

DART HARBOUR ANNUAL REPORT 2020



Dart Harbour

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Dart Harbour
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CHAIRMAN'S REPORT



James Dodd

It gives me great pleasure to present Dart Harbour's annual report for 2020. The aim of the report is to provide an overview of our performance during the year. Breaking from tradition, I wanted to publish this report in January soon after the year's end, so that it is pertinent for the reader.

However, with that decision comes inevitable compromise, and the reader should be aware that any financial figures stated are based on incomplete data and have not yet been audited; the final balance sheet for 2020 will not be issued until later in the year.

Overview

2020 has been an 'unprecedented' year, a word that we have all become familiar with! For Dart Harbour the challenges began earlier and we were sad to see our Chairman step down in February. Soon after, in March, the world began responding to the problems created by the Covid-19 virus and a month later our Harbour Master also tendered his notice to resign. During this period I was elected to the Chair, and the Board resolved to initiate a review of our Governance, whilst the Executive dealt with the pandemic.

Initially, with the first Covid-19 lockdown, we thought it likely that our business model was about to come apart for the 2020 season, but thankfully we had completed some work last year to explore various scenarios on the basis of a significant drop in income and had high confidence we could 'weather the storm' without too much concern. During the year we did notice changes: cruise ship visits dried up and there was a reduction in the volume of

mooring allocations; more positively we saw a growth in the number of super-yachts visiting during the summer. With a corresponding reduction in expenditure, we have almost kept pace with our budget over the year, which damage limitation exercise is an astounding achievement!

A long and thorough search was conducted for a new Harbour Master, that drew some 100+ applicants and led to the selection of Geoff Holland, formerly of Tilbury Docks in London, who will join us in February to take up the combined roles of CEO and Harbour Master. We have also recruited two new Board members: Tony Davis and Jeremy Rawlings who start their 3 year terms on the 1st January, and a new Clerk to the Board, Ann Irish who is a Dartmouth resident. We are very grateful to Rich Eggleton, a long-standing Board Member, who resigned his position so that he could step up and serve in an interim capacity while the hunt was on for a new Harbour Master, and he will stay with us until Geoff has settled in.

Dart Harbour is a Trust Port

Ports vary in their designation and we are a Trust Port. That means that the Authority holds and manages the port in trust for the stakeholders: you, me, residents of the surrounding communities and all users of the harbour. We operate as a business, and the Board must ensure both the safety of all our operations as well as the financial security of the Authority for the future, with sufficient scope to maintain and replace our assets as necessary.

When it comes to initiating change, in whatever form, it is the stakeholders who should have the final say. As such, we place great importance on the concept of stakeholder engagement, but to be effective both sides need to join in the debate. Reading this report is the first step to you being a responsible stakeholder and you have my thanks. I hope your interest will be rewarded and that you feel confident that your port is being well looked after.

CEO/HARBOUR MASTER'S REPORT



**Captain Rich Eggleton
AFNI**

Hi, and welcome to our 2020 Annual Report. As the Chairman mentioned in his piece, this year we are approaching the Annual Report slightly differently to previous years. We want to share with you our achievements during 2020 whilst they remain relevant. Below is a brief outline of our activities but more

can be found throughout the document.

2020 has turned out to be an exceptional year for Dart Harbour both for the good and not so good. When we started the year, no one could have foreseen the challenges that were about to be presented to us. Our first challenge came with a restructuring of the Harbour Board. Following the resignation of the Chairman and a Board Member, we decided to take the opportunity to conduct a governance review of ourselves. With the assistance of Ashfords Law, who specialise in Good Governance of

Ports, a new operating structure for the Board was created. This is now fully up and running and working well with us seeing the benefits of our new structure already.

Then Covid-19 struck. At first, the impact of the virus and subsequent lockdowns were unknown to us. We had planned for worst case scenarios and under Capt Mark Cooper's leadership, the Harbour Authority adapted quickly to the ever-changing situation and re-assessed spending and anticipated income. This meant that we were in a strong position to ride out the pandemic.

We reduced all our operations back to safety critical only and staff members were furloughed where necessary. As you would imagine, we can't put safety on hold so throughout the lockdown periods we provided support to customers self isolating on boats, assisted people to their boats for critical safety checks and continued to maintain all of the harbours facilities and infrastructure. This whole package of measures ensured we were in a good place for when lockdown ended.

Then Covid-19 struck. At first, the impact of the virus and subsequent lockdown's were unknown to us. We had planned for worst case scenarios... This meant that we were in a strong position to ride out the pandemic.

Then began our next challenge. With lockdown ending came the 'Staycation' rush. Dartmouth and the River Dart, like most SW leisure ports, became an attractive destination for those who normally



head abroad during the summer. This meant our Harbour Teams and River Officers had to both manage a large increase in visiting vessels whilst ensuring they were berthed in accordance with the latest Government Covid-19 guidance. The summer season was fantastic and saw a large increase in vessels visiting the ports. We were even graced with several superyacht visits.

I'd also like to take this opportunity to thank all of our customers, stakeholders and the wider community for supporting us through the pandemic. Your understanding approach during these challenging times and ever-changing guidance has been appreciated by the whole team both in the office and afloat.

Summer 2020 also presented us with an unexpected increase in activity on the river. With everyone's new found love for outdoor exercise came a significant increase in stand up paddleboards (SUPs), kayaks and wild swimmers hitting the water. This was great to see and we welcome this sort of increased activity on the river.

This did however present us with an increase in incident numbers and several near misses with commercial vessels. Therefore during 2021 we are joining forces with local organisations such as SUP and kayak organisations and the RNLI to develop a "Code of Conduct" to ensure that

everyone can operate safely together up and down the river.

As Autumn drew in, our leader for the past 4 years Capt Mark Cooper departed for pastures new. Capt Cooper's departure meant that we were presented with a void as the recruitment process was not going to be easy in the Covid-19 environment. We also made a conscious decision not to rush the process and to ensure that we get the right person for the job.

We were amazed by the quality of applications that came in for the CEO/HM position and after an intensive interview process, Capt Geoff Holland has been appointed to the job. Capt Holland comes to us with a wealth of ports experience and will be a great asset to Dart Harbour and the wider community.

I have very much enjoyed my time as Interim CEO/HM and I'd like to thank everyone for their support during my very short tenure, including my primary employers Cattewater Harbour Commissioners in Plymouth and wish Capt Holland all the best as he grasps the Dart Harbour baton.

The summer season was fantastic and saw a large increase in vessels visiting the ports



DART HARBOUR BOARD

– INCLUDING BOARD ATTENDANCE AND PROFILES

As a Trust Port, the Board is an independent statutory body, operating for the benefit of its stakeholders. The Department for Transport ('DfT') has previously described a trust port as: 'a valuable asset presently safeguarded by the existing Board whose duty it is to hand it on in the same or better condition to succeeding generations. This remains the ultimate responsibility of the Board and future generations remain the ultimate stakeholder'.

Dart Harbour is managed by a Board of 8 Commissioners (Board Members) who serve for a three year term. They can serve up to a maximum of 3 terms, with the exception of the Chairman who may serve a fourth term. The CEO/Harbour Master is also a 9th Board Member during the course of his employment. The Board Member positions are unpaid voluntary positions.

Board Members' duties are similar to those of a company director so as to be accountable for the proper exercise of the Authority's statutory functions, the identification and setting of business policies, the delivery of port and harbour services, and to provide oversight and direction in relation to the safety of operations and the financial performance of all business activities.

The Board meet formally 6 times a year along with occasional short-notice or focussed meetings if necessary.

Board Members are appointed for specialist areas that are required to provide a balanced and experienced range of skills to fulfil the needs of Dart Harbour and should act independently in the best interests of the Board, rather than represent the interests of particular

Board Attendance in 2020

	Zoe Briant-Evans*	James Dodd	Tony Tudor	Shona Duncan	John Ellwood	Richard Eggleton	Tim Dewing	Mike Burden	Tristan Harwood	Mark Hubbard	Julian Distin	Melanie Lessels	Mark Cooper#
Jan	1	1	1	0	1	1	1	1	1	1	1	1	1#
Feb	1	1	1	0	0	1	1	0	1	1	1	1	1#
Mar	1	1	1	0	1	1	1	1	1	1	1	1	0
Apr	1	1	1	R	1	1	1	1	1	R	1	1	1#
May	0	1	1		1	0	1	1	1		1	1	1#
Jun	1	1	1		1	1	1	1	1		1	1	1#
Jul	1	1	1		1	1	1	1	1		1	1	1#
Aug	0	1	1		0	1	1	1	1		1	1	1#
Sep	1	1	1		1	R1	1	1	1		1	1	1#
Oct	1	1	R		1	1#	1	1	0		1	1	R
Nov	1	1			1	1#	1	1	0		1	1	
Dec	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	9	12	9	0	10	11	12	11	11	3	12	12	

* Standing down in December 2020

CEO/HM R Resigned

stakeholders, so as to manage, protect and enhance the River Dart as a safe and thriving community asset.

Vacancies for Board Members are advertised in local and digital media and appointments are made following an interview process involving the Board, local Stakeholder Groups and an independent expert.

In 2020, three Board Members resigned throughout the year and the Harbour Master (Capt Mark Cooper), retired. One other Board Member intends to stand down at the end of the current term. Recruitment of two additional

Board Members will take place in 2021.

2020 was an unusual year for Dart Harbour because of the continuing coronavirus pandemic and restrictions brought in by the Government, saw the majority of meetings taking place through Zoom. Traditionally a meeting would not be held in August or December, but the Board governance work that took place in 2020 required that Zoom meetings take place.

Board Members who have left the Board during 2020 are Mark Hubbard, Shona Duncan, Tony Tudor and Mark Cooper.

Board Member Profiles (2020)

James Dodd

Chairman

Appointed Jan 2017. 2nd Term



Raised in Dartmouth, James enjoyed a successful career in the Royal Navy, that included a tour on the staff at BRNC, and has always been a local resident.

After five years as a professional yacht skipper operating out of Dartmouth and the Caribbean, with several ocean passages in the log, he has held office both at the RDYC and at the DSC (as Commodore) as well heading up the Joint Regatta Sailing Committee.

A Board member since 2016, he became the Chairman in 2020. James remains an active sailor and owns a Phantom dinghy.

Melanie Lessels

Vice Chair

Appointed Jan 2019. 1st Term



Melanie Lessels is in her 2nd year as a member of Dart Harbour. She no longer lives in Dartmouth but was a resident and yacht owner for 7 years before moving to Wales. Melanie's career was in management development and staff training, she was an Investors in People advisor and assessor for many years. As a Board Member, Melanie takes a special interest in all matters relating to Human Resources, recruitment, staff development and equal opportunities. Melanie is also committed to widening access to the river for the whole community and to ensuring that all Dart Harbour resources are accessible to everyone.

Tim Dewing

Appointed Oct 2013. 3rd Term



Tim first came to Dartmouth in 1982 to train at BRNC. He was based in the Gulf and Hong Kong before returning to the College to teach navigation in 1990. On leaving the Royal Navy, Tim completed an MBA and now works as a management consultant. He specialises in advising fast growth and turnaround businesses. He is a strategic thinker with a clear understanding of marketing and a good grasp of business finance.

Tim is an RYA Ocean Yachtmaster, an enthusiastic racer and a keen supporter of youth sailing. He has a wooden launch and a couple of paddle boards!

BOARD MEMBER PROFILES (2020) contd.

John Ellwood

Appointed Jan 2013. 3rd Term



John was appointed to the Board in January 2013.

He was brought up in Dartmouth and learned to sail on the river as a teenager. After a career of more than thirty years as a senior manager with the European Space Agency in the Netherlands and France, he has retired to Dartmouth where he has always kept his UK base.

He races a Squib at the Royal Dart Yacht Club and has a cruising yacht moored in the river. From an early age he has been passionate about the Dart and intends to ensure that it is kept for its many users to enjoy, while maintaining the beautiful environment for which it is famous

Zoe Briant-Evans

Appointed Jan 2017. 2nd Term



Zoe has extensive experience working at board level in a variety of sectors, and currently works as a governance advisor within the education sector, providing strategic leadership support to schools and multi academy trusts across the south west.

Prior to working within education Zoe spent 17 years as a Royal Naval officer, the majority of her career was spent at sea and included her own sea command. Zoe has been a leisure user of the Dart for many years, and enjoys both paddle boarding and motor boating with her boat obsessed family!

Zoe left the Board at the end of her term in December 2020 because of her work commitments.

Mike Burden

Appointed Jan 2018. 1st Term



Mike left Bristol University at the beginning of the seventies with a degree in mathematics and joined the then emerging computer industry.

As a specialist in data systems and their application in the business environment he worked for Universities all his working life. He finally became Director of IT at the University of Surrey before retiring to Dartmouth in 2007.

Mike is involved with a number of local organisations focused on water based activities. He also keeps a launch on the river used by family, friends and his numerous grandchildren for all sorts of river pursuits.

Julian Distin

Appointed Jan 2018. 2nd Term



Julian lives in Dartmouth and he has run one of the small Castle Ferry boats every Summer season for 31 years.

He comes from a local family associated with boating and seafaring and is a Member of the Dart Harbour Board for the second time, having previously served from 2002 until 2008 including four years as Chairman. Julian is a long-standing member of the Commercial Users Group and he represents Dart Harbour on both the Dart Forum and the Communities Group, which stands up for the many and varied interests of those stakeholders who are not directly involved in yachting or boating.

Tristan Harwood

Appointed Jan 2018. 1st Term



Tristan is a Barrister of 15 years' experience and practices Marine Law. With an MSc in Maritime Safety, Tristan's recent work ranges from representing the skipper in the Coroner's inquest for the Clipper fatality, appearances in the Admiralty Court in London, resolving marine insurance disputes and advising on matters of contract and Health and Safety within the marine working environment.

Tristan is a sailor holding RYA Yachtmaster qualification, Powerboat 1 and 2 and the International Certificate of Competence. Tristan has an excellent practical understanding of most aspects of marine engineering.

Tony Tudor

Appointed Jan 2017. 2nd Term



Tony spent several years as a director and treasurer of the Dartmouth Food Festival. He has also been a trustee of both the Dartmouth Barnabas Trust charity for the homeless and Sea-Changers, a fundraising and grant-giving charity working to protect the marine environment.

He comes from a Devon family of fishermen and lifeboat men and returned to Dartmouth after 35 years working in London. He is a qualified barrister who has held positions in Lloyd's of London, international financial services companies and regulators. He was a director of various entities from 1991.

Tony left the Board in Sept. 2020

STAKEHOLDER GROUPS

Commercial User Group

John Holman
Chair

The AGM took place in January 2020 but since then we have not had a formal meeting but have kept our channels of communication open. The CUG provided some suggestions to Dart Harbour about the appointment of a new Harbour Master.

The Noss development is progressing with large piles being driven for the new lift-out dock and the new pontoons. The spoil from dredging will be used to landscape the site.

Brokers had a very busy summer but were quieter as the number of boats coming on the market dropped.

The marinas managed to stay full with a reasonable number of visitors during the short summer season. The premises 'rates holiday' and furlough payments have helped financially but a long shut-down will cause problems in the future.

The ferries had a good few months in the summer but have suffered since with reduced demand.

Boat yards and service companies have done well as owners have upgraded their boats.

The fishing has been poor but higher prices have slightly alleviated this. Brexit has not given them what they wanted but they have a Tariff- free European market but more paperwork.

The steam railway did better than expected during the summer months but the Santa Train and the Train of Lights had to be cancelled.

Overall the marina, commercial and leisure sector has survived reasonably well. Brexit may well lead to more staycations and boats staying in the UK as changes kick in. If we can get past the Covid-19 pandemic then the River Dart should be a good place to be successful in the future.

Leisure User Group

Anne Davis
Chair

Association of Dart River User Clubs (ADRUC) 2020 ADRUC has been maintaining a watching brief during 2020, with on-line meetings.

We have been working on provision of an effective voice for those individual berth holders on the river who are not club members; a group who represent a significant financial input into Dart Harbour. This will be taken forward with the new Harbour Master. Dart Sailability has been working with Dart Harbour to improve disabled access to the river; in support ADRUC has encouraged every club to optimise their disabled access.

At the end of the first lockdown in 2020 we encouraged clubs to develop boating activities within safety advice, supported by guidelines from the RYA. Most clubs were able to get people out on the water safely; sharing ideas between clubs helped this progress, and the later season proved quite successful.

We welcome the new CEO/Harbour Master, Capt Geoff Holland MN, to his role and ADRUC will be working with him to continue the excellent relationship that we had with our previous Harbour Master, Mark Cooper.



Dart Harbour Communities Group (DHCG)

Mike Pearey

Chair

Like many organisations, Covid-19 brought an abrupt halt to planned activities during 2020, both on and off the river. Small groups did achieve visits, including a visit to Fleet Mill Marsh, in Berry Pomeroy opposite Sharpham House, as part of a consultation on its future management following the sea wall being washed out in 2017. Offline, members engaged in various stakeholder consultations, both locally and nationally. These included the proposed Dartmouth North Bank improvement scheme, which should greatly enhance disability access to the river; the England Tree Strategy; the Environmental Land Management Scheme (ELMS); Devon Interim Carbon Plan; and an exciting new project being led by a group from Stoke Gabriel seeking to establish new cycling and walking trails from Totnes along the North/East side of the estuary, which hopefully might attract Government “sustainable travel” funding.

Hopefully, the DHCG parishes have been progressing work on Neighbourhood Plans after excellent support from the previous Harbour Master that included offering generic planning statements linking the Harbour Authority and broader marine planning issues to those of the riparian parishes. This synergy offers more robust planning work to both communities.

Having contributed to consultations on the Dart Harbour MCZ we, and many other groups, are still waiting for clarification about what this 2019 designation will mean to the local riverside communities. With Covid-19 and Brexit taking much Government time, we will probably have to wait a bit longer! We hope for a more active 2021!



Dart Estuary Forum (DEF)

Nigel Mortimer

Estuaries Officer (South Devon AONB)

Covid-19 restrictions had impacts upon both the Dart Estuary environment and management. DEF meetings have moved online, site meetings & events have become distanced, and wildlife disturbance has gone from one extreme to another as lockdowns led to busy “staycations”.

The new Marine Conservation Zone designation has attracted a mixed reaction locally but the Forum looks forward to working with all relevant authorities to conserve and enhance its special qualities (its “Natural Capital”) for the benefit of all, with a continued push for environmental sustainability and ecosystem restoration efforts. The new Environmental Land Management Scheme (ELMS), replacing Basic Farm Payments, will be key within the catchment in the coming years.

New surveys of the Sharpham and Fleet Mill Marshes have raised greater awareness of these marshes and opened discussion about how they might be best managed for conservation into the future.

As we realise the huge health & wellbeing benefits of enjoying the natural beauty of the estuary’s waters, shores and surrounds, a greater awareness of how we can work together to minimise our impact upon them to a more sustainable level needs to be a priority.



PORT & MARINE OPERATIONS

Navigation

As a Local Lighthouse Authority, Dart Harbour has a responsibility to risk assess the need for the provision of navigation aids. During 2020, two additional navigation marks were installed at Cross Back and Fleet Mill. These were named Smith and Allcock, after two of our patrol officers.

The aids to navigation are inspected annually by Trinity House and during 2020 the Trinity House Vessel Patricia conducted sector checks of the river Dart navigation lights. The annual inspection of all navigation marks in the river was carried out by Trinity House in October and a clean bill of health was given.

Survey

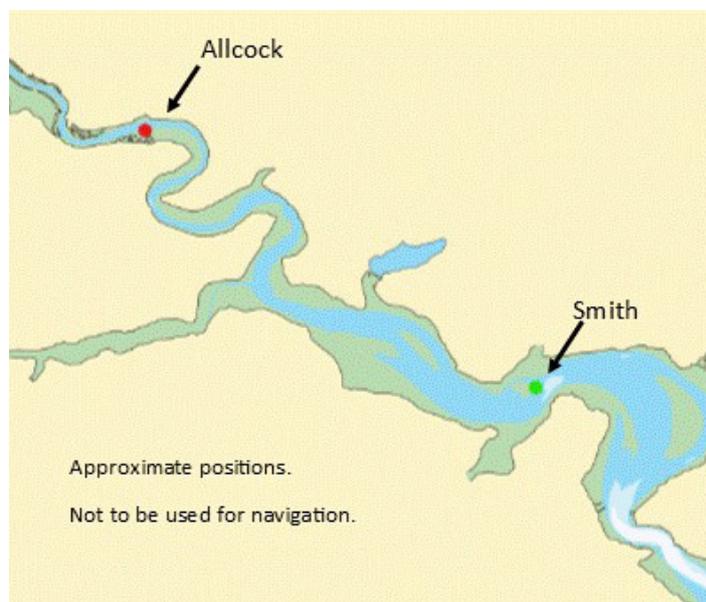
To enable Dart Harbour to provide accurate information on depths, an annual survey is carried out. In 2020, the survey covered the area from Kiln Gate to the Harbour limits.

The data is used to monitor trends in the changes of depths, to check for hazards to navigation and to provide accurate data for the safe navigation and berthing of vessels. This data will also be shared with the United Kingdom Hydrographic Office to enable charts to be updated.

Maintenance

The Hoodown workshop facility provides the base for Dart Harbour's maintenance operations. The workshops are equipped to enable the majority of the maintenance of harbour equipment and infrastructure to be kept in-house. This includes the maintenance of the fleet of boats, pontoons and moorings.

Dart Harbour conducts a comprehensive inspection and maintenance programme for all of its 1,028 moorings and around 250 privately owned moorings, using our barges Hercules and Tardis. Covid-19 caused interruption to the end of the winter 2019/20 maintenance programme. However, the highest risk moorings were prioritised and no mooring failures have



resulted from delayed inspections. Over the summer, we reviewed our procedures and developed new ways of working to enable the mooring maintenance to continue.

To improve capability and safety, in 2018 Dart Harbour purchased Mallard, a Lochin 33, originally from Cattewater Harbour, Plymouth as a replacement for our current pilot vessel, Lynx. Over the past 2 years, Mallard has been undergoing an extensive refit (see opposite page), including new engines and a complete rewire. The project is now coming to an end and Mallard is due to enter service in Spring 2021. Much of the work has been carried out by Dart Harbour's three apprentices, who have worked



with other Dart Harbour staff and external contractors.

The pump system, supplying water to the pontoons on the Kingswear side of the river, was upgraded and involved the installation of new pump controllers, improving pressure and flow rate at the taps, better reliability and reduced electricity consumption.

Security

To enable Dart Harbour to operate as a cruise port, Dart Harbour maintains a Port Security Facility Plan, which is a requirement under the International Ship and Port Facility Security (ISPS) Code. The plan is approved by the Department for Transport.

You may have also noticed that we have put significant investment into our CCTV system with the addition of 8 cameras strategically located across the river. These cameras will assist us in maintaining security, reviewing incidents and enforcing local byelaws.

Pilotage

Dart Harbour is a Competent Harbour Authority (CHA). Competent Harbour Authorities are expected to maintain a pilotage service and can make pilotage directions including making pilotage compulsory. We currently have 2 authorised pilots, Capt Rich Eggleton MN and Capt Mark Cooper RN. We also have one new



pilot under training who is an experienced pilot at another regional port.

2020 saw a significant reduction in pilotage moves due to the pandemic.

In February, we welcomed the brand new, state of the art Hurtigruten cruise ship "Fridtjof Nansen" (see above). She visited the port twice as part of her shake down cruises.

2020 also saw visits from;

- Warship, HMS Tyne,
- Super Yachts "Sea Wolf", "Virginian" and "Horizon 3"

Leisure Sector

2020 was a very different season to normal due to Covid-19. Between March 23rd and May 17th, to comply with the national lockdown, harbour facilities were closed for leisure use. From 17th May, restrictions were eased and boating was allowed to continue but with overnight stays prohibited. This resulted in high activity levels from small craft such as kayaks and stand up paddle boards.

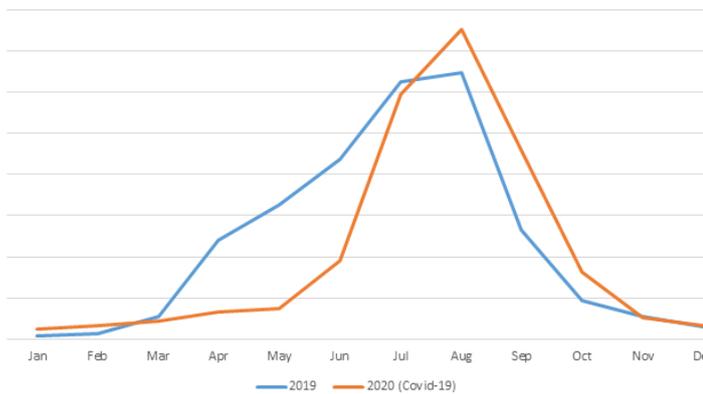
From July 4th, restrictions were eased and people were able to stay away from home for the first time since 23rd March. The remainder of the summer was Dart Harbour's busiest for a number of years and the usage of berth holders' boats was high.

contd. over

PORT & MARINE OPERATIONS contd.

The number of visitor nights for 2020 was 12,400, which is lower than the 13,900 visitor nights for 2019, but was nevertheless quite a remarkable figure considering there were no overnight stays before 4th July and that the Port of Dartmouth Royal Regatta and other events were cancelled.

Visiting Boats 2019 v 2020



The makeup of visiting vessels was also significantly different to the past few seasons with a significant increase in visits from yachts over 20m, most of which would have normally been in the Mediterranean. There was also a decline in the number of foreign vessels visiting due to quarantine requirements.

The new DA pontoon proved popular with visitors and the maximum size of vessel increased from 12m to 14m giving improved access to walk ashore berthing for the crews of larger vessels.



Safety

Dart Harbour is compliant with the Port Marine Safety Code, under the requirements of this code Dart Harbour maintains a Safety Management System. This system covers many areas, including risk assessment, incident recording, training and emergency preparedness.

One of our methods of communicating safety information to river users is through Local Notices To Mariners. During 2020, Dart Harbour issued 21 Local Notices To Mariners. These covered navigation and Covid-19 topics and included notices about the marina development works taking place at Noss on Dart (Premier Marinas) and the installation of some new navigation buoys.

During 2020, Dart Harbour recorded 220 incidents. Where appropriate, incidents are investigated and the lessons learned are then used to make safety improvements. With more minor incidents, trends are monitored; if a significant trend is identified it will be investigated further.

The Table below shows a summary of the incidents over the past 4 years.

Covid-19 changed the usage of the Dart significantly. During the first lockdown, compliance with the “stay at home” message was high, the majority of the river traffic was commercial with just a few local people on the river for exercise, and this resulted in a very small number of incidents in the first half of the year.

The data shows a significant increase in reports of mechanical failures and speeding. The increase in mechanical failures is likely to be related to the spring lockdown, which occurred at a time when vessels are usually being prepared for the upcoming season. On the relaxation of lockdown, some boats were put into use without the usual maintenance work being completed. The increase in speeding is likely to be associated with an increase in the level of small boat traffic, again this was probably an effect of Covid-19 with more people

Incidents	2017	2018	2019	2020
Adrift	4	5	13	5
Alcohol Related		2		
Anti-social behaviour	3	6	6	10
Capsized	2	2	1	2
Collision	12	19	18	16
Covid-19				5
Damaged Property	4	6	3	5
Drowning		1		
Fire	2	1	3	1
Fishing			1	1
Fouled Propeller			6	3
Grounding	4	8	3	10
Harbour mooring failure	1	1		0
Lost/missing vessel	2	1		1
Machinery Failure (inc electrics and pontoons)	26	28	21	30
Man Overboard	7	7	8	6
Medical/Injury	5	8	9	9
Near Miss	13	16	9	13
Obstruction	4	4	2	3
Other	17	7	11	8
Owners mooring failure		4	10	5
Pollution	8	8	12	4
Slips, Trips & Falls	6	4	2	5
Speeding/Wash	17	31	25	36
Structural Failure			2	
Sunken	2	3	3	1
Swimming	1		2	2
Taking on Water	9	2	2	4
Theft	1	13	13	6

staying in the UK and people spending more time in the open air away from crowded areas. During 2020, staff training in relation to the enforcement of bylaws was carried out.

The pandemic brought many challenges during which Dart Harbour endeavoured to keep customers up to date with the government guidance and the law. There were many challenges caused by the restrictions such as vessels arriving from overseas and needing to quarantine and the requirement to stay at home

unless for essential safety reasons.

During the two lockdowns of 2020 a significant amount of staff time was taken up checking Berth Holders' vessels and ensuring any unattended vessels were secure on their moorings.

Systems of work were changed; in the spring, the staff were split into 2 watches to give resilience and allow the continued operation of the harbour if staff were required to isolate. For the winter period, home working for office

PORT & MARINE OPERATIONS contd.

staff has been increased and the operations staff have been divided down again into smaller teams, with 4 bubbles each of 3 staff to reduce the risk of transmission of Covid-19. This has allowed the Authority to continue to fulfil its statutory and safety functions.

Environment

Dart Harbour disposes of large quantities of waste every year, some of this is related to our Harbour Operations, but the majority comes from harbour users. At the end of 2019 we reviewed options for recycling, and following this review for 2020, Dart Harbour added plastic recycling to our waste disposal. Not only does this have an environmental benefit but it also costs less.

Looking Forward to 2021 – in more ways than one

With the vaccination programme being rolled out in 2021, we anticipate that 2021 will be different, and hopefully better than 2020, for us all. Dart Harbour will continue to reinvest in the harbour infrastructure and the following projects are planned to take place during 2021.

Pontoon Improvements

New pontoons are on order to replace the DC pontoon and the first phase of the replacement of the KP Fishermen's pontoons will take place.

Dart Harbour Vessels

A new 12 passenger Yacht Taxi will be delivered and put into service during the spring and our new pilot boat, Mallard will be put into service once the refit is completed.

Community Projects

Dart Harbour will carry out stakeholder engagement on proposals to improve the North Embankment (Double Steps) access to the water and pontoons."

Designated Person's Statement



As Designated Person for Dart Harbour and Navigation Authority, I am responsible for providing independent assessment of the Authority's systems against the requirements of the Port Marine Safety Code and to report findings back

to the duty holders. I am also a regular user of the River.

The Authority takes its responsibilities very seriously and aspires to provide safe and environmentally sound conditions for all staff and river users.

The user demographic of the Dart is diverse, the Authority caters for vessels of all types from cruise ships to paddle craft and most everything in between, as well as providing extensive estate and mooring

facilities; this is a difficult task.

Through audit and observation of key tasks undertaken, I am very pleased to say that Dart Harbour is not only compliant with the Port Marine Safety Code requirements but operates to a high standard to the benefit of all users.

Safety is everyone's concern, stakeholders and river users are actively encouraged to engage with this plan and bring forward suggestions for improvements to the harbour office.

AR Lloyd

Independent Consultant / Designated Person to Dart Harbour.

STAFF AND ADMINISTRATION

We continued to provide development and training opportunities for staff during 2020 and the following training related activities took place.

- Management training was conducted with all managers during January.
- In February one of our apprentices, Josh Gooden was runner up in the South Devon College apprentice of the year for the second year running.
- From April the main staff issues were Covid-19 related and Dart Harbour adopted a variety of staffing solutions including split watches, staff bubbles, home working for some staff and using the furlough scheme.
- A joint Incident Command workshop (with Salcombe Harbour) was held in September with the help of the Devon and Cornwall police and with attendance of the Coast Guard and a local councillor. This event helped Dart Harbour and Salcombe Harbour staff to refine their landing site plans of large incidents outside harbour authority areas and helped to train operations managers to deal with emergencies.
- 2020 also saw the departure of CEO/Harbour Master Capt Mark Cooper with Capt Rich Eggleton stepping in as Interim CEO/HM.

Administration

During February, Dart Harbour moved its telephone system to a cloud based VOIP system, which proved to be invaluable as this enabled staff to work from home effectively during the pandemic.

Additional laptops were purchased and remote access was given to staff to enable them to work effectively from home.

The use of Zoom was used well both for Board Meetings, job interviews, business meetings and for staff meetings between teams.

WhatsApp groups are also used effectively for communications between staff, whether working on site or from home.

The website and Harbour Assist communication tools have been used regularly during the year to keep our customers and stakeholders up to date with invoicing, correspondence, operational matters, changes to Covid-19 status in response to Government announcements and local notices to mariners.



FINANCIAL POSITION

	Audited	Audited	Unaudited
Year Ended December 31 st	2018	2019	2020
	£	£	£
Sales			
Harbour Dues - Local	159,924	157,682	154,374
Harbour Dues - Visitors	70,011	69,787	56,239
Harbour Dues Commercial	13,166	16,261	12,002
Harbour Dues Passenger Vessels	10,591	7,300	2,319
Harbour Dues Fisherman	2,292	1,957	2,036
Town Jetty	45,244	37,270	22,834
Quay	21,014	21,066	28,050
Moorings Licenses	52,158	52,731	52,116
Fundus Rental	41,069	41,589	40,923
Buoyage Local	493,206	527,341	524,956
Buoyage Visitors	27,273	33,213	61,071
Buoyage Mainstream and layups	2,658	6,454	3,556
Kingswear mooring pontoon	327,150	326,393	318,090
Buoyage pontoon and racks	198,461	214,651	218,594
Ministry of Defence	12,623	12,934	13,258
Work Done	88,363	57,081	64,265
Scrubbing Grid	1,052	1,712	1,624
DVLR	275	264	189
Booking and registration	3,610	3,309	3,412
Miscellaneous	13,637	10,572	8,300
Electricity Income	18,120	16,680	19,165
Pilot Boat rental	4,455	2,260	2,496
Net Income from Pilotage	1,174	633	423
Water Taxi	27,475	25,071	10,884
TOTAL SALES	1,635,001	1,644,211	1,621,175

Year Ended December 31 st	2018	2019	2020
	£	£	£
Cost of Sales			
Opening Stock	21,047	32,383	22,368
Rent of town bridge jetty	15,316	10,203	10,203
Production Salaries	416,208	421,902	411,528
Defined Benefit Scheme	31,489	21,265	3,366
Defined Contribution Scheme	24,296	23,638	21,851
Repairs & Maintenance	264,049	265,020	211,386
Electricity	25,847	32,945	31,741
Duchy of Cornwall Rent	186,673	192,568	208,291
Metered water	5,663	6,920	7,453
Insurance	40,476	41,029	45,254
Depreciation	89,449	95,098	92,383
TOTAL COST OF SALES	1,120,513	1,142,971	1,065,824
Closing Stock	(32,383)	(22,368)	(28,021)
	1,088,130	1,120,603	1,037,803
GROSS PROFIT	546,871	523,608	583,372
Administrative expenses	383,841	395,397	425,798
OPERATING PROFIT	163,030	128,211	157,574
Interest receivable			
Bank deposit interest	12,861	14,221	700
Interest payable	(6,083)	(5,688)	5,271
NET PROFIT FOR YEAR	169,808	136,744	153,003
Corporation Tax	(20,839)	(35,217)	
RETAINED RESERVE	148,969	101,527	153,003