



Tor Bay Harbour - Business Plan 2018/19
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 2018/19
Business Unit – Tor Bay Harbour Authority

1. Executive Summary

Torbay Council is the Harbour Authority for Tor Bay Harbour. It manages the harbour through the Tor Bay Harbour Committee which consists of up to 9 Councillors and up to 6 External Advisors who have been selected following a skills audit.

The Harbour Committee – which is a committee of the full council – oversees the strategic management of Tor Bay Harbour and with the assistance of the Tor Bay Harbour service team it ensures the safe and efficient operation of the harbour estate. In particular it sets the harbour's budget, determines the level of harbour charges and fulfils the Duty Holder role for the purposes of the Port Marine Safety Code. This management is undertaken within the framework of Council policy 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 where appropriate seek opportunities to improve the governance of Tor Bay Harbour.

There is a strong commitment by Torbay Council to continually improve the service provided by the Harbour to its direct users, to develop its role in supporting the local economy and as a focus both for the local community and visitors to the Bay. In support of these aims, in 2018/19 the Harbour Authority will continue to pay the Council a significant 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 45 years it has operated efficiently and economically, and subsequently has not been a burden on Torbay Council resources. However 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 tourism and the 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 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.

Tor Bay Harbour - Business Plan 2018/19
Business Unit – Tor Bay Harbour Authority

The Tor Bay Harbour Port Masterplan was approved, adopted and published by Torbay Council in 2013. This is particularly important 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 2018/19 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 continuously challenge the way harbour services are provided to ensure the most cost effective and efficient approach is adopted. Tor Bay Harbour Authority continues 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 under-performing 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 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

Tor Bay Harbour - Business Plan 2018/19
Business Unit – Tor Bay Harbour Authority

- 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 2018/19
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	Environmental exposure of harbours
Fit for purpose Harbour Committee	Poor boat repair and maintenance facilities
Adequate harbour legislation and a modern set of harbour byelaws	Very limited commercial / shipping income
A leading fishing harbour in England and Wales with modern facilities	Resources diverted for provision of public amenity facilities
Support of Torbay Council	Operational land not 'safeguarded' by the planning system
Diversity and richness of natural environment	Lack of available land that can be developed to accommodate marine-related projects
Extent and range of property on harbour estate	Ageing infrastructure with a significant repair liability
Self-financing 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

Tor Bay Harbour - Business Plan 2018/19
Business Unit – Tor Bay Harbour Authority

Improvement of transport links – road, rail and sea	Loss of operational land to non-marine use due to lack of safeguarding policy
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OPPORTUNITIES (continued)	THREATS (continued)
Improve sea defences against flooding	Inadequate regional & national ports strategy
Strong demand for marine services	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
Cruise liner tourism continues to grow	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 accepted the main findings of the Municipal Ports Review (Appendix 2) and established a decision-making Committee called the 'Tor Bay Harbour Committee'. Its purpose is to manage and govern Tor Bay Harbour, including 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, determines 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 Torbay Development Agency. 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. They are the Brixham Harbour Liaison Forum and the Torquay/Paignton Harbour Liaison Forum. Both meet quarterly, two weeks prior to the Harbour Committee meetings. Their minutes are standing agenda items for the Harbour Committee.

The Government may provide further policy advice to Municipal Ports in future years but for now Torbay Council has created an accountable, expert and responsive form of

Tor Bay Harbour - Business Plan 2018/19
Business Unit – Tor Bay Harbour Authority

governance and the harbour management has an appropriate level of independence and flexibility.

Although currently working well, the Council may consider alternative delivery options for its harbour authority governance function.

5. Strategic Objectives and Core Values

Links to Corporate and Community priorities and objectives.

This plan links directly and indirectly to the three targeted actions contained within the Council's **Corporate Plan**. These 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 are all central elements 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**.

Overall Objective for Tor Bay Harbour Authority

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

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

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.

**Tor Bay Harbour - Business Plan 2018/19
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 Competent Harbour Authority**
- **To responsibly manage 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**

ACTIONS	Timescale	Who
Provide the Harbour Committee with a summary of accident & incident data	Quarterly	Harbour Master
Pass annual audit / inspection from Trinity House and file quarterly reports	Quarterly	Harbour Master
Issue local Notices to Mariners and enforce Harbour Byelaws	As required	DHMs
Review and exercise the Tor Bay Harbour Emergency Response Plan	April	Harbour Master
Lay seasonal 5-knot buoys & navigational marks	May	DHM Torquay
Manage a seasonal beach / harbour response craft	May to September	DHM Torquay
Implement the Safety Management System Improvement Plan	November	DHMs
Audit the Safety Management System and agree an Improvement Plan	December	DHMs
Improve fendering on Northern MFV berth	September	DHM Brixham

**Tor Bay Harbour - Business Plan 2018/19
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

ACTIONS	Timescale	Who
Refresh the Tor Bay Harbour Website	Ongoing	HM Paignton
Continue benchmarking via the British Ports Association, UK Harbour Masters Association, RYA, BMF & SW Regional Ports Association	Ongoing	Harbour Master
Encourage Harbour Masters to fully complete CPD records	Ongoing	Harbour Master
Review the Tor Bay Harbour Operational Moorings Policy	March	Business Manager
Monitor and support staff through induction and appraisal reviews (RADARs)	March/April	All Managers
Complete Equality Impact Assessments	November	HM Paignton
Implement Equality Impact Assessment Improvement Plans	November	All Managers

Tor Bay Harbour - Business Plan 2018/19
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**

ACTIONS	Timescale	Who
Work with partners to help deliver the English Riviera Destination Management Plan	2017 ~ 2021	Harbour Committee, all Managers
Influence decision making over the management measures of the new Special Area of Conservation in Tor Bay	Ongoing	Harbour Committee
Influence decision making over the management measures for the Torbay Marine Conservation Zone	Ongoing	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, Harbour Master, DHMs
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	Harbour Masters
Replacement of Beacon Quay decking	April	DHM Torquay
South Quay – development of plans and options	Summer 2018	HM Paignton
Victoria breakwater improvements	Autumn	TDA
Refurbishment of Harbour Light building	Oct 18-Apr 19	HM Paignton
Oxen Cove development		TDA

**Tor Bay Harbour - Business Plan 2018/19
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**

ACTIONS	Timescale	Who
Support and engage with the local Coastal Partnerships	Ongoing	Harbour Master, DHMs
Improve understanding of the work of the Harbour Authority through talks, boat trips, open days, etc.	Ongoing	All Managers
Continue to encourage young people to engage in marine activities	As required	All Managers
Hold quarterly meetings with harbour users & stakeholders (Liaison Forums)	Quarterly	Harbour Master

Tor Bay Harbour - Business Plan 2018/19
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**

ACTIONS	Timescale	Who
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
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
Identify potential grant funding opportunities, including any new European funding programmes and Environment Agency flood defence options	Ongoing	Harbour Master & 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
Produce a schedule of Maritime Events	January	HM Paignton
Investigate (with stakeholders) options to improve management of the Fish Market complex	March	Harbour Committee, HM, DHM Brixham
Agree the Tor Bay Harbour Authority Business Plan	March	Harbour Committee
Contribute to tourism by providing visitor mooring facilities	May ~ Oct	Harbour Masters

Tor Bay Harbour - Business Plan 2018/19
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 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	Harbour Master & Harbour Committee
Maximise harbour estate lettings occupancy	Ongoing	Business Manager
Undertake spot checks on fish landing declarations	Ongoing	Harbour Masters & Audit Officers
Monitor variation on budgeted income	Quarterly	Harbour Master & Harbour Committee
Monitor variation on budgeted expenditure	Quarterly	Harbour Master & Harbour Committee
Produce an Asset Management Plan for Tor Bay Harbour	March	Harbour Committee
Review the Audit Plan for Tor Bay Harbour Authority	June	Harbour Committee
Test and review a Tor Bay Harbour Business Continuity Plan	July	Business Manager
Review the Tor Bay Harbour Risk Register	September	All Managers
Set the Tor Bay Harbour Charges and Harbour Budget	December	Harbour Committee

Key

TBC	Torbay Borough Council
ERBC	English Riviera BID Company
EA	Environment Agency
TDA	Torbay Development Agency (Economic Development Co.)

Tor Bay Harbour - Business Plan 2018/19
Business Unit – Tor Bay Harbour Authority

7. Budget and Financial Planning

Expenditure	2017/18	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
	Base Budget £ ,000	Projected Outturn £ ,000	Provisional Budget £ ,000	Provisional Budget £ ,000	Provisional Budget £ ,000	Provisional Budget £ ,000	Provisional Budget £ ,000
Harbour Employee Costs	589	615	640	651	656	661	667
Operations and Maintenance :-							
Repairs and Maintenance	229	331	216	216	216	216	216
Rent Concessions	17	11	17	17	17	17	17
Other Operating Costs	548	592	580	590	600	610	620
Management and Administration :-							
Internal Support Services	162	164	162	162	162	162	162
External Support Services	50	50	51	52	53	54	55
Other Administration Costs	79	74	73	74	75	76	77
Capital Charges	498	498	498	593	593	593	593
Contribution to General Fund - EHO	25	25	25	25	25	25	25
Contbn to General Fund - Cash Dividend	171	171	171	171	171	171	171
Contbn to General Fund - Asset Rental	486	486	631	726	726	726	726
Revenue Contribution to Capital	0	205	0	0	0	0	0
	2,854	3,222	3,064	3,277	3,294	3,311	3,329
Income							
Rents and Rights :-							
Property and Other Rents/Rights	576	576	594	586	623	623	623
Marina Rental	403	463	403	408	408	408	408
Operating Income :-							
Harbour Dues	144	154	152	155	158	161	164
Visitor and Slipway	54	54	55	56	57	58	59
Mooring fees	212	208	216	220	224	228	232
Torquay Town Dock	306	301	313	319	325	331	337
Torquay Inner Dock	258	258	263	268	273	278	283
Fish Toll Income	636	950	775	775	815	860	910
Boat and Trailer parking	42	42	43	44	45	46	47
Recharged Services	79	74	81	81	81	81	81
Other Income	144	155	147	150	153	156	159
	2,854	3,235	3,042	3,062	3,162	3,230	3,303
Operating Surplus /(Deficit)	0	13	(22)	(215)	(132)	(81)	(26)

RESERVE FUND							
Estimated Opening Balance as at 1st April		821	609	467	257	130	55
Interest Receivable		5	5	5	5	6	6
Net Surplus / (Deficit) from Revenue Account		13	(22)	(215)	(132)	(81)	(26)
Withdrawals - Harbour Schemes		(230)	(125)	0	0	0	0
Expected Closing Balance as at 31st March		609	467	257	130	55	35

Tor Bay Harbour - Business Plan 2018/19
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 £17m by 2021. 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 Assets and Business Services, along with the Chair of the Harbour Committee have been involved in discussions with the Chief Executive, Director of Corporate Services & Operations, 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 £657,000 by 2017/18.

A further £173,000 contribution was requested by the General Fund over 2018/19 and 2019/20 as part of the previous year's budget proposals. With further pressure placed on the Council's overall budget position the Executive Head of Assets and Business Services and the Chair of the Harbour Committee were asked to consider a further contribution to the Council's General Fund totalling £100,000 over in 2018/19 in addition to the earlier proposal. The Budget Review Working Party initially considered a schedule of budget reductions/income generating proposals by the Executive Head of Assets and Business Services to achieve the corporate General Fund contribution target of an additional £273,000 over 2018/19 to 2019/20. While the Working Party continued to be generally supportive of the viability of income generating proposals it was considered that there was considerable risk in the sustainability of the levels projected. These specific proposals were rejected and a revised additional contribution totalling £223,000 was offered back to the corporate centre with £128,000 to be applied from 2018/19.

A further development was a separate demand by the corporate centre arising from savings achieved due to a reduction in overtime and enhancement rates for all Council staff ("Green Book" terms & conditions). This equates to £17,000 in respect of Harbour staff.

These proposals bring the overall contribution to the General Fund to £802,000 in 2018/19 with a further £95,000 requested for 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 2014/15, investments have yielded annual returns of, 0.88%, 0.91%, 1.01% with 0.65% anticipated for 2017/18. Global economic and market conditions continue to subdue investment rates with only a gradual increase in UK Bank Rate forecast in 2018. A return of 0.65% has been budgeted for 2018/19.

The Treasury Management Strategy 2018/19 is available on the Council's website. The combined balance of the Harbour Reserve Funds at 1st April 2017 was £821,624

Tor Bay Harbour - Business Plan 2018/19
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
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
2017/18	81%	96.3%	Well Above Target

Brixham Harbour Fish Tolls

Year	Target	Actual	Status
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	£851,000	Well Above Target
2017/18	£571,000	Estimated £1.3m	Well Above Target

Navigation Lights Availability

Year	Target	Actual	Status
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%	99.45%	On Target
2017/18	100%	Estimated 97.87%	Below Target

Harbour estate lettings occupancy

Year	Target	Actual	Status
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%	100%	On Target
2017/18	100%	Estimated 100%	On Target

9. Business Plan Acceptance Statement

Business Plan Acceptance

Service Area - Tor Bay Harbour Authority	Business Plan 2018/19
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Signed and accepted by Head of Tor Bay Harbour & Tor Bay Harbour Master	<i>Print and Sign</i> Capt. Adam Parnell
Date	1st April 2018

Signed and accepted by Harbour Committee Chairman	<i>Print and sign</i> Councillor Nick Bye
Date	1st April 2018

Tor Bay Harbour - Business Plan 2018/19
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 2018/19
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 2018/19
Business Unit – Tor Bay Harbour Authority

APPENDIX 3

Plan of Tor Bay Harbour

