



# FALMOUTH HARBOUR

UK's Atlantic gateway.

## COMMISSIONER RECRUITMENT

### August 2024



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## INTRODUCTION FROM OUR CHAIR

Dear Candidate

I am delighted that you have expressed an interest in becoming a Board member of the Falmouth Harbour Commissioners.

For 150 years Falmouth Harbour Commissioners have protected Falmouth Harbour during storms, safely managed marine accidents and pollution risks, provided a gateway to Cornwall and our town for people from all over the world and provided a sailing environment that Ben Ainslie describes as the "some of the best sailing waters in the world".

Miles Carden was appointed as our CEO in January 2021 and Ifor Pedley is our new appointed Harbour Master. Falmouth Harbour has a team of 32 highly skilled and committed employees.

The challenges Falmouth Harbour now face are unique as we see heavy losses from the pandemic, rising costs in the products and services we use, increasing risks from multiple harbour users, and a growing need for us all to look after our natural environment. We are ideally looking for somebody with knowledge of the Duchy.

However, the opportunity is massive. As the UK's Atlantic Gateway, Falmouth Harbour has a strong future as one of the premier harbours on the south coast of the UK and this role offers you a chance to shape the future of Falmouth Harbour. Our proposition to industry, operators and investors is strong:

1. The 3rd deepest natural harbour in the world
2. UK's first and last major port strategically located in western approaches, offering rapid access to or from the North Atlantic.
3. Offers shelter and port services, for vessels of all sizes that are; arriving or departing, awaiting orders, needing assistance, or just visiting, all in an unrivalled natural environment.
4. Cornwall is an incredible place to live and work and was named as the top places to live in the South West in 2020 by the Sunday Times.

Falmouth Harbour (FH), a trust port is responsible for approximately 16 square miles of harbour. The harbour serves a variety of stakeholders including commercial shipping, leisure activities and the community with annual events such as Falmouth Classics that take place in Falmouth in August.

Within this document you will find more information about Falmouth Harbour and how our business is structured. You may also be interested in checking out our website, which I hope demonstrates what a beautiful and special place Falmouth Harbour is to live and work. I hope you will also see an amazing opportunity to grow your career, and the chance to contribute not just to Falmouth Harbour, but to the economic and environmental sustainability of Falmouth and Falmouth port.

For a more detailed conversation, please contact our executive search partner, Anna Jay, MD of Public Leaders Appointments in the first instance (details below).

We look forward to receiving your application.

Yours sincerely

Mark Chanter  
Chair of Commissioners

## AN OVERVIEW OF OUR HARBOUR

Falmouth Harbour was established in 1870 by Act of Parliament to administer Falmouth Harbour (excluding Falmouth Docks) and its Southern approaches including part of Falmouth Bay and the Carrick Roads. The Harbour Area was extended by means of a revision order in 1991 to include a substantial part of Falmouth Bay in order to provide a statutory authority to license the bunkering of ships operations.

The present Harbour Area takes in the Inner Harbour (except Falmouth Docks) and the Penryn River up to a line between Coastlines Wharf and Sailors Creek where the Port of Penryn begins, Veryan and Gerrans Bay. The Carrick Roads up to a line drawn between Messack Point and Penarrow Point and most of Falmouth Bay out to three miles to seaward comprise the remainder of the Harbour

A large part of the Harbour Area is within a Special Area of Conservation. In addition, parts of it are adjacent to Areas of Outstanding Natural Beauty and Sites of Special Scientific Interest.

Falmouth Harbour is an independent statutory body run by a Board of 8 Commissioners, whose profiles are outlined here: <https://www.falmouthharbour.co.uk/about-falmouth-harbour/meet-the-team/>

It is a commercially run organisation which is required to reinvest its profits back into the port for the benefit of port users. Day to day operations are carried out by a multi-disciplined team of more than 20 permanent staff with the services of self-employed pilots contracted in. Additional staff members are employed during the summer season to assist in the management of leisure facilities.

Falmouth Harbour Commissioners income is primarily made up from dues received from commercial shipping using the harbour, charges for the provision of leisure facilities and the provision of pilotage.

In order to provide a suitable level of commercial focus, Falmouth Harbour Commissioners have created 2 business arms which operate under their own brand names. Falmouth Pilot Services is responsible for the safe and effective management of pilotage services and Falmouth Haven is charged with the efficient management of all of the leisure customer facilities owned by the Organisation.

## COMMISSIONERS ROLE

Our Board is currently made up of 7 Commissioners who bring a wide range of experience, skills and backgrounds but a review of our Board in line with our vision and purpose determined that recruitment focus on adding new skills and backgrounds from the following priority areas. Therefore, we are looking for 2 candidates who meet 1 or more of the following:

### 1. Maritime/Marine

- a. Currently employed in maritime leisure industry with commercial and development experience.
- b. Senior Executive and Board level experience.
- c. Marine safety management experience would be desirable.

### 2. People –

- a. Individual familiar with dealing with people or team management and change management (rather than HR).
- b. Occupational Health and Safety experience would be desirable.
- c. Senior Executive and Board level experience.

### 3. Public & Community

- a. Individual with experience of public engagement and stakeholders and wider community.
- b. Possibly from public sector background.
- c. Senior Executive and Board level experience.

We are committed to increasing the diversity of our Board, and therefore welcome applications from anyone regardless of ethnicity, heritage, gender, disability, sexuality, religion, socio-economic background or other differences. Previous Board experience is not necessary; we have a commitment to support and develop our Commissioners to ensure that they can fulfil their roles and responsibilities effectively and make a positive contribution to our Board.

It is an objective of Falmouth Harbour to appoint candidates offering a wide range of appropriate skills and experience to serve on the Board. You should not rule yourself out from applying because you imagine that "you are not the kind of person" who is appointed to such things. It is also an objective to appoint competent individuals suited to what are demanding positions and you should only put yourself forward if you feel that you have the qualities detailed in the person specification together with a suitable mix of skills to contribute effectively to the Board. You must also be able to commit to monthly meetings, quarterly committee meetings and relevant public events.

## **ABOUT THE APPOINTMENTS**

Appointments offer opportunities to individuals who wish to contribute to the community and to the efficient administration of a busy harbour. The opportunities may include helping to run the harbour more effectively, offering advice on a challenging and complex issue, or helping to broaden a board's approach by bringing a fresh outlook or new areas of expertise to discussions.

Service on the board of a trust port can give you a valuable insight into the practice of government and a wide range of national and local policy issues. It can be a useful development opportunity for rising stars: it can provide those at the peak or end of their careers in the public or the private sector with a chance to contribute their expertise for the public good.

The duties of a board member are considered to be on a par with those of a director of a company, in addition to which there are obligations, responsibilities and statutory duties peculiar to the trust. In particular they will act as completely independent trustees for the benefit of all stakeholders in the trust including all port users and the local community and will abide by the principles of good corporate governance set out in the current guidance provided by the Department for Transport.

Falmouth Harbour Commissioners primary duty (and therefore that of a board member) shall be to take such steps as they consider necessary or expedient for the improvement, maintenance and management of the harbour and the accommodation and facilities afforded or in connection with the harbour with recognition of the Harbour's role in the region.

A board member is expected to act with independent judgement, to use their skills and experience for the benefit of the board, to be committed to working in the best interests of the Port. They are also expected to devote the necessary time to carry out the functions of board members including service on related committees and sub-committees and to undertake training in matters relevant to their duties from time to time.

The appointment is part-time, typically, minimum 2 days a month including the time required for preparing and participating in Board meetings and remuneration is calculated on this basis. Our Board meetings take place in person, 9- 10 per year (apart from August) and the sub-committees meet quarterly.

Commissioners are initially appointed for a 3-year team, which can be extended.

These are remunerated positions and reasonable out of pocket expenses, agreed in advance, are payable.

Annual remuneration for the new Commissioner, who will take up appointment on 1<sup>st</sup> January 2025, with first Board meeting in January, will be £4,655.70.

Board members will be expected to be familiar, but not necessarily resident with the area served by the harbour.

## **ROLE AND RESPONSIBILITIES**

The Board oversees organisational and executive activity to ensure that the management of those activities is effective, transparent and in line with Falmouth Harbour's corporate objectives and duties. This role includes:

- Ensuring safe operations under and compliance with the Port Marine Safety Code (PMSC) including the appointment of key roles
- Ensuring that the organisation manages risk and compliance with relevant maritime regulations and operational procedures.
- Driving improvements in the environmental impact and sustainability of the organisation
- Oversight of the executive's delivery of Falmouth Harbour's organisational objectives under the OGSP.
- Dealing with matters referred to Board from Sub-Committees.
- Hold an annual general meeting in March of each year, publish the Annual Review and annual financial reports<sup>1</sup>.
- Budget Management - oversee the detailed budgets.
- Monitor and appraise performance of executive set.
  - Pay and reward for the CEO.
  - Set the policy for executive pay and reward, the implementation of which is delegated to the CEO.
  - Commissioners' salary, fees, and expenses.
- Ensuring open route of communication with Designated Person and receiving the Designated Person's annual audit of PMSC compliance.
- Ensure a scheme of delegation is in place to support efficient operations.
- Keep Board duties under review to avoid any possibility of failing to discharge them effectively and are sufficient to enable it to manage marine safety effectively.

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<sup>1</sup> [Ports Good Governance Guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

## PERSON SPECIFICATION

Falmouth Harbour have a small and dynamic Board which has strategic oversight of a wide range of activities vital to the safe management and economic viability of the Falmouth Harbour. The Board membership is constantly rotating which ensures that the organisation continues to benefit from new ideas and attitudes.

Being a Falmouth Harbour Commissioner is a demanding role which requires dedication and commitment. The Board operates transparently and accountably and is regularly subjected to scrutiny by its stakeholders and the media. The role of the organisation is wide and includes exercising statutory powers and meeting statutory duties. In addition, FH operates two service arms providing marine leisure facilities and pilotage services.

The Board operates to standards set out in guidance issued by the Department for Transport. This suggests the qualities that are sought in board members, it also explains the standard of governance that is expected. The strategic skills required have been identified using a skills audit that has been informed by research into the issues facing small and medium ports in Devon and Cornwall.

## QUALITIES

The following qualities are considered essential for members of the Board:

- Drive, vision, independence, confidence.
- Challenging, proactive approach to board business.
- Ability to motivate and engender respect.
- Ability to negotiate and communicate effectively
- Impartiality and integrity
- Interpersonal skills – the ability to develop good relations within and outside the Board
- Ability to work as a team member/ supportive of colleagues.
- Ability to make a constructive contribution to group discussion – clear expression of ideas.
- Analytical approach to problem solving.
- Ability to formulate strategy
- Good grasp of priorities
- Understanding the Non Executive Director role versus Executive
- Overall business acumen, but to lead in your own area of expertise

## BOARD SKILLS

The Board collectively is required to maintain a broad skill set including a strategic appreciation of the following areas:

### **Relevant commercial expertise including:**

- Risk
- Technology
- Business Development

### **Health and Safety Management including:**

- Safety Management Systems
- Port marine Safety Code
- Employer health and safety responsibilities



**Management including:**

- Asset Management and Maintenance
- Business Planning and Management
- Effectiveness of Management Processes
- Proactive Partnerships
- Change Management
- Strategic Planning for the Future

**Public relations/community issues including:**

- Stakeholder Engagement
- Customer Service and Satisfaction
- Media Management – (including Social Media)

**Shipping/fishing**

- Marine Safety Management
- Pilotage
- Superyacht Industry
- Shipping Commerce
- Offshore operations
- Fishing industry practices

**Finance/management accounting including:**

- Business Finance – Strategic level
- Investment and growth
- Funding and Borrowing
- Accounting practices and regulations
- Pensions

**Leisure, boating management, voluntary, and commercial sectors**

- Racing and regattas
- Coastal cruising
- Passenger carrying and workboats

**Environmental experience and expertise including:**

- Environment Knowledge and Awareness
- Environment Management
- Offshore Renewable Energy

**Human Resources experience and expertise including:**

- Personnel Management and Development
- Personnel management legislation and practice
- Training and development practice

The in-depth induction and training programme aims to ensure that board members can fully contribute to discussions on all aspects of the management of the Harbour.

## HOW TO APPLY

If you are interested in this opportunity we encourage confidential conversations with our recruitment partner Anna Jay, MD of Public Leaders Appointments in advance of your application. You can contact Anna at: [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) or 07904 236 348.

**A process which is open is also intrinsically competitive:** it is not possible to recommend for appointment everyone who possesses the qualities described. It is important that your application brings out clearly, with concrete examples, the level and depth of your achievement and experience as applicable to the qualities and skills we are seeking in a new board member.

In order to be considered, your application must comprise all of the following:

1. a cover letter of no more than 3 sides demonstrating how your skills, knowledge and experience meet the requirements of our new Commissioner appointment, as outlined in this brief.

Please include in your covering letter responses to the four points below. Your response may be quite limited in one or more cases, in which case please complete as far as you feel able.

- a) describe briefly the most challenging problem with practical implications which you have faced and what you contributed to its solution.
  - b) in a board role you will be expected to demonstrate the ability to disagree. Describe how you would constructively achieve this in an atmosphere charged with strong opinions.
  - c) as a Commissioner you will need to take a strategic rather than an operational approach. Explain how your career demonstrates that you have the necessary strategic aptitude.
  - d) you are attending a local networking event, as a representative of Falmouth Harbour when a member of the public asks for your comments on the latest Annual Report. Describe how you would respond?
2. a full CV giving details of your education and professional and life qualifications and full career history, paid or unpaid, including details of budgets, management responsibilities (size of teams / organisation) and relevant achievements.
  3. Please also provide the names, addresses and brief details of two referees who know you well but are not personally connected to you and can assess your potential to contribute to the board (*referees will not be contacted without your prior consent*)

Please submit your application to [anna@publicleadersappointments.com](mailto:anna@publicleadersappointments.com) with reference 'FAL' no later than midday on Wednesday 25<sup>th</sup> September 2024. Early applications are encouraged.

## Timetable:

**Closing date:** Midday, Wednesday 25th September 2024  
**Panel Interview (in person):** 15-17<sup>th</sup> October 2024

Candidates selected for interview will be notified as soon as possible after the closing date. A presentation on a particular topic will be requested as part of the interview process.