

## **Dart Harbour & Navigation Authority**

### **Strategic Business Plan 2008 - 2010**

***In attempting to balance the conflicting interests, and to further the diverse wishes of all stakeholders, Dart Harbour, as a not for profit Trust Port is empowered to act independently and with a balanced view to secure the enduring benefit of the many.***

***The Dart Estuary is famously beautiful and largely unspoilt: our goal is to develop and manage a coherent range of policies to protect, enhance and, where appropriate, to develop the estuary and its facilities for the benefit of current users and also future generations.***

***We also aim to ensure that our policies are both conceived and delivered in an open and transparent way; and thereby, to build increasing public confidence, understanding, and support for the works and working of the Authority.***

#### **Objectives**

##### **1. Governance of the Authority and of the Harbour**

- 1.1. To administer the Authority in line with the Guide to Good Governance, the 1975 Dart Harbour & Navigation Act, the 2002 Revision Order and all relevant legislation. To ensure that all Board Members and senior staff of the Authority are conversant with the Guide, the 1975 Act, the Port Marine Safety Code and matters arising from any subsequent revisions which may from time to time occur.
- 1.2. To develop training programmes for Authority Members and Staff to further this objective.
- 1.3. To ensure by training that the Authority is kept abreast of important legislative changes.
- 1.4. To enforce DHNA bylaws and ensure that all staff and volunteers are familiar with them.

##### **2. Financial Viability**

- 2.1. To manage the Authority such that sufficient revenue and savings are generated to meet all current commitments (including reasonable provision for contingencies), to enable provision to be made for the programmed maintenance and replacement of all facilities, and to permit planned improvements for Stakeholders.
- 2.2. Benchmarking – carry out costs and price comparisons at regular intervals (benchmarking) to ensure value for money.
- 2.3. Prepare a detailed fully costed rolling three year capital improvement and replacement plan.
- 2.4. Prepare an outline 10 year plan for major capital expenditure.

### **3. Transparency**

- 3.1. To continue the present policy of the open and well-communicated delivery of all duties, policies and operations that take into account the views of all Stakeholders. Continue with open Board meetings with the minimum of matters considered "in committee".
- 3.2. Continue with representatives from the Board attending Stakeholder Group meetings whenever possible.
- 3.3. To hold at least one public meeting annually to report on the work of Dart Harbour
- 3.4. To consult as widely as possible when formulating sensitive policy.
- 3.5. Specific projects will require additional detailed consultation with stakeholders and members of the public.

### **4. Public Relations**

- 4.1. To maintain a large measure of public support for and greater understanding of the work of the Authority.
- 4.2. To continue to develop the "Dart Harbour" brand and corporate identity through the Harbour Guide and updated signage
- 4.3. To work with berth holders in support of Stakeholder Groups
- 4.4. To continue to develop the website as a means of informing stakeholders and providing faster, more efficient, value for money and convenient services
- 4.5. To work closely with the local and regional press
- 4.6. To continue to develop a customer led ethos throughout the organisation.
- 4.7. To improve facilities and signage so those visitors unfamiliar with the Port find it both welcoming and well founded.
- 4.8. To work closely with other ports to share and adopt best practice.

### **5. Environmental**

- 5.1. To develop policies in full recognition that the river, its wildlife and its environment is of outstanding beauty and environmental value and has a cultural history that must be nurtured. Policies should be encouraged which reflect the objectives of the AONB and the AONB Management Plan and protect this heritage for future generations. This was a key objective of the 2005 Moorings' Policy.
- 5.2. To continue to develop the Moorings' Policy
- 5.3. To work closely with environmental partners and be a leader rather than a follower in environmental matters
- 5.4. To maintain a sustainable Dredging Policy as appropriate
- 5.5. To develop policies relating to sewage and other pollutants
- 5.6. To keep the Waste Management Plan under review and improve where appropriate.

### **6. Planning**

- 6.1. The Authority has a statutory duty to have regard for the purposes of the AONB when we take decisions which affect the character of the estuary.
- 6.2. 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.

- 6.3. To agree consultative procedures with SHDC such that the Authority is able to make a meaningful input on land based applications, which have a waterfront dimension.

## **7. Key Partners**

- 7.1. To develop long term mutually productive relationships with key partners both in the public and private sector.
- 7.2. Such partners include:
- Duchy of Cornwall
  - National Trust
  - Sharpham Trust
  - SHDC
  - BRNC
  - SWRDA
  - AONB
  - Stakeholder Groups
  - DTC, TTC, Parish Councils
  - Commercial Organisations on the river with which partnerships may be of mutual benefit.
  - Other Ports
- 7.3. To maintain an open door attitude to any potential partners
- 7.4. To complete a new 25 year lease with the Duchy.

## **8. Sustainable Usage and Economic Policies**

- 8.1. The development of policies to achieve balanced and optimum usage of the river.
- 8.2. To encourage balanced usage while at the same time responding to market pressures when this can be done in a sustainable way.
- 8.3. To encourage and consolidate the success of targeting visiting ships (in collaboration with Destination South West). This includes not just cruise ships but also tall ships, sail training ships and ships of the Royal Navy and RFA.
- 8.4. To attempt to increase the Port's market share of the Super Yacht market
- 8.5. To encourage maximum usage of the mooring stock by refining and extending implementation of the Moorings' Policy.
- 8.6. To continue to provide a range the moorings in both price and size so that affordable moorings, suitable for local people on low incomes are available.
- 8.7. To audit the river facilities and develop appropriate charging policies in line with costs and usage.
- 8.8. To develop incentive schemes for users wherever practicable.
- 8.9. To assess and consider the developments and benefits to Dart Harbour of a Geographical Information System (GIS) based moorings' location map.
- 8.10. To operate a cost effective yacht taxi service within a specified area for mooring holders and visitors.

## **9. Health and Safety**

- 9.1. To make the harbour a safe environment for employees, river users and the public at large.
- 9.2. To regularly review and update the Dart Harbour Employee Safety Handbook and the General Health & Safety Policy Statement in line with current legislation.
- 9.3. As part of the Port Marine Safety Code (PMSC) to continue to develop and refine risk assessment procedures and identify potential dangers and activities, address these and monitor that corrective action is taken

- 9.4. To review the PMSC on an ongoing basis, update where necessary and to receive a report on this review.
- 9.5. To work closely with key partners in furtherance of safety – these include the RNLI and MCA .
- 9.6. To consult with the Leisure User and Commercial User Stakeholder Groups at their regular meetings to ensure that dangerous incidents, particularly those that may be of a persistent nature are identified and minimised.

## **10. Human Resources**

- 10.1. The Authority is mindful that staff costs are by far the largest item in the annual budget and also that staff are the Authority's major asset.
- 10.2. To ensure that the Authority is staffed and structured to provide a first class service in response to customers' needs and requirements.
- 10.3. To ensure that all staff are adequately trained, assessed, rewarded, encouraged and resourced.
- 10.4. To develop training plans for all staff
- 10.5. To improve internal communication
- 10.6. To carry out annual appraisals and to develop key performance indicators for all staff
- 10.7. To carry out annual appraisals of Board Members and to plan for succession.

## Dart Harbour Board Objectives 2008

The overall objective is to build on the progress made over the past 5 years in terms of openness, accountability, communication, financial management, capital improvements and compliance.

<b>Guide to Good Governance Reference</b>	<b>Action Point</b>	<b>Report Dates</b>	<b>Responsible Person</b>	<b>Progress</b>
<b>Governance</b>	Board Selection	December 2007	SE	
	Board Training	May 2008	HM/SE	
	DfT Review of Guide to Good Governance	Due Autumn 2007	HM	
		Consideration Spring 2008	SE	
<b>Financial Viability</b>	Prepare outline 5 year profit & loss account with Duchy increase, capital expenditure, pensions and proportionate price increases	October 2007	NH	
	Prepare detailed 2008 capital expenditure budget (see attached schedule)	October 2007	HM	
	Ensure pricing fairly covers cost of operations and future requirements and address:- 1. Passenger compound 2. Licence Commercial projects 3. Fishing Pontoons 4. Taxi **	November 2007 and November 2008	SE	
<b>Transparency</b>	1. Open and well-communicated delivery of all duties, policies and operations that take into account the views of all Stakeholders. 2. Continue with open Board meetings with the minimum of matters considered "in committee" 3. Board members to attend Stakeholder Group meetings whenever possible. 4. To hold at least one public meeting annually to report on the work of Dart	Ongoing	SE	Ongoing

<b>Guide to Good Governance Reference</b>	<b>Action Point</b>	<b>Report Dates</b>	<b>Responsible Person</b>	<b>Progress</b>
	Harbour 5. To consult as widely as possible when formulating sensitive policy. 6. Specific projects will require additional detailed consultation with stakeholders and members of the public.			
<b>Public Relations</b>	Roll out corporate identity – To continue ongoing signage replacement program	Action Plan For 2008 replacements February 2008	HM	
<b>Environmental</b>	To have robust replacement for DEEM	Spring 2008	SE/HM	
<b>Planning</b>	To monitor and influence proposed developments at Noss.	Ongoing 2008	SE/JD/HM	
	Licensing Commercial Projects on River Dart	System in place by 1 <sup>st</sup> April 2008	EF/HM	
<b>Sustainable Usage</b>	To focus on operational improvements and efficiency	Action Plan January 2008 Review monthly	HM	
	To review taxi operation and performance	February 2008	HM	
	To complete the approved capital expenditure programme (see attached schedule)	Updated monthly in HM report	HM	
<b>Health &amp; Safety</b>	To have separate PMSC and Health & Safety Action Plans, be fully compliant with regular reviews and action	Quarterly Reviews	SE/HM	Already underway
<b>Human Resources</b>	Ensure all staff have annual appraisal and personal development plans	June 2008	HM	

## Capital Expenditure Budget 2008

<b>Project</b>	<b>Budget Estimate</b>	<b>Timetable</b>
D C Pontoon	10,000	
Stoke Gabriel Sluice	60,000	Winter 2007/08
Stoke Gabriel pontoons	25,000	Dependant on Sluice success
Piles – Town Jetty	68,000	Winter 2007/08
Piles – anodes and other piles	30,000	March 2008
Hoodown – Phase 2	75,000	75,000 by December 2008 75,000 by Spring 2009
	<i>5,000</i>	<i>Spring 2008</i>
Waste Pontoon	50,000	June 2008
Replacement volunteer patrol vessel	15,000	June 2008
GIS Mooring Projects – Trials	5,000	September 2008
Dartmouth Yacht Club Pontoon (Rib Extension)	20,000	
North Embankment Temporary Pontoon	50,000	
Recording Tide Gauge	8,000	
Total	£421,000	

## Major Maintenance Projects 2008

<b>Project</b>	<b>Budget Estimate</b>	<b>Timetable</b>
Tardis refit	10,000	Complete by April 2008
Mainstream Buoys	5,000	April 2008
Maid refit	5,000	April 2008
Low Water Landing and Disabled access North Embankment – feasibility study (DC)	10,000	May 2008
Total	£30,000	