

Dart Harbour Marine Safety Plan 2019-2020

Introduction

1. As required by the Port Marine Safety Code (PMSC), Dart Harbour and Navigation Authority publishes its Marine Safety Plan for the conduct of marine operations within Harbour Limits. The Plan is developed from a number of other Authority documents including the Strategic Plan, policy documents, the Long Term Capital plan and with analysis of trends from the Incident Log. The Safety Plan is reviewed annually in preparation for the Annual Meeting and budgeting for the following year and is published on the website in December.
2. The Safety Plan endorses the Boards commitment to properly manage and regulate marine operations (Marine Safety Management System Overview including Policy Statement) within the scope of its powers and authority according to the 1975 Harbour Act and subsequent Harbour Revisions Orders (Governance and Strategy) and the PMSC. The Authority has the primary responsibility of maintaining safe access to the Port and its facilities, managing and supporting the safety of vessels, the general public and all river users, together with a duty to conserve and improve the harbour and its environment. In managing the safety of navigation and the provision of services, Dart Harbour always has the safety of life and vessels as its highest priority.

Safety Policy and the Safety Plan

3. The Marine Safety Management System Overview (see link above) sets out DHNA Safety Policy and the Authorities commitment to meeting or exceeding the legal requirements, complying with the requirements of the PMSC and ensuring that adequate resources are available to discharge its navigational safety obligations. This overview document is revised annually in spring and as required mid year to ensure that it reflects current policy and practice.
4. The Strategic Plan 2016-2025 (Strategic Plan) was written building on previous strategy work including the Forward Vision and took account of stakeholder input collected by Plymouth University. The Strategic Plan adopted the Forward Vision to “manage, protect and enhance the River Dart as a safe and thriving community asset”. The Strategic Plan identified five themes (Management, Partnership, Environment, Branding and Infrastructure) which all support the desire for good management and high standards of safety in line with commitment to compliance with the requirements of the PMSC.
5. Desired actions and outcomes contained within this Safety Plan will help to achieve the vision and link to one or more of the themes identified in the Strategic Plan. The individual actions are gathered from a number of sources as follows:
 - a. **Long Term Capital Plan** – The long term plan developed in 2017 lists of Dart Harbour infrastructure and assets along with their date of manufacture, life expectancy and estimated annualized cost. The plan should ensure that provision is made to replace infrastructure and equipment at end of life. The near term section of the capital plan (3-5 years) is reviewed annually during the autumn budgeting process and judgment is made on the affordability and

scheduling of the replacement of assets during the following year. Intended replacements, improvements and purchases are then included in the plan.

b. Analysis of the Incident Log and Risk Assessments - The analysis of Incidents and the review of risk assessments tends to throw up lessons identified requiring staff action. Many of these can be simple procedural issues that can be dealt with in a short period of time inside the longer-term planning horizon of this plan. Actions that require significant funding or scheduling of other Dart Harbour resource will often require board level approval. Critical issues can be dealt with in year through budget review and update but more normally are added to the plan during the autumn plan/budget review.

c. Other lessons Identified and Best Practice – The review of customer suggestions (complaints and praise log, emails or verbal feedback to staff) along with benchmarking activities including discussions with other marine organizations often results in the identification of potential safety improvements. Improvements that cannot be made with in year resource may need a review of budget allocations but more normally are added to the plan during the autumn plan/budget review.

Safety Targets and Performance Indicators

6. The Board have discussed key performance indicators for all areas of the business related to their review of the board risk register and have begun to develop these. The development of Safety Indicators has been particularly challenging. Whilst the desire for year on year improvement in safety is desirable the practical achievement of this aim can be unrealistic and can affect the measurement and reporting of incidents and near misses. For this reason the HM has recommended an initial set of indicators that align with Dart Harbour that should assist with the collection of data and timely resolution of actions that relate to safety. These are listed below and will be reviewed in early 2020:

- Maintain the number of serious marine incidents at low level
- Maintain a low level of accident and injuries to Dart Harbour staff
- Increase the number of near miss reports by 10% (of the 2018 reported incidents)
- Complete timely investigations of serious incidents reported
- Continue to issue timely safety advice to stakeholders and river users by the most appropriate media
- Continue to review safety related documentation when due for review
- Conduct wash up meetings to identify lessons and establish best practice
- Continue to refine the Safety Systems to make them useable by all staff
- Continue Maintenance routines including rolling inspections of piles and main stream buoy chains
- Identify financial measures that will improve safety to river users

Performance Review and Updates

7. Actions Identified Below will be progressed as staff capacity and resource allows. Individual activities will be reported by the executive to the board in Weekly Updates and in Operational Reports submitted to the board at meetings. Board meetings are open to the public ([board meetings](#)) and the minutes of these meetings are posted online. The safety related items below are briefed at the annual meeting ([Annual Meetings](#)) which will also provide updates on other business related actions and intentions. The report will be updated annually in preparation for the Annual Meeting and published online after the meeting.

| No | Date Identified | Description | Completed/End of year update |
|----|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| 1 | 2017 | Improve definition of relationship with SHDC in relation to clear lines of responsibility for the connection to and use of their marine related assets. | 2019 – Continue to develop management arrangement and lease in 2019 |
| 2 | 2017 | Establish Estuary Forum in order to allow cross stakeholder group liaison and generate environmental projects for Dart Harbour to support | 2019 – Estuary Forum established – refining project generation process |
| 3 | 2017 | Improve Safety for Pilot Transfers – replacement of pilot boat and MOB arrangements review of Lynx | Completed – Lynx MOB review/update completed in 2018. Mallard purchased in 2018 |
| 4 | 2017 | Replace Low Water Landing walkway pontoons with new more stable pontoons | Completed 2017 |
| 5 | 2017 | Increase Water Taxi Use by lowering charges to reduce MOB/Tender incidents | Completed 2018 |
| 6 | 2017 | Join DA and DB pontoon to reduce risk to customers by reduced MOB/Dinghy incidents | Completed 2018 |
| 7 | 2017 | Replace DA pontoons with new more stable pontoons | Completed 2018 |
| 8 | 2017 | Increase Dinghy and tender spaces in Dartmouth and Dittisham and Stoke Gabriel to reduce over crowding of facilities – purchase/fitting of leggo pontoons | Completed 2018 |
| 9 | 2017 | Modify Tier 1 Oil Spill layout (Dartmouth ready use kit) | Completed 2018 |
| 10 | 2017 | Review tombstoning arrangements – separation from dinghies and tenders on DYC pontoon | Completed 2018 |
| 11 | 2017 | Place additional Buoy in Bow creek on approach to Maltster's Arms | Completed 2018 |
| 12 | 2017 | Replace sectored lights with LED lights, set to 24/7 operation | Completed 2018 |
| 13 | 2017 | Replace Poles with Navigation Marks around Duncannon | Completed 2018 |
| 14 | 2018 | Begin Refit of Mallard with Target completion in 2022 (2021 stretch target) | 2019 – ongoing |
| 15 | 2018 | Purchase additional Water Taxi ensuring capacity for busy periods in peak season | 2019 – On order delivery 2020 |

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|----|------|--------------------------------------------------------------------------------------------------------------|------------------------------------|
| 16 | 2018 | Implement enhanced training for operational staff Inc IOSH, 5P and Incident Management Training for Duty HMs | Complete 2019 |
| 17 | 2018 | Replace Dittisham Pontoon Decking with Duradeck | Complete 2019 |
| 18 | 2018 | Introduce CCTV to DH Facilities | 2019 – Continues guided by Police |
| 19 | 2018 | Improve Stakeholder Engagement, Communications and Marketing – renew website, build social media audience | Complete 2019 |
| 20 | 2018 | Audit and Review Signage | Complete 2019 |
| 21 | 2018 | Update Sailing Directions for Harbour Guide/website | Complete 2019 |
| 22 | 2018 | Replace DB Pontoons with new more stable pontoons | 2019 Ongoing due Dec 19 |
| 23 | 2019 | Trial Pontoon in place of Running Moorings off railway embankment | Complete 2019 |
| 24 | 2019 | Replace all running moorings off railway embankment with pontoon berths | Target 2020 |
| 25 | 2019 | Conduct Staff Customer Service Training | Target 2020 |
| 26 | 2019 | Increase foreign language translation on website | |
| 27 | 2019 | Upgrade Unknown Grave sector lights to include red and green sector | Target 2020 |
| 28 | 2019 | Refit No 1 Mainstream Buoy with light | Target 2020 |
| 29 | 2019 | Purchase and fit rubber strips for gaps in Town Jetty Pontoon (walking stick and pushchair hazard) | Target 2020 |
| 30 | 2019 | Improve disabled access on Darthaven visitor pontoons | Target 2020 (certification issues) |
| 31 | 2019 | Improve safety access to Dartmouth for low freeboard vessels, tenders and dinghies (ramp and disabled hoist) | Target 2020 |
| 32 | 2019 | Reposition Castle Ledge buoy to tie in with Chart Update (related to item 27) | Target 2020 |
| 33 | 2019 | Create Pilotage Video for website | Target 2020 |
| 34 | 2019 | Create and post Trot Mooring instructional video | Target 2020 |
| 35 | 2019 | Purchase Personal Pilot Mapping units | Target 2020 |
| 36 | 2019 | Security improvements and customer awareness | Target 2020 |
| 37 | 2019 | Position new buoys at cross back and Fleet Mill to indicate deeper water | Target 2020 |
| 38 | 2019 | Update Scrubbing grid securing arrangements and fit filtration system | Target 2021 |

PMSC Extract:

Publication of plans and reports

2.26 To demonstrate the organisation's commitment to marine safety and to ensure the involvement of harbour users, a safety plan for marine operations should be published at least once every three years. The plan should illustrate how the policies and procedures will be developed to satisfy the requirements under the Code. It should commit the organisation to undertake and regulate marine operations in a way that safeguards the harbour/facility, its users, the public and the environment. It should refer to commercial activities; the efficient provision of specified services and the effective regulation of vessels including near miss reporting. It should also explain how commercial pressures would be managed without undermining the safe provision of services and the efficient discharge of its duties.