



Dart Harbour & Navigation Authority

Annual Report

2018

Introduction:

This report captures the key events and activities of 2018 measured against the Objectives set out in the Authority's Strategic Plan for public record. The Board published a revision to the Pilotage Policy which was reviewed following the death of David White in January 2018.

Board representation for the 2017/2018 period saw a change of four board Members. In December 2017 Ian Gibson and Richard Eggleton left the Board and the selection panel recruited Mike Burden and Tristan Harwood from January 2018. Julian Distin had also been identified by the selection panel as having potential to take up a board position, in the event that any other Board Members leave during the course of 2018. In January 2018, Sarah Dunn resigned, owing to work commitments, and Julian Distin joined the Board in February. Very sadly, Captain David White (co-opted for his Pilotage expertise) died in January 2018, after a short illness, and Richard Eggleton was invited to re-join the Board as a co-opted member in the field of pilotage advice. Mark Hubbard accepted the role of Chairman and James Dodd that of Vice Chair. A short profile about each Board Member can be found on our website

In 2017 a number of changes were made to the processes and routines and many of these required input from stakeholders. The prime focus of the then new HM was to ensure Dart Harbour's compliance with the Port Marine Safety Code (PMSC). By contrast, 2018 has seen less focus on change and allowed consolidation to ensure consistent implementation of policy and the bedding in of new processes. There has been some change management with the implementation of Job Evaluation and restructuring of river staff to ensure greater resilience. The staff have responded positively to the changes and feedback from stakeholders and customers indicate that the reputation of the authority continues to improve. Small initiatives including the trial of some temporary pontoons and the reduction of water taxi fares have provided increased access to the river and the increased capacity of walk ashore facilities have proved to be popular. Long term planning activities conducted in 2018 (including the development of a long term capital plan, review of cash reserve requirements and the review of pension funds) along with routine annual financial planning activities (2017 account preparation and 2019 budget setting) show that Dart Harbour is financially sound. It is intended to continue mooring optimisation work to ensure that the mooring capacity, which is limited by the need for environmentally sensitive development, continues to offer excellent value for money and best meets demand.

Objective 1 - A safe, effective and efficient operation that meets legislative requirements.

1.1 **Safety Introduction.** The 'Port Marine Safety Code' sets out a national standard for every aspect of port marine safety. Its aim is to enhance safety for everyone who uses or works in the port marine environment. It applies to all harbour authorities, marine facilities, berths and terminals in the UK. Dart Harbour signed up to the code several years ago and is constantly looking at ways to enhance and improve safety within the harbour. This requires everyone using the harbour to be aware of their actions and how they affect other harbour users whilst always looking to improve their safety. This has to be a collective effort and is a joined-up approach.

1.2 **Safety Audit.** In November 2018 the Authorities Designated Person (DP), who is responsible for reporting safety compliance direct to the board, conducted a full audit and reported: "That Dart Harbour is in compliance with the Port Marine Safety Code. The DP reported that the DHNA Marine Safety Management System (MSMS) is based upon the key elements of the Port Marine Safety Code (PMSC) and is reviewed annually following an internal consultation process. The report also included a number of detailed findings that would need to be progressed by

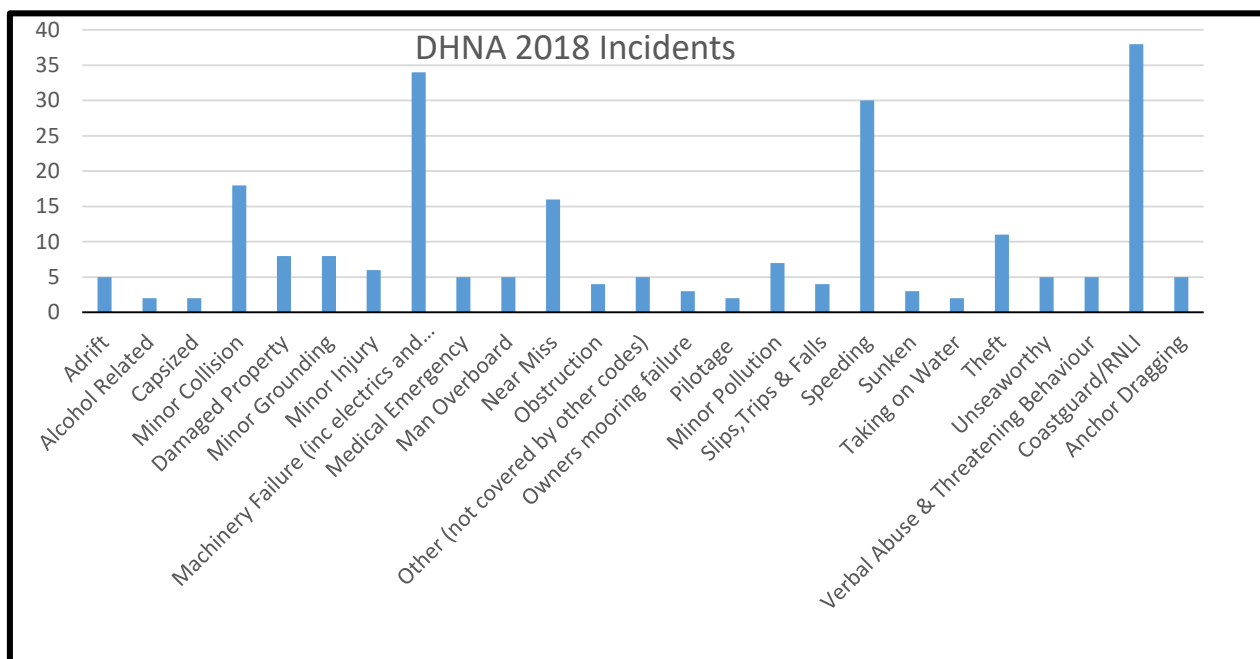
management and staff before the 2019 Spring review of safety. The Board noted the findings and decided that in addition to normal audit and review process it would be appropriate to arrange a benchmarking exercise in 2019 in order to provide some feedback on how Dart Harbour compared with other ports.

- The DP found a very positive and proactive attitude to the MSMS within the Staff at Hoodown.

1.5 Incidents and Trend Analysis. As a result of the review of safety related documentation in early 2017, the Authority adopted a much simpler incident reporting system in order to encourage transparency. As a consequence of this over 150 incidents were reported in 2017 and a further 187 in 2018 providing a good base of information to support the collection of lessons identified and trend analysis. Key trends were identified and it was pleasing to see that there were some reductions in specific types of incidents between the two years. Near misses between ferries and other vessels had reduced following a small programme that raised awareness of the potential issue. Reports of personnel travelling in unlit tenders and dinghies had also reduced and this was coincident with a campaign to raise awareness and a 37% increase in water taxi usage. 2018 trends included:

- Safety related to vessels not maintained or cared for
- Speeding
- Not wearing life jackets in small craft
- Minor collisions and berthing incidents

2018 Reported Incidents
 Fig 1 – Summary of DHNA Incident reports by category Nov 17-Nov 18.



1.6 Major Incidents. There was one significant incident in the river in 2018 when cruise ship Saga Pearl made contact with four yachts on swinging moorings in Bayard’s cove. The incident report including recommendations has been compiled and submitted to the Marine Accident Investigation Branch (MAIB) for consideration. It is expected that the MAIB will accept the report and recommendations which will then be further progressed by the Board.

1.7 **Safety Improvements.** In addition to issues reported through the incident reporting system there were a number of other areas where it was judged there was potential for reducing the risk to river users. Issues addressed in 2018 include:

- Maintenance of the DHNA Fleet
- Managing tombstoning
- Replacement of Hoodown Pontoons
- Improving navigation sectored lights, replacing and repositioning buoys and marks (successful inspection by Trinity House of main marks and river marks.
- Improving safety of navigation with 100% survey of the channel with financial support of commercial concerns
- Improving access - Stoke Gabriel landing hand rail.



Fig 2 - Improvements to access to Stoke Gabriel pontoon

1.8 Safety Related Activities.

1.8.1 **Revised Staff Training Programme.** As part of the internal staff re-structure by the HM, the DHM supported this by producing an enhanced training programme for key personnel within the Authority making sure staff have the appropriate level of training to support them in their job roles. This also including the initial training for the two new posts of Harbour Assistants/Yacht Taxi Coxswains.

1.8.2 **Hosting a Major Port Security Exercise.** On the 13 June 2018 Dart Harbour hosted a Port Security Exercise which was planned and organised by the DHM in conjunction with Devon & Cornwall Police Operations Planning Officer. This helped Dart Harbour to achieve some of its statutory functions and was very well attended by other surrounding harbour authorities and emergency services.



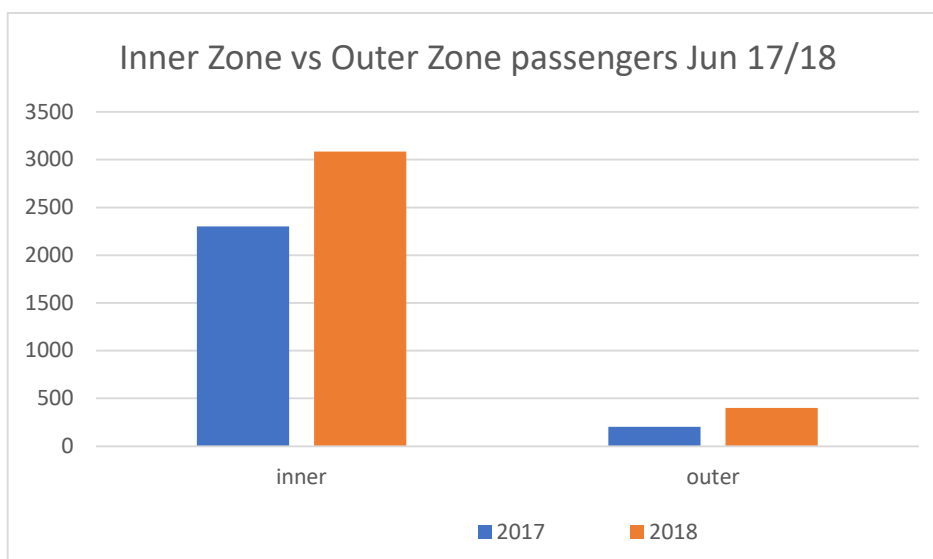
1.8.3 **Competent Harbour Authority Update.** In November 2016, the Board adopted a revised Pilotage Policy under the provisions of the Pilotage Act 1987. Dart Harbour has published pilotage directions and the new policy provides guidance to those exercising control over the

provision of the service, including the use of directions, and the recruitment, authorisation, examination, employment status and training of pilots. Work also continues on reducing the risk to personnel involved in pilot boat operations. A replacement Lochin 33 Pilot Boat has been purchased by Dart Harbour, with a view to staff working on this as a background project, with the aim of having a designated pilot boat more suitable to promote safer pilot boat operations.

1.8.4 Local Lighthouse Duties Update. During the course of this year the harbour authority has invested in the replacement of the Bayard's Cove sector light and the main entrance sector light. Improvements include energy efficient LED technology, accurate sector bearings, greater light intensity for further range and 24hr coverage. Three additional navigation marks (lateral) have been installed for improved navigational safety in the higher reaches of the harbour. These include one mark in Bow Creek and two marks in the vicinity of Duncannon.

1.8.5 Improving Bathymetric Harbour Survey Information. Dart Harbour continued to improve the survey of the harbour following their strategy to ensure that all areas are surveyed at least every two years. The main harbour and the approaches used by larger vessels will be surveyed annually. In 2018 a full bathymetric survey of the main harbour area, including the entrance, private marinas and Old Mill Creek has been conducted. Dart Harbour continues to work with the United Kingdom Hydrographic Office to maintain the safety of navigation for mariners using the harbour.

1.8.6 Improvements to Yacht Taxi Driver and Passenger Safety. The Yacht Taxi price was halved this year and this had an effect on the number of journeys and passengers. There has been an increase of roughly 39% in passengers and a 20-30% increase in journeys to Noss, as is shown by this example for June 2017 versus 2018.



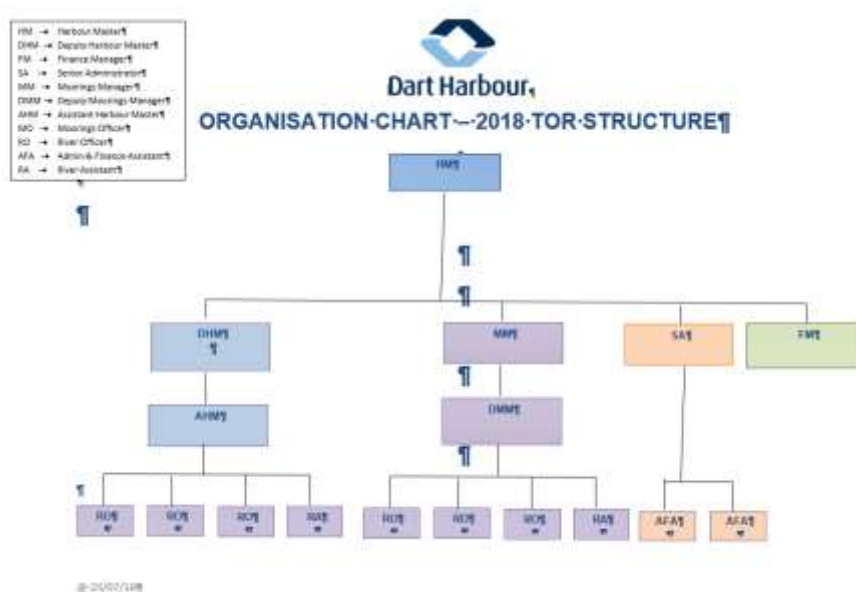
To support the demand, we have increased the number of Yacht Taxi drivers to 19 from 14 enabling the authority to run a minimum of 2 taxi's over all shifts with River Officers and other qualified staff supporting this service in a third, when required, keeping waiting times to a minimum. We also undertook to operate a Noss Ferry for most weekends during August and the week leading up to Dartmouth Regatta.

Several meetings with the Yacht Taxi staff have taken place throughout the year to highlight and improve safety in this area. This includes the monitoring of incidents/accidents, lone working procedures, the installation of additional safety equipment and boats. It is assessed that the Yacht Taxi reduces the risk to personnel transferring to and from their vessels in the harbour (as opposed to the use of personal tenders) but owing to the nature of the business, including operations in hours of darkness, the service does carry some risk.

1.8.7 Improving Relationships with Other Authorities. Dart Harbour’s relationship to councils and other bodies is essential to meeting our primary objective, since these stakeholders often have responsibilities that relate to safety. In some cases, these responsibilities relate to their safety duties and in other cases Dart Harbour relies upon their infrastructure and organisation in order to maintain safety standards. In 2018, the Authority has worked hard to maintain close relationships with councils, clubs and commercial entities. In some cases, this has led to the Authority taking more responsibility in order to reduce the risk to river users, whilst making other bodies aware of their responsibilities. Examples of this include Dart Harbour cleaning slipways and steps on the embankment on behalf of South Hams District Council.

1.8.8 Improving Safety on Scrubbing Grids. There are two scrubbing grids located within the Harbour, one in Dartmouth the other on the Kingswear side of the river. The larger one, on the Dartmouth side, is owned and managed by South Hams District Council. This is a change, as it had, for many years been managed by Dart Harbour. Following several incidents by vessels using the grid the Harbour Authority took the decision to withdraw from managing it, on the grounds of safety. However, the Harbour Authority has revised the safety procedures for the Hoodown Grid and is working with SHDC to look into improving the safety of the main grid. Several trials have taken place and further investigation may involve clubs and associations being trained up to use them including guidance and disclaimer documents being produced for users to sign.

1.8.9 Staff Restructuring. The staff structure was reorganised in 2018 to improve the resilience of management of the river, this included the creation of the Assistant Harbour Master and Deputy Moorings Manager posts.



1.9 Proposed 2019 Activity under Objective 1 include:

- Begin Refit of Pilot Vessel
- Purchase additional Water Taxi
- Continuing Improving relationship with SHDC
- Office Staff Structural Review
- Implement Enhanced Training for Operational Staff
- Replace Dittisham Pontoon Decking
- Introduce CCTV to DH Facilities

Objective 2 - A Port that Attracts River Users and Benefits the Community.

2.1 **Stakeholders Introduction.** Dart Harbour continued to focus on refining and making the relationships with all stakeholder groups stronger. Dart Harbour sought to improve discussion and feedback by including agenda items that would generate interest of the members present at meetings. Specifically, the issue of neighbourhood plans and the need for all stakeholders to ensure that their vision for the different areas of the river are properly articulated in plans was discussed. Safety issues and trends were introduced in all meetings and where appropriate cross stakeholder group issues were shared. The need for Non Beneficiary (renamed Dart Community Group) issues to be discussed with local clubs and leisure and commercial users was also highlighted. There was also the need for Dart Harbour to provide continuity at meetings which resulted in board members being assigned to each group The Dart Estuary Forum was also resurrected and this had strong cross stakeholder representation and interest.

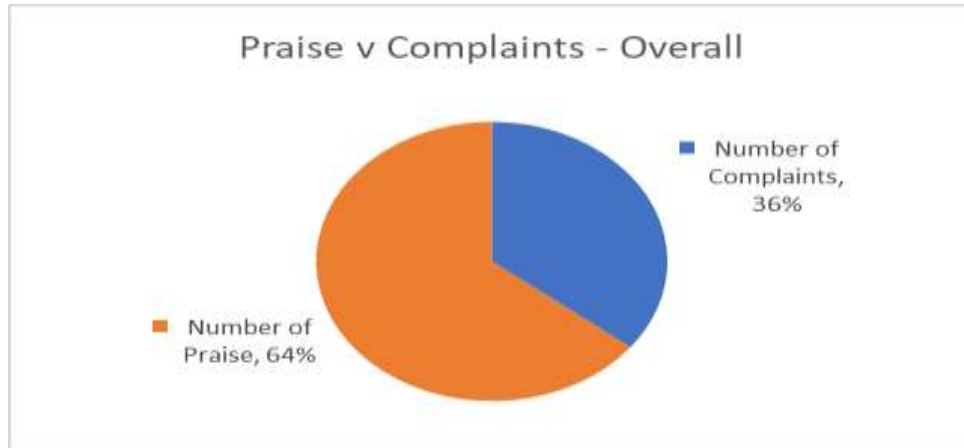
2.1.1 **Commercial User Group.** Issues discussed included the need for Dart Harbour to deal with commercial users on a level playing field. The adhoc nature of CUG input to local planning applications was also discussed and the CUG decided that, where required, they would input directly to planning applications in addition to providing input through the harbour authority. The group remains vibrant and constructive, chaired by John Holman (Darthaven Marina)

2.1.2 **Association of Dart River Users and Clubs (ADRUC)** – The group has been revitalised under the chairmanship of Anne Davis from the Stoke Gabriel Boating Association. The group worked hard to ensure Dart Harbour was aware of leisure users' issues and to ensure that where necessary feedback was provided. ADRUC requested that more notice be given to users where changes were being implemented (particularly with respect to charges) and helped the Authority with engagement for the joining of DA and DB pontoon to double the available walk ashore berthing available.

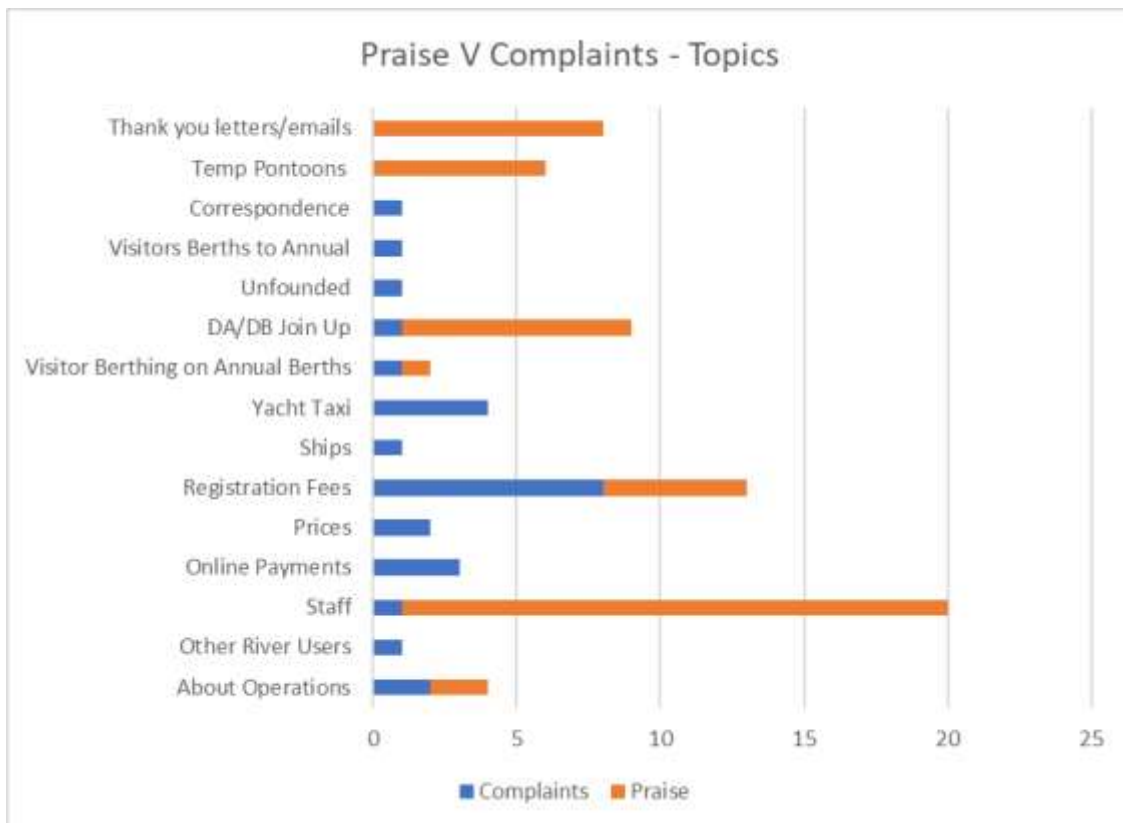
2.1.3 **Non Beneficiary Group** (Now Dart Community Group (DCG) – The committee were unanimous in their election of Mike Pearey as their new chairman who with strong support of the secretary, Sue Pudduck, reinvigorated the group. The name of the group was seen as particularly negative and after research into the background of the selection of title and much discussion it was decided that Dart Community Group was a more appropriate reflection of the groups representation. The desire of the members to focus on environmental and planning issues (related to Objective 3), which was decided in 2017, continued to build cohesion in 2018. The group continued to champion environmental aspects of river management with a very strong overlap with the newly formed Dart Estuary Forum.

2.2 **Customer Satisfaction and Feedback.** The Authority does not routinely survey the public and customers for feedback, but does take feedback from individuals and clubs directly or through the stakeholder groups. Customers' and Stakeholders' feedback is normally received through email

contact, over the phone, in correspondence, via social media and from questions supplied to the Authority at the Annual Meeting or from attendance at the public section of regular Board Meetings. All input to Dart Harbour is most valuable, as the points raised often lead to actions for improvements in facilities and or staff routines. Some of the items raised become long term actions (generally those related to the requirement for significant capital investment such as the need for slipway and mooring improvements). But in other cases, where there is benefit, actions can be taken forward in year.



During 2018, a complaints and praise log was started. Up until the end of October 2018 analysis shows that the level of complaints is much lower than the praise received. The majority of complaints received (8) were in relation to the introduction of the registration fees in January 2018, but there was also support for this (5). The feedback we have received shows that the most praise was received in relation to our staff, combined with customers saying thank you for a service or event (27 together). Support for the DA/DB Join Up and the temporary dinghy pontoons also show up clearly as more praise-worthy with only one complaint related to the DA/DB join up.



2.3 Tender/Dinghy Facilities and Access to Deep Water Moorings. The policy to increase use of the yacht taxi in Dartmouth remains unchanged and fares for 2018 have been reduced to encourage this. Outside Dartmouth, temporary pontoons are particularly useful in areas where there is very high demand, that is limited to specific periods of time such as regattas, concerts and sailing competitions. It is intended to increase the use of temporary pontoons in the future and position them to help with tender/dinghy capacity issues.

2.4 Visitor Numbers and Trends. Around 10% of Dart Harbour income comes from visitors and most of this income comes from visits in the busy summer season (particularly in July and August). There are a number of moorings that are allocated to visitors but are only rarely used and the Authority will be looking to transfer a small number to permanent moorings in order to cut down the waiting lists. The aim will be to retain the capacity for visitors, whilst making better use of moorings all year round, and ensuring that we retain capacity for those mooring holders who have to move to more sheltered waters in the winter months.

2.4.1 Leisure Visitors. Following the recession in 2008 the number of visitors per year (based on receipts from visitor berths and visitor nights) fell and in 2012 the number of visitor nights was around 11000. Between 2012 and 2018 the number of visitor nights has fluctuated between 12000 and 10500 and the numbers appear to have settled out at 11000 per year. In 2018, every month showed a percentage increase in visitor occupancy, with the exception of July and August, when visitor numbers were down on the previous year (-4.48% in July and -3.05% in August). The drop during August could be because of the downscaled Regatta and the loss of the air display element. The biggest increase in visitor occupancy was in March and April, this is likely to be because of winter berth overstays and Easter falling at the end of March. The fine weather during April, May and June could also account for the increase in visitor occupancy during this period. During October, a special offer was put in place for the Dartmouth Food Festival and £165 additional visitor income was received over the weekend prior to the festival.

2.4.2 Cruise Ships, Super Yachts, Patrol Vessels and Large Classic Sailing Vessels .

During 2018 Dartmouth was visited by 6 cruise ships, 3 super yachts and 7 sail training vessels that required pilotage services. There were also a number of visits by patrol vessels from the Royal Navy, French Navy and UK Border Force.

The directly attributable costs of the service for these vessels (pilotage, berthing/mooring and security charges) is equal to the charges applied. However, taking account of staff time, vessel maintenance, fuel and overheads there is a cost to the Authority. It is, however, recognised that such visits benefit the community and contribute to the thriving communities around the river. Benefits include spending by passengers, victualing (normally restricted to superyachts and patrol vessels) and increases in visitors to the town who are keen to see the vessels. Dart Harbour continued to offer town jetty berthing for free where vessels that might attract visitors to the town were opened for public tours.



2.6 Communications, Marketing and Public Relations. In 2018, the Authority continued to communicate through newsletters, local notices for mariners and social media. A review of our marketing, media and PR strategy that began in 2017 was continued. Following the success of the harbour guide review in 2017, the website was recognised as a major shortfall. The website had information that was out of date, was difficult to navigate and much of it could not be viewed using a mobile device. The website review began in Autumn 2018 and is expected to complete in summer 2019. Dart Harbour achieved GDPR compliance in May 2018 as required by national legislation.

2.7 Proposed 2019 Activity under Objective 2 include:

- Revitalise stakeholder engagement
- Improved communications and marketing (inc staff training)
- DB Pontoon replacement (plan DA replacement)
- Deliver revised website
- Investigate Fresh Water supply pressure
- Continue to improve coverage of Free Dart Harbour Wifi
- Continue to develop Visitor discounts
- Continue discounts for large attractive vessels that open to visitors
- Continue Mooring Optimisation work

Objective 3 – Long Term Management of the River Dart Safeguarding the Environment for the Future.



3.1 Financial Security. Trust Port regulation requires that each port authority takes a long-term view of their business, in order to deliver the level of financial security that is required to deliver against their objectives. Dart Harbour is fortunate to have a relatively large number of moorings, which bring financial security and allow most other aspects of port authority activities to be subsidized by the business income from our customers. 2018 financial planning activity included refinement of the long-term capital expenditure plan first developed in 2017, work to assess the required level of cash reserve (based on potential scenarios that might impact upon our business) and work to improve our mooring layout and usage, which we entitled mooring optimisation. Much of our expenditure is assigned to overheads and to the replacement costs of equipment and infrastructure including pontoons and piles (see Objective 2 including replacement and purchase of replacement pontoons for DB). Dart Harbour Finances are assessed as sound and the mooring optimisation work will ensure that the Authority should be able to sustain profits in the short to

medium term. In the longer term, Dart Harbour will need to understand and adjust to the future trends in marine leisure activities including increased use of personal water craft.

3.2 Future Finances. The information in the early years of the DHNA long term plan, which was originally developed in 2017, has been refined and has been used in conjunction with 2018 financial performance figures to build a budget for 2019. Work has been done to assess the Dart Harbour charge increases, based on the forecast of retail price index against the actual rate of inflation achieved over a 10 year period. The figures show that the forecast was reasonably accurate but for 2019 charges have been set to adjust for the difference between the 2018 forecast and the actual rate and to take account of increased income as a result of mooring optimisation. Mooring optimisation has included the relocation of small number of moorings into deeper water and to transfer a small number of visitor moorings across to residential mooring stock. Customer assistance in releasing residential berths for visitor use has helped us to optimise the use of berths and increase our income.

3.3 Environmental Challenges. In 2017 the Board set themselves the task to better understand their mandated environmental responsibilities as well as the scope for extending the Authority's role in environmental aspects related to long term stewardship of the river. This discussion led to the resurrection of the Dart Estuary Forum which first met in June 2018. The second meeting took place on 13th November 2018. This will reflect our continuing commitment to safeguarding the environment of the river and will see finance allocated to an environmental line in the budget. This budget will be allocated "in year" in support of the Dart Estuary Forum who will work with the many environmental stakeholders and make recommendations to the Harbour Board.

3.4 Mandated Responsibility for Oil Pollution Response. In 2018, Dart Harbour changed their tier 2 oil spill support contractor. The contractor is at notice to respond to major spills that would require a response in excess of Dart Harbour's oil spill response capability. During the year the contractor was called once to put them on standby but were not required to deploy. Six minor oil spills were recorded in the incident log and all were investigated by Dart Harbour. None were significant, the majority were related to automatic pumping of oily bilges, reiterating the need for owners and masters to keep their bilges clean. 2019 will include a 3 yearly oil spill practical exercise in the river

3.5 Proposed 2019 Activity under Objective 3 include:

- Define/Refine Estuary Forum Projects
- Oil Spill Exercise
- Support to Beach Cleans
- Plymouth University Projects