

Dart Harbour and Navigation Authority Strategic Plan

2016 – 2026



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Contents:

1. INTRODUCTION	5
1.1. Management of the Dart Estuary	6
1.2. Management of Finance	8
1.2. Use of the Dart Estuary	9
1.3. Environment	10
1.4. Benefits to Society	12
1.5. Pressure on the Dart Estuary	17
2. PROCESS	18
2.1. Stage 1: Trends and Challenges	19
2.2. Stage 2: Public Priorities	21
2.3. Stage 3: Dart Forward Vision Strategic Plan	23
3. DART FORWARD VISION STRATEGIC PLAN	26
3.1. Summary of Actions	27
3.2. Management	28
3.3. Partnership	31
3.4. Environment	37
3.5. Branding	39
3.6. Infrastructure	41
4. MONITORING THE EFFECTIVENESS OF THE STRATEGIC PLAN	43
4.1. Internal Monitoring	44
4.2. External Communication of Results	44
5. APPENDICES	46
5.1. Review of Strategic Planning Approaches	44

Section 1 : Introduction



1.1. Management of the Dart Estuary

Dart Harbour has a central role in the management of the Dart estuary, carrying a host of statutory responsibilities including maintaining a pilotage service and safe navigation within the harbour, waste management and oil spill contingency plans and making and enforcing harbour byelaws. There are other statutory managers of the estuary; management takes place through many avenues (Table 1 and 2).

Dart Harbour has a significant direct and indirect influence over how the Dart is used and is seen as a gatekeeper in the socio-economic wellbeing of the Dart business and resident community⁷. Dart Harbour works with a range of organisations, groups, agencies, councils, clubs, communities, and businesses that also have a role to play in the management and future well-being of the River Dart and its various communities.

Table 1: Statutory and managing authorities involved in the stewardship of the Dart Estuary.

Category	Name of organisation
Statutory	Environment Agency
	Devon and Severn Inshore Fisheries and Conservation Authority (IFCA)
	Marine Management Organisation (MMO)
	South Hams District Council (SHDC)
	Duchy of Cornwall (DoC)
	Food Standards Agency (FSA)
	Devon County Council (DCC)
	South Devon Area of Outstanding Natural Beauty (AONB)

Table 2: Groups involved in the voluntary stewardship of the Dart Estuary

Category	Type	Examples
Voluntary	Charitable Trusts (NGOs)	National Trust
	Institutions	Britannia Royal Naval College (BRNC)
	Government Bodies	English Heritage
	Formalised stakeholder user groups	Commercial User Group (CUG) Association of Dart River User Clubs (ADRUC) River Dart Non Beneficiary User Group (NonBens)
	Local communities	Parish Councils Businesses Community individuals

Overall management of the Dart Estuary is complex due to:

- The length of the navigable water body
- High level of pressure within the estuary catchment, with distinct population centres
- A widely varied and disparate range of estuary-user interests
- No statutory conservation designations at the present time.



1.2. Management of Finance

DHNA was created by the Dart Harbour and Navigation Authority Act (1975) as a Trust Port. As an entity, as set out by the Act, DHNA is neither a private or public Limited Company, nor a Charity. DHNA is a Body Corporate, and files annual accounts with Companies House. There is considerable cost involved in discharging the broad range of duties, statutory, voluntary and implied, that are set for a Trust Port, and these costs must be met. DHNA receives NO external funding and so has to generate income through the collection of harbour dues for use of the river, berthing fees for provision of moorings and other berths, and other marine services. As required by the Act, DHNA is not permitted to make a profit. All surplus of turnover minus costs must be re-invested in the harbour, and this is done without fail. Larger projects may require considerable investment – it is the will of the harbour board to plan ahead effectively, and generate sufficient surplus for projects without recourse to borrowing – the authority is currently debt free. The annual cash flow profile is largely similar year on year – approximately £1.4m turnover is generated and costs amount to approximately £1.2m. The balance of this is used for either short term capital projects, or saved for larger projects. With this stable, flat business model the Senior Management Team of the Authority is constantly striving to make management of the harbour more efficient, and deliver more for less. Progress has recently been made on this – and the team are constantly looking for efficiency measures.”



1.3. Use of the Dart Estuary

The Dart Estuary is a highly scenic environment that supports a diversity of human uses and activities. These include leisure, recreation, tourism, marine business (e.g. fishing and mariculture), education and recreation and to gain human health and wellbeing benefits. The Dart Estuary is divided into four spatial zones, defined by usage and environmental characteristics (Figure 1). The Upper Dart is largely used for aquaculture and mariculture, whereas the lower Dart is predominantly used for commercial activities (e.g. marinas, boat yards and marine services). Overall, these activities are highly reliant upon the maintenance of the environmental quality of the Dart Estuary.

Tourism and Recreation

The Dart Estuary is a highly valued landscape that underpins an important local tourism and recreational economy¹. The Dart valley is popular with tourists and Totnes and Dartmouth are significant tourist destinations. As such, tourism is critical to the Dart economy. The Dart is a regionally important centre for yachting, boating, and other river borne activities including power boating, sailing, canoeing, rowing, fishing, swimming and diving², which occur along the length of the Dart Estuary (Figure 1). Boat mooring (both marina and channel-margin anchorage) is intense in the lower estuary. Totnes, Kingswear and Dartmouth are ports, with waterside areas that support boating and light-industrial use. Dartmouth entertains larger shipping through cruise ship hosting. Tourism is a mainstay industry throughout the estuary catchment.

¹ Spencer, N. (2011) Participation Within the Landscape of the River Dart Catchment, Devon, England. *The European Landscape Convention*. Springer Netherlands.

² Fletcher, S., Friedrich, L., Glegg, G. and Jefferson, R. (2012) Dart Forward Vision. A report for Dart Harbour by the Centre for Marine and Coastal Policy Research, Plymouth University.

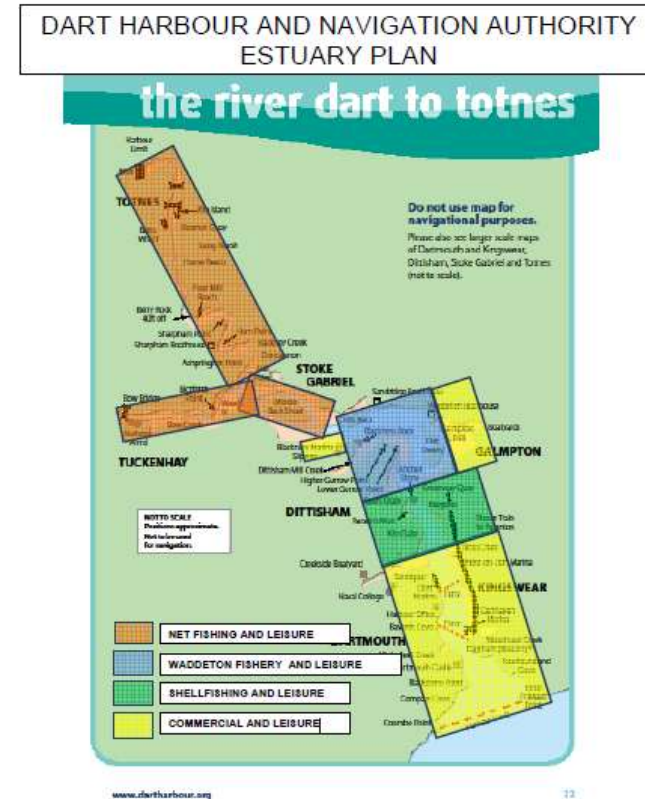


Figure 1: Zoning of Dart Estuary, submitted by Dart Harbour and Navigation Authority to Marine Conservation Zone (MCZ) process.

The Dart is also important for human health and wellbeing. The Dart is a space in which many residents and visitors use to relax, unwind and to undertake recreational activities, which generate health and well-being benefits⁵. These benefits are gained by waterborne users and also those on the water's edge, enjoying the Dart's natural environment, landscape and seascape.

Marine Industry and Education

The Dart, and Dartmouth in particular, is an important location for marine industry in the South West and a focal point for marine related business development. Marine Industry is an important employer and revenue generator in the Dart and surrounding area and are focused around boating, fishing, tourism and mariculture (cultivation of marine organisms for food and other products). The contributions of the Port of Dartmouth Royal Regatta and Greenway House to the local economy are key examples of the importance of the river to the local economy⁶. The Dart Valley is also home to agriculture. Farmland is principally used for grazing, with a landscape dominated by hedgerows and maintained grassland. The Dart Estuary provides a range of opportunities for education and training in all things marine, from boat building and maintenance to safe recreation. The Dart is home to the Britannia Royal Naval College (BRNC) which has provided the education and development of world-class Naval Officers in Dartmouth since 1863.

1.4. Environment

The River Dart flows for 62km from source to sea. Rising 550m above sea level on Dartmoor, the river makes its way to the estuary mouth at Dartmouth³. The Dart estuary is a defining feature of the South Devon Area of Outstanding Natural Beauty (AONB) and is home to a diverse range of important habitats and species⁴. In 2011, a section of the Dart Estuary (Dittisham to Totnes) was announced as a 'Recommended Marine Conservation Zone' (rMCZ), due to its important conservation features (Table 3). The Dart Estuary rMCZ is home to intertidal mudflats

³ Spencer, N. (2011) Participation Within the Landscape of the River Dart Catchment, Devon, England. *The European Landscape Convention*. Springer Netherlands.

⁴ Defra (2013) Annex A.5 – Finding Sanctuary sites requiring further consideration. *Marine Conservation Zones: Consultation on proposals for designation in 2013*.

and saltmarshes which are highly productive and provide important feeding grounds for bird species, juvenile fish and crustaceans. The Dart estuary also supports nationally important species including the European eel and the Tentacled lagoon-worm⁵.

Table 3: Draft conservation objectives for the Dart Estuary rMCZ⁶

Conservation Features	Conservation Objective
Subtidal mud	Maintain
Intertidal mud	Maintain
Low energy intertidal rock	Maintain
Coastal saltmarsh and saline reedbeds	Maintain
Estuarine Rocky habitats	Maintain
Intertidal under boulder communities	Maintain
Alkmaria romijni (European eel)	Maintain
Anguilla Anguilla (European eel)	Maintain or recover



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The Dart Estuary Marine Conservation Zone (MCZ) designation is currently on hold. However, the establishment of the Lyme Bay and Torbay Special Area of Conservation (SAC) in 2011/2012 affects the Dart Estuary. The Lyme Bay and Torbay SAC protects the waters off the local coast and outside the mouth of the Dart Estuary, in order to conserve rocky reefs and sea caves in the Torbay/Dartmouth sublittoral⁷.



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⁵ Defra (2012) Annex I2 Direct impacts arising from individual rMCZs (Finding Sanctuary), from Finding Sanctuary, Irish Seas Conservation Zones, Net Gain and Balanced Seas.

⁶ Lieberknecht, L.M., Hooper, T.E.J., Mullier, T.M., Murphy, A., Neilly, M., Carr, H., Haines, R., Lewin, S. and Hughes, E. (2011). Finding Sanctuary final report and recommendations. A report submitted by the Finding Sanctuary stakeholder project to Defra, the Joint Nature Conservation Committee, and Natural England. Available at <http://www.finding-sanctuary.org/page/resources.html> and at The UK National Archives <http://tna.europarchive.org/> <http://www.findingsanctuary.org/>

⁷ JNCC (2015). Lyme Bay and Torbay SAC. Available at: <http://jncc.defra.gov.uk/protectedsites/sacselection/sac.asp?EUCODE=UK0030372>

1.5. Benefits to Society

The environment is central to human wellbeing and economic prosperity. The UK National Ecosystem Assessment (UK NEA) demonstrated that the environment provides important natural assets ('natural capital') and benefits ('ecosystem services') that make human life possible worth billions of pounds to our economy and are vital for society's wellbeing.

Table 4: Benefits provided by the Dart Estuary (adapted from Gilvear et al., 2014 and Shellock et al., 2015).

Category	Benefit ('ecosystem service')
Provisioning	Food Water Raw materials (e.g. driftwood)
Regulating	Dampen intensity of storms and floods (mitigation) Removal of pollutants (waste treatment)
Cultural and amenity	Leisure, recreation and tourism Identity and heritage Cognitive development (e.g. learning, research, education) Spiritual services (sacred or religious) Aesthetic appreciation (landscape, seascape) Inspiration (e.g. culture, art, design)

The Dart Estuary provides a diverse range of these benefits to residents and visitors to the Dart Valley. There are three types of benefit: (1) Provisioning, (2) Regulating⁸ and (3) Cultural and amenity⁹ (Table 4) and range from the provision of food, removal of pollutants to protection from floods and storms.

⁸Gilvear, D., Large, A., Spray, C., Casas-Mulet, R. (2014). Developing approaches for assessing the effects of river restoration in terms of multiple benefits and ecosystem services. Presented at RRC Annual Conference 2014, Sheffield Halam University.

⁹Shellock, R., Fletcher, S., Beaumont, E., Gee, K., Kannen, A., Giles, R. (2015). The ICES approach: A case study from Devon, UK. Presented at ESEE Conference, University of Leeds.

Cultural Benefits:

Recent research by Plymouth University explored the cultural benefits provided by the Dart Estuary and engaged over 700 residents, stakeholders and visitors to the Dart Valley¹⁰. The research revealed that the Dart Estuary provides vital cultural benefits to society and identified a range of areas along the Dart Estuary which are of particular importance. 51 areas on the Dart Estuary were identified as being 'Culturally Important' (Table 5, Figure 2). In other words, these areas provide services that are critical to the wellbeing and identity of the Dart Valley community. Culturally 'Important Areas' are distributed relatively evenly between the upper (n=21) and lower sections of the Dart Estuary (n=29). However, the largest number of 'Culturally Important Areas' are located near the towns of Totnes and Dartmouth, in Zone 1 (Net fishing and Leisure) and Zone 4 (Commercial Activities and leisure).

These 51 'Culturally Important Areas' are important because they are: (1) unique, (2) relied upon by the community, (3) important to the resilience of the area, (4) important to the cultural heritage and traditions of the area and are (5) linked to historical events (e.g. shipwrecks, invasions, conquests).

Overall, the Dart Estuary provides all six types of benefit (ecosystem service) to residents and visitors. These include:

- Opportunities for leisure and recreation (*e.g. boating, fishing, walking, camping and rowing*)
- Aesthetic appreciation (*views/landscape/seascape*)
- Heritage and identity (*e.g. gaining a sense of heritage/ understanding of the past*)
- Inspiration for culture, art and design (*e.g. music, painting, photography, fashion*)
- Opportunities for cognitive development (*e.g. training and research*)
- Spiritual experiences (*e.g. meditation and visiting places of worship*)



¹⁰ Shellock, R., Fletcher, S., Beaumont, E., Gee, K., Kannen, A., Giles, R. (2015). The ICES approach: A case study from Devon, UK. Presented at ESEE Conference, University of Leeds

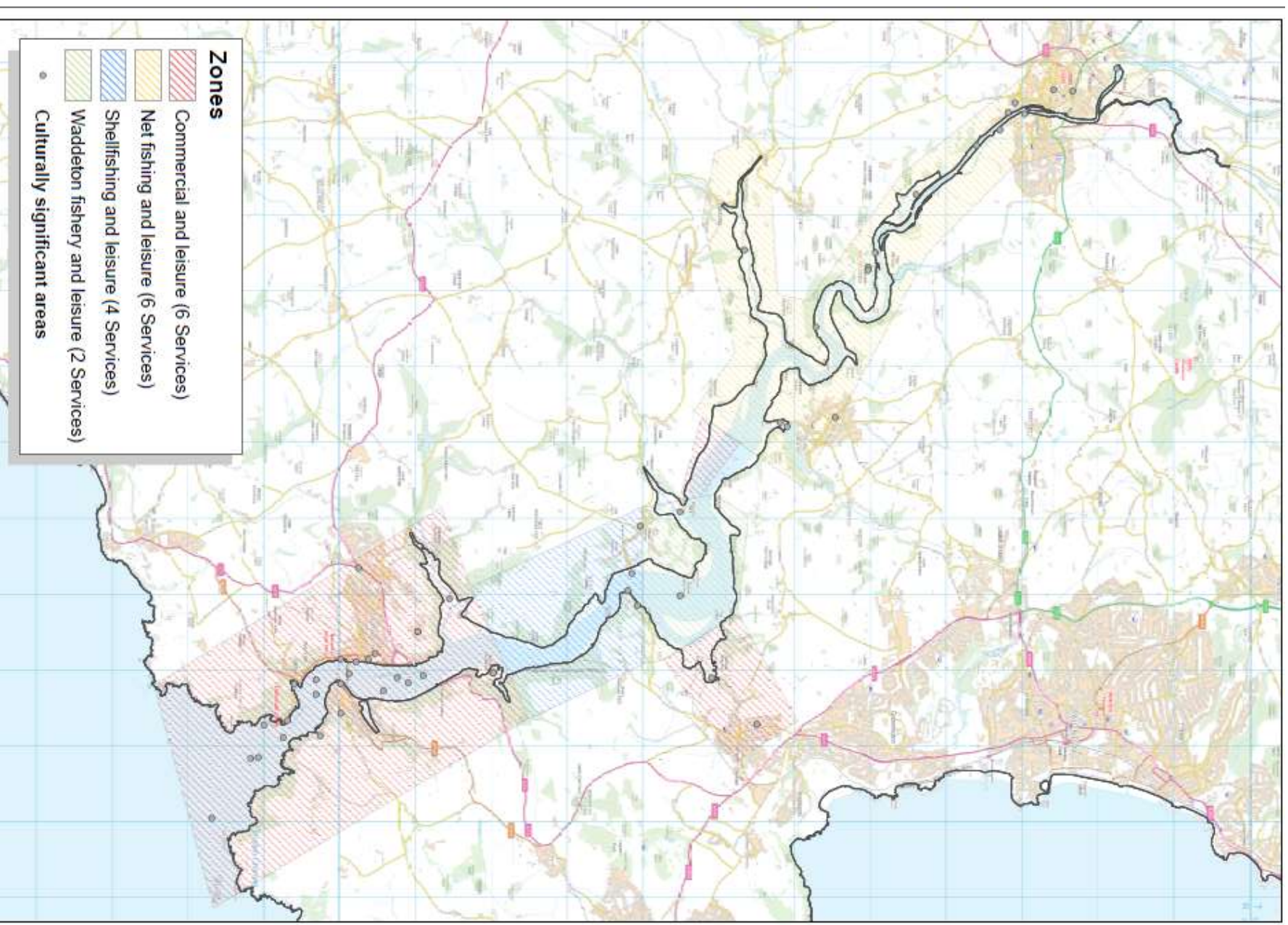


Figure 2: Culturally Significant areas on the Dart Estuary. Map shows the distribution of 'Culturally Significant areas' across the four DHNA management zones. (Note: see figure 1 for reference).

Table 5: ‘Culturally Important Areas’ on the Dart Estuary.

Upper Estuary Net Fishing and Leisure (Zone 1) and Waddeton Fishery and Leisure (Zone 2) Total= 21	Lower Estuary Shellfishing and Leisure (Zone 3) and Commercial and Leisure (Zone 4) Total= 29
Tuckenhay	Dittisham Pontoon
Stoke Gabriel	Greenway
Sharpham	Dittisham
Sharpham House	Greenway Quay (including moorings)
Home Reach	Sugary Cove
Dart Totnes Amateur Rowing Club (including boathouse and slipway)	Dartmouth and Kingswear Castle
Baltic Wharf	St Petrox Church
Sharpham Drive	Brookhill
Steamer Quay	Bayards Cove
Brutus Stone	Royal Dart Hotel
Totnes	Kingswear
Bow Creek	Dart Harbour
Stoke Gabriel Creek	Dartmouth
Stoke Weir	Deep Water
Heronry	BRNC
Fleet Mill Quay/Reach	BRNC water base
Long Marsh	Higher Ferry (including slipway)
Castles to Royal Dart Yacht Club	Noss Marina
Sharpham Point to Duncannon Reach	Noss Marina Academy
Dittisham Creek	Galmpton Mill Creek
Dittisham Lake	Galmpton
	Warfleet Creek and Cove
	The Bight
	Area between Dartmouth and Kingswear
	Town Wall
	Moorings and pontoons
	Blackstone Point
	Mid Stream in the River
	Old Mill Creek
	Mouth of Dart to Mewstone

1.6. Pressures on the Dart Estuary

Environment:

The Dart Estuary is subject to a range of environmental and socio-economic pressures, which have impacts on the quality of the Dart's natural environment. The Dart will face increasing pressure in future years, due to the influence of the South Devon catchment, the Dart's physical characteristics and changes to legislation, governance and specific sectors at the local, national and international level¹¹. Table 6 provides an overview of the past, current and future pressures on the Dart Estuary and its catchment^{12 13}.

Table 6: Past, current and future pressures on the Dart Estuary (adapted from Devon County Council 2015 and Shellock et al., 2015)

Past and Current	Future
Increased popularity of area for water-based recreation and as a holiday destination.	Increasing number of tourists and visitors to Dart Estuary
Ineffective wastewater treatment (urban, industrial and marine).	Climate change (e.g. algal blooms, habitat squeeze and rainfall intensity)
Pollution incidents and spillages (e.g. oil and sewage)	More extreme storm events and sea level rise
Pollution run-off (e.g. silt, agrichemicals and marine litter)	Increasing development along estuary shorelines
Decline in water quality (reducing fishing stocks)	Increasing demand for moorings and marina spaces.
Fishing (e.g. overfishing, gear loss, discard)	Increasing level of ownership of canoes, kayaks and trailered power recreational craft
Increasing numbers of second home owners on the Dart Estuary (e.g. in Dittisham and Dartmouth)	Increasing population and demand for public access to and around the estuary, and proposed coastal access provisions.
Increasing residential development on the Dart Estuary (e.g. Totnes).	Potential pressure for the tidal energy of the estuary to be harnessed as a renewable energy source in response to government targets.
Diffuse sources of low level contamination or nutrient release.	Growth in commercial activity and industry.
Dredging	New requirements for shoreside infrastructure for the fishing sector and better launch facilities for small recreational craft.

¹¹ Fletcher, S., Friedrich, L., Glegg, G. and Jefferson, R. (2012) Dart Forward Vision. A report for Dart Harbour by the Centre for Marine and Coastal Policy Research, Plymouth University.

¹² Shellock, R., Fletcher, S., Beaumont, E., Gee, K., Kannen, A., Giles, R. (2015). The ICES approach: A case study from Devon, UK. Presented at ESEE Conference, University of Leeds.

¹³ Devon County Council (2015). South Hams Area: Dart Estuary. Available at: <http://www.devon.gov.uk/dca-18>

Dart's Culture:

Pressures on the Dart Estuary environment also have the potential to influence the culture of the area. The environment is central to the identity of the Dart and the local economy and is a provider of a range of opportunities and cultural benefits including leisure and recreation. Research by Plymouth University revealed that a decline in environmental quality has the potential to reduce a number of cultural benefits that are currently available to local residents and visitors. Future deterioration of the Dart environment is most likely to affect the community's sense of place and identity, alter the cultural heritage of the area and reduce people's enjoyment of the Dart's landscape (aesthetic appreciation)¹⁴



¹⁴ Shellock, R., Fletcher, S., Beaumont, E., Gee, K., Kannen, A., Giles, R. (2015). The ICES approach: A case study from Devon, UK. Presented at ESEE Conference, University of Leeds.

Section 2 : Process



2. Dart Forward Vision

The Dart Forward Vision project began in 2011 and stemmed from the Dart Harbour's aspiration to develop their vision for the future of the estuary. The project has been a collaborative process with river users, residents, visitors and marine businesses and has been facilitated by the Centre for Marine and Coastal Policy Research (Plymouth University). It was agreed that the Dart Forward Vision should recognise that the management of the Dart is central to the social and economic fabric of the area and that Dart Harbour has a critical role in safeguarding that future. The Dart Forward Vision process and the development of a Forward Vision Action plan is unique in the UK and places Dart Harbour at the forefront of activities by harbour authorities to introduce community supported and research informed strategic planning and management to their waters. **The Dart Forward Vision process has occurred in three clearly defined stages.**

2.1. Stage 1: Trends and Challenges

In 2011, Dart Harbour commissioned Plymouth University to [identify and assess local, national and international trends](#) that are likely to affect the planning and management of the Dart Estuary over the next 10 years (2011-2021) and set out challenges for Dart Harbour to consider¹⁵.

The challenges identified were:

- Impacts of new legislation and imposed governance arrangements
- The emergence of new marine technologies
- Changes within specific sectors (e.g. fisheries management, commercial activity, environmental protection, or tourism)

The conclusions of the report were that:

- There is no single opportunity that Dart Harbour is missing.

¹⁵ Fletcher, S., Friedrich, L., Glegg, G. and Jefferson, R. (2012) Dart Forward Vision. A report for Dart Harbour by the Centre for Marine and Coastal Policy Research, Plymouth University.

- The key finding is that refinements to current activities are likely to deliver most benefit to Dart Harbour and the wider Dart community.
- Key to exploiting enhanced benefits is for Dart Harbour to recognise its position as a key player and gatekeeper in the socio-economic well-being of the Dart business and resident community

In order to deliver the enhanced benefits, it was recommended that Dart Harbour should consider:

- (1)** Developing a pro-active communications and marketing strategy to maintain active communication flows with its multiple audiences and partners.
- (2)** Working in partnership with a range of local, regional and national bodies to encourage cruise calls, super yacht visits, tourism, recreation and leisure, and marine industry through improved coordination and the provision of high quality infrastructure.
- (3)** Embracing the opportunities presented by changes in marine governance, including the Dart's inclusion in the next marine planning process and the potential designation of the Dart Estuary Marine Conservation Zone (MCZ).
- (4)** Recognising that a step-change in the role of Dart Harbour is needed if the authority wishes to adopt a more pro-active approach to socio-economic development in the river.
- (5)** Appointing a communication and marketing officer, whose role it would be to develop and implement a communications strategy, work with key partners to secure socio-economic opportunities for the Dart, and support the implementation of revised working methods and new technology to support enhanced customer experience on the Dart.
- (6)** Undertaking an infrastructure review to identify key gaps and opportunities in river infrastructure.

2.2. Stage 2: Public Priorities

In 2013, it was agreed that the results and recommendations from Stage 1 should be translated into an Action Plan (Dart Forward Vision Action Plan) for Dart Harbour. In 2014, Dart Harbour commissioned Plymouth University to (1) facilitate an internal Dart Harbour consensus building exercise and (2) undertake a community engagement process, in order to inform the development of a Dart Forward Vision Action Plan.

1. Internal Consensus Building Exercise

The internal Dart Harbour consensus building exercise was undertaken in early 2014 to agree Dart Harbour's own vision for the future of the River and to consider the main foci for the development of the Dart Harbour Forward Vision Action Plan. The agreed vision recognises that the management of the River Dart is central to the social and economic fabric of the area and that Dart Harbour has a critical role in safeguarding that future.

The Dart Harbour vision is:

- *To manage, protect and enhance the River Dart as a safe and thriving community asset.*



2. Community Engagement Process

The community engagement process in 2014 used several methods to gain the opinion of river users, businesses and the public on how Dart Harbour can contribute to the long term social, economic and environmental well-being of the River Dart and its community. The project gained public feedback using an online survey, semi-structured interviews (in Totnes and Dartmouth) and by written responses from Dart Harbour stakeholder groups. The survey was publicised using social media (Facebook and Twitter), local media (newspapers and radio), newsletters, email circulation lists and through parish councils. In addition, public meetings were held in Dartmouth and Totnes to discuss the initial results

and obtain more community views. A total of 555 people responded to the survey and these answers were combined with responses from Dart Harbour Stakeholder Groups and comments from the open meetings. The survey method identified the public's priorities for the future management of the River Dart and was structured around five themes:

- Environment
- Infrastructure for Leisure Users
- Infrastructure for Marine Industry
- Marketing
- Communication

In 2015, Plymouth University published an [independent report](#) of the ideas and opinions expressed by the public and stakeholders in relation to these cross-cutting themes, from which clear recommendations for action were derived¹⁶. The proposed actions represented a starting point for the development of a detailed action plan.

¹⁶ Fletcher, S. and Shellock, R. (2015) Dart Forward Vision: Public Priorities. A report for Dart Harbour by the Centre for Marine and Coastal Policy Research, Plymouth University.

2.3. Stage 3: Dart Forward Vision Strategic Plan

In 2015, Dart Harbour organised and translated the [‘Dart Forward Vision: Public priorities’ document](#) (Stage 2) into a Dart Forward Vision Strategic Plan. The Strategic Plan will achieve the Dart Forward Vision to “*manage, protect and enhance the River Dart as a safe and thriving community asset*” and deliver the actions that are perceived as important by all stakeholders, members of the public, river users, board members and Authority executive staff alike.

The Action Plan focuses on five strategic actions identified in the [‘Dart Forward Vision: Public priorities’ document](#) and outlines how these actions can be achieved over the next 10 years.

The five strategic actions are:

- 1) Dart Harbour to lead the establishment of a partnership-based approach to deliver shared benefits for the River Dart community.
- 2) Dart Harbour to establish an ‘environment protocol’ to enshrine the environmental protection ethos into all Dart Harbour activities.
- 3) Dart Harbour to lead the development of a distinctive brand, potentially in partnership with other organisations, focused on the Dart as a high quality scenic environment that provides the context for the generation of significant health and well-being benefits, and supports a living maritime river.
- 4) Dart Harbour to continue to execute its statutory duties well and to supplement this with a clear communication strategy that encompasses interactions with all key sectors, particularly visitors, residents, businesses, and river users.
- 5) Dart Harbour to develop a rolling infrastructure and facilities investment and maintenance programme, potentially in collaboration with other partners, with a particular emphasis on promoting access to, and the accessibility of, the River.

Dart Harbour staff identified a series of measures to achieve each of the five actions. Each measure has been provided with a (1) priority rating (Table 7), (2) timescale (Table 8) and (3) an estimated budget allocation.

Table 7: Priority rating for measures

Rating	Description
Low	Measures identified are desirable for achievement once essential and highly desirable measures are addressed.
Medium	Measures identified are highly desirable and will preserve and enhance the harbour. The measures must be carried out within normal planning and resource constraints.
High	Measures identified are essential and must receive precedence over other measures, as not addressing these measures <i>may</i> result in the degradation of the harbour environment or harbour as a whole.

Table 8: Timescale for measures

Rating	Description
Short	<i>Aim to achieve the measures as soon as practicably possible, as a time priority</i>
Medium	<i>Aim to achieve the measures during the course of normal business development.</i>
Long	<i>A long term goal, with the aim of making some material progress as part of overall future strategy.</i>

The Initial anticipated budgets for each of the five actions and corresponding measures are broad guidelines set by the Dart Harbour board for the executive to invest in each measure annually.

If implemented fully, the five strategic actions will produce a step change in river management to embrace a partnership model in which key stakeholders, the local community and Dart Harbour all work together to manage the shared asset upon which the prosperity and well-being of the Dart community relies. The full implementation of the five strategic actions will also generate a river in which environmental protection is ingrained in the strategic plan, transparent management processes are of the highest standards, there is a clear strategic plan of infrastructure and facilities investment, all of which is coherently branded and communicated.



Section 3 : Dart Forward Vision Strategic Plan



3.1. Summary of Actions for Dart Forward Vision Strategic Plan

Theme	No	Action
Management	1	Dart Harbour to continue to execute its statutory duties well and to supplement this with a clear communication strategy that encompasses interactions with all key sectors, particularly visitors, residents, businesses, and river users (Budget: £1.3m pa).
Partnership	2	Dart Harbour to lead the establishment of a partnership-based approach to deliver shared benefits for the River Dart community (Budget: £37,500).
Environment	3	Dart Harbour to establish an 'environment code' to enshrine the environmental protection ethos into all Dart Harbour activities (Budget: £37,500).
Branding	4	Dart Harbour to lead the development of a distinctive brand, potentially in partnership with other organisations, focused on the Dart as a high quality scenic environment that provides the context for the generation of significant health and well-being benefits, and supports a living maritime river (Budget: £24,000).
Infrastructure	5	Dart Harbour to develop a rolling infrastructure and facilities investment and maintenance programme, potentially in collaboration with other partners, with a particular emphasis on promoting access to, and the accessibility of, the River (Budget: £80,000).

3.2 Management

Proposed action: Dart Harbour to continue to execute its statutory duties well and to supplement this with a clear communication strategy that encompasses interactions with all key sectors, particularly visitors, residents, businesses, and river users. Main Duties include, but are not limited to:

- i. Maintenance of a safe navigable channel between the seaward harbour limit and Totnes.
- ii. Operate a safety management system in response to the Port Marine Safety Code (PMSC), and strive to remain compliant with the PMSC.
- iii. Maintenance of accessibility to the port by sea and to quaysides, for all forms of maritime activity.
- iv. Conservancy of the harbour, in terms of surveying, dredging, input into planning and marine works, and other activities aimed at keeping the port open and competitive.
- v. Maintenance of, in the role of Local Lighthouse Authority (LLA) all lights, beacons and navigational marks to enable i to iii above.
- vi. Licensing of all moorings within harbour limits.
- vii. Enforcement of Dart Harbour Byelaws
- viii. Maintenance and development of all Dart Harbour infrastructure.

This will:

- Deliver a safe River enjoyed by all - both on and off the water.
- Deliver reputational benefits which will attract repeat visitors and support the local economy.
- Support transparent communications with the Dart community to demonstrate the quality of service provided by Dart Harbour.

Theme	Action Number:	Action and Measures	Timescale (short, medium, long)	Priority (Low, Medium, High)	Anticipated Budget
Management	1	Dart Harbour to continue to execute its statutory duties well and to supplement this with a clear communication strategy that encompasses interactions with all key sectors, particularly visitors, residents, businesses, and river users.			£1.3m (PA)
		Measure 1: To focus on the safe use of the harbour by all river users and the role of the harbour authority in maximising safe management of the River. Comply with the Port Marine Safety Code. Risk assess appropriate activity (planned and dynamic) and respond correctly to incidents and trends.	Long	High	
		Measure 2: Adherence to all statutory requirements and enforcement of DHNA Byelaws	Long	High	
		Measure 3: Generate, consult and publish a Dart Harbour Moorings' Policy, and deliver identified actions and outcomes.	Long	High	
		Measure 3: To deliver a clear, effective and robust communication strategy that encompasses interactions with all key sectors particularly river users, residents, visitors, and businesses. The strategy will communicate Dart Harbour's statutory and non-statutory duties and how these are achieved.	Medium	High	
		Measure 4: To establish a 'Policy' thematic partnership to review and formulate policy. The partnership will review Dart Harbour policies and assist with future policy development areas (environment, moorings and harbour management), acknowledging Dart Harbour's ownership of policy.	Medium	Medium	
		Measure 5: To establish and facilitate a 'Business' thematic partnership, to support the local marine economy. The partnership aims to facilitate joint working between DHNA, local businesses and organisations (including BID and BMF) to increase the visibility and profile of the marine economy.	Medium	Medium	
		Measure 6: To establish and facilitate a 'Development' thematic partnership. The partnership will be consultative and provide advice on issues including environmental sustainability, management plans and harbour infrastructure.	Short	Medium	

Measure 7: To deliver a process of future proofing and market analysis of the port sector so as to remain a market leader in this particular area. This process will include business development and will continue to identify and assess for local, national and international trends that are likely to affect the planning and management of the Dart Estuary.	Long	Medium
Measure 8: To develop and apply a benchmarking process that compares Dart Harbour to other ports and their activities in all areas.	Long	Medium

Dart Harbour has acknowledged that effective communication is a crossing theme across all measures and themes within the Dart Forward Vision Strategic Plan. It is therefore clear that the way in which Dart Harbour works and interacts with all of its audiences is important

3.3. Partnership

It is clear that Dart Harbour cannot manage, protect and enhance the River Dart as a safe and thriving community asset by itself. River governance is complex and there are many organisations, groups, agencies, councils, clubs, communities, and businesses that also have a role to play in the management and future well-being of the River Dart and its various communities.

The role of Dart Harbour however, is distinctive amongst these groups, as it has significant direct and indirect influence over how the river is used - which is the main asset upon which many of the other stakeholders depend. Multiple and often contradictory demands are therefore placed upon Dart Harbour, many of which it cannot fulfil due to the limits of its legal mandate and resource constraints. Dart Harbour is nevertheless committed to safeguarding the future of the River Dart. The development of a partnership approach to the Dart is therefore the only feasible way to deliver the aspirations of Dart Harbour and of the other interest groups who participated in this survey.

Proposed action: Dart Harbour to lead the establishment of a partnership-based approach to deliver shared benefits for the River Dart community.



The public priorities document suggested the use of a Dart Forum as a mechanism to communicate with local residents, businesses and other organisations and agencies with an interest in the Dart. Dart Harbour staff examined the proposal for a multiple faceted group partnership and concluded that this type of partnership would prove difficult to operate in a meaningful way, taking into account the diverse role of Dart Harbour.

Instead Dart Harbour will deliver shared benefits for the Dart Valley community using a Partnership-based approach. This approach will ensure that key stakeholders (Table 9) are consulted and informed in all partnership activity.

Table 9: Dart Estuary stakeholders to be consulted in DHNA Partnership approach

Stakeholder:	Examples:
Organisations	UK Harbourmaster Association (UK HMA) UK Marine Pilots British Ports Association South West Regional Ports Association The Wildlife Trust (National and Devon) Marine Conservation Society (MCS) Royal Society for the Protection of Birds (RSPB) Marine Management Organisation (MMO) Devon and Severn Inshore Fisheries and Conservation Authority (IFCA) Natural England South Devon AONB National Trust English Heritage Dartmoor National Park (DNP) South Devon Shellfishermen Association Dartmouth Business Forum Royal Britannia Naval College (BRNC) British Marine Federation (BMF) Devon Maritime Forum (DMF) Local Enterprise Partnership (LEP, Heart of South West) Visit South Devon Tourist Information Centre (Totnes) Tourist Information Centre (Dartmouth) Destination South West Royal National Lifeboat Association (RNLI) Royal Yachting Association (RYA) Yacht Harbour Association The Outdoor Swimming Society Sport England Endurance Life
Agencies	Maritime and Coastguard Agency Department for Transport Environment Agency Department for Work and Pensions Department for Environment and Rural Affairs (DEFRA) Duchy of Cornwall

Stakeholder:	Examples:
Councils	Devon County Council South Hams District Council Dartmouth Town Council Totnes Town Council Stoke Gabriel Parish Council Dittisham Parish Council Ashprington and Tuckenhay Parish Council Berry Pomeroy Parish Council Kingswear Parish Council Torbay Council
Clubs and Communities	Royal Dart Yacht Club Dartmouth Yacht Club Dart Totnes Rowing Club Dartmouth Amateur Rowing Club Dartmouth Angling and Boating Club Dartmouth Yacht Club Canoe Section Dittisham Sailing Club Stoke Gabriel Boating Association Totnes Boating Association Dart Sailability Totnes Canoe Club Kingswear Rowing Club Dart Gig Club Devon and Cornwall Wild Swimmers Dart Leisure Boat Owners Association
Business Representatives	Totnes and District Chamber of Commerce Dartmouth and District Chamber of Trade Ltd (Dartmouth Business Forum) Dartmouth Business Improvement District (BID)
Accredited Stakeholder Groups	Commercial User Group (CUG) Association of Dart River User Clubs (ADRUC) Non Beneficiary User Group (NonBens)

To achieve this, Dart Harbour proposes the use of three styles of partnership:

Thematic Partnerships:

Thematic partnerships will help to achieve subject focus and are tailored around specific topics, issues and protocols, including:

- Development
- Policy
- Environmental Protection
- Branding

Individual Partnerships:

Individual partnerships will focus and improve relationships with specific organisations, groups, agencies, councils, communities and businesses that also have a role to play in the management and future well-being of the River Dart and its various communities, including:

- South Devon Catchments Partnership (SDCP)
- South Devon Area of Outstanding Natural Beauty (AONB)

Stakeholder Groups:

Partnership working with Dart Harbour's accredited stakeholder groups link the Harbour Board to its users and local community. Stakeholder Groups independently monitor the activities of Dart Harbour, advising the board and making representations and or recommendations as required. The three accredited stakeholder groups are as follows:

- Commercial User Group (CUG)
- Association of Dart River User Clubs (ADRUC)
- Non Beneficiary User Group (NonBens)

The approaches and measures offered overleaf will keep subject focus, deliver meaningful outcomes and provide the following:

- Neutral mechanisms to support co-ordinated river management
- Communication vehicles to identify and exploit shared opportunities (e.g. grant funding)
- Opportunities to raise ideas, concerns and discuss shared issues



Theme	Action Number:	Action and measures	Timescale (short, medium, long)	Priority (Low, Medium, High)	Anticipated Budget
Partnership	2	Dart Harbour to lead the establishment of a partnership-based approach to deliver shared benefits for the River Dart community.			£37,500
		Measure 1: To establish agreed thematic partnerships, to keep subject focus and deliver meaningful outcomes.	Short	Medium	
		Measure 2: To support the Catchment Based Approach South Devon Catchments Partnership, its Catchments Action Plan and projects in collaboration with the South Devon Catchment Partnership (SDCP).	Long	High	
		Measure 3: To work with the South Devon AONB and create harmonious objectives between the AONB estuaries management plan and Dart Harbour environmental management plan.	Short	Medium	
		Measure 4: To improve communication with Dart Harbour's existing accredited stakeholder groups and to encourage the re-establishment of the Non Beneficiaries User Group.	Short	High	

3.4. Environment

The environment is central to the identity of the Dart and to what makes the Dart distinctive from other ports, harbours and estuaries. It was identified as the reason many people visit and live in the Dart Valley, and as such is the underlying driver of the local economy. Safeguarding the environment is critical to safeguarding the future of the Dart as a thriving community asset.

Given its role in the management of the Dart, Dart Harbour has a critical role in environmental protection. In order to exercise this role properly whilst delivering the widest suite of benefits to the local community, Dart Harbour requires a clear and coherent approach to how it approaches environmental protection and management. Dart Harbour's approach needs to fit within the wider terrestrial and marine environmental governance framework and be coherent with any forthcoming Dart Environmental Management Plan.

Proposed action: Dart Harbour to establish an 'environment code' to enshrine the environmental protection ethos into all Dart Harbour activities.

This will:

- Demonstrate how environmental considerations will influence strategic decisions and the day-to-day activities of Dart Harbour.
- Provide a credible base from which Dart Harbour can contribute to the future formulation of a Dart Environmental Management Plan.
- Enable the Dart to be genuinely promoted as one of the most environmentally aware and active harbours in the UK and Europe through leading by example.



Theme	Action Number:	Action and measures	Timescale (short, medium, long)	Priority (Low, Medium, High)	Anticipated Budget
Environment	3	Dart Harbour to establish an ‘environmental code’ to enshrine the environmental protection ethos into all Dart Harbour activities. This will make steps towards promoting the Dart as one of the most environmentally aware and pro-active harbours in the UK and Europe.			£37,500
		Measure 1: To establish an environmental ethos which places environmental protection at the heart of all Dart Harbour’s activities.	Short	High	
		Measure 2: To develop a formal process for planning applications, marine licensing and mooring allocations, which will place the environment at the centre of Dart Harbour’s strategic decision-making.	Short	Medium	
		Measure 3: To establish and facilitate an ‘Environmental Protection’ thematic partnership. The partnership will engage relevant organisations and aims to raise public awareness of the River Dart Environment (including impacts and environmental protection measures) and generate environmental and societal benefits.	Short	High	
		Measure 4: To produce a Dart Environmental Management Plan which will ensure that all necessary measures are identified and implemented to protect the Dart environment and comply with Dart Harbour environmental code and local, national and international environmental legislation.	Short	High	
		Measure 5: To communicate the importance of the River Dart environment to a variety of audiences.	Medium	Medium	
		Measure 6: To develop monitoring and research package which will provide a viable and true picture of the state of the River Dart environment, so that it can be measured and analysed	Medium	High	
		Measure 7: To review Dart Harbour’s environmental footprint (e.g. energy and resource use) and develop a strategy to minimise this. This will enable Dart Harbour to be genuinely promoted as one of the most environmentally aware and active harbours in the UK and Europe through leading by example.	Medium	Medium	
		Measure 8: To establish a voluntary agreement with stakeholders to collectively value the environment and to work together to generate widest suite of environmental and societal benefits.	Short	Low	

3.5. Branding

The external facing image presented by the Dart area is important to the attraction of visitors, investment, and funding. In order to capitalise on these potential benefits, it would be advantageous to have a coherent 'Dart brand' which reflects the reality of the Dart and therefore is a promise that can be delivered upon, and reflects the central values of Dart Harbour's vision for the future of the Dart. It is evident from the engagement process that residents, visitors and the business community all value:

- the Dart's natural environment, landscape and seascape;
- the Dart as a space in which to relax and undertake recreational activities and therefore generate health and well-being benefits;
- the Dart's role as a living maritime river, encompassing heritage, business, education and skills.

These are attributes that the Dart already has, therefore a brand built on these values would be credible and attractive. It is also a brand that would be likely to generate support from multiple sectors and one that could be tailored according to the target audience. For example, to attract visitors. The environment and health benefits could be stressed, whereas to attract inward investment the business and environment benefits could be stressed.

Proposed action: Dart Harbour to lead the development of a distinctive brand, potentially in partnership with other organisations, focused on the Dart as a high quality scenic environment that provides the context for the generation of significant health and well-being benefits, and supports a living maritime river.

This will:

- Provide a coherent outward facing message from Dart Harbour (and potentially other partners) to generate stronger brand recognition for the Dart.
- Provide a set of principles that genuinely reflect the values held by Dart residents and stakeholders which can be used to inform and justify decision-making on a day-to-day and strategic basis.

Theme	Action Number:	Action and measures	Timescale (short, medium, long)	Priority (Low, Medium, High)	Anticipated Budget
Branding	4	Dart Harbour to lead discussions over the development of a distinctive brand, in partnership with other organisations. The brand will focus on supporting the river community, a living maritime river and the Dart as a high quality scenic environment that provides the context for the generation of significant health and well-being benefits.			£24,000
		Measure 1: To establish and lead in the establishment of a 'Branding' thematic partnership with relevant organisations to consider the development of a 'Dart brand'.	Medium	Low	
		Measure 2: To align Dart Harbour communication and management with any Dart Brand established and its values. An improved communications policy will ensure a coherent outward facing message from Dart Harbour and will generate stronger brand recognition for the Dart.	Long	Medium	
		Measure 3: To align Dart Harbour management with any Dart wide brand and its values. Dart Harbour staff are the embodiment of the brand and therefore will require continuing professional development to embed the brand into daily behaviours.	Long	Medium	
		Measure 4: To provide a set of principles that genuinely reflect the values held by Dart residents and stakeholders, to inform and justify decision-making on a day-to-day and strategic basis.	Long	High	
		Measure 5: To lead the development of a branding theme (e.g. logo and strapline), that is common and fitting to all interested parties in the Dart Valley.	Medium	Low	

3.6. Infrastructure

Infrastructure, facilities investment and maintenance enable the River Dart to remain functional, economically viable, safe, and enjoyable to visit. As such, the role of Dart Harbour with respect to providing and maintaining infrastructure and facilities that support all sectors that rely upon the Dart is critical. The importance of safe, reliable, and modern infrastructure and facilities was a common theme in the community engagement process, and many suggestions were made for specific improvements that could be made, particularly to support leisure and business activities. A related finding was that access and accessibility were important issues for the Dart community. This includes getting to the riverside, gaining access to the water, parking cars, storing tenders, and overcoming any particular issues resulting from limited mobility.

Proposed action: Dart Harbour to develop a rolling infrastructure and facilities investment and maintenance programme, potentially in collaboration with other partners, with a particular emphasis on promoting access to, and the accessibility of, the River.

This will:

- Support the broad range of stakeholders who rely on a safe and functional River.
- Provide a focus for funding applications to support investment in infrastructure and facilities.
- Provide a transparent and collaborative process that demonstrates the strategic aspirations of Dart Harbour.



Theme	Action Number:	Action and measures	Timescale (short, medium, long)	Priority (Low, Medium, High)	Anticipated Budget
Infrastructure	5	Dart Harbour to develop a rolling infrastructure and facilities investment and maintenance programme, potentially in collaboration with other partners, with a particular emphasis on promoting access to, and the accessibility of, the River.			£80,000
		Measure 1: Maintain current state of Dart Harbour infrastructure in all areas.	Short	High	
		Measure 2: Improve current state of Dart Harbour infrastructure in all areas.	Medium	Medium	
		Measure 3: Increase capability of Dart Harbour infrastructure on a unilateral basis.	Medium	Low	
		Measure 4: To establish partnership working to achieve major infrastructure capital investment, where business case exists.	Long	Medium	



Section 4: Monitoring the Effectiveness of the Strategic Plan

4.1. Internal Monitoring

The Dart Harbour board will monitor progress of the Authority in delivering the strategic plan. As well as gaining public feedback, from time to time, the board will receive a bi-annual report from the CEO regarding performance of the plan, in April and October annually. The report will contain a description of progress in the Authority's response to the plan, including a list of relevant activities, and, where appropriate, a record of financial investment. The report will also include future activities planned to continue progress.

4.2. External Communication of Results

Effectiveness of the Strategic Plan will be documented in the publicly available board meeting minutes. The Chairman will provide a written report on this annually in the DHNA Annual Report. The board will also provide an update at the Annual Public Meeting.

5. Appendices

Appendix 1: Review of Strategic Planning Approaches

Strategic Planning is a systematic process of envisioning a desired future and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

A systematic literature search was undertaken to review strategic planning approaches adopted by Harbour Authorities and organisations in the UK. The search reviewed strategic approaches, as well as the focus of Strategic Plans, considering the strategic objectives and thematics. The review was undertaken through meta-search engines, online research databases and catalogues. The literature review was applied in order to ensure that Dart Harbour adopt leading practices and avoids common pitfalls in Strategic Planning.

The literature search identified 15 harbours in the UK that have adopted Strategic Planning over the last 20 years. Predominantly, UK Harbours have adopted two specific approaches to Strategic Planning: Port Master Plans and Strategic Plans (Table A1).

Port Master Plans:

60% of the Harbours reviewed, implemented Port Master Plans, taking guidance from the Department of Transport (DfT)¹⁷ (Table A1). Port Masterplans set out how the port expects to grow and develop its business over time, how the ports development plans integrate, support and inform the regional and local economic, transport and planning policy context and what environmental measures will be taken to ensure that adverse effects are mitigated and the port makes a positive contribution to environment and amenity.

Strategic Plans:

40% of the Harbours reviewed have implemented Strategic Plans and other derivations (e.g. Strategic Business Plan) (Table A1). Strategic Plans are composed of strategic aims and objectives and are used to provide a clear vision and framework for the development of Harbours. The Plans are usually reviewed annually and are used to inform decision-making by Harbour Boards.^{18 19}

¹⁷ Department for Transport (DfT) (2008). Guidance on the preparation of port master plans. Available at: [http://infrastructure.planningportal.gov.uk/wp-content/ipc/uploads/projects/TR030001/2.%20Post-Submission/Representations/Additional%20Representations/121023_TR030001_DFT%20Port%20Masterplan%20Guidance%20\(additional%20submission\).pdf](http://infrastructure.planningportal.gov.uk/wp-content/ipc/uploads/projects/TR030001/2.%20Post-Submission/Representations/Additional%20Representations/121023_TR030001_DFT%20Port%20Masterplan%20Guidance%20(additional%20submission).pdf)

¹⁸ Whitstable Harbour (2010). Whitstable Strategic Plan. Available at: <http://whitstableharbour.org/wp-content/uploads/2010/11/Whitstable-Harbour-Strategic-Plan-Feb-2010-mk2.pdf>

¹⁹ River Hamble Harbour Authority. River Hamble Harbour Authority Strategic Plan. Available at: <http://documents.hants.gov.uk/Hamble/RiverHambleStrategicPlan2015.pdf>

Table A1: Systematic Review of Strategic Planning approaches adopted by UK Harbours (x= presence of theme, blank cell= absence of theme)

Note: hyperlinks can be used to view the plans in more detail.

Harbour:	Type of Plan	Aim(s) of Plan:	Presence or absence of theme in Strategic Plan				
			Partnership	Environment	Branding	Management	Infrastructure
Torbay Harbour	PMP	"To provide a high quality service that is committed to improve Tor Bay Harbour and provide a cleaner and safer environment".	x	x		x	x
Shoreham	PMP	"To grow commercially, diversify markets, develop strategic infrastructure, encourage and foster strategic partnerships, promote integrated management and support appropriate leisure use of the port".	x	x		x	x
Newhaven	PMP	"To create a thriving commercial and ferry port and tourism gateway, providing infrastructure for job-creating businesses in the new low carbon, leisure marine and fishing industries".	x	x			x
Falmouth	PMP	"Falmouth should be maintained and developed as a successful and viable operational Port that is of regional strategic significance and that makes a major and continuing contribution to the Cornish economy and the wellbeing of local communities".	x	x	x	x	x
Guernsey	PMP	"To safeguard, secure and provide for the maritime needs of the island"	x	x		x	x
Poole	PMP	"To promote the safe and sustainable use of Poole Harbour, balance the demands on its natural resources, develop strategic infrastructure, work closely with our stakeholders, support the safe management of appropriate activities within the Harbour, and work strategically with key agencies in order to manage the Harbour in a sustainable and responsible manner."	x	x		x	x

*Key: PMP= Port MasterPlan, SP= Strategic Plan, SBP= Strategic Business Plan

			Presence or absence of Theme				
Harbour:	Type of Plan	Aim(s) of Plan:	Partnership	Environment	Branding	Management	Infrastructure
Truro	PMP	"To develop a vision that is consistent with the sustainable strategy, and permits the harbours to be managed in a financially self-sustainable way in the long term".					x
Portsmouth	PMP	"Portsmouth International Port should be a thriving and expanding multi-user port, open to all, that seeks to exploit its position as the UK's Best Connected Ferry Port. It aims to provide its customers with modern and ever improving facilities whilst yielding its owners, Portsmouth City Council, a good return on their investment and a wealth creating enterprise".	x	x		x	x
Brightlingsea	PMP	(1) To provide leadership and resource management to create or influence the development of infrastructure of specific areas. (2) To identify the development potential of the key aspects of harbour activity: <ul style="list-style-type: none"> - Leisure boating - Tourism - Windfarm activity - Environmental conservation - Commercial activity (3) To assess current and future risk and manage and increase the harbour's assets appropriately (4) To safeguard the essential characteristics of a diverse and active harbour				x	x

*Key: PMP= Port MasterPlan, SP= Strategic Plan, SBP= Strategic Business Plan

Harbour:	Type of Plan	Aim(s) of Plan:	Presence or absence of Theme				
			Partnership	Environment	Branding	Management	Infrastructure
Whistable	SP	"The longer term vision envisages evolution at a pace in keeping with the ambitions and aspirations of the local community".			X	X	X
Lerwick	SBP	"The Authority aims to run an efficient, cost effective port operation involving the management, maintenance and regulation of all its activities and shipping to the port for the benefit of the Shetland community and businesses for the foreseeable future. In doing so it will strive to invest in new facilities and to maximise the quality and value for money of its services in order to maintain and attract new businesses to the port. It will diversify its involvement in port-related facilities, where this supports and strengthens its core harbour activity".	X			X	X
River Hamble	SP	"To conserve the natural beauty, character and history of the harbour, balanced with the needs of the many people who use it, whilst ensuring that it is safe to navigate and accessible to as many people as possible."	X	X		X	
Salcombe	SBP	"To retain and enhance the character of Salcombe and Kingsbridge Estuary whilst updating harbour facilities to meet the requirements and expectations of harbour users in the 21st century".		X		X	X

*Key: PMP= Port MasterPlan, SP= Strategic Plan, SBP= Strategic Business Plan

Harbour:	Type of Plan	Aim(s) of Plan:	Presence or absence of Theme				
			Partnership	Environment	Branding	Management	Infrastructure
Fowey	SP	"To operate within the remit laid down by Parliament in the best interests of our Stakeholders, including harbour users and the community, by improving, maintaining and managing the Port of Fowey. The Commissioners further aim to provide an efficient and economical service and administration whilst ensuring the highest levels of safety and protecting the environment and character of the harbour area".		x		x	x
Cowes	SP	-		x		x	x

*Key: PMP= Port MasterPlan, SP= Strategic Plan, SBP= Strategic Business Plan