

Dart Harbour and Navigation Authority

Minutes of a Meeting of the Dart Harbour and Navigation Authority held at The Clifton Room, The Guildhall, Dartmouth on Monday 13th January 2020, commencing at 1830 hrs.

PRESENT: Mike Burden (MB)
Captain Mark Cooper (MC) - Harbour Master/CEO
Tim Dewing (TD)
Julian Distin (JJD)
James Dodd (JD)
Richard Eggleton (RE)
John Ellwood (JE)
Tristan Harwood (TH)
Mark Hubbard (MH) – Chairman
Melanie Lessels (ML)
Tony Tudor (TT)

IN ATTENDANCE: Penny Johns (PJ) Senior Administrator

001/20 Election of Chairman and Vice Chairman (MC in the Chair)

MC took the chair during this item and asked if there were any nominations for the position of Chairman of the Dart Harbour & Navigation Authority. **It was proposed by TD and seconded by JE that Mark Hubbard be elected as Chairman for 2020. There were no other nominations and on being put the vote was carried unanimously.**

MH asked if there were any nominations for the position of Vice-Chairman of the Dart Harbour & Navigation Authority. **It was proposed by ML and seconded by RE that James Dodd be elected as Vice-Chairman for 2020. There were no other nominations and on being put the vote was carried unanimously.**

002/20 Board Member Term Extensions (TD, TT, JJD and SD)

MH asked TD, TT and JJD if they were happy to continue to serve for a further three year term as Board Members and all agreed. MH also advised that SD had indicated that she would be happy to continue for a further three years.

It was proposed by MC, seconded by MH and agreed by all that TD, TT, JJD and SD be appointed for a further term of three years and that the Selection Panel be informed of this decision.

ACTION: MH to write to the Selection Panel and PJ to update the Board Selection Timetable.

MH advised that the Board need to be more strategic and avoid getting into minutiae.

003/20 Apologies for Absence

Apologies were received from SD and ZBE.

004/20 Minutes of the Meeting held on 11th November 2019.

It was **proposed** by TT and **seconded** by ML with all in favour **“that the minutes represented a true record of the meeting”**.

005/20 Action Grid - Status of Actions set on 11th November 2019.

Issue/Min No	Description	Who	Status	Notes/Follow on actions
069/19	May workshop meeting Update	MB	In progress	Financial Systems review in agenda
		MC	In progress	Develop areas of action on Harbour Directions and report to the Board – Waiting for final draft of shoreham HRO.
083/19.2	Risk Register	RE/MC	To do	RE/MC to identify the areas. Risk register sent to Chairman. MC – got register with 4 to 5 risks sent by BM. Appropriate to tag BM. <ol style="list-style-type: none"> 1. Mike review of systems. 2. Financial Risk, TD 3. Safety ZBE/RE MC advised that individual Board Members are being tasked to different risk areas. MB to do risk in relation to financial systems. It was noted that an annual review of the risk register needs to take place.
098/19	Finance System Review	MB	In progress	To develop plan to move from cash accounting to accrual accounting
085/19.3	Board Training Event	MB	In progress	RE/JJD to think about a Board training event. Had preliminary discussion, 2 element of value, team building/specific topics. Strong idea/theme – BM

				<p>to advise by end of week – places/themes</p> <p>A discussion took place and it was agreed to arrange a night away, leave lunchtime to either Falmouth or Poole. To meet their Board and to receive feedback from them, followed by an evening in a hotel and a workshop session. It was agreed that Falmouth would be the best option. RE to liaise with PJ to arrange for late April. JJD also mentioned that Chichester could be an option for another year.</p>
101/19.1	Board Recruitment	MH/PJ	To do	Review the selection panel and invite SHDC to nominate a representative with a view to approving the inclusion of TD, TT, JD and SD for a further three year term.

Actions Agreed at November Board Meeting

Issue/Min No	Description	Who	Status	Notes/Follow on actions
115/19	Budget Planning	MC	Ongoing	<p>a) MC to implement the budget for 2020</p> <p>b) MH to review the fundamental structure of the organisation in relation to the In Committee discussion about JE.</p>

ACTIONS FROM MCA HEALTH CHECK

Description	Who	Status	Notes/Follow on actions
Pilots Action. Where the Authority decides to train new pilots the candidates should conduct as a		Complete	

<p>minimum 6 pilotage acts under supervision prior to assessment. Where candidates have previous pilotage experience this can be taken into account in assessing the number of acts conducted under supervision prior to assessment.</p>			
<p>Emergency Procedures Action: Dart Harbour to review Emergency procedure to encompass, Oil Spill, Fire (both already included in written procedures) and include Collision and Grounding. Target date for basic draft of procedure end of Jan 2020. This action is connected to the wider coast guard activity to identify capabilities of ports to deal with a major at sea incident. Coast Guard and South Devon Contingencies, Events & Ops Planning Officer have accepted Dart Harbour recommendation to use the 2020 incident command table top training to check and develop local plans to dovetail with CG emergency plans</p>		Ongoing	.
<p>Weather Action: Poor visibility has been included in Dart Harbour MarNIS Navigation Risk Assessments along with suitable controls/mitigations (to assess weather before ship movements and use appropriate equipment if visibility is restricted). Commercial Passenger vessel operators have been contacted to raise awareness of the need to cover this off in their own safety systems/RA. Larger vessel operators have been asked to confirm any mitigations and controls for poor visibility.</p>		Ongoing	Waiting for information from a commercial user. Our own risk OK, more about commercial users

006/20 Urgent Business brought forward at the discretion of the Chairman

There was no urgent business.

007/20 Declarations of Interest

Board Members were invited to declare any personal or disclosable pecuniary interests including the nature and extent of such interests.

RE advised that he had now joined the Pilots National Pension Fund (PNPF) through his work with at Cattewater and it was noted that this does not affect Dart Harbour's PNPF liability.

008/20 Questions from the Public.

There were no members of the public present.

009/20 Stakeholder Groups

009/20.1 Dart Harbour Communities Group (DHCG)

It was noted that the minutes from the 12th November meeting had not yet been issued. MC advised that including policies from marine plans in neighbourhood plans is now having some traction with town and parish councils and it was noted that Totnes Town Council have asked us to look at the Totnes Neighbourhood plan.

009/20.2 River Dart Commercial Users Group (CUG)

Minutes of meeting held on 23rd September 2019 are available on the website. JJD advised that a CUG member (charter boat) had advised that he was considering creating another group that was less focussed on fishing.

JJD was aware of this issue and advised that he would speak to the individual. JJD also advised that the CUG had always been a live group.

009/20.3 Association of Dart River User Clubs (ADRUC)

It was noted that representatives from 8 clubs were present. MC advised that there is a new volunteer for the DLBOA, after the previous volunteers stood down. The DLBOA represents leisure users who are not a member of a club. MC also advised that he had offered to publish their information on our website.

It was noted that ADRUC are trying to get benefits from working together in a unified marketing approach which has potential.

009/20.4 Dart Estuary Forum

Notes of the meeting held on 19th November had been circulated. It was noted that Pacific Oysters were present in the Dart by the double steps. Natural England no longer have a representative on the forum. JD advised that there has been no further information on the impact of the MCZ and it was noted that it was likely to take 18 months to establish the management principles for the MCZ.

010/20 Operational Report (including PMSC and Safety)

MC reported on the Operational Report, and the following matters referred to:-

Mooring Optimisation. Some berths will be reallocated to enable an increase in berth sizes on the KD trot in order to better match the berths and boat sizes on the waiting list.

Maintenance. Lessons had been identified on the buoy that failed and SHDC had paid for the repair.

Compliance with PMSC. MC advised that the MCA Health Check has taken place and three points are shown in the action grid above. RE advised that Dart Harbour seems to be the example of best practice in this area.

Navigation. RE advised that the light installed on MS1 is really good and as there will be some night cruise ships expected the light will be invaluable.

MC advised that the Unknown Grave, sector light will be installed in the near future.

MC advised that Trinity House had carried out an inspection, but the report has not yet been received.

Pilotage. RE advised that a third pilot with 23 years' experience and extensive big ship experience was under training with the expectation that he will become authorised by the end of 2020.

RE also advised that as a result of the Saga Pearl incident a portable pilot unit with independent GPS, that records everything we do has been ordered.

011/20 Marketing, Communications and PR

The Board noted the report which stated.

Annual Meeting. The software tool "Event Brite" was used for the first time to manage attendance and communication for the Dart Harbour annual meeting, 138 tickets were allocated through this mechanism with a fall in the number of individuals attending without prior notice. The adoption of this software tool streamlined the process of managing and communicating with attendees and provided more surety with regards to catering and capacity.

A customer feedback survey was undertaken after the meeting using survey monkey. The survey was sent to all attendees and was completed by 41 people. In the main the feedback was positive, along with some useful comments with regards to length, areas which the audience would like to see addressed in future (MCZ, environmental forum, commercial users update) and quality and tone of presentations.

Preparations for the annual meeting provided an opportunity to reflect on Marketing, Comms and PR in 2019. Statistical analysis shows an increase in the visitors to the website of 17.5% since its launch in August 2019 along with the growth of the various social channels used by the authority.

It was noted that Dart Harbour could invite commercial users to speak at next AGM.

Social Channels

- Instagram - followers increased to 1.3k with increased engagement. Content included wildlife, weather and maintenance.

- Facebook followers increased to 1.3K. Much of the postings in this period have been to alert service withdrawals or changes, flood alerts, water quality and weather warnings.
- Twitter followers remain at 2000. Content as Facebook, sentiment positive.

Public Relations. Editorial, By the Dart; annual meeting announcement and invitations, Seasons Greetings and customer surveys. A list of the visiting ships expected in 2020 was shared with the Dartmouth Chronicle.

012/20 Dart Harbour KPI Proposal

MH advised that Dart Harbour need to get KPIs in place to measure performance of the Authority and he had been working with MC and SD on this project. A report was circulated as shown below.

- The Guide to Governance 2018 suggests that a Trust Port should have a series of KPI's in place which are used as key measures against Port performance
- Ideally, there should be a link back to the Strategic Plan, so the strategy, objectives and KPI's all line up.
- Our strategic plan has some structural challenges in the move from high level strategy to actions: a number of areas of strategy are written in a way that the consequent KPI's are not always a simple transposition.
- A review of KPI's used across similar organisations suggests a range of approaches, many of which are either extremely simple, or are aimed at ports with different commercial leisure balance than Dart Harbour manages.
- As such, a KPI structure is proposed here which aims to capture key areas of interest, and provide regular (monthly) reporting against them
- Prior to adoption, it is suggested that the Board has time to digest the suggested KPI's, add or amend as necessary prior to a formal adoption later in the year.
- Targets are indicative at this point. A number will need refinement

KPI	Measurement Approach	Target level	Comment
PMSC Compliance	Major / Minor issues notes by external bodies / DP	1 major/2 minor PA	Will be occasional, but critical
Minor incident / Near Miss reporting	As recorded in log	20 a month	Designed to encourage reporting
Budget/Actual difference	Monthly statement	Within 5%	Drives review of budget accuracy / timing issues / spend
No. Customer / Stakeholder complaints	Office Record	0	Within current system

No. Staff complaints	Office Record (may come through board – need to determine)	0	Need to capture current activity level
Net Promotor Score	Biannual question to stakeholders	0.75	No system in place – to develop
Positive Feedback	From feedback record	2/month	Within current system
Recycling Effectiveness	Weight recycled / Weight to landfill	90%	Challenges current contract, looks at major disposals
Marketing effectiveness	Monthly reach	3000 (TBD)	Reporting from existing systems (measure to define properly
Berth Utilisation	1. Metres available vs. metres let 2. No. berths not let	97% / TBD	Approach on visitor moorings TBD
% mooring maintenance	Measure completion of mooring maintenance	Monthly TBD	Need baseline
Time to fix Navigation lights / marks	Within the existing system, can see time from report to fix	<2 days	Reflects essential service

Potential Additional Measures

- Environmental measure – River cleanliness? Rolled up measure of key factors in the currently measured river cleanliness? Hard to influence, but dictates a number of approaches we might take
- Return on investment – how does this look year to year? Likely a static number, but there should be a target – produce a longer-term measure?
- Staff costs as % of revenue – simple measure, but need to be clear why it's a measure
- Forward capital planning – unclear how to measure this
- Dredging requirement – unclear how we tackle this at present, may need a more detailed thought on approach

The report was noted and **it was agreed** to

- a) Test the proposed KPIs during the next month and to amend the ops report to reflect these KPIs.
- b) Review the Dredging Policy and to decide how and where this should be considered.
- c) Review the proposed KPIs and make suggestions that are linked to strategy.

ACTION: All Board Members to review the proposed KPIs and pass any comments to MH.

013/20 Moorings for Large Vessels

MC advised that the costs associated with the disposal of the Rose of Sharon came to £76,000 and asked the Board to consider how to deal with problems associated with large vessels in the harbour with issues. A discussion took place and it was noted that

1. There are no facilities in the river to lift over 60 tonnes.
2. Another vessel (Honestas) is likely to pose similar problems to the Rose of Sharon. Dart Harbour are going on board and pumping her out for 20 minutes every day.
3. It is an issue for consideration because we offer berths for vessels of that size (KA trot, Noss Commercial Trots). There is no issue for commercial vessels that are in service, because they are inspected and safe. However, problems arise when these vessels stop being coded by the MCA when the level of maintenance tends to fall off. MC recommended that the Board look at options to decrease or limit vessels and to only accept vessels that can be lifted out in the river.
4. There are some anomalies, some are beautifully looked after.

It was agreed to

- a) give consideration to large vessels in the new Moorings' Policy – **ACTION:** JD and JJD for Moorings' Policy
- b) Turn away houseboats. **ACTION:** Harbour Master
- c) Refuse entry to large vessels, unless ordered by the MCA, when the UK Government will take responsibility. **ACTION:** Harbour Master

014/20 Correspondence

Board Members to advise on any correspondence received.

An email had been received from a member of the CUG in relation to consultation on pilotage, moorings, double steps, and the North Embankment. The email contained some good ideas one of which was to charge an annual waiting list administration fee rather than holding deposits for waiting list customers.

Following a discussion **it was agreed** to review this as part of the Moorings' Policy.

ACTION: JJD to note this for consideration in the draft Moorings' Policy.

015/20 Any Other Business

There was none.

016/20 Move "In Committee"

It was proposed by TD and seconded by JD with all in favour, "*that the meeting move into Committee*".

017/20 Date of next Meeting

Monday 10th February at 1830 hours at The Guildhall, Dartmouth