



Tor Bay Harbour - Business Plan 2016/17
Business Unit – Tor Bay Harbour Authority

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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, oversees the management of 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 2016/17, the Harbour Authority will continue to pay the Council a significant cash dividend as well as an asset rental fee.

2. Introduction

Torbay 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 2016/17 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 has an underperforming economy with productivity rates and wage levels below the national average. The Bay has an above average older population and a reliance on the public and tourism sectors for employment. A relatively high proportion of the working age population are claiming benefits. Recent improvements in wage levels and skills are absolute rather than relative and businesses continue to be hampered by the poor

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availability of sites and premises. However, the newly opened South Devon Highway linking the A38 directly to Torbay will create new opportunities for businesses to grow and flourish in Torbay.

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.
- Brixham Trawler Agents, Fish Merchants & Fish Processors
- 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.
- Local Chambers of Commerce and the Torbay Business Forum
- The general public and residents of Torbay.

Specific partnership understandings exist with the Maritime & Coastguard Agency (MCA), Marine & Towage Services Group, 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, 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	Weak 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.

The Government may provide further policy advice to Municipal Ports in years to come but for now Tor bay Council 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 Ambitions for **"A prosperous Torbay"** and **"A healthy Torbay"** as set out in the **Corporate Plan**.

The provision of Tor Bay Harbour Authority, as a statutory function, contributes directly and indirectly to the Council's three targeted actions within the **Corporate Plan**, which are:

- **Working towards a more prosperous Torbay**
- **Promoting healthy lifestyles across Torbay**
- **Ensuring Torbay remains an attractive and safe place to live and visit**

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 Targeted Actions

- Working towards a more prosperous Torbay
- Promoting healthy lifestyles across Torbay
- Ensuring Torbay remains an attractive and safe place to live and visit

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.
- 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.
- We will - use reducing resources to best effect.
- We will - reduce demand through prevention and innovation.

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

COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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

ACTIONS	Timescale	Who
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 2016	DHM Torquay
Manage a seasonal beach / harbour response craft	May to September 2016	DHM Torquay
Audit the Safety Management System and agree an Improvement Plan	December 2016	Harbour Masters
Implement the Safety Management System Improvement Plan (2015/16)	November 2016	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 Business Services	March 2017	Harbour Committee

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COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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**

ACTIONS	Timescale	Who
Refresh the Tor Bay Harbour Website	Ongoing	Harbour Masters
Undertake a customer satisfaction survey and react to the results	May to July 2017(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 2016	HM Paignton
Implement Equality Impact Assessment Improvement Plans (Annually)	November 2016	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	March 2017	All Managers
Encourage Harbour Masters to fully complete CPD records	Ongoing	Executive Head
Implement & review the new invoicing system and developing CRM software	April 2016 ~ March 2017	Business Manager
To review the Tor Bay Harbour Operational Moorings Policy (Annually)	March 2017	Business Manager

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COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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**

ACTIONS	Timescale	Who
Influence decision making over the management measures of the new Special Area of Conservation in Tor Bay	March 2017	Harbour Masters & SeaTorbay
Influence decision making over the management measures for the Torbay Marine Conservation Zone	March 2017	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
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
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 2017	Executive Head
Install new pontoons into the Torquay Inner Dock	April 2016	DHM Torquay
Purchase new work boat for Brixham Harbour	March 2017	DHM Brixham

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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**

ACTIONS	Timescale	Who
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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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**

ACTIONS	Timescale	Who
By working with stakeholders investigate options to improve the management of the new Fish Market complex	March 2017	Executive Head
Produce a schedule of Maritime Events (Annually)	January 2017	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 Local Enterprise Partnership (LEP), the Mayor and the Council to maximise the potential benefits of marine/waterfront projects, including the City Deal	Ongoing	Executive Head & Harbour Committee
Agree the Tor Bay Harbour Authority Business Plan (Annually)	March 2017	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 2016	Executive Head & TDA
Work with the Economic Development Company (TDA) and the Local Enterprise Partnership (LEP) to help deliver the Marine Economy Action Plan, including projects like the Fish Processing Park and marine related development at Oxen Cove	Ongoing	Executive Head & Harbour Committee

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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**

ACTIONS	Timescale	Who
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 2017	Executive Head
Review the Tor Bay Harbour Risk Register (Annually)	September 2016	Executive Head
Investigate the future use of the Harbour Light Restaurant building	September 2016	Executive Head & TDA
Test and review a Tor Bay Harbour Business Continuity Plan	July 2016	Business Manager
Maximise harbour estate lettings occupancy	Quarterly	Executive Head & Harbour Committee
Set the Tor Bay Harbour Charges and Harbour Budget (Annually)	December 2016	Harbour Committee
Review the Audit Plan for Tor Bay Harbour Authority (Annually)	June 2016	Harbour Committee
Undertake spot checks on fish landing declarations	Ongoing	Harbour Masters & Audit Officers

Key			
Executive Head	Executive Head of Business Services	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

Expenditure	2014/15 Outturn £ ,000	2015/16 Projected Outturn £ ,000	2016/17 Provisional Budget £ ,000
Harbour Employee Costs	560	594	548
Operations and Maintenance :-			
Repairs and Maintenance	262	294	181
Concessions	5	15	23
Other Operating Costs	555	472	474
Management and Administration :-			
Internal Support Services	149	162	162
External Support Services	42	52	42
Other Administration Costs	195	157	83
Capital Charges	498	498	498
Contribution to Patrol Boat Operation	(7)	1	2
Contbn to General Fund - Cash Dividend	148	145	165
Contbn to General Fund - Asset Rental	152	315	581
Revenue Funding of Capital	0	48	0
	2,559	2,753	2,759
Income			
Rents and Rights :-			
Property and Other Rents/Rights	536	508	561
Marina Rental	397	397	408
Operating Income :-			
Harbour Dues	127	146	145
Visitor and Slipway	60	53	55
Mooring fees	190	192	204
Torquay Town Dock	265	289	309
Torquay Inner Dock	176	209	259
Fish Toll Income	565	620	581
Recharged Services	105	41	37
Boat and Trailer parking	46	95	76
Other Income	114	116	124
Contribution from Reserve	0	87	0
	2,581	2,753	2,759
Interreg Grants received	79		
Contribution to Reserve	(127)		
Provision for Impairment of Contract Debt	(34)		
Operating Surplus /(Deficit)	(60)	0	0

RESERVE FUND

Estimated Opening Balance as at 1st April
Interest Receivable
Net Surplus / (Deficit) from Revenue Account
Withdrawal - Capital Projects

Expected Closing Balance as at 31st March

£ ,000

578

5

0

(130)

453

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	APPROVED OUTTURN 2014/15 £000	ESTIMATE 2015/16 £000	PROJECTED OUTTURN 2015/16 £000	PROVISIONAL ESTIMATE 2016/17 £000	PROVISIONAL ESTIMATE 2017/18 £000	PROVISIONAL ESTIMATE 2018/19 £000	PROVISIONAL ESTIMATE 2019/20 £000
EXPENDITURE							
Employees	560	622	594	548	556	563	574
Maintenance	262	243	294	181	209	218	223
Rent Concessions	5	4	15	23	2	2	2
Other Costs	784	656	629	557	571	585	600
Capital Financing	498	524	498	498	498	498	498
Patrol Boat Deficit	-7	6	1	2	2	2	2
Support Services	191	195	214	204	209	214	219
	2,293	2,250	2,245	2,013	2,047	2,082	2,118
INCOME							
Marina Rent	397	397	397	408	408	408	408
Rent and Other	536	484	508	561	561	561	561
Fish Tolls	565	650	620	581	581	581	581
User Charges /Other	721	557	643	641	641	641	641
User Charges - Town/Inner Docks	441	391	498	568	568	568	568
	2,660	2,479	2,666	2,759	2,759	2,759	2,759
Contributions to/from Reserve	127		-39				
Contributions to General Fund	300	273	460	746	746	746	746
Projected Net Surplus/(Deficit) before charges increases	(60)	(44)	0	0	(34)	(69)	(105)
<u>Cumulative effects of increasing charges/growth</u>							
User charges 2.5% year on year					16	32	49
Town/Inner Docks charges 2.5% year on year					14	29	44
Marina rentals 1% year on year					4	8	12
Potential Net Surplus/(Deficit)	(60)	(44)	0	0	0	0	0

Total Reserve level at Year End	860	578	453	462	472	483
Revenue Deficit Reserve level at Year End (minimum level)	468	483	552	559	566	573
Capital Projects Reserve level available at Year End *	153	95				

* 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 continues to face significant pressures with a shortfall of some £12m in 2016/17 and £33m overall for the three years 2016/17 through 2018/19. All council business units have been asked to make further savings and/or look at income opportunities to help reduce the corporate deficit. Consequently, the Executive Head of Business Services and the Chair of the Harbour Committee have held discussions with the Executive Director, Assistant Director of Corporate & Commercial Services, Chief Finance Officer and the Mayor to consider what was expected of the Tor Bay Harbour Authority service area and what could be achieved. As a result of this process, it was agreed that a number of recommendations would be made to the Harbour Committee's Budget Review Working Party and to the Harbour Committee itself.

Over recent years the Harbour Committee has agreed to make annual contributions to the Council's General Fund building to a total of £460,000 by 2015/16 and a request for a further £400,000 over 2016/17 to 2018/19 was considered by the Harbour Committee Budget Review Working Party. While the Working Party was generally supportive of the viability of income generating proposals it was felt that a number of high-risk budget cuts would threaten the operation of the Harbour function and its ability to raise income. These specific proposals were rejected and a revised additional contribution of £285,500 was offered back to the corporate centre with £97,000 to be applied from 2016/17.

Following developments in the Council's overall budget exercise the corporate centre made a counter request that amounted to:-

- Bringing forward £25k of identified savings in both 2017/18 and 2018/19, into the 2016/17 year
- Plus an additional £50k of new savings in 2016/17

On consideration of the revised request, the Working Party accepted a plan presented by the Executive Head of Business Services to bring £50,000 of previously identified savings in future years forward to 2016/17. However, income streams proposed to realise the additional £50,000 of new contribution could not be agreed.

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 2011/12, investments have yielded annual returns of 1.40%, 1.82%, 1.11% and 0.88% with 0.85% anticipated for 2015/16. Global economic and market conditions continue to subdue investment rates with no increase in UK Bank Rate likely until 2017 with risks to the downside. A return of 1.17% has been budgeted for 2016/17.

The Treasury Management Strategy 2016/17 is available on the Council's website.

The combined balance of the Harbour Reserve Funds at 1st April 2015 was £687,592.

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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
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	Non survey year	Non survey year	Non survey year
2015/16	81%	75.8%	Below Target

Brixham Harbour Fish Tolls

Year	Target	Actual	Status
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	£650,000	£562,232	Well Below Target
2015/16	£510,000		

Navigation Lights Availability

Year	Target	Actual	Status
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%	99.91%	On Target
2015/16	100%		

Harbour estate lettings occupancy

Year	Target	Actual	Status
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%	98.3%	On Target
2015/16	100%		

9. Business Plan Acceptance Statement

Business Plan Acceptance

Service Area - Tor Bay Harbour Authority	Business Plan 2016/17
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Signed and accepted by Executive Head of Business Services & Tor Bay Harbour Master	<i>Print and Sign</i> Capt. Kevin Mowat
Date	1st April 2016

Signed and accepted by Harbour Committee Chairman	<i>Print and sign</i> Councillor Nick Bye
Date	1st April 2016

**Tor Bay Harbour - Business Plan 2016/17
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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

