

Dart Harbour and Navigation Authority

Minutes of a Meeting of the Dart Harbour and Navigation Authority held by Zoom at 1830 on Monday 11 January 2021.

PRESENT: James Dodd (JD) - Chairman
Mike Burden (MB)
Tony Davis (AD)
Tim Dewing (TD)
Julian Distin (JJD) – in attendance from 1900.
Richard Eggleton (RE) – Interim HM
John Ellwood (JE)
Geoff Holland (GH) – CEO/ HM designate
Melanie Lessels (ML)
Jeremy Rawlings (JR)

1. Introduction & welcome by JD to Ann Irish as Clerk to the Board.
2. Introduction & welcome by JD to Tony Davis (AD) and Jeremy Rawlings (JR).
3. Introduction & welcome by JD to Geoff Holland as HM designate.

4. Apologies for Absence

There were no apologies and TH did not attend.

5. **Election of Chair and Vice-Chair** - JD stood down and RE presided.

JD was proposed as Chair by TD and seconded by JE.
ML was proposed as Vice-Chair JD and seconded by JE.

There were no other nominations.
JD resumed as Chair.

6. Minutes of the last Meeting.

The minutes of the Board held on 9th November 2020 were approved for signature by the Chairman.

6.1 Actions from October Meeting

- Item 6 RE to finalise SHDC Lease – **Agenda item 9**.
RE to identify other SHDC locations of interest – **Agenda item 9**.
- Item 8 Recruitment of Clerk – **Complete**.
- Item 10 Recruitment of Board Members – **Complete**.
Board Skills Audit – **Complete**.
- Item 11 JD to raise Strategic Objectives Report – **Agenda item 21**.

6.2 Actions from November Meeting

- Item 5.1.1 RE to draft letter of support for the Lighthouse Beach – **Complete**.
- Item 5.2.3 JJD to liaise and inform AONB of our intention to support them with £7,500 in 2021 – **Complete**.
- Item 6.10 RE to invite Tom Stratton from the Duchy to join us at this meeting.
Complete. Update from RE advising Tom Stratton wished to attend the next

- face-to-face meeting. Carry forward to March Board meeting.
- Item 7.2 Board Members to provide Self-Reflections in advance of Annual Appraisals – **Complete**.
- Item 9 Penny to email Members with Report template - **Complete**.
- Item 10 RE to report on progress against the recommendation in the DP's report – **Agenda item 9**.

7. Declarations of Interest

No Board Members declared any personal or disclosable pecuniary interests for the matters included on the agenda.

8. Urgent Business - None

9. CEO/HM Report

RE had presented his report in advance, and the following verbal updates were noted:-

9.1 Incidents:

- 9.1.1 Man overboard, rescued by locals.
- 9.1.2 Boxing Day storm – 23' yacht sank at Dittisham, recovered and returned to owner.

9.2 Embankment Update Project

Additional brief from Marina Projects. RE to email the Board separately after his meeting the next morning.

Consultation document - How DHNA goes out for Stakeholder Engagement. Online Survey Monkey style report. Ideas only at present. No Board response required at this stage. Should be on the website by month end. Interaction on social media and website currently very good due to Covid updates.

9.2 SHDC Lease

Content of the lease is finalized. Baseline was being debated, new pontoon included. Drones have taken images of the pontoons etc to establish baseline. Documents out this week, should be signed next week.

9.3 New Patrol Boats

Proposal underway. Pontoons in place. 1 x 6m coded boats + 2 x 5.5m non-coded boats.

9.4 CCTV

Security upgrade being installed. Eight new cameras including town pontoon. Live webcam feeds on pontoon and DHNA building. DTC also undertaking CCTV upgrade. Proposed joint working with shared security contractor, linked to Torbay's security team. JD enquired on cost and how long data could be stored. RE advised zero cost. Data kept for 30 days on DHNA server. Torbay team can access beyond that if required.

9.5 Noss

Barge, 100 piles and pontoons in place. Marina should be up and running by Easter.

9.6 Covid

9.6.1 HSE review of facilities expected this week. As an employer DHNA have two office

bubbles, plus river bubble. Lateral flow tests in place. More tests due next week for all workers being delivered from Public Health England.

9.6.2 'Notice to Mariners' promptly released. Mainly positive response, rules very clear.

9.6.3 DP recommendations

RE met with DP today. DP reiterated he agreed to be DP on the basis he had a focal point of contact. To be discussed at the Sub-Committee agenda item.

Six recommendations – good progress. IT development currently delayed due to barge mooring maintenance. To be progressed during neap tides next week.

ML – questioned DP's route of communication. RE confirmed HM on a day-to-day basis, but direct link to the Board was requested and agreed. Originally Zoe and RE. Once the committee structure is agreed, this will happen automatically. DP will liaise with Safety and Environment Committee.

9.6.4 Finance

Kate Distin joined the meeting to present the finance P&L and exceptions.

- Less harbour dues income due to less harbour visitors due to Covid. Buoyage visitors slightly up due to 3 large visitors.
- Kingwear & mooring pontoon down, mostly due to £6.5K given back for the Covid restricted berth holders.
- South Hams cleaning the steps, plus mooring work for Noss.
- Water taxi down due to Covid.
- Defined benefit - DH took a pension payment holiday of £20K.
- Repairs and maintenance, good. Last year spent more on outboards, survey & maintenance.
- Duchy of Cornwall figures up. Figures based on 2019.

TD – Covid impact. Acted swiftly. Acknowledged Kate did a good job on controlling overheads, cost of sales, maximising income, payment holidays, refunds. Crisis management was slick, not as bad as worse-case scenario. Look to retain £100k surplus.

JD - Nett figure of £153K. Kate confirmed figures are unaudited, a few things still outstanding.

GH - questioned the Corporate Tax. Kate to email details to GH. Hoodown Project plus National Pension Fund.

(1900 - JJD joined the meeting.)

10. Review of Annual Appraisals - JD

10.1 Reintroduced annual appraisal this year, more self-reflection. Two key issues identified and to be addressed within the Committees. If it doesn't work, then can be brought forward as an agenda item.

10.2 2nd term of 3 years : MB, TH, ML.

ML – questioned her initial term, 2 or 3 years.

Decision: Approved.

11. Committees for 2021 - JD

Harbour Master to sit on each Committee, but cannot Chair. JD as Chair of the Board, cannot be Chair of any Committee. The Committee feeds into the Board, which makes decisions, this should result in shorter and fewer Board meetings per year.

Proposed Committee Members:

Finance: AD, TD, MB, TH
HR: ML, JE
Safety: JJD, JR, JD

- AD raised the issue of broader commercial risk and implement strategic plan for the Finance & Business Development Committee. On HR: culture, motivation and performance/career management to avoid repeat of last year and move HR in the right direction. Feels Stakeholder Engagement sits in all 3 areas, diverse area which permeates most areas. What information are we trying to gather from the likes of Survey Monkey research? Need to include when revising the complicated matrix that is the Strategic Plan 2016.
- JD advised Stakeholder engagement provenance sits with the HM. Board to assist in a supporting role. Suggest add Stakeholder Engagement to all 3 Committees.
- ML agreed stakeholder engagement should always be in mind and should underline each committees work.
- RE commented on conflict between strategy and operations for the HM. Board focus on the strategy allowing HM to concentrate on the operational side.
- TD added the Board provides Trustees for the pension scheme. However, as a Board they act in the interests of the Harbour Authority, which is the employer. Awareness of the need to de-conflict – highlighted in the Appraisals report. Pension Trustees are all members of the Finance Committee.
- JD advised he hoped the Finance Committee would resolve. If not, suggested the possible appointment of an independent trustee (pensions) if necessary.
- JJD – suggested talking to Neil Hockaday or his successor (see Kate) as this has been discussed previously, and may offer some useful insight.

Decisions: Approved content and membership.

ML requested additional member for HR Committee. AD offered to sit on 2 committees: Finance and HR. Agreed.

12. Member Tasking for 2021

12.1 Stakeholder groups partially covered above. Need to remove conflict of interests. JD advised JE is a member of Royal Dart Yacht Club, plus our member for the stakeholder committee for clubs and associations. JJD on the commercial side. Stakeholder engagement is approx. twice per year. Reminder that this is driven by the HM.

ML questioned whether Board members are needed to go along to the meetings. Or HM should request a Board member if required.

RE confirmed it is good to have a Board member present.

- Three stakeholder groups, plus AONB.

- JJD is currently attached to the Communities Group as well as DEF.
- JR to be added as representative to the Environmental & Communities groups.
- JJD to retain DHCG as closely linked with above.
- MB volunteered to sit on Commercial Group.

Post Meeting Note for clarification:

CUG will be covered by JJD.

DHCG, DEF and other AONB groups will be covered by JJD and JR.

ADRUC will be covered by JE and new member JM.

12.2 PNPf

12.2 Pilots National Pension Fund, deal with in-house. Finance Committee to decide how to move forward. TH as a lawyer to look at this. (£500K deficit, 1.5 pilot share, payable on demand, negotiated to pay £30K over xx years.)

RE advised there are no contributing members locally.

12.3 St. Christophe – Royal Sun Alliance as DHNA insurers and Dorade.

12.4 Dart House Limited - Finance committee to decide who is the representative.

13. 2021 Programme

JD proposed 6 Board meetings during the year, plus 1 Annual Public Meeting, 1 Away Day. No meeting in August or December. Sub-Committee meetings to be held in between and present proposals for Board decision.

To include Board meetings locally in the summer – Dittisham, Stoke Gabriel, Totnes and Kingswear.

Decision: Approved.

14. Annual Public Meeting

JD proposed in the light of current Covid lockdown and as the Flavel Centre is closed, this event due on February 17th, should be cancelled. The legality has been checked by Dorade who confirm DHNA is not obliged to hold an annual meeting; it is a recommendation and not a statutory requirement.

RE advised the re-designed annual report is almost ready for publication. This will be published on the website. Stakeholders will be advised. Invite questions making it active engagement.

RE confirmed the annual report draft will come to the Board for comment before publication. It will include a section on how DHNA has managed the Covid crisis.

Proposed: Cancellation of the Annual Public Meeting.

Decision: This was unanimously agreed.

15. Workshop/Away Day

2021 focus will be on 'Values'.

JD requested if ML would lead the session this year. Agreed.

RE advised details from planned trip to Falmouth in 2020 is still in the system so can be reactivated for 2021.

Clerk to organise.

16 - 19. Operational Brief by HM to include reports from Finance, HR & Safety Committees

Nothing further to report at present.

20. Stakeholder Groups

JE advised ADRUC Chair reinforced message on Covid, and proposed Zoom meeting in the next 2 months.

RE had a conversation with CUG. Good end of year report. Estuary Forum trying to push the DHNA message across regarding Covid. Good engagement from all 3 stakeholder chairs.

21. Review of Strategic Plan

JD recommends review of the Plan. JD to lead. JE to assist.

Decision: Approved.

22. Tall Ship Pelican and Bursary Opportunities

Need to find the right 'deserving' youth to travel on it. RE has good links with Dartmouth Academy.

Budget to be decided by the Finance Committee. Approx. £3K. for 5-6 youth across all our area.

JE – advised it requires the school staff to be engaged. Investigate possible links with Royal Dart Youth Sailing Trust. JE to approach.

RE – PR for DHNA funding this, even if through RDYST.

JD – requested JE to approach RDYST.

TD – suggested match-funding as per JE advising the same on Mayflower 400.

JD – asked RE if this could be within the Executive. RE agreed.

Decision – Approved.

23. Move Into Committee

TD and MB voted to move the discussion into Committee.

Decisions

No 'In Committee' items were approved for publication in the main minutes.

28. Return to Open Status

29. Date of Next Meeting

- 29.1 Annual Public Meeting – Wednesday 17th February at the Flavel Centre.
CANCELLED
- 29.2 Extra-ordinary Board Meeting – Monday 25th January 2021 by Zoom at 1830.
- 29.3 Board Meeting - Monday 8th March 2021 at 1830 hours in the Clifton Room,
Dartmouth Guildhall subject to COVID restrictions.