

Dart Harbour and Navigation Authority

Minutes of a Meeting of the Dart Harbour and Navigation Authority held at The Studio, Flavel Centre, Dartmouth on Friday 10th March 2017, commencing at 1600 hrs.

PRESENT: Ian Gibson (IG) – Chairman
Captain Mark Cooper (MC) - Harbour Master/CEO
Sarah Dunn (SD)
Mark Hubbard (MH)
Tony Tudor (TT)

IN ATTENDANCE: Penny Johns (PJ) Senior Administrator

040/17 Apologies for Absence

Apologies were received from RE, RE, OH, TD, JD, DW and ZBE.

041/17 Election of Vice Chairman

The Chairman asked for nominations for the position of Vice-Chairman of the Dart Harbour & Navigation Authority.

It was proposed by TT and seconded by MC, with all in favour, that Mark Hubbard be elected as Vice-Chairman for 2017.

042/17 Minutes of the Meeting held on 13th February 2017.

It was proposed by TT and seconded by MC with all in favour “that the minutes represented a true record of the meeting”.

043/17 Action Grid - Status of Actions set on 13th February 2017.

Issue	Description	Action required	Notes	Status
018/17.3	Strategic Plan	MC to identify 3 dates and appropriate topics	1. April - Strategic Objectives/PI 2. June Waiting Lists, Mooring Policy and Scales of Charges 3. Oct – Budget allocation and Capital Expenditure Plan	Complete
Discussion at meeting:				
Budget Allocation – it was noted that the mooring analysis needs to be fulfilled before this can be completed. MC keen to ensure proper research is carried out to inform any budget planning.				
It was noted that the Board should be looking at principles and not details.				
MC advised that income is coming in with £365,000 out of £720,000 received to date. MC proposes to agree the scale of charges for 2018/19 during September and to invite customers to pay a deposit to				

Issue	Description	Action required	Notes	Status
confirm their acceptance of a mooring for the following season. The purpose of this is to get ahead of the marinas, to be in a position to allocation vacant moorings in time for the coming season and to reduce the waiting lists.				
032/17a	Non Bens and Environment	JD to pass on the DHNA views to Non Bens	<p>I attended a Biodiversity workshop at Follaton House in February. It was set up by the Estuary Officer Nigel Mortimer and facilitated by an independent consultant. It was an interesting morning with a focus on non-native species (invasive or otherwise) that 'threaten' our rivers and estuaries. The output of the workshop will be Marine Biosecurity Plans for each of the estuaries in the area. NM intends to issue the first drafts before the end of March and we will then be invited to 'approve and adopt'. The requirement for these plans feature in the overarching draft South Devon Estuary Management Plan.</p> <p>A useful by-product was the opportunity to meet with representatives from a variety of authorities and organisations with interests in the environmental aspects of our rivers and estuaries. My principal observation at this stage is that few of them have any 'teeth' and almost none have funding with which to take effective action, but they are all very aspirational and full of ideas. My intention at present is to continue to improve my knowledge of the players, 'who does what', and identify who actually has the authority to effect any change.</p> <p>Armed with that appreciation, I hope to be better placed to gently steer the Non-Bens group to a more environmentally conscious approach to their activities.</p>	Ongoing
033/17.1	Water Quality	MC to review History and identify where responsibility for water quality lies	<p>Trust Port Responsibilities: - Navigational Safety and environmental protection policy - In compliance with the requirements of the Port Marine Safety Code, the organisation/harbour authority will discharge its general and specific statutory duties in respect of:</p> <ul style="list-style-type: none"> • The conservancy of the harbour and its seaward approaches; • The protection of the environment within the harbour and its surroundings; 	Complete

44/17 Urgent Business brought forward at the discretion of the Chairman

The Chairman identified one item of urgent business on Noss Marina which would be considered "In Committee".

045/17 Declarations of Interest.

Board Members are invited to declare any personal or disclosable pecuniary interests including the nature and extent of such interests.

There were no changes to Board Members declarations of interest.

046/17 Questions from the Public.

There was a 15 minute period for questions from members of the public.

There were no members of the public present.

047/17 Stakeholder Groups

047/17 (a) River Dart Non Beneficiary Group – No meeting held.

047/17 (b) River Dart Commercial Users Group (CUG) – No meeting held.

047/17 (c) Association of Dart River User Clubs (ADRUC)

No meeting had taken place but dates being considered for the end of April 2017.

048/17 Environmental Matters – Update

No matters were discussed.

049/17 Item 10 – Operational Report (including PMSC and Safety)

MC reported on the Operational Report as follows:-

049/17.1 Mooring Allocations/Waiting List

Mooring allocations are going reasonably well and half the expected income already received, which leaves the Authority self-sustaining for this year.

MC advised that on 1st March the telephone was ringing constantly and the workload increases significantly during March using all the capacity of the office staff. MC also advised that changes to customer details, boats and mooring requirements also means staff are trying to reallocate moorings from the waiting lists. This work is time consuming as in some cases staff are going right down a list before being able to allocate a mooring.

MC advised that he intended to advertise moorings if they are available after exhausting the waiting lists for those locations. MC was concerned that some had not been let as it had not been possible to allocate moorings to an appropriately sized boat. Some mooring locations are unpopular and waiting list applicants had declined offers in these areas. MC reported that he would commence a review of the waiting list after April to understand the

full picture. MC was not comfortable that some applicants on the list waiting did not require a mooring until 2020.

SD asked whether there would be any impact from Premier Marinas at Noss. MC advised that initially it was felt that customers would be lost to Noss, but the reverse is true and there seems to be an increase in demand from customers currently at Noss.

049/17.2 Annual Berthing Fees

IG advised that it would be advantageous to set prices early and to invoice customers in December for the following year and ask for a deposit to be paid to confirm their intention to take up their berth the following season. Any balance would be paid in the new year.

A discussion took place the it was suggested that this would assist customers being able to stagger payments.

SD and TT both advised that it would be attractive to customers to pay a deposit and then pay by the month by direct debit to spread the costs.

MC suggested that DHNA could incentivise to pay early and that any deposit would come off the full bill.

It was agreed to discuss this topic in more depth during a workshop meeting.

ACTION: MC to include as a discussion topic at a future Board workshop meeting.

049/17.3 Training

MC advised that the staff training grid had been improved. Oil spill refresher training is necessary and will need to be carried out in the near future.

MC reported that a review of the Taxi drivers' training requirements had been carried out and risk analysis had indicated that sea survival training would not be necessary. A meeting had been held for taxi drivers at the RNLI club house which had been instructive. Training will involve man over board, boat handling and practical exercises for taxi drivers. It was noted that the risk assessment review had identified a number of safety equipment requirements and some minor adjustments to the boats. MC advised that the RNLI input to the meeting had been very useful.

049/17.4 Moorings Maintenance

MC advised that one member of the river staff was on light duties, which means that the moorings maintenance may not be complete, by the time the season starts. Any incomplete maintenance will be fitted into quieter periods.

MH advised that following a re-inspection of the piles by an alternative company the second report had identified that the piles are in very good condition. Long term planning will be carried out to plan maintenance work into the capital expenditure plan. This would spread the costs over time in tandem with any identified risk. MC identified that his main concern was in relation to the KP fishing vessel pontoon, because of the heavier loading and use. The electronic activity at this location would also affect the anodes, increasing

the risk at this location. MC advised that he was trying to get EU funding to support a DHNA investment.

049/17.5 DHNA Safety Update

MC presented his DHNA Safety Update report and requested that the Board note:-

- a) Progress with work conducted to date to update the DHNA Safety Management System.
- b) Intention to adopt MarNis
- c) Planned liaison visit by DP on 22 March 2017

MC was tasked by the board to review the safety system and procedures used by DHNA and report back to the board. This was the first in a series of safety reports.

DHNA has a Safety Management System (SMS) that was set up by the senior management team in 2012. The SMS consists of a comprehensive set of documentation that covers all aspects of safety as recommended by the Port Marine Safety Code (PMSC) and guide to good governance originally issued in 2007.

As briefed at the 13 Feb 17 Board meeting the approach being taken by MC is to review aspects of safety as they arise on a day to day basis with a view to completing a full review by the beginning of the season. This approach is intended to allow him to maintain full oversight of operations but also to ensure that no safety critical activities are conducted without prior review.

ISSUES FOR CONSIDERATION

- a) The current SMS covers:
- b) Legislation
- c) Staff
- d) Risk Assessments
- e) Emergency Response
- f) Navigational Safety
- g) Pilotage
- h) Notice to Mariners
- i) Safety of Small Craft
- j) Infrastructure documentation

To date the safety review has focussed on Risk Assessments (volume 4 of the SMS) but has also touched on diving operations and DHNA use of contractors on site.

The staff are all experienced and are generally well trained making them naturally “safety aware” but it is not second nature for them to review and check safety documentation even for the more complex and potentially hazardous operations. MC judges that the level of experience of senior staff and their supervision of more junior staff is very positive. Also that the work that has gone into establishing the SMS documentation is not insignificant indicating a willingness to produce high quality documentation.

All of the indications are that the staff want to demonstrate their professionalism but are in need of a system (SMS) that allows them to bring together the documentation requirements now detailed in the most recent Guide to Good Practice with their day to day practical conduct of operations. In the words of the DP (DP report dated Nov 2016) – “imbuing the staff further with a top to bottom hands on approach to safety culture”

For more complex and potentially hazardous operations there is a need to develop a self checking safety culture. Senior staff should not be afraid to use current documentation and amend it as they see fit depending upon the circumstances. Similarly, there is a need to encourage more junior members of staff to refer to and use the documentation routinely.

The original Risk Assessments (127 in total) have now been rationalised by the staff (down to 72) and these have all been reviewed by MC. Over half of these required modification but mostly to ensure a common approach to the format and scoring of risks. 40 of these are being reviewed for the second time to bring them to a common standard and ensure consistency of scoring. Once this is complete a staff workshop will be held to agree any final changes and then these will become controlled documentation.

The review has not uncovered any unsafe practice but does indicate the need for a general raising of safety awareness of the staff and the need to put in place a simpler and more robust SMS that is useable by staff on both sides of the river and when conducting duties afloat.

The update and review of risk assessments has highlighted the need for a systematic approach to monitoring training standards and to some of the routine maintenance and inspection routines. In some cases activity, will be limited to specific craft which offer the most appropriate platform for work and in one case there is a need to investigate. Procedures for controls of work (diving and other contractors on site), and those that require more rigorous control of personnel (lone working, confined spaces and complex hazardous duties) will need to be developed and these have been identified using risk and output scores.

The report was noted and a discussion took place as follows:-

MC reported a PPE infringement and had issued a couple of reprimands. A potential oil spill had been reported by a member of the public, but following a site visit had been identified as mud. An incident report form was completed. MC advised that all minor infringements and near misses should be reported.

IG advised that the MAIB publish a list of reportable incidents and that near misses are not included.

SD recommended that internal training and practice events take place.

MC advised that NC had attended a meeting about an oil spill refresher course and had mentioned that the St Christophe 1 incident had been raised. MC had received an email to suggest that DHNA should share its experience and safety findings with other port groups.

MC reported that DHNA will be participating in a table top security incident. This would be held at the Dart Marina Hotel and the event will be a combined agency event. He anticipated that the exercise would deal with the scenario of a cruise ship incident.

It was noted that the MarNis system had been installed and a training session was in hand.

MC reported that staff awareness is being raised through a weekly meeting.

MC recommended that the Authority requests that other organisations (clubs, marinas etc) supply their risk assessments to DHNA to hold.

SD asked that the Authority should do if it is perceived that an activity carried out by another organisation was dangerous. It was agreed to ask the DP about what the Authority's position would be in this case.

ACTION: MC to seek a response to this from the DP.

049/17.6 Finance

MC advised that the finance graphs, which compared the performance with the budget, and the bank balance was close to matching the predicted line.

MC advised that the Harbour Guide was printed with delivery slightly later than normal, but this had not affected the distribution of receipts and stickers to customers.

IG asked that thanks be given to the staff involved and he felt that the guide was very useful and well presented. IG also advised that the 2018 Harbour Guide would give MC an opportunity to put his personal stamp on the document.

050/17 Survey Strategy Board Report

MC presented his DHNA Survey Strategy report and requested that the Board note:-

- a) Progress with the development of a survey strategy for the Dart.
- b) Intention to proceed with scheduling a 2017 survey within allocated budget
- c) To report back after the survey on the refinement of the 2018/2019 survey plan to highlight areas for potential dredging.

MC had been tasked by the Board to develop a Survey Strategy for the Dart.

DHNA have had a 5 year £5k pa contract with its survey supplier to build a good picture of the river and monitor any changes in the sea bed. The river was separated into 6 areas but generally surveyed annually in two halves.

The original idea was to alternate between north and south but there was the flexibility to decide a different approach before the surveys began. The change from an alternating pattern last year was to allow a good survey using new sonar technology (for the contractor) using Multi Beam(MB) and Side Scan(SS) as well as Single Beam (SB) technology.

The proposed future strategy discussed with our survey provider involves a similar 5 year contract with 100% coverage of the Dart every three years rather than two. This would allow us to keep costs down but also to ensure that we are able to conduct some aspects of more significance on an annual basis. In other words, 33% of the river would be covered every year and the remaining capacity of survey could either provide annual updates (the Hole in the Wall) or be targeted to areas of interest.

Ultimately DHNA would not be tied to any of the projected plan and so could in theory adjust every year as required.

For 2017 it is recommended that the focus be the lower part of the river but with a check of the Hole in the Wall (the AONB action plan is not specific about frequency) but also to get an accurate picture of the areas around Noss where the river might change. Our supplier also suggests that entering into joint agreements (with Darthaven and Dart Marina) could cut costs and is likely to prevent any concerns about silting post Premier Marinas development work at Noss.

It is worthy of note that DHNA survey data is shared with the UKHO in exchange for UKHO products (charts, pilots guides etc) under an MOU agreement.

The Survey strategy fulfils our statutory conservancy responsibilities, thus reducing any risks associated with navigating on the River Dart.

A continued contract for a survey of the Dart providing 100% coverage every 3 years will be approximately £6000.00 pa for the next 6 years.

Maintaining recent survey information and specifically an annual check of the deep water channel is critical to DHNA mandated navigational safety responsibilities and underpins many of the Authority's Risk Assessments.

A discussion took place as follows:-

MC advised that it would be sensible to look at the entrance to ensure that no silting was taking place and to survey the areas, where we could expect silt from Noss to settle. It was also felt to be a wise decision to survey the areas where people may have concerns. It was noted that Premier want to survey and would pay for the southern half and MC advised that he had asked Darthaven and Dart Marina if they would like to share the costs too. It was noted that the depth was not the main issue, but the movement of silt that can be seen. The historical survey data would be needed to help to predict any changes.

IG advised that MC should look at dredging in a different way and suggested that agitation dredging be considered further. This method uses pumping high volumes water at low pressure into silt, which then flows away. It was noted that this method is used on the Thames, but it will only work on silt and not heavier material.

The first step would be to carry out the survey to identify the areas that could be considered for dredging.

IG advised that the turning circle at Totnes is made up of silt and that agitation dredging could remove 600 cu metres per tide. MH advised that it was 9 miles to the river mouth and had concerns that it would be deposited before it left the river. IG explained that so long as there was a suitable gradient it would flow away.

MC advised that he did not think it would be necessary to dredge in large areas.

SD felt that some areas up river would benefit from dredging and asked that consideration be given to agitation dredging for Totnes, the DB pontoon and at Dittisham.

SD also asked if there is any research on how the mud will travel. IG advised that he was aware of a company that had developed a model to be able to predict where the silt will settle.

MH queried whether a 5 year contract was a good thing and asked to ensure that we understand the risks involved in a 5 year contract. MH suggested that it would be wise to obtain price comparisons for the survey work. MC reported that the issue will be deciding where to dredge and to continue to pursue a dredge dumping ground as there was a desire to dredge off Coronation Park and deposit a large amount, near the entrance.

ACTIONS:

The Board noted the report and tasked MC to:-

- a) progress with the survey strategy,
- b) proceed with the 2017 survey within allocated budgets,
- c) undertake a price comparison for the survey work.
- d) report back on the consequences of the survey and review 6 to 7 years results to identify patterns; and
- e) highlight areas of concern that could potentially be dredge areas.

051/17 2017 Financial Delegations

MC presented his Financial Delegations report and requested that the Board approve the approval levels for budget holders as shown below:-

	A	B	C	D	E
Position	Budget Line and Amount	Self Approval within Budget	Authority/Increase of Budget	Non Budget approval	Board approval required
HM	62k (50k services)	10k	1k per line	2K	Above allowable limits in lines A-D
	100k Capital Expenditure	35k	5k variance from Budget	2K	Above allowable limits in lines A-D
	Write Off Power 1k	5k	N/A	N/A	Above allowable limits in lines A-D
DHM	118k Ops Repairs and Maintenance	5k	HM Increase of 5K per line	Nil	Above allowable limits in lines A-D
	7k Uniform	7K	HM inc of 2k	N/A	Above allowable limits in lines A-D
	43k Staff and Training	2k	HM Inc of 2 K per line	500	Above allowable limits in lines A-D
Mooring Manager (sub budget of DHM)	100k Ops and Repairs	2k	DHM no increase without HM approval.	Nil	Above allowable limits in lines A-D

Finance	192k SHDC/Duchy	Nil	HM Increase of 5K per line	N/A	Above allowable limits in lines A-D
	131k Overheads	5K	HM Increase of 5K per line	Nil	Above allowable limits in lines A-D
	552k Staff (7.5k river overtime)	All	HM no increase without Board approval	Nil	Above allowable limits in lines A-D
	12.5k Travel and Subs	1k	HM no increase without Board approval	N/A	Above allowable limits in lines A-D
Senior Administrator	71.5k Admin support	5k	HM Inc of 2 K per line		Above allowable limits in lines A-D
<p>Notes:</p> <p>1 – All purchases and payments in excess of 500 pounds require authorisation using purchase order</p> <p>Column A - Allocated budget organized by grouping</p> <p>Column B - Maximum Purchase or transfer order that can be approved by sub budget holder</p> <p>Column C - Authority required for approval to spend sub budget line. And any increase that may be authorised above Budget allocation.</p> <p>Column D - Approval for expenditure on items not identified in the budget lines.</p> <p>Column E - Board Approval requirements.</p>					

A discussion took place and MH asked how we match payments and invoices if there are no purchase orders for items to show what is being spent.

MC advised that there was no policy for financial delegations until now and that progress was being made.

MH was satisfied to proceed and recognised that this progress was welcomed as a starting point and was content that there was now a control in place.

MC advised that he may come back to the Board with amendments in the future.

It was proposed by MH and seconded by SD with all in favour to support the financial delegations and to review in 6 months' time.

052/17 Correspondence

Board Members to advise on any correspondence received. There was none.

053/17 Any Other Business

There was none.

054/17 Move "In Committee"

It was proposed by SD and seconded by MH with all in favour, "*that the meeting move "Into Committee"*".

055/17 Decisions Made “In Committee”

It was proposed by IG and seconded by SD with all in favour “to ratify decisions made In Committee”.

056/17 Date of next Meeting

The next meeting will take place on Monday 10th April 2017 at 4pm to be held at The Dartmouth Yacht Club, Dartmouth. This meeting will not be open to the public. Workshop topic – Strategic Objectives and Performance Indicators.

DRAFT