

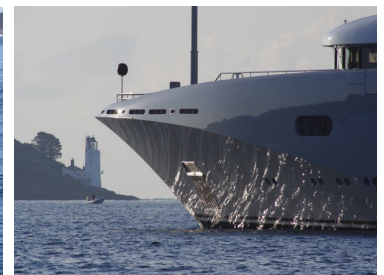
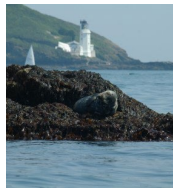
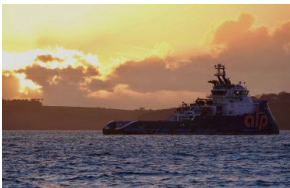
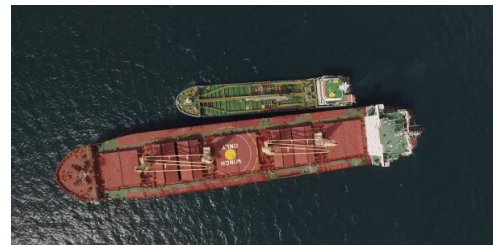


**FALMOUTH  
HARBOUR**

UK's Atlantic gateway.

# HARBOUR COMMISSIONER CANDIDATE INFORMATION PACK




August 2024



The 3rd deepest natural harbour in the world.

# CANDIDATE INFORMATION PACK

This pack will give you a brief introduction to Falmouth Harbour (FH), including a performance and financial overview for 2021 and 2022. You will find much more information on our websites:

	<p><b>Falmouth Harbour</b> <a href="http://www.falmouthharbour.co.uk">www.falmouthharbour.co.uk</a> The website includes information about our statutory and regulatory responsibilities, environmental designations and management, our history and organisation.</p>
	<p><b>Falmouth Pilot Services</b> <a href="http://www.falmouthpilotservices.co.uk">www.falmouthpilotservices.co.uk</a> The website details information about our Commercial Shipping business arm.</p>
	<p><b>Falmouth Haven</b> <a href="http://www.falmouthhaven.co.uk">www.falmouthhaven.co.uk</a> Falmouth Haven is our leisure services business arm</p>

## Introduction - Falmouth Harbour - UK's Atlantic Gateway

The UK's first and last major port strategically located in western approaches, offering rapid access to or from the North Atlantic.

Falmouth Harbour is not a charity but a Trust Port. Falmouth Harbour is a commercial organisation and must act in a commercially viable manner.



# CANDIDATE INFORMATION PACK

**Purpose:** Through statute we have been entrusted with one of the most special sensitive marine environments in the UK and an incredible asset for Cornwall; We have a duty to safely manage Falmouth Harbour; to facilitate sustainable development and long-term prosperity of the harbour to the benefit of its users and the wider community and to improve and to pass the Harbour forward to the next working generation in a better state.

**Mission:** To be the UK'S best Harbour to invest in, live beside and visit. Protect and restore, an ocean workplace and playground where everyone, Team Falmouth, people and wildlife are safe, prosperous and happy - delivering amazing wellbeing for all.

**Our Ambition:** In delivering this mission we want to be?

1. Establish Falmouth Harbour the UK's Atlantic gateway.
2. A busier Harbour supporting a commercial shipping cluster in growth.
3. A vibrant, pristine Harbour with a thriving marine cluster.
4. Assist from a marine perspective to ensure Falmouth is the best place to live, invest and visit.<sup>1</sup>
5. World-leading National Water Sports facilities accessing one of the best global sailing and water sports environments.
6. Supporting a thriving coastal community where opportunity exists for all to have skilled, well-paid jobs.
7. Assist with the transformation of Cornwall's economy.
8. Be seen as "best" in terms of Harbour safety management and Governance.

## Corporate Objectives 2024-2030

1. **Good Sustainable Growth** - Establish a surplus balance sheet, improve efficiency, and increase business resilience.
2. **Great place to Work** - Deliver an excellent working environment for our people, where we all love to work, feel safe, work hard and have pride in Falmouth Harbour
3. **Stakeholder Dividend** - Invest and deliver new income streams, grow jobs, improve infrastructure, increase local GVA, provide continued improvement in customer services and community benefits.
4. **Safe Harbour** - Manage our Harbour to ensure a high level of safety, PMSC Compliance and security for all users.
5. **Sustainability** - an industry leader and advocate for change through supporting policy shift and demonstrating and highlighting good practice in industry

## Our 5 Growth Opportunities

1. Ocean Energy and Decarbonisation
2. Ocean Transport Innovation – The Future of shipping and fuel
3. Ocean Climate solutions
4. Ocean Tourism
5. Ocean People

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<sup>1</sup> [15 Best Places to Visit in the UK in 2024, Ranked By Time Out](#)

## Cultural Values

<b>Wellbeing</b>	Fundamental to consider this in all that we do and utilise the Harbour as an asset for good.
<b>Clear Procedure</b>	Key to improving safety and quality of work - knowing what needs to be done when key.
<b>See it, say it, improve it!</b>	Action and improve procedures after incidents. We all understand risks and link to returns.
<b>Our People and Community (future)</b>	We are liked and respected locally, transparent, and open, pride in Falmouth Harbour, colleagues feel valued, improvement programmes.
<b>Make sustainable decisions</b>	Culture of improvement and change in behaviours in all that we do. Ocean Health Advocates.

It is the duty of Falmouth Harbour, through the Harbour Acts (and their bespoke Harbour Revision Orders), to provide a safe harbour for all its users. This costs money, people, vessels, and training. More here: [What are trust ports? BPA briefing paper, Jan 2021 \(britishports.org.uk\)](https://www.britishports.org.uk/what-are-trust-ports/)

The Trust Board and employees are obliged to pass the harbour on, in the same or better condition to succeeding generations. In other words, it is the Falmouth Harbour Board's responsibility to safeguard and improve the port, so that it flourishes and creates prosperity for local communities and businesses.

## Falmouth Harbour, Board of Commissioners and the Port of Falmouth

Although we only employ 35 people FTEs we support possibly over 1,000 indirect jobs throughout the harbour.

FH has three areas of activity:

1. Harbour services: overall corporate activity, environmental responsibility, navigational safety, emergency response and regulatory compliance.
2. Falmouth Haven: lead on Leisure activity and growth, boat moorings, marinas, quays, a boatyard and launch slipway.
3. Falmouth Pilot Services: provide 24/7 pilotage service to commercial vessels. [Falmouth Harbour](#) is a statutory harbour authority created in 1870 with a large harbour area including the Carrick Roads and a large part of Falmouth Bay which provides sheltered anchorages for vessels taking bunkers, awaiting orders, seeking shelter or undertaking stores and crew changes.

# CANDIDATE INFORMATION PACK

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 these roles offers you a chance to shape the future.



Our proposition to industry, operators and investors is strong and the 4 differentiators that work together as our Harbour USP:

1. **Depth of Harbour** - The 3rd deepest natural harbour in the world
2. **Position on planet** –UK's first and last major port strategically located in western approaches, offering rapid access to or from the North Atlantic.
3. **Shelter** – Harbour 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. **Brand Falmouth and Cornwall** - Cornwall is an incredible place to live and work and is often voted as one of the top places to live nationally.

## Falmouth Harbour

Trust Port

1. 56m at deepest 33m deep inner Harbour
2. Pilotage area 17nm x 13nm
3. 168sqkm 65sqm
4. 54km of coast

USPs

- Cornwall and Falmouth
- Geographically strong location
- Depth and shelter

A smaller version of the map from the previous image, showing the UK and surrounding regions with Falmouth Harbour highlighted by a red pin and anchor icon. The text 'UK's Atlantic gateway.' is visible at the bottom left of the map.

The logo for Falmouth Harbour, which is a red shield with a white anchor in the center and a crown above it.

Our business environment and demand for services will remain strong:

1. Location
2. Strong Demand for services
3. Revenue Growth potential
4. Brand Falmouth
5. Opportunities for new growth

Falmouth Harbour is managed by a Board of Commissioners set up as a trust port by Act of Parliament in 1870 to administer the harbour in the best interests of its stakeholders. 2020 saw the Trust celebrate its 150<sup>th</sup> anniversary. As a trust port, Falmouth Harbour have no shareholders or owners. A Board of Commissioners is appointed to oversee the running of the harbour in accordance with a set of duties and powers.

## Trust Port Status

Falmouth Harbour is a Trust Port<sup>2</sup> and has a number of statutory powers and duties.

Falmouth Harbour (FH) was created by an Act of Parliament over 150 years ago. The Falmouth Harbour Order 1870 created the body corporate of Falmouth Harbour Commissioners to run and manage the Harbour.

**FALMOUTH HARBOUR IS A TRUST PORT WITH STATUTORY DUTIES AND POWERS.**

Created September 1870  
Falmouth Harbour Commissioners was formed by an act of Parliament

- Safely manage Falmouth Harbour
- Facilitate sustainable prosperity for the Harbour
- ...to benefit users of the Harbour & wider community.

**FALMOUTH HARBOUR**  
UK's Atlantic gateway

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For 150 years Falmouth Harbour has been operating as a Trust Port. Our purpose is to manage, maintain and improve the Harbour for the benefit of all stakeholders. Any surplus we make is reinvested into the Harbour to benefit everyone, creating jobs and opportunities. It is empowered to act only as prescribed in its Acts and Orders.

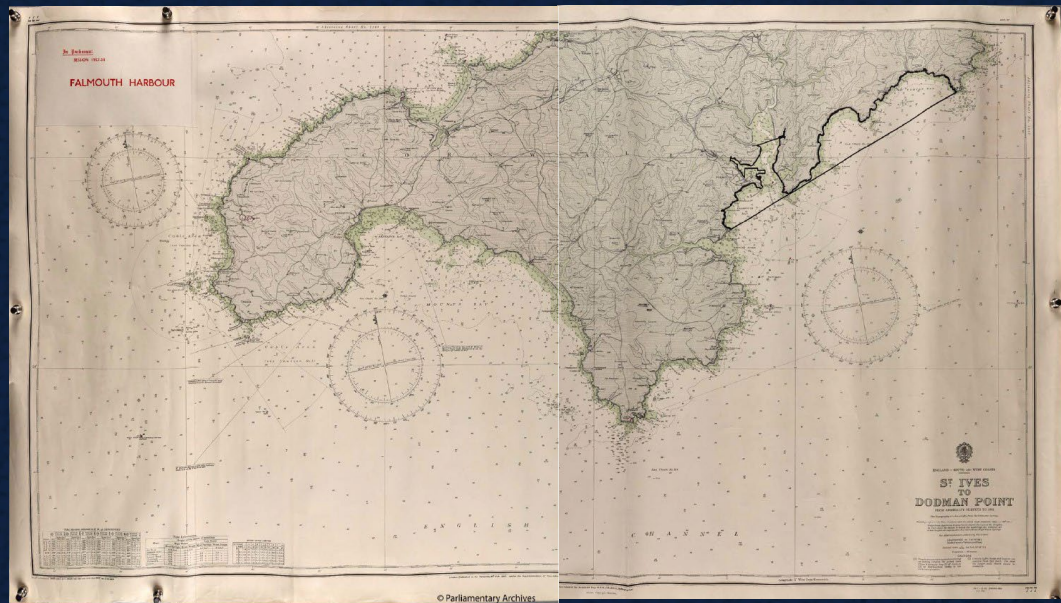
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<sup>2</sup> [What are trust ports? BPA briefing paper, Jan 2021 \(britishports.org.uk\)](#)

## 1958 Harbour Order Act Plan

### Falmouth Harbour –

FALMOUTH  
HARBOUR



Trust Ports are independent statutory bodies, with responsibility to manage, maintain and improve a harbour. Trust ports operate on a commercial basis generally without public sector financial support but have no shareholders.

#### Key Points

1. Trust port boards are accountable to their stakeholders – wide community.
2. Make information available and operate in transparent way. Annual report.
3. PMSC compliance.
4. Expected to generate a commercial return on their operations.
5. Can borrow.
6. Surpluses are reinvested in the harbour for the benefit of stakeholders.

Entrusted Duty - hand Harbour over in the same or better condition to future generations.

# CANDIDATE INFORMATION PACK

Our legal framework is made up from:

1. Local Acts HROs 1870 - 2004 (and 2025)
2. Harbours Act 1965
3. Pilotage Act 1987
4. FDEC Port Acts
5. Port Marine Safety Code
6. Ports Good Governance Guide [Good governance guidance for ports - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/good-governance-guidance-for-ports)
7. Local Byelaws
8. Others: Environmental Act, Marine, Management Organisation (MMO)
9. 2025 – NEW HRO and General directions, Byelaws

Our purpose is to manage over 65sq miles of harbour and to shape and maintain the Harbour for the benefit of all stakeholders. Any surplus we make is reinvested into the Harbour to benefit everyone, creating jobs and opportunities.

The Harbour jurisdiction area includes the Carrick Roads and a large part of Falmouth Bay, which provides sheltered anchorages for vessels taking bunkers, awaiting orders, seeking shelter or undertaking stores and crew changes.

In return for delivering our duties to manage the Harbour Safely the Acts and Orders allow us to charge for:

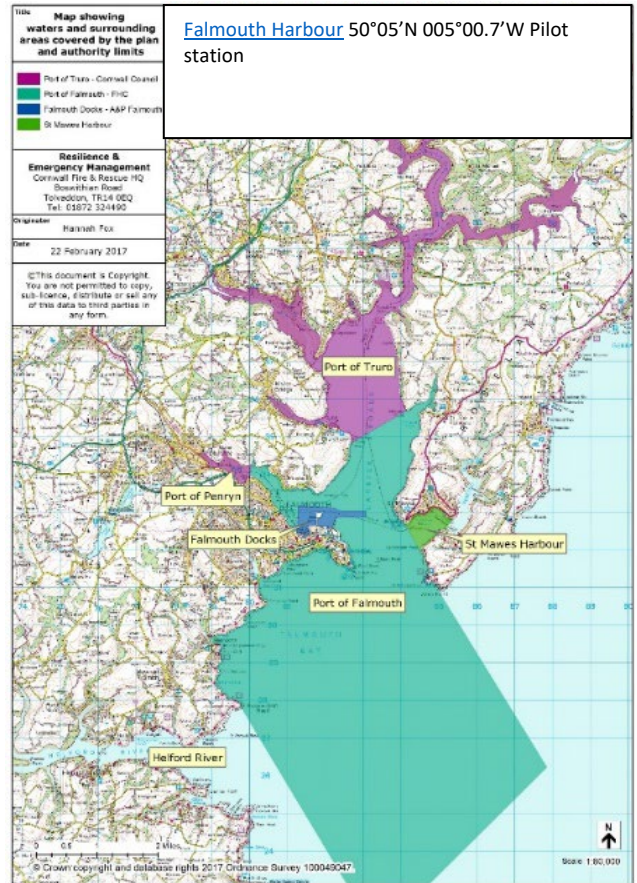
1. Harbour Dues from Ships and Yachts
2. Pilotage of Shipping

In addition, we can charge for Commercial Services, such as:

1. Marina berths
2. Launch and Recovery of boats
3. Moorings
4. Property

Our statutory duty is not simply to manage but to improve, to pass the Harbour forward to the next working generation in a better state. Furthermore, we have been entrusted with one of the most special sensitive marine environments in the UK and an incredible asset for Cornwall.

As a Trust Port we have three foundational duties underpinned by a fourth:





## Falmouth Harbour Board

- Falmouth Harbour is managed by a Board<sup>3</sup> of seven commissioners and a CEO.
- Falmouth Harbour Commissioners undertake the statutory and regulatory management of the Harbour.
- The Board meets on a monthly basis and has several committees which also meet with regularity throughout the calendar year. These committees are Commercial Committee, Remuneration Committee, Audit & Risk Committee and Harbour User Group.

## What we are Legally?

Falmouth Harbour is a commercial organisation and must act in a commercially viable manner. The Office of National Statistics recently reclassified Falmouth Harbour as a Private Non-Financial Corporation. We receive no government funding to support operations. All of the Commissioners on the Falmouth Harbour Board are appointed openly and publicly and no one on our governing body is appointed by the public sector, and we are not under public sector control. So, Falmouth Harbour is compelled to operate in a commercial environment with no direct public funding, whilst competing in the open market with private and local authority-owned facilities that represent most of the UK's harbours and ports.

As a Trust Port, Falmouth Harbour has statutory duties and powers so you might also find it useful to access the Ports Good Governance Guide 2018: [Ports Good Governance Guidance](#)

## Our Shareholders - Our Stakeholders

The Trust Board and employees are “entrusted” and obliged to pass the harbour on, in the same or better condition to succeeding generations. In other words, it is the Falmouth Harbour Board's responsibility to safeguard and improve the port, so that it flourishes and creates prosperity for local communities and businesses. Unlike a privately-owned harbour, we have no shareholders who require a dividend. All ‘profit’ or surplus made from operations is reinvested into the operation, maintenance, local community, local people and administration of the harbour. Trust ports do not distribute profits and are encouraged to provide a “stakeholder dividend”. Falmouth Harbour has a record of supporting local events to the benefit of the wider community, previous examples include:

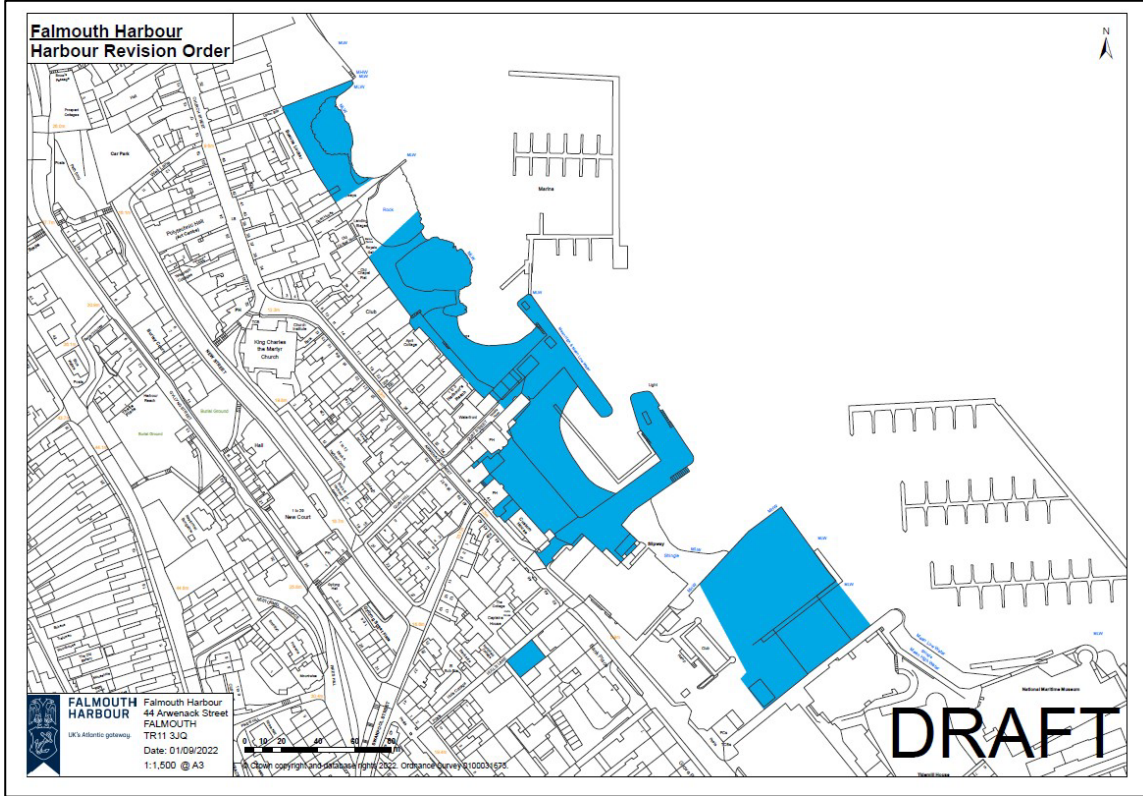
- Sponsoring sailing events such as Falmouth Classics.
- Supporting local clubs and associations in the organisation of events, including sailing races and regattas by providing discounted facilities.
- Sponsoring young people to participate in the Tall Ships Race.
- Support of large scale events such as the Armed Forces Day and Tall Ships races in 2023, by assisting with organisation and management.
- Support of shore side events and festivals by permitting use of Falmouth Harbour land.



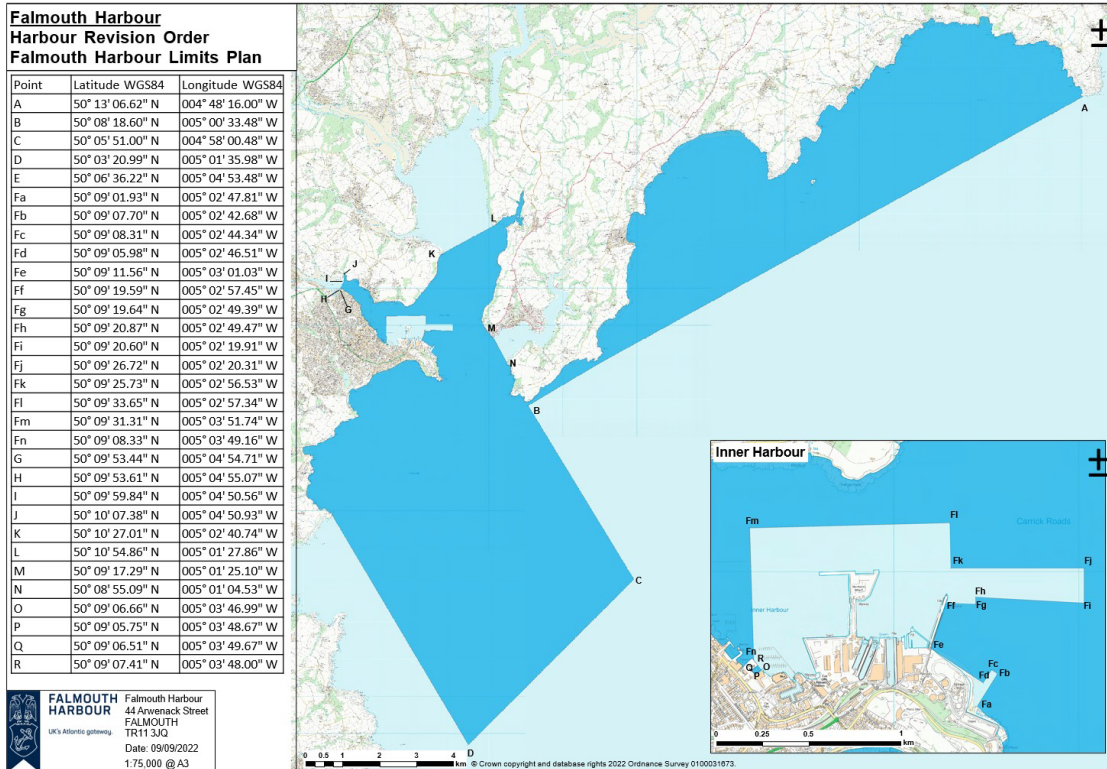
<sup>3</sup> [Ports Good Governance Guidance](#)

## Our Jurisdictions

### Dry Limits Plan Ownership



### Harbour Jurisdictions – Wet Limits Plan





## THE STAKEHOLDERS



**Hub:** Team, Pilots & FH Board.

**Hub Groups -** FH Consultative Committee, Port User Group & Fal Estuary Marine Safety Committee

- **Commercial Port Users;** Pendennis Shipyard, A&P Falmouth Ltd /Ports and Properties, Marine Renewable device developers, Cornwall Marine Network, British Port Association, Cruise Operators, Fuel Suppliers, Freight and Fishing Industry, Sailing Schools and watersports centres.
- **Leisure Port Users** Port Pendennis Marina, Premier Marinas, RYA, National Maritime Museum Cornwall, Visit Cornwall, Port of Falmouth Sailing Association & Sailing Clubs and Falmouth Watersports Association.
- **Local Communities;** Community groups, Parish Councils, Village Regatta Committees, Marine Conservation Society, Cornwall Wildlife Trust – local population.
- **Local Government:** Cornwall Council, Town Councils, Bid Managers
- **Central Government: Maritime and Coastguard Agency,** Department for Transport, Department for Business, Energy and Industrial Strategy, Department for Environment Food and Rural Affairs, Health and Safety Executive, IMO International Maritime Organisation European Maritime Safety Agency, Natural England, SAC Advisory Group, English Heritage, Environment Agency, SW Water
- **Local Economy** Wider marine sector, Cornwall & Isles of Scilly LEP, CC Economic Growth Service, Good Growth Programme.
- **Others:** Cornwall Council local members, MPs, CC Local Councillors

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All of the commissioners on the Falmouth Harbour Board are appointed openly and publicly, no one on our governing body is appointed by the public sector, and we are not under public sector control. Appointments are made for 3 year terms and a commissioner may serve up to 3 terms.

Falmouth Harbour is compelled to operate in a commercial environment with no direct public funding, whilst competing in the open market with private and local authority-owned facilities that represent most of the UK's harbours and ports. Like other harbour authorities, Falmouth Harbour are empowered to raise money from harbour dues paid by vessels using the harbour. They can also charge for use of facilities such as moorings. Under HM Government guidance, trust ports are obliged to act as a commercial business and should be operated efficiently, effectively, and prudently to generate a commercially acceptable rate of return and aim to generate a surplus.



A Harbour User Group (HUG) is also appointed from harbour users. Independent of the Commissioners, they consult on matters relating to the harbour and provide feedback and suggestions to the Board.

# CANDIDATE INFORMATION PACK

Falmouth Harbour have a number of responsibilities including:

- Safe management of the harbour area in compliance with the Port Marine Safety Code.
- Facilitating safe navigation through maintenance of navigation aids, hydrographical surveys and notices to mariners, including acting as a Local Lighthouse Authority.
- Provision of Pilotage Services for the Pilotage Area.
- Reporting and recording of shipping movements.
- Providing information to vessels via a Local Port Service.
- Maintaining effective pollution and emergency response preparedness.
- Enforcing Harbour Byelaws and General Directions.

A lot of important Falmouth Harbour work is hidden but is vitally important for safety and to ensure we comply with Port Marine Safety Code (PMSC).

Falmouth Harbour is obliged through the Harbour Acts (Harbour Revision Orders) to provide a safe harbour for all its users. We call this Harbour Conservancy and these duties can include; giving safety advice and assistance, maintenance of navigational aids and the enforcement of byelaws.



This might mean work such as:

1. Keeping navigation channels safe by removal of obstructions e.g. old anchors.
2. Channel clearances and harbour safety patrols.
3. Check and maintain navigation buoys e.g. after leisure craft collision.
4. Attend and investigate vessel collisions.
5. Assist emergency responses.
6. Manage interactions between wildlife and leisure vessels.
7. Support community marine events e.g. G7, SAS “swim out” and Red Arrows

# CANDIDATE INFORMATION PACK

Alongside the core Harbour business the Commissioners have also created two business arms:

## 3 Business Areas

- FALMOUTH HAVEN**  
Onto the water.
  - Marina
  - Moorings
  - Boatyard
- FALMOUTH HARBOUR**  
UK's Atlantic gateway.
  - Harbour monitoring
  - Regulation & Enforcement
  - Conservancy
  - Oil Spill Response
- FALMOUTH PILOTS**  
UK's Atlantic gateway.
  - Shipping Movements
  - Pilotage
  - Bunkering

### Falmouth Haven

Falmouth Haven offers nearly 600 deep water swinging moorings for local residents, available on a seasonal or annual basis, while visitors can benefit from berthing for up to 100 vessels at the Haven marina, as well as 21 deep water moorings, all located on or near to the main channel.

### Falmouth Pilot Services

Falmouth Harbour provide pilotage services for the Falmouth Pilotage Area that include the anchorages in Falmouth Bay and Carrick Roads, Falmouth Docks, Truro, Penryn and St Mawes as well as the Helford river, the Quarries on the East side of the Lizard Peninsula and the Falmouth, Gerrans and Veryan Bays. Depending on length, destination and cargo, a Falmouth Pilot is required to assist ships entering Falmouth Harbour's waters.

### Falmouth Pilot Services (FPS)

[Falmouth Pilot Services](#) - 24 hours a day 365 days a year Falmouth Harbour as CHA provide pilotage services for the Falmouth Pilotage Area that includes the anchorages in Falmouth Bay, Carrick Roads, Falmouth Docks, Truro, Penryn and St Mawes as well as the Helford River, the Quarries on the East side of the Lizard Peninsula and the Falmouth, Gerrans and Veryan Bays. Depending on length, destination and cargo, a Falmouth Pilot is required to assist ships entering the pilotage area and FH's waters.

FH charges for boarding and Landing for use of the pilot boat service. Falmouth Pilot Services (FPS) is a service arm of Falmouth Harbour and provides pilotage services for the Ports of Falmouth, Falmouth Docks, Truro, Penryn and St Mawes, as well as the Helford River, the quarries on the east side of the Lizard Peninsula and the Falmouth, Gerrans and Veryan bays.



# CANDIDATE INFORMATION PACK

Falmouth Harbour Commissioners is a 'Competent Harbour Authority' as defined by the Pilotage Act of 1987. The powers to provide a pilotage service are taken from the Pilotage Act 1987 and the Falmouth (Pilotage) Harbour Revision Order 1988. The Falmouth Pilotage Area is designated as the area below the level of high water that exists to landward of an imaginary line drawn between Black Head and Dodman Point. The pilot boat is a Falmouth Pilots only means of access to and from ships in Falmouth (unless they are alongside a berth) and is therefore crucial that it remains not only fully operational but maintained to the highest standards. The service experiences fluctuations in workload but aims to operate in surplus.

There are pilotage directions in place in Falmouth which means that vessels of certain sizes and characteristics are required to take a pilot depending on where they are within the area. These directions are bespoke for Falmouth and designed to make shipping within the area safer by adding a crucial layer of control.

Falmouth Pilot Services supply safe and efficient pilotage for this whole area on behalf of the many businesses and organisations that operate within it. Falmouth currently sees up to 1,000 piloted vessel movements per year but has in the past received over 3,700 vessel movements in a year. The service can operate across the full weather range in which shipping movements can take place within the area. The service does not have private owners or shareholders and operates as part of Falmouth Harbour as a Trust Port organisation. This means that any surplus revenue generated is earmarked for running or investing back into the service.



2020 and 2021 were challenging years for Falmouth Pilot Services, with a noticeable decrease in pilotage to the Docks berths and a period when there was intermittent bunker barge coverage due commercial pressures.

Falmouth Harbour created a business arm operating as Falmouth Pilot Services in 2014, with a mission to provide efficient customer focused pilotage services to vessels using the port. FPS supply safe and efficient pilotage for the large Falmouth Pilotage area situated at the approaches to the English Channel.

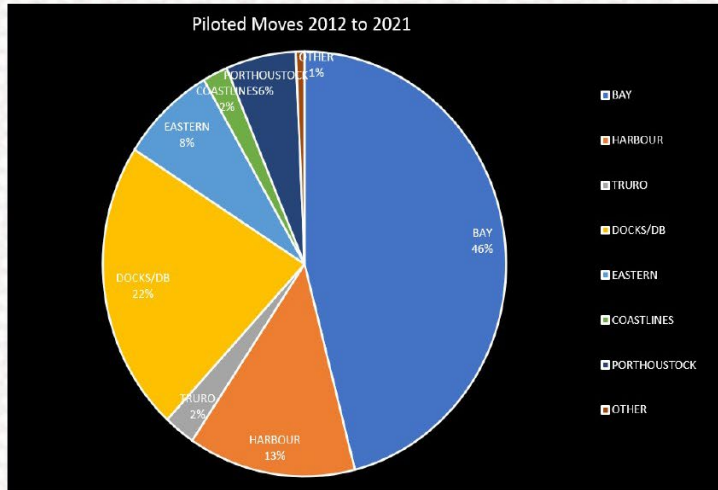
Falmouth Pilots Limited Liability Partnership is contracted to Falmouth Harbour to provide pilots. There are currently five pilots within the partnership all with extensive local knowledge and substantial experience. The management of the pilotage service and the operation of its pilot boats is undertaken by FPS's dedicated team of pilot boat crew and support staff and a comprehensive, 24/7 service is provided. Our 2 pilot boats, LK Mitchell and Arrow built in 1987 and 2007 respectively, are the key assets of the Pilot Service. A project to procure a new pilot vessel to replace the elderly LK Mitchell is currently underway.

The service supports the diverse range of operations within the pilotage area. Contractual arrangements are in place with the two other competent harbour authorities, Cornwall Council and Falmouth Docks and Engineering Company, allowing FPS to provide pilotage services on their behalf.

# CANDIDATE INFORMATION PACK

The quarries on the east side of the Lizard peninsula are included within the Pilotage Area although are not within any harbour limits.

## FPS The last ten years...



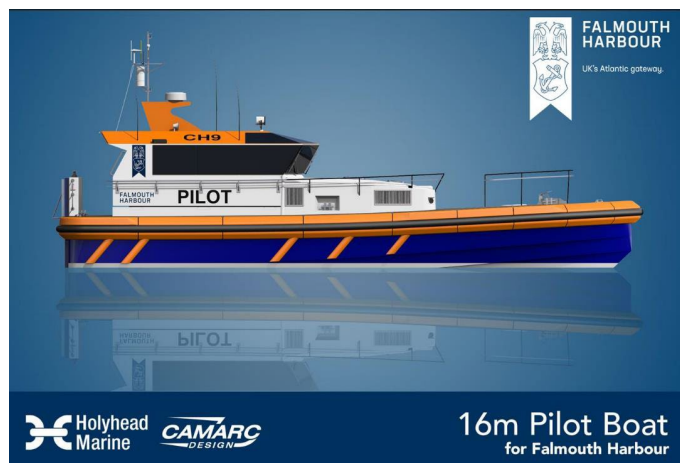
- Not a single break in the service which operates 24/7 365 days a year.
- In excess of 20,000 safe boarding and landings.
- Service repeatedly delivered on or below budget
- Operating cost reductions of up to 13% achieved in 2016 in response to the end of the 'bunker boom'.
- Achieved ISO accreditation in 2015.

## New Pilot Boat

FH are in the process of acquiring a new state of the art £1.6m pilot boat a considerable investment in our Port to support its future and growth, the new Pilot Vessel is due to arrive in September 2024. Investing in a new pilot boat will play a key role in securing the future of commercial shipping operations in the Falmouth Area.

Benefits include:

- Helping to secure reliability of the service and its objective of providing 24/7 coverage 365 days per year (this requires reliability in the vessels).
- Enabling Falmouth Harbour to keep pilot boat operational costs under control by operating a vessel that is highly efficient in terms of fuel and through life maintenance costs.
- Putting Falmouth Harbour in a strong position to adapt to changes in port traffic volume for the next 20-30 years and beyond.
- Realising potential from new growth opportunities such as Floating Offshore Wind.



This is a positive and critical investment for the future of the port and the many businesses and individuals which work and live within it. An investment in a new pilot vessel is a major statement about the positive future of our harbour, it is not just an investment in Falmouth but an investment in Cornwall.

## Commercial Mooring Use

Falmouth Harbour also provide commercial moorings for ships. Falmouth Harbour's harbour area encloses Falmouth Docks which is a statutory harbour authority in its own right) where ship repair facilities are available at a shipyard operated by A&P Falmouth Ltd. The shipyard offers a complete package of support ranging from in- service repairs and overhauls to specialist repair capabilities such as aluminium welding and in-situ machining.

A&P Falmouth Ltd also provide commercial cargo handling facilities alongside their berths in Falmouth Docks. The nearby port of Truro provides cargo handling facilities further upriver at Lighterage Quay. Cargoes handled in these ports include bulk, bagged, packaged and palletised goods.

Deepwater lay-up moorings for vessels up to 219 metres in length are also available in a sheltered location on the River Fal and are operated by the port of Truro.

Both recreational and commercial fishing take place within Falmouth's waters.

## Falmouth Haven

The leisure services arm of Falmouth Harbour Commissioners was re-branded as [Falmouth Haven](#) in January 2014. The main aim of the re-branding exercise was to allow the organisation to have a strategic focus on longer term growth and maximise the return from its leisure assets, driven by the requirement to increase revenues and surplus.

Falmouth Haven currently offers a variety of marine leisure facilities to both long term and visiting customers:

- Approximately 650 deep water swinging moorings
- A marina with 36 annual berths and visitor berthing
- Quayside outhaul facilities for 66 vessels up to 5m in length
- Pontoon berths for 39 vessels up to 6m in length
- A Marine Hub with a slipway, business units and hard standing berths for approximately 200 vessels up to 6m in length
- An anchorage area for visiting vessels just off Custom House Quay
- A floating fuel barge dispensing both marina gas oil and unleaded petrol

Falmouth Haven also manage the following associated facilities:

- North Quay car park with 20 spaces for permit holders/marina customer parking
- Custom House Quay 39 space pay & display car park
- Various quayside concessions including sites for boat operations including small passenger ferries, boat trips, self-drive boats as well as food sales
- Lease of quayside forecourt space to pubs and restaurants

Falmouth Haven has an extensive customer base with a requirement to undertake over 20,000 individual transactions per year. It has a core team of six staff supported by seasonal staff employed throughout the summer season to supervise the marina and slipway.



# CANDIDATE INFORMATION PACK

Turnover for 2020 and 2021 had been adversely affected by the pandemic but the mitigation measures employed have been effective in maintaining (and even growing in some areas) the customer base. The organisation has also achieved customer service ratings of over 90% excellent/good in recent years.

Various community events have been held on Falmouth Haven facilities in recent years including the Falmouth International Sea Shanty Festival, Falmouth Classics Festival and Falmouth Week RNLI fun night.

## Environment

Falmouth Harbour contains, and is near to, a number of environmentally protected areas that are part of an ecological network of areas, set up to ensure the survival of Europe's most valuable species and habitats. These designations include a Special Area of Conservation (SAC), plus a Special Protection Area (SPA) to protect 3 species of overwintering birds from October to March.

We work hard to balance our operations with environmental change. This has recently been recognised by the award of SME of the year in the 2021 Cornwall Sustainability Awards for Environmental Growth.

Our environmental programme comes under our community dividend programme, which we are obliged to carry out as a trust port to deliver our port sustainability agenda. This is partly funded through revenue but all our activity including leisure, needs to be offset in a responsible manner. We have also been very successful in securing both private sector and public funding to support many of our environmental projects.

As customers of our natural harbour, we all need to change our behaviours and recognise the impact of our activity on the environment. At Falmouth Harbour we are introducing change to our operations to better look after our harbour environment. As with all aspects of how we live our lives, this is not a "nice to have" and is ultimately likely to have an impact on costs over time. Our aim is to help offset our customers water sports / leisure impact in a collective, coordinated and more impactful way.



## Horizon Scanning – New Blue Economy

In addition to looking at “Normal” growth we are looking at futures opportunities, some will be considered in more depth than others, some will be monitored pending maturity of technology of market position. Some we will monitor a small number of up to 10 we will pursue. This will be subject to regular Board and executive review.

Falmouth can become a very important UK centre for new blue skills, innovation, future marine technologies, ocean science and delivering world-class services to a wide range of customer groups. In particular, we want to realise the opportunity from Floating Offshore Wind (FLOW) and ensure other major projects, are linked positively to the Town. The capacity and opportunity exist - we need investment to deliver.

Investing in strategic infrastructure will capture direct and indirect benefits to Falmouth and Cornwall more broadly and will help ensure that Falmouth is a premier location to live, work, learn, visit, develop technologies and innovate and importantly to access and responsibly exploit our unrivalled natural environment.



**FALMOUTH HARBOUR**

### Horizon Scanning – New Blue Economy

1. Ocean Energy and Decarbonisation
2. Ocean Transport Innovation – The Future of
3. Ocean Climate solutions
4. Ocean Tourism
5. Ocean People

## The Future Opportunities?

Some of the opportunities we are pursuing include:

1. Commercial Moorings: Significant water-based asset with biggest up-side opportunity
2. Superyachts - High net worth business, global traffic
3. Cruise – part of sustainable tourism plan, improve destination marketing.
4. Testing and deploy New technology – FLOW, Drones, future tech, test- bed, building knowledge & expertise
5. High-value Leisure - Pontoon infrastructure Customer Service Provisioning / ancillary Services fuel
6. Watersports / water-based events Future proof, wider community, ne/ next gen customers
7. Marine economic centre in Town
8. Fuel barge - Automate and increase capacity

## Falmouth Harbour Marine Plan

To realise future opportunity Falmouth Harbour has won almost £100K from the government's "Levelling Up" Shared Prosperity Fund. We are using this funding to work with local partners on a plan to map out Falmouth Harbour's position as the UK's best place to live, work and visit over the next 15 years. The funding – granted through the Cornwall and Isles of Scilly Good Growth programme managed by Cornwall Council – will allow Falmouth Harbour to focus on current and future marine technologies at the heart of the historic town as well as providing better water-front access and facilities for local communities and visitors.

The study, which is receiving £98,989 from the Shared Prosperity Fund, will examine the current marine industry and infrastructure and future blue technologies seen as key to establishing Falmouth as the preeminent port of call at the Atlantic Gateway for servicing offshore wind and power and other small commercial and leisure vessels.

The study will also look at possibilities for a new marina and berthing for small offshore vessels and superyachts and space for major sailing events alongside better facilities for local people to get closer to the water and events.

The Harbour is working with Falmouth Marine School on future skills development particularly around offshore technology, to support renewables and wind power.



### Falmouth Harbour Marine Plan – will consider

1. Ways to give people **better access to new jobs** in offshore industries, the water in Falmouth and better facilities when they get there.
2. How and where this can be achieved and how we make **best use of our resources**
3. **Health and wellbeing** benefits of the ocean
4. **Better connections** between the town to the sea
5. Redefining and promoting of Falmouth as a **destination for visitors, opportunities for young people** and **offshore operators** alike.

## Team Falmouth Harbour

In terms of Team Falmouth Harbour we have a team that are highly skilled and specialist, with significant industry experience and operational responsibility.

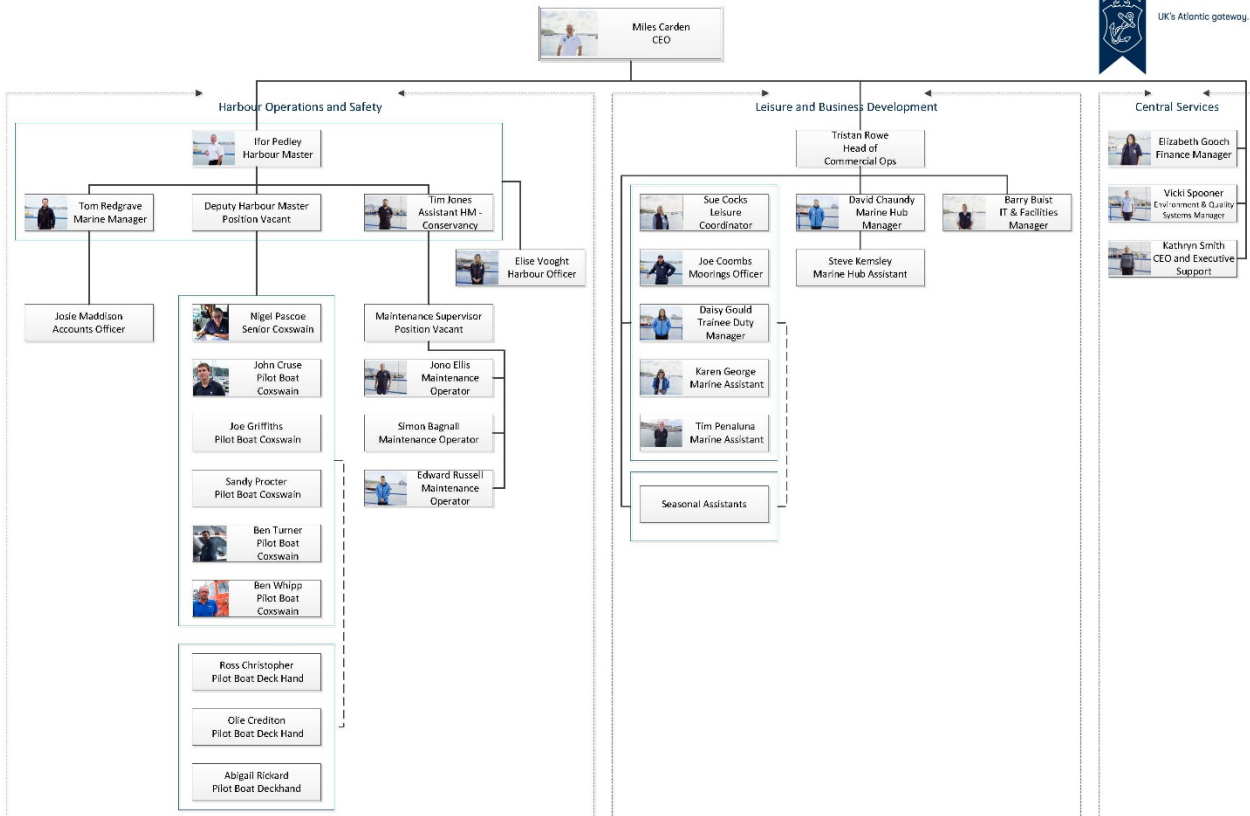
To summarise we have:

1. Total of 35 Employees
2. 7 paid Commissioners + CEO
3. Some paid independents on Panels
4. Pilots – not employed

# CANDIDATE INFORMATION PACK

## Existing Team and Structure

### Falmouth Harbour



# CANDIDATE INFORMATION PACK

## Our Board of Commissioners

	<p style="text-align: center;"><b>MARK CHANTER CHAIR</b></p> <p>Mark is a solicitor with Stephens Scown of Truro; he brings an abundance of business planning experience to the role. He currently holds the post of Honorary Solicitor of the Royal Cornwall Agricultural Society. Mark joined the Board in January 2017</p>
	<p style="text-align: center;"><b>JOHN ELLIOTT - DEPUTY CHAIR</b></p> <p>John has had over 30 years' experience working in a variety of fields from water utilities, energy, media, telecoms and most recently financial services where he was Chief Operating Officer. John has lived in Falmouth for over 20 years and is an enthusiastic kayaker and open water swimmer.</p>
	<p style="text-align: center;"><b>MILES CARDEN - CEO</b></p> <p>Miles joined FH as CEO in 2021. Miles' background before joining FH includes; property, economic development, marketing, trade and investment and the aviation, aerospace and space industries. Miles lives locally in St Mawes and has over 40 years of sailing experience in the port. As Chief Executive, Miles is a member of the Board.</p>
	<p style="text-align: center;"><b>NATASHA COLLINGS-COSTELLO - COMMISSIONER</b></p> <p>Natasha joined the Board in January 2024 and brings 20 years' experience in the environment and ecology fields. Natasha is Managing Director at Cornwall Environmental Consultants Ltd – the commercial arm of the Cornwall Wildlife Trust– Natasha has spent her time there growing the business to be consistently profitable, whilst continuing to offer high quality environmental advice.</p>
	<p style="text-align: center;"><b>ADRIAN DAVIS - COMMISSIONER</b></p> <p>Adrian retired from the Northamptonshire Fire and Rescue Service in April 2016, having completed 30 years of service and achieving the rank of Chief Fire Officer. More recently, he has held the position of Non-Executive Director with Cornwall Partnership NHS Foundation Trust (CFT).</p>
	<p style="text-align: center;"><b>CARRIE GILMORE - COMMISSIONER</b></p> <p>Carrie has more than 30 years of human resources and management experience and has worked in a variety of different industries including retail, brewing, IT, leisure, banking &amp; financial services. She has held Director/Board positions since 1996.</p>
	<p style="text-align: center;"><b>GERALD PITTS - COMMISSIONER</b></p> <p>Gerald is a proud Cornishman with extensive knowledge of the commercial shipping industry, Gerald enjoyed a successful 46-year career with A&amp;P. In his role as a Commissioner Gerald feels he will be able to combine his extensive knowledge and experience of the commercial shipping world with a lifelong connection with Cornwall in general and Falmouth in particular.</p>
	<p style="text-align: center;"><b>ANDREW WILLIAMS - COMMISSIONER</b></p> <p>Andrew is land manager and business owner outside Bodmin. He brings a diverse view on the workings of business with specific interest in diversification and enhancement. He currently holds posts with the Country Land and Business Association and the Cornwall Agri-Food Council. Andrew joined the Board in July 2019.</p>

# CANDIDATE INFORMATION PACK

## Financial Information

The figures below are Falmouth Harbour statutory accounts information. All our accounts are published annually and are available on the website. In addition, our statutory accounts for the last 10 years are also on the website for information. These figures are often complicated by pension deficits and other accounting factors such as depreciation and asset disposals year on year.

In terms of net ordinary income, the overall surplus over 10 years has been £256,000 with a surplus in only 4 of those years. All the detail can be found on our website here: [Governance and the Harbour Board - Falmouth Harbour, Cornwall](#).

Year	Turnover (£m)	Surplus (£m)
2012	3.02	(3.238m)
2013	2.99	(0.454m)
2014	2.79	0.258m
2015	2.78m	0.944m
2016	2.46m	(1.731m)
2017	2.72m	0.225m
2018	3.14m	0.171m
2019	3.44m	0.105m
2020	2.57m	0.057m
2021	2.73m	(0.075m)
2022	3.4m	(0.185)

Falmouth Harbour produce accounts to the standards required by UK GAAP which are then audited. The [Annual Accounts - Falmouth Harbour, Cornwall](#) are a good source of financial information.

These figures are often complicated by pension deficits and other accounting factors such as depreciation and asset disposals year on year. In terms of net ordinary income, the overall surplus over 10 years has been £256,000 with a surplus in only 4 of those years.

Whilst Falmouth Harbour's financial position has improved with increased turnover and efficiency, we currently operate from a position of significant deficit (in particular the pension deficits), recently compounded by COVID-19 and the protracted impact on commercial shipping, cruise, leisure, fuel prices and general cost of living. The financial reserves we have will soon be depleted and unless we grow existing and find new revenue the organisation could fail financially.

The goal and responsibility of the Board and Executive team is to ensure that Falmouth Harbour achieves a sustainable positive financial position, in turn facilitating a thriving marine cluster, return dividends to the local community and enhance our natural environment.

# CANDIDATE INFORMATION PACK

The organisation has some significant “exceptional” short term financial impacts that it now needs solutions to. Over the last 3 years the Executive have made excellent progress to reshape and carry out a necessary modernisation of the organisation; this has been delivered through changes in management, organisational restructure, efficiencies, a new drive commercially and new revenue streams.

Our financial position is strong but in addition to above we have had two significant and exceptional cash draws over the last 5 years and for next 5:

1. Pension exceptional liability of £3.2 m
2. New 16.7m pilot Boat costing £1.6m

These 3 factors have eroded our £3.2m cash reserves (2013) built up from profit/surplus 2024 and 2025 will be critical years for the organisation.



Sir Ben Ainslie  
“Some of the best sailing waters in the world”.



UK's Atlantic gateway.