harbour authority was both brave and visionary and since 1970, Tor Bay Harbour has shown that it can operate successfully, efficiently and economically, and subsequently it has not become a burden on Torbay Council resources. Since 2012/13 a cash dividend contribution has been made to the Council's general fund from the harbour accounts to help support the corporate budget shortfall resulting from government funding cuts.

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.

## **Harbour Estate**

The 'harbour estate' means the piers, wharves, quays, berths, roads, sheds and other works and conveniences, and the lands, buildings and property of every description, and of whatever nature, which are for the time being vested in or occupied by the Corporation (Council) as harbour authority and used for the purpose of the harbour undertaking. (Tor Bay Harbour Act 1970)

All of the assets currently managed by the Tor Bay Harbour Authority business unit on behalf of Torbay Council, as the harbour authority, are governed by the Harbour Committee. Many of the assets are critical to the safe operation of the harbour and other assets are essential in terms of the revenue contribution they make to the ring-fenced budget delivered by the Tor Bay Harbour Authority business unit for the Harbour Committee. The extent of the harbour estate is fixed by the Council and may be varied from time to time having taken full consideration of the operational requirements of the harbour authority and the Council's policy to deliver a self-funding, financially sustainable harbour service.

The accommodation and property that is under the control of the Harbour Committee and Tor Bay Harbour Authority business unit adequately meets the immediate needs of the service. In recent years investment has been made in new quayside infrastructure at Brixham with a new fish market, office building, employment units and a new restaurant on the harbour estate. Income derived from property on the harbour estate is critical to the harbour business. The level of rental income received is significantly more than that generated by harbour charges, with the exception of fish toll income.

Routine maintenance costs for harbour assets are met from the ring-fenced harbour accounts as per Council policy. The agreed budget for repairs & maintenance for 2014/15 are; £101,600 for Torquay, £25,900 for Paignton and £118,600 for Brixham.

In 2008 the Harbour Committee approved the establishment of a Harbour Asset Review Working Party. The Director of Marine Services (now Executive Head of Tor Bay Harbour Authority) advised Members that the Harbour Committee's Terms of Reference require that the Harbour Committee provide strategic direction in relation to those assets within Tor Bay Harbour and the harbour estate that are managed by Marine Services (now the Tor Bay Harbour Authority business unit). It was suggested that in order to achieve this requirement the Committee should challenge whether all the harbour assets are required, fit for purpose and provide value for money to meet current and future needs. It was also recommended that the Committee should be able to identify under-performing or surplus assets so that it can make recommendations about how such may be rationalised or disposed of. The Harbour Committee felt that to fulfil this role, a Working Party should be established to review those assets managed by the Harbour Authority.

In June 2013 the Harbour Committee resolved that a Harbour Asset Review Working Party, comprising three members of the Harbour Committee (two Conservative Members and one Liberal Democrat Member) 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.

The Harbour Asset Review Working Party held a meeting on 24<sup>th</sup> February 2014 and has worked in consultation with the Executive Head of Tor Bay Harbour Authority to recommend to the Harbour Committee this Harbour Asset Management Plan.

## 2. Predicted Service Delivery Changes

In September 2013 the Harbour Asset Review Working Party reported to the Harbour Committee that :-

- all assets within Tor Bay Harbour and the Harbour Estate had been successfully reviewed.
- they were satisfied that they could broadly establish how each asset was performing.
- a successful disposal of an old steel workboat had been noted and that a separate report should be presented to the Harbour Committee covering the procurement of a replacement vessel.
- no assets were identified as being surplus to the requirements of the Harbour Authority.
- strategic direction had been provided to the Executive Head of Tor Bay Harbour Authority in relation to some of the short-term proposals contained within the Port Masterplan.
- support had been given to 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, to help the Council make savings on the corporate budget.

In determining this advice 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. Scope of Service Asset Management Plan

This Asset Management Plan covers all assets managed and occupied by the Tor Bay Harbour Authority business unit.

## 4. Identification of Current Property Portfolio

This data is captured in the Excel spreadsheet entitled 'List of Tor Bay Harbour Assets', attached as Annex 1.

## 5. Identification of Property Surveys

This data is captured in the Excel spreadsheet entitled 'List of Tor Bay Harbour Assets', attached as Annex 1.

## 6. Preferred Options & Action Plan

Annex 1, entitled 'List of Tor Bay Harbour Assets', shows the current asset/property portfolio under the day to day management of the Tor Bay Harbour Authority business unit, which is subject to strategic advice and direction from Torbay Council's Harbour Committee. The list flags all assets giving their current situation as being Operational (O), Let (L), Empty (MT) or Derelict (D). The Harbour Asset Review Working Party, described in section 1 above, is tasked with reporting to the Harbour Committee on how each asset is performing and identifying any that are surplus. This advice would include indicating what action if any is required to implement any required changes.

## 7. Implement Audit & Review

Notwithstanding the comments made in sections 2 & 6 above, the following assets have been identified as requiring an ongoing review and/or action.

Asset Ref	Asset Name	Action	Timeline
B0082	Brixham Harbour Breakwater	Capital repairs required to the bull-nose end (£50,000) agreed by the Harbour Committee. (EA funded)	Underway
T0004AB	Haldon Pier	Capital repairs commenced in late 2009. Further work is required and this is subject to a flood defence funding bid from the EA.	Underway
P0242	Harbour Light Building	Exploring redevelopment opportunity. (Masterplan)	0 to 5 years
T0006AF	Torquay – Town Dock	Ongoing design adjustment to overcome structural damage to steelwork on certain pontoons.	Underway
T0503	Princess Pier	Capital repairs are required and this is subject to a flood defence funding bid from the EA.	0 to 5 years
B0077AS	Auction/Training Room	Agreed to investigate transfer to harbour undertaking as a training room facility. (Interreg funded)	December 2014
T0006AA15	Compound Store Adjacent Unit 7	Agreed to pursue development opportunity	0 to 5 years
T0004AD	Old Fish Quay - Torquay	Full structural survey required.	December 2014
T0007AB	Living Coasts site	Agreed to pursue adoption of Council land into the harbour estate. (Masterplan)	0 to 5 years

<b>Asset Ref</b>	<b>Asset Name</b>	<b>Action</b>	<b>Date for Review</b>
T0004AD	North Quay (MDL car park) - Torquay	Potential hotel development opportunity with existing tenant and new developer. (Masterplan)	0 to 5 years
T0006AG	New passenger landing pontoon and brow – Torquay	Outstanding snagging items need to be completed. (Masterplan)	April 2014
TBA	New passenger landing pontoon and brow – Brixham	Outstanding snagging items need to be completed. (Masterplan)	April 2014
T0006AB P0241AE B0064	Beacon Quay - Public Toilets Paignton Harbour - Public Toilets New Pier Brixham - Public Toilets	To be adopted into the harbour estate. Review running costs, cleaning regime, opening hours, fixtures & fittings.	April 2014
T0004AE T0004AF	Boat Booking Kiosks 1 & 3 – Victoria Parade	Explore relocation and investment opportunities with existing tenants.	December 2014
T0004AK	Victoria Parade Walkway & Planters - Torquay	Provide loading & delivery bays for harbour users. (Masterplan)	May 2014
T0004	Torquay Inner Harbour	Provide 173 marina style pontoon berths. (Masterplan)	May 2014
T0004AN	Princess Pier Commercial Pontoons - Torquay	Extend pontoon system to accommodate inshore fishing boat fleet. (Masterplan)	June 2014
Fleet No. 352	Vehicles & Plant	Replace 1 x Tipper Truck (Brixham Harbour)	April/May 2014
B0097AB	Store at Blackball Lane - Brixham	Discontinue the operational use of this asset and pursue a leasehold use via an open market tendering process.	April/May 2014