



**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**Index**

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

**Tor Bay Harbour - Business Plan 2017/18**  
**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, 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 2017/18, 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 45 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 Council who are 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

## **Tor Bay Harbour - Business Plan 2017/18 Business Unit – Tor Bay Harbour Authority**

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 plays an important role, in partnership with other stakeholders, 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 2017/18 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. To achieve this outcome the business unit will endeavour to ensure that all staff are well trained, dedicated and well-motivated.

The harbour 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

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

availability of sites and premises. However, the newly opened South Devon Highway linking the A38 directly to Torbay is beginning to unlock new opportunities for businesses, allowing them 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 BID 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, 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.

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**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 is not fully fit for purpose compared with other sectors
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

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

OPPORTUNITIES (continued)	THREATS (continued)
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
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	Current and future MCZ designation could hinder growth and/or curtail existing business activity
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.

## **Tor Bay Harbour - Business Plan 2017/18 Business Unit – Tor Bay Harbour Authority**

The Government may provide further policy advice to Municipal Ports in years to come but for now Torbay Council has created an accountable, expert and responsive form of governance and the harbour management has an appropriate level of independence and flexibility.

Although currently working well the Council could improve the governance arrangements set out above by considering other 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**

Torbay 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



**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

4. ENGAGE WITH THE COMMUNITY AND HARBOUR USERS
5. ENCOURAGE LOCAL PROSPERITY
6. ACHIEVE FINANCIAL STRENGTH

**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.

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**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

<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 2017	DHM Torquay
Manage a seasonal beach / harbour response craft	May to September 2017	DHM Torquay
Audit the Safety Management System and agree an Improvement Plan	December 2017	Harbour Masters
Implement the Safety Management System Improvement Plan (2016/17)	November 2017	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

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**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**

<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 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 2017	HM Paignton
Implement Equality Impact Assessment Improvement Plans (Annually)	November 2017	Executive Head
Monitor and support staff through induction and appraisal reviews (RADARs)	March/April 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 2017 ~ March 2018	Business Manager
To review the Tor Bay Harbour Operational Moorings Policy (Annually)	March 2017	Business Manager

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**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**

<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	Ongoing	Executive Head, Harbour Masters
Influence decision making over the management measures for the Torbay Marine Conservation Zone	Ongoing	Executive Head, Harbour Committee
Attend meetings with other coastal zone stakeholders. (Inshore Fisheries and Conservation Authority (IFCA), Torbay Coast & Countryside Trust, Devon Maritime Forum)	Ongoing	Chairman, Vice Chairman, Executive Head, 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
Work with partners to help deliver the English Riviera Destination Management Plan	2017 ~ 2021	Executive Head, Harbour Masters, Harbour Committee
Purchase new work boat for Brixham Harbour	April 2017	DHM Brixham

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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>
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 Partnerships	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

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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 2018	Executive Head
Produce a schedule of Maritime Events (Annually)	January 2018	HM Paignton
Contribute to tourism by working to support event organisers	Ongoing	All Harbour Staff
Work collaboratively with the English Riviera BID Company Ltd, especially in respect of marketing and promoting Tor Bay Harbour	Ongoing	Harbour Masters & ERBC
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	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 2017	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

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**COUNCIL AMBITIONS – A HEALTHY BAY AND A PROSPEROUS 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 2018	Executive Head
Review the Tor Bay Harbour Risk Register (Annually)	September 2017	Executive Head
Test and review a Tor Bay Harbour Business Continuity Plan	July 2017	Business Manager
Maximise harbour estate lettings occupancy	Quarterly	Executive Head & Harbour Committee
Set the Tor Bay Harbour Charges and Harbour Budget (Annually)	December 2017	Harbour Committee
Review the Audit Plan for Tor Bay Harbour Authority (Annually)	June 2017	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
ERBC	English Riviera BID Company	EA	Environment Agency
TDA	Torbay Development Agency (Economic Development Co.)		

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**7. Budget and Financial Planning**

<b>Expenditure</b>	<b>2015/16 Outturn £ ,000</b>	<b>2016/17 Projected Outturn £ ,000</b>	<b>2017/18 Provisional Budget £ ,000</b>
Harbour Employee Costs	573	567	589
Operations and Maintenance :-			
Repairs and Maintenance	332	255	229
Rent/User Concessions	15	17	17
Other Operating Costs	489	506	548
Management and Administration :-			
Internal Support Services	162	175	162
External Support Services	58	50	50
Other Administration Costs	176	109	79
Capital Charges	498	498	498
Contbn to General Fund - Cash Dividend	145	160	171
Contbn to General Fund - Asset Rental	315	447	486
Contbn to General Fund - EHO	0	25	25
Revenue Funding of Capital/Cont to Reserve	48	180	0
	<b><u>2,811</u></b>	<b><u>2,989</u></b>	<b><u>2,854</u></b>
<b>Income</b>			
Rents and Rights :-			
Property and Other Rents/Rights	519	550	576
Marina Rental	448	429	403
Operating Income :-			
Harbour Dues	148	158	144
Visitor and Slipway	59	53	54
Mooring fees	198	192	212
Torquay Town Dock	289	297	306
Torquay Inner Dock	209	251	258
Fish Toll Income	647	700	636
Recharged Services	41	42	42
Boat and Trailer parking	105	83	79
Other Income	128	209	144
Contribution from Reserve/Debt provision	20	26	0
	<b><u>2,811</u></b>	<b><u>2,990</u></b>	<b><u>2,854</u></b>
<b>Operating Surplus /(Deficit)</b>	<b><u>0</u></b>	<b><u>1</u></b>	<b><u>0</u></b>

<b>RESERVE FUND</b>	
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	

<b>£ ,000</b>
660
5
0
(220)
<b><u>445</u></b>



**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

	OVERTURN 2015/16 £000	APPROVED ESTIMATE 2016/17 £000	PROJECTED OVERTURN 2016/17 £000	PROVISIONAL ESTIMATE 2017/18 £000	PROVISIONAL ESTIMATE 2018/19 £000	PROVISIONAL ESTIMATE 2019/20 £000
<b>1. EXPENDITURE</b>						
Employees	573	557	567	589	610	616
Maintenance	332	229	255	229	229	229
Rent/User Concessions	15	23	17	17	17	17
Other Costs	639	556	615	627	629	634
Capital Financing	498	498	498	498	498	498
Support Services	220	204	225	212	212	212
	2,277	2,067	2,177	2,172	2,195	2,206
<b>2. INCOME</b>						
Marina Rent	448	398	429	403	408	413
Rent and Other	519	540	550	576	594	594
Fish Tolls	647	571	700	616	616	621
User Charges /Other	679	617	737	695	750	832
User Charges - Town/Inner Docks	498	548	548	564	587	605
	2,791	2,674	2,964	2,854	2,955	3,065
Contributions to/from Reserve	54	0	179	25	25	25
Contributions to General Fund	460	607	607	657	735	830
<b>Projected Net Surplus/(Deficit)</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>

<b>Total Reserve level at Year End</b>	<b>719</b>	<b>660</b>	<b>445</b>	<b>370</b>	<b>369</b>
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Revenue Deficit Reserve level at Year End (minimum level)	488	530	570	590	610
Capital Projects Reserve level available at Year End *	231	130			

\* 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.

## **Tor Bay Harbour - Business Plan 2017/18 Business Unit – Tor Bay Harbour Authority**

### **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 £21.5m by 2020. 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 Chief Executive, Assistant Director of Corporate & Business 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 £607,000 by 2016/17. The Committee understood that the recommendation relating to the cash contribution should then be reviewed.

With further pressure placed on the Council's overall budget position the Executive Head of Business Services and the Chair of the Harbour Committee were asked to consider a further contribution to the Council's General Fund totalling £276,000 over the period 2017/18 to 2019/20.

The Harbour Budget Review Working Party initially considered a schedule of budget reductions/income generating proposals by the Executive Head of Business Services to achieve the corporate General Fund contribution target of an additional £276,000 between 2017/18 to 2019/20. While the Working Party continued to be generally supportive of the viability of income generating proposals it was maintained that 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 £203,000 was offered back to the corporate centre with £30,000 to be applied from 2017/18.

Following developments in the Council's overall budget exercise the corporate centre made a counter request that increased the 2017/18 contribution from £30,000 to £50,000. A revised schedule of budget reductions/income generating proposals was prepared by Officers to achieve the new target, which was accepted by the Working Party at the November 2016 meeting. The recommendation of the Working Party was therefore that the Harbour Account should make an additional contribution to the general fund of £50,000 in 2017/18 with subsequent additional contributions of £78,000 and £95,000 in 2018/19 and 2019/20 respectively. These proposals, if approved will bring the overall contribution to the general fund to £830,000 by 2019/20.

### **Harbour Reserve Fund**

The balance on the Harbour Reserve Fund 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 2012/13, investments have yielded annual returns of 1.82%, 1.11%, 0.88%, 0.85% with 0.90% anticipated for 2016/17. Global economic and market conditions continue to subdue investment rates with no increase in UK Bank Rate likely until 2019. A return of 0.79% has been budgeted for 2017/18.

The Treasury Management Strategy 2017/18 is available on the Council's website. The combined balance of the Harbour Reserve Funds at 1<sup>st</sup> April 2016 was £718,592.

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**8. Targets and Performance Indicators**

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

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

Year	Target	Actual	Status
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
2016/17	Non survey year	Non survey year	Non survey year

**Brixham Harbour Fish Tolls**

Year	Target	Actual	Status
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	£644,354	Well Above Target
2016/17	£571,000	Estimated £700k	Well Above Target

**Navigation Lights Availability**

Year	Target	Actual	Status
2010/11	100%	99.35%	On Target
2011/12	100%	99.28%	On Target
2012/13	100%	98.36%	On Target
2013/14	100%	99.99%	On Target
2014/15	100%	99.91%	On Target
2015/16	100%	99.85%	On Target
2016/17	100%	Estimated 99.71%	On Target

**Harbour estate lettings occupancy**

Year	Target	Actual	Status
2010/11	100%	95.80%	On Target
2011/12	100%	97.50%	On Target
2012/13	100%	99.16%	On Target
2013/14	100%	98.31%	On Target
2014/15	100%	98.30%	On Target
2015/16	100%	98.30%	On Target
2016/17	100%	Estimated 100%	On Target

## 9. Business Plan Acceptance Statement

### Business Plan Acceptance

<b>Service Area - Tor Bay Harbour Authority</b>	<b>Business Plan 2017/18</b>
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<b>Signed and accepted by Executive Head of Business Services &amp; Tor Bay Harbour Master</b>	<i>Print and Sign</i>  <b>Capt. Kevin Mowat</b>
<b>Date</b>	<b>1<sup>st</sup> April 2017</b>

<b>Signed and accepted by Harbour Committee Chairman</b>	<i>Print and sign</i>  <b>Councillor Nick Bye</b>
<b>Date</b>	<b>1<sup>st</sup> April 2017</b>

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**APPENDIX 1**

Tor Bay Harbour Port Masterplan

Please find a copy at :-

<http://www.tor-bay-harbour.co.uk/portmasterplan.pdf>

**Tor Bay Harbour - Business Plan 2017/18  
Business Unit – Tor Bay Harbour Authority**

**APPENDIX 2**

Municipal Ports Review

“Opportunities for Ports in Local Authority Ownership”

Please find a copy at :-

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

**Tor Bay Harbour - Business Plan 2017/18**  
**Business Unit – Tor Bay Harbour Authority**

**APPENDIX 3**

**Plan of Tor Bay Harbour**

