



# Business Plan 2015/2016

**Tor Bay Harbour - Business Plan 2015/16**  
**Business Unit – Tor Bay Harbour Authority**

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## **Tor Bay Harbour - Business Plan 2015/16**

### **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 service team, 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 Port Masterplan (see Appendix 1).

Given the arrangements described above the Harbour Authority service team effectively acts like an internally commissioned service. Torbay Council will continue to review its harbour authority function and seek opportunities to improve the governance of Tor Bay Harbour, where 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 2015/16, the Harbour Authority will continue to pay the Council a cash dividend as well as an asset rental fee.

#### **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 has become extremely challenging in recent years as cash leaves the 'ring-fenced business' to help alleviate the financial pressure placed on the owning authority.

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

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regularly dovetail effortlessly with beach, coast and environmental issues, often with a common aim.

2009 saw the introduction of the Marine & Coastal Access Act and during 2010 the new Marine Management Organisation became fully operational. These changes have altered how the UK manages its coastal waters and the marine environment. In December 2013 a Marine Conservation Zone (MCZ) was designated in Tor Bay. The Harbour Authority already plays an important role with other stakeholders, such as SeaTorbay, in managing our local coastal zone.

The Tor Bay Harbour Port Masterplan which commenced in 2012, was approved, adopted and published by Torbay Council in December 2013. This milestone 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. In addition, further progress will be made during 2015/16 on the emerging South Coast Marine Plan as the introduction of marine spatial planning continues at a national level.

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 service team 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’s economy continues to face a number of ongoing challenges as we emerge from the recent recession. Productivity rates and wage levels are below the national average. However, there are signs of improvement as unemployment levels continue to fall locally and wage levels in the Bay are increasing faster than they are nationally. An above average older population and proportion of the working age population claiming benefits is a contributing

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factor to low productivity levels, as is a reliance on the public and tourism sectors for employment.

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.).
- Marine & Towage Services Group (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), Marine & Towage Services Group (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 Users Surveys 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 every two years.

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**3. SWOT Analysis**

STRENGTHS	WEAKNESSES
Dedicated and experienced staff	Low profile of harbour authority status
Natural harbour and safe anchorage	Extent of physical infrastructure (exposure to storm damage & climate change)
Fit for purpose Harbour Committee	Poor boat repair and maintenance facilities
Adequate harbour legislation and a modern set of harbour byelaws	Harbour governance not fully developed or fully fit for purpose
A leading fishing harbour in England and Wales with modern facilities	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	Insufficient water depth in the enclosed harbours
Good provision of leisure and recreational boating facilities	Protective status of the natural and physical environment restricts development
Designated sites protecting the natural and physical environment	Poor local transport infrastructure – road and rail links
Strong identity as the English Riviera and used for marketing opportunities for tourism	Lack of marine related working space in and around the enclosed harbours
One of the UK's best competitive sailing venues	Lack of cargo handling facilities
A compulsory pilotage service providing safety and protection	Narrow roads, congestion and lack of adjacent parking capacity
A Port Masterplan	Lack of usable shoreline / water edge
OPPORTUNITIES	THREATS
Improve the natural and physical environment	Competition from other ports & harbours
Provide boat repair and maintenance facilities for recreational craft and fishing vessels	Change of Council policy (removal of harbour governance arrangements or ring-fenced harbour accounts)
A catalyst for regeneration activity	Effects of climate change and sea level rise
Integrated coastal zone management	Pollution – especially our sea and coast
Maximise commercial use of assets	Increasing user conflict over a shared and finite resource
Use the designations of SAC, MCZ and Geopark to attract business and tourism	Storm damage to quays, piers & breakwaters
Raise external profile and promote success	European fishing policies (restrictions with fish quota / depleted fish stocks)
Expand marina style berthing and capacity	Resistance to change i.e. improvement to governance
Improvement of transport links – road, rail and sea	Loss of operational land to non-marine use due to lack of safeguarding policy
Improve sea defences against flooding	Inadequate regional & national ports strategy
Review governance model to allow the port to be a more efficient business	Too many sites designated for protection in the natural and physical environment

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OPPORTUNITIES (continued)	THREATS (continued)
Support maritime related businesses and sport activities to strengthen the maritime culture / identity	New cash dividend and asset rental charge paid 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
Refurbish or replace derelict port infrastructure	MCZ designation could hinder growth by either stopping development or making it prohibitively costly
Provide sufficient shelter and berthing facilities within the enclosed harbours	Lack of finance and funding for developments particularly for breakwater extensions

**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 service team 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's 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.

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Although currently working well the Council could improve the governance arrangements set out above by considering other delivery 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 service, and the 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

### **Harbour Authority Priorities**

1. MAINTAIN SAFETY
2. IMPROVE CUSTOMER EXPERIENCE
3. STEWARDSHIP OF THE HARBOUR'S BUILT AND NATURAL ENVIRONMENT
4. ENGAGE WITH THE COMMUNITY AND HARBOUR USERS
5. ENCOURAGE LOCAL PROSPERITY
6. ACHIEVE FINANCIAL STRENGTH



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**Shared Torbay Council 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.

**Shared Torbay Council Core Values**

- We will be - forward thinking.
- We will be - people orientated.
- We will be – adaptable.
- We will act with integrity when we deliver services and make decisions.

**Overall Objective for Tor Bay Harbour**

To maintain, protect and enhance the harbour whilst at the same time deriving the full range of sustainable benefits (environmental, economic and social) as outlined in the Tor Bay Harbour Port Masterplan.

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**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 2015	AHM Torquay
Manage a seasonal beach / harbour response craft	May to September 2015	AHM Torquay
Audit the Safety Management System and agree an Improvement Plan	December 2015	Harbour Masters
Implement the Safety Management System Improvement Plan (2014/15)	November 2015	Harbour Masters
Provide the Harbour Committee with a summary of accident & incident data	Annually / Quarterly	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 2016	Harbour Committee
Review of existing harbour powers (every 5 years)	December 2015	Executive Head & Harbour Committee

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**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	Ongoing	Harbour Masters
Undertake a customer satisfaction survey and react to the results	May to July 2015 (Biennial)	Business Manager
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 enquiries and correspondence	Ongoing	All Office Staff
Complete Equality Impact Assessments (Annually)	November 2015	HM Paignton
Implement Equality Impact Assessment Improvement Plans (Annually)	November 2015	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	March 2016	All Managers
Encourage Harbour Masters to fully complete CPD records	Ongoing	Executive Head
Implement & review the new invoicing system and developing CRM software	April 2015 ~ March 2016	Business Manager
To review the Tor Bay Harbour Operational Moorings Policy (Annually)	March 2015	Business Manager

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**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**
- **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 2016	Harbour Masters & SeaTorbay
Influence decision making over the management measures for the Torbay Marine Conservation Zone	March 2016	Executive Head, Harbour Committee & SeaTorbay
Attend meetings with other coastal zone stakeholders. (Inshore Fisheries and Conservation Authority (IFCA), Torbay Coast & Countryside Trust, SeaTorbay, Devon Maritime Forum)	Ongoing	Harbour Masters
Assist in the collection of spatial mapping data	Ongoing	Harbour Masters
Distribute information on good practice and regulations to boat owners (Green Blue Initiative) – improve recycling and reduce carbon emissions	Ongoing	Harbour Masters
Help provide appropriate sea/flood defences and raise awareness of sea level rise	Ongoing	Harbour Committee, TBC & EA
Undertake valuation and structural surveys of quays and piers	April ~ May 2015	Harbour Masters
Support the implementation of the Coastal Zone Management Plan for Torbay	Ongoing	Executive Head & Harbour Masters
Continue to investigate renewable energy projects for use on the harbour estate	February 2016	Executive Head

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**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 the local 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, NCI, etc.)	Ongoing	Harbour Masters
Improve understanding of the work of the Harbour Authority through talks, boat trips, open days, etc.	Ongoing	Executive Head & Harbour Masters

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**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>
By working with stakeholders investigate options to improve the management of the new Fish Market complex	March 2016	Executive Head
Produce a schedule of Maritime Events (Annually)	January 2016	HM Paignton
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) to prepare an economic and strategic impact assessment of the Council’s harbour authority function	April 2015	Executive Head & TDA
Complete a study of the benefits & opportunities of cruise ships visiting the Bay	April 2015	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 and City Deal for Tor Bay Harbour Authority	Ongoing	Executive Head & Harbour Committee Director of Place & Resources
Agree the Tor Bay Harbour Authority Business Plan (Annually)	March 2016	Harbour Committee
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	December 2015	Executive Head & TDA

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**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 Tor Bay Harbour (Annually)	March 2016	Executive Head
Review the Tor Bay Harbour Risk Register (Annually)	September 2015	Executive Head
Review the future use of the Harbour Light Restaurant building	June 2015	Executive Head & TDA
Test and review a Tor Bay Harbour Business Continuity Plan	July 2015	Business Manager
Maximise harbour estate lettings occupancy	Quarterly	Executive Head & Harbour Committee
Respond to the conclusions identified with the ‘Smart and Blue Energy Audits’ undertaken at Tor Bay Harbour in September 2014	February 2016	Harbour Committee
Set the Tor Bay Harbour Charges and Harbour Budget (Annually)	December 2015	Harbour Committee
Review the Audit Plan for Tor Bay Harbour Authority (Annually)	June 2015	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.)		

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**7. Budget and Financial Planning**

**PROJECTED OUTTURN 2014/15 AND APPROVED BUDGET 2015/16**

<b>Expenditure</b>	<b>2013/14 Outturn £ ,000</b>	<b>2014/15 Projected Outturn £ ,000</b>	<b>2015/16 Provisional Budget £ ,000</b>
Operations and Maintenance :-			
Harbour Attendants Salaries and Wages	306	315	374
Repairs and Maintenance	316	250	228
Repairs and Maintenance-Storm Damage	33	0	0
Rent Concessions	6	6	5
Other Operating Costs	527	517	477
Management and Administration :-			
Salaries	312	253	267
Internal Support Services	162	153	151
External Support Services	55	42	42
Other Administration Costs	239	197	86
Capital Charges	469	525	524
Contribution to Patrol Boat Operation	2	0	2
Contbn to General Fund - Cash Dividend	144	148	145
Contbn to General Fund - Asset Rental	0	125	288
	<b>2,571</b>	<b>2,531</b>	<b>2,589</b>
<b>Income</b>			
Rents and Rights :-			
Property and Other Rents/Rights	480	490	511
Marina Rental	420	397	397
Operating Income :-			
Harbour Dues	165	120	143
Visitor and Slipway	57	55	52
Mooring fees	222	180	174
Torquay Town Dock	252	265	270
Torquay Inner Dock	0	176	183
Fish Toll Income	588	530	510
Boat and Trailer parking	34	44	35
Other Income	266	182	167
Grant Income - Storm Damage	22	0	0
Contribution from Reserves	60	0	96
	<b>2,566</b>	<b>2,439</b>	<b>2,538</b>
Interreg Grants received	0	65	0
Contribution to Reserve	0	(113)	0
<b>Operating Surplus /(Deficit)</b>	<b>(5)</b>	<b>(140)</b>	<b>(51)</b>

**RESERVE FUND**

Estimated Opening Balance as at 1st April	697
Interest Receivable	7
Net Surplus / (Deficit) from Revenue Account	(51)
Withdrawal - Capital Projects	(247)
Withdrawal - General Fund Revenue Financing	(182)
Expected Closing Balance as at 31st March	<b>224</b>

**£ ,000**

697
7
(51)
(247)
(182)
<b>224</b>



# Tor Bay Harbour - Business Plan 2015/16

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### HARBOUR FUTURE YEARS PROJECTION

	OUTTURN 2013/14 £000	APPROVED ESTIMATE 2014/15 £000	PROJECTED OUTTURN 2014/15 £000	PROVISIONAL ESTIMATE 2015/16 £000	PROVISIONAL ESTIMATE 2016/17 £000	PROVISIONAL ESTIMATE 2017/18 £000	PROVISIONAL ESTIMATE 2018/19 £000
<b>1. EXPENDITURE</b>							
Employees	618	622	568	641	643	650	663
Maintenance	349	243	250	228	234	240	246
Rent Concessions	6	4	6	5	2	2	2
Other Costs	821	656	756	605	620	636	652
Capital Financing	469	524	525	524	524	524	524
Patrol Boat Deficit	2	6	0	2	2	2	2
Support Services	162	195	153	151	155	159	163
	<b>2,427</b>	<b>2,250</b>	<b>2,258</b>	<b>2,156</b>	<b>2,180</b>	<b>2,213</b>	<b>2,252</b>
<b>2. INCOME</b>							
Marina Rent	420	397	397	397	397	397	397
Rent and Other	480	484	490	511	511	511	511
Fish Tolls	588	650	530	510	510	510	510
User Charges /Other	826	557	581	571	571	571	571
User Charges - Town/Inner Docks	252	391	441	453	453	453	453
	<b>2,566</b>	<b>2,479</b>	<b>2,439</b>	<b>2,442</b>	<b>2,442</b>	<b>2,442</b>	<b>2,442</b>
Contributions to/from Reserve			48	(96)			
Contributions to General Fund	144	273	273	433	433	433	433
<b>Projected Net Surplus/(Deficit) before charges increases</b>	<b>(5)</b>	<b>(44)</b>	<b>(140)</b>	<b>(51)</b>	<b>(171)</b>	<b>(204)</b>	<b>(243)</b>
<u>Cumulative effects of increasing charges/growth</u>							
User charges 2.5% year on year					14	29	44
Town/Inner Docks charges 2.5% year on year					11	23	35
Marina rentals 1% year on year					4	8	12
<b>Potential Net Surplus/(Deficit)</b>	<b>(5)</b>	<b>(44)</b>	<b>(140)</b>	<b>(51)</b>	<b>(142)</b>	<b>(144)</b>	<b>(152)</b>
<b>Total Reserve level at Year End</b>	<b>860</b>		<b>697</b>	<b>224</b>	<b>(102)</b>	<b>(250)</b>	<b>(409)</b>
<i>Revenue Deficit Reserve level at Year End (minimum level)</i>	468		483	488	494	500	507
<i>Capital Projects Reserve level available at Year End *</i>	153		214				

\* Use of capital Projects Reserve subject to Harbour Committee/Council approval.  
A reserve list of capital schemes is reported to Harbours Committee on a quarterly basis.

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**Cash Dividend and Asset Rental Charge to the Council's General Fund**

Torbay Council's general fund budget is facing a shortfall of approximately £26m for 2014/15 & 2015/16 and all areas of the council 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 of £125,000 to the cash contribution payable to the general fund from the harbour account for each of the years 2014/15 & 2015/16. Furthermore it was also agreed to take on a £25,000 public toilet liability by moving Beacon Quay (Torquay), Roundham Road (Paignton) and New Pier (Brixham) toilets into the harbour estate/budget on a permanent basis. On 16<sup>th</sup> December 2013 the Harbour Committee agreed to this additional contribution on top of the existing cash dividend representing 6% of harbour income. It was understood that the recommendation relating to the cash contribution should be reviewed after 2015/16. It was further agreed by the Harbour Committee that any operating surplus in 2013/14, 2014/15 & 2015/16 be passed to the Council's general fund (providing the harbour reserve levels are not below the minimum recommended level). A further contribution to the General Fund of £160,000 for 2015/16 was supported by the Harbour Committee's Budget Review Working Party on the basis that the overall level of contribution beyond 2015/16 was not sustainable.

The Harbour Committee has continued to indicate 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 concept of paying a dividend and/or an asset rental fee to the "owning authority" is clearly mentioned within this review. However, the total contribution for 2014/15 and 2015/16 amounts to £273k and £433k respectively and this has and will continue to put considerable and unsustainable pressure on the harbour authority 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 2010/11, investments have yielded annual returns of 1.25%, 1.40%, 1.50% and 1.11% with 0.90% anticipated for 2014/15. Global economic and market conditions continue to subdue investment rates with no increase in UK Bank Rate forecast likely until after 2015 and enhanced rates previously available to Local Authorities being withdrawn. A return of 0.94% has been budgeted for 201/16.

Torbay Council's Treasury Management Strategy 2015/16 can be found at :-  
[http://www.torbay.gov.uk/index/yourcouncil/financialservices/treasury\\_management\\_strategy\\_201516.pdf](http://www.torbay.gov.uk/index/yourcouncil/financialservices/treasury_management_strategy_201516.pdf)

The combined balance of the Harbour Reserve Funds at 1<sup>st</sup> April 2014 were £859,863.

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**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
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%	80.7%	Below Target
2013/14	Non survey year	Non survey year	Non survey year
2014/15	82%		Due in July

**Brixham Harbour Fish Tolls**

Year	Target	Actual	Status
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	£674,819	Well Above Target
2013/14	£650,000	£588,378	Below Target
2014/15	£530,000		Below Target

**Navigation Lights Availability**

Year	Target	Actual	Status
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%	98%	On Target
2013/14	100%	99.99%	On Target
2014/15	100%		

**Harbour estate lettings occupancy**

Year	Target	Actual	Status
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%	99.2%	On Target
2013/14	100%	98.3%	On Target
2014/15	100%		

## 9. Business Plan Acceptance Statement

### Business Plan Acceptance

<b>Service Area - Tor Bay Harbour Authority</b>	<b>Business Plan 2015/16</b>
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<b>Signed and accepted by Executive Head Tor Bay Harbour Authority</b>	<i>Print and Sign</i>  <b>Capt. Kevin Mowat</b>
<b>Date</b>	<b>1<sup>st</sup> April 2015</b>

<b>Signed and accepted by Harbour Committee Chairman</b>	<i>Print and sign</i>  <b>Councillor Nicole Amil</b>
<b>Date</b>	<b>1<sup>st</sup> April 2015</b>

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**APPENDIX 1**

Tor Bay Harbour Port Masterplan

Please find a copy at :-

<https://www.torbay.gov.uk/harbours/aboutus/portmasterplan.htm>

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**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/>

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**APPENDIX 3**

**Plan of Tor Bay Harbour**

