



# Dart Harbour

## Dart Harbour – Corporate Objectives 2007

## Action Plan issued February 2007

Item	Action	Target Date	Board Member & Officer responsible	Progress
<b>1. Governance of the Authority and of the Harbour</b>  SE/EF	To develop training programmes for Members and Staff on relevant legislation.	Board Training Day June 2007	RH	
	Board Appraisals & Succession Planning	March & June 2007	SE/EF/SP/JD	
	Staff Appraisals	Spring 06	Harbour Master	
	To ensure, by training, that the Authority keeps abreast of important legislative changes - European Directives, The Marine Bill. Report to Board	As required	RH/HM	
	To enforce DHNA bylaws and ensure that all staff and volunteers are familiar with them. Training Day to discuss and consider revisions	Spring 07 Staff Briefing	HM	
<b>2. Financial Viability</b>  SE/EF/NH/HM	Prepare a detailed rolling three year capital improvement and major item replacement plan	June 07	SE/NH/HM	
	Prepare a 10 year outlook for major capital expenditure.	June 07	SE/NH/HM	
	Prepare 2008 Business Plan and Objectives with pricing proposals and annual budget	Sept – Oct 07	SE/EF/NH/HM	

<b>Item</b>	<b>Action</b>	<b>Target Date</b>	<b>Board Member &amp; Officer responsible</b>	<b>Progress</b>
	To carry out GIS Mooring Audit	Prepare Project Brief March 07	JW/Board	
<b>3. Transparency</b> <b>SE</b>	Continue with open Board meetings with the minimum of matters considered 'in committee'.	Ongoing	SE/PJ	
	Continue with representatives from the Board attending Stakeholder Group meetings whenever possible.	Ongoing	Board Members to attend as asked	
	To hold at least one public meeting annually to report on the work of Dart Harbour. Book Flavel Main Hall	November 07	PJ	Flavel Hall booked for 26 <sup>th</sup> November 2007.
	To consult as widely as possible when formulating sensitive policy. Consultation meeting on charges October for 2008 budget and pricing proposals	Ongoing	SE/HM	
<b>4. Public Relations</b> <b>SE/EF/HM</b>	To maintain a larger measure of public support for and greater understanding of the work of the Authority	Ongoing		
	To work with berth holders in support of Stakeholder Groups	Ongoing	HM	
	To continue to develop the website as a means of informing stakeholders. Ensure it is kept up to date and under review.	Ongoing	PJ	
	To work closely with the local and regional press	Ongoing	PJ	

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	To continue to develop a customer led ethos throughout the organisation. Training Day on customer care.	Staff Training day Spring 07. Customer Relations Policy reviewed & adopted by Board Jan 2007	PJ	
	To improve facilities and signage so those visitors unfamiliar with the Port find it both welcoming and well founded	Sign Audit by the end of May 07. Ongoing	HM	Sign audit to be carried out and new branding incorporated on all new signs. Implementation to take place in ongoing manner
	To continue to develop the 'Dart Harbour' brand.	Corporate Identity Manual adopted by Board Jan 07	EF, HM, PJ	Launch achieved. Review end May 07.
	To work closely with other ports to share and adopt best practice with Teignmouth, Salcombe, Falmouth, Truro, BPA, SW Ports.	Ongoing	SE/HM	
	To keep the Moorings' Policy under review	Ongoing	JW/HM/PJ	
<b>5. Environmental</b> <b>SE/RH/HM</b>	To work closely with DEEM and its partners and in common with DEEM to be a leader rather than a follower in environmental matters	Ongoing	RH	
	To secure DEEM's financial future beyond Cycleau	March 2007	RH	SHDC sourcing financial partners from funding agencies and public and private sector.
	To maintain a sustainable Dredging Policy	Dredging Policy document adopted by Board on 9 <sup>th</sup>	RH	

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		October 2006.		
	To develop policies relating to sewage and other pollutants and monitor legislative developments	As required	RH/HM	
	Keep the Waste Management Plan under review and introduce improvements where appropriate	Ongoing	RH	
<b>6. Planning</b> <b>SE/JW/RH/HM</b>	To develop a formal set of procedures and guidelines for dealing with Planning related applications for consideration by the Authority. Such guidelines to include consultation with interested parties and an appeals procedure	Ongoing	RH/HM/PJ	Any procedures or application form should mirror those of SHDC. Electronic version. A way of highlighting SHDC applications that affect DHNA needs to be addressed.
	To address the issues of waterside property development, access and financial implications and to prepare a policy statement.	Sept 07	SE/EF/HM	
	To agree consultative procedures with SHDC. Significant improvements have recently occurred on an informal basis.	Ongoing	SE	
<b>7. Key Partners</b> <b>HM</b>	To develop long term mutually productive relationships with key partners both in the public and private sector	Ongoing	HM	
	To conclude negotiation for a 21 year lease with the Duchy of Cornwall.		SE/JD/HM	Heads of Terms agreed
	To maintain watching brief on developments on the River Dart	Ongoing	SE/JD/HM	

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	eg Noss			
<b>8. Sustainable Usage and Economic Policies</b>  <b>SE/HM</b>	To encourage balanced usage while at the same time responding to market pressures when this can be done in a sustainable way			Not specifically discussed
	Need to review cruise ship strategy in light of new vessels getting bigger.	Consider possible reinstatement of Moorings 1 & 2	HM	Cost/benefit analysis to be carried out to attract larger cruise ships
	To attempt to increase the Port's market share of the Super Yacht market.			Suitable market for Noss. Maximise flexibility for different events. Improvement needed to visitor facilities.
	To encourage maximum usage of the mooring stock by refining and extending implementation of the Moorings' Policy	Ongoing	HM	
	To continue to provide a range of moorings in both price and size so that affordable moorings, suitable for local people on low incomes are available.	Oct 07	SE/HM/PJ/Finance	
	To audit the river facilities and develop appropriate charging policies in line with costs and usage.	Oct 07	SE/HM/PJ/Finance	Encourage more dry sailing and try to get boats off the water while managing the type of boats using this facility.
	To develop incentive schemes for users wherever practicable and appropriate.	Oct 07	SE/HM/PJ/Finance	

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<b>9. Health and Safety</b>  <b>SE/HM</b>	To review the PMSC annually and to provide a report on this revision. To conduct a Health & Safety review	June 07	SE/HM	
	To work closely with key partners in furtherance of safety – these include the RNLI, Coastwatch and the Coastguard service.	Ongoing	HM	
	To develop a procedure for consulting with the Leisure Users and Commercial Users Groups on safety matters. Discuss nature of the review.	Ongoing	Board	
<b>10. Human Resources</b>  <b>SE, SP, EF, JW, JD, HM</b>	To carry out HR audit	March 07	SP	
	To ensure that all staff are adequately trained, assessed, rewarded, encouraged and resourced.		SP	SP is preparing report on appraisals
	To develop individual training plans for all staff including personal development.			To follow appraisals
	To improve internal communication			Achieved with staff consultation with branding project. More required to include appraisals, customer care training.
	Develop key performance indicators for all staff			
	Carry out Board appraisals and succession planning	March 07 – Jun 07	SE/JD	