



# **Tor Bay Harbour Authority - Asset Management Plan 2016/17**

## **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 service, manages Tor Bay Harbour within the framework of Council policy, with special attention given to the aspirations of the Tor Bay Harbour Port Masterplan (adopted in December 2013).

Tor Bay 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)

The Harbour Committee governs all of the assets currently managed by the Tor Bay Harbour Authority service on behalf of Torbay Council, as the harbour authority. 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 service 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 the Tor Bay Harbour Authority service 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 2016/17 is as follows :-

|                             |                              |                              |
|-----------------------------|------------------------------|------------------------------|
| £57,900 for Torquay harbour | £13,500 for Paignton harbour | £130,200 for Brixham harbour |
|-----------------------------|------------------------------|------------------------------|

In 2008 the Harbour Committee approved the establishment of a Harbour Asset Review Working Party. The Director of Marine Services (now Executive Head of Business Services) 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 service). 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 2015 the Harbour Committee resolved that a Harbour Asset Review Working Party, comprising four members of the Harbour Committee (the Chair plus Councillors' Amil, Carter and Cunningham) and two of the External Advisors to the Committee (Mr. Mike Stewart and Capt. Paul Lloyd ), 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 23<sup>rd</sup> February 2016 and has worked in consultation with the Executive Head of Business Services to recommend to the Harbour Committee this Harbour Asset Management Plan.

## 2. Predicted Service Delivery Changes

In September 2015, 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.
- no assets were identified as being surplus to the requirements of the Harbour Authority.
  
- strategic direction had been provided to the Executive Head of Business Services in relation to the following matters :-
  - the Harbour Light Restaurant Building at Paignton harbour
  - a new Coffee Kiosk at Torquay harbour
  - a range of new concession opportunities at different harbour locations
  
- the Working Party had been updated on the subjects listed below :-
  - Future use of Oven Cove
  - Landlord's use of the Torquay Harbour Fuel Station
  - Repairs to Haldon & Princess Piers
  - Procurement of a new harbour workboat for Brixham harbour
  - Boat Booking Board Sites at Torquay harbour

In determining this advice, where possible each asset was considered against the following performance criteria :-

- corporate asset number (Torbay Online Asset Database System (TOADS))
- leased or vacant
- lease start date
- tenure of lease
- rental income
- tenant's name
- rent review due date
- date of last condition survey

## 3. Scope of Service Asset Management Plan

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

## 4. Identification of Current Property Portfolio

This data is extracted from the Torbay Online Asset Database System (TOADS) and captured in a spreadsheet entitled 'List of Tor Bay Harbour Assets', held by the Executive Head of Business Services. The Harbour Asset Review Working Party reviews the portfolio every six months.

## 5. Identification of Property Surveys

This data is extracted from the Torbay Online Asset Database System (TOADS) and captured in a spreadsheet entitled 'List of Tor Bay Harbour Assets', held by the Executive Head of Business Services. The Harbour Asset Review Working Party reviews the survey dates every six months.

## 6. Preferred Options & Action Plan

The 'List of Tor Bay Harbour Assets', held by the Executive Head of Business Services, shows the current asset/property portfolio under the day to day management of the Tor Bay Harbour Authority service. Management of the portfolio is subject to strategic advice and direction from Torbay Council's Harbour Committee. 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 options and actions might be required to implement any necessary or proposed 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     |
|-----------|-----------------------------------|--|--------------|
| T0004AB   | Haldon Pier                       | Capital repairs are required and this is subject to a flood defence funding bid from the EA. | Underway     |
| P0242     | Harbour Light Restaurant Building | Exploring redevelopment opportunity in line with the Port 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. | Underway     |

| <b>Asset Ref</b> | <b>Asset Name</b>  | <b>Action</b>  | <b>Timeline</b>       |
|------------------|--|--|-----------------------|
| T0007AB          | Living Coasts site   | Agreed to pursue adoption of Council land into the harbour estate in line with the Port Masterplan.              | 0 to 5 years          |
| T0004AD          | North Quay (MDL car park) – Torquay                                    | Potential hotel development opportunity with existing tenant and new developer in line with the Port Masterplan. | 0 to 5 years          |
| P0241AE<br>B0064 | Paignton Harbour - Public Toilets<br>New Pier Brixham - Public Toilets | Review running costs, cleaning regime, opening hours, fixtures & fittings.                                       | Commenced and ongoing |
| T0004AK          | Victoria Parade Walkway & Planters – Torquay                           | Provide loading & delivery bays for harbour users in line with the Port Masterplan.                              | 0 to 5 years          |
| N/A              | Vehicles & Plant   | Replacement workboat required for Brixham harbour.   | 2016/17               |
| T0006AB          | Beacon Quay Public Toilets   | Refurbishment & adaptation/upgrade.  | 2016/17               |
| T0004AH          | Torquay Inner Harbour Bridge & Cill                                    | Repairs & modification.  | 2016/17               |
| -----            | Brixham Harbour Drying Grids   | Repairs & refurbishment.   | 2016/17               |
| T0004AT          | Torquay Inner Dock Pontoon Improvements                                | Improved lighting, additional service bollards and increased berthing capacity.                                  | 2016/17               |
| T0004AC02        | Marine Fuel Station – South Pier, Torquay harbour                      | Revert to Harbour Authority (landlord) control followed by refurbishment.  | 0 to 5 years          |
| P0248AA          | Toby Jug Cafe, Paignton harbour  | Repairs & refurbishment  | 2016/17               |
| B0070AU          | The Strand Quay, Brixham harbour                                       | Exploring extension opportunity in line with the Port Masterplan.  | 0 to 5 years          |