



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

UK's Atlantic gateway.

FALMOUTH HARBOUR NON-EXECUTIVE DIRECTOR (NED) RECRUITMENT

AUGUST 2026



Introduction from our CEO

Dear Candidate,

Thank you for your interest in joining the Falmouth Harbour Board.

For more than 150 years, Falmouth Harbour has safeguarded the harbour, managed marine incidents and pollution risks, welcomed visitors worldwide, and maintained sailing waters acclaimed by Ben Ainslie as among the world's best.

Falmouth Harbour is experiencing challenges that are common among small businesses, including rising costs associated with products and services, heightened risks due to increased harbour activity, and an urgent need to enhance environmental stewardship and climate change resilience. We seek candidates who possess a strong understanding of Cornwall and Falmouth.

Falmouth Harbour is a trust port overseeing about 62 square miles, serving commercial ships, leisure users, and the local community through events like Falmouth Classics. The opportunity for our services to develop 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 be part of the leadership shaping 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. Falmouth 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. Cornwall is an incredible place to live and work and often features as one of the most desirable places to live in the UK.

Falmouth Harbour has a clear sustainability objective: to become an industry leader and advocate for change by supporting policy development and demonstrating best practices within the sector. In pursuit of this goal, we have collaborated with our partners and local community to establish actionable targets aligned with this mission. Our comprehensive Sustainability Action Plan¹ is available online for public review.

We are an award winning² leading small Harbour in terms of modernising our operations, driving innovation and making adaptations to address climate change. We try to do incredible things with very limited resources, in very challenging financial circumstance both as an organisation and the markets we work in, providing exceptional levels of service.

¹ [Falmouth Harbour Sustainability Action Plan](#)

² [Falmouth Harbour wins British Ports Association SME Port of the Year 2025 - Falmouth Harbour, Cornwall](#)



In 2025 we completed a new marine development masterplan to better utilise our assets and boost local economic and community benefits. With plans to move this forward over the next 3-5 years, this is a great time to join the organisation's Board.

This document outlines information about Falmouth Harbour and our business structure. For further details, visit our website. We invite you to explore career growth and opportunities to contribute at Falmouth Harbour.

Should you require further information or wish to discuss this opportunity in greater detail, please reach out via recruitment@falmouthharbour.co.uk.

We look forward to receiving your application.

Yours sincerely
Miles Carden





An overview of our Harbour

Falmouth Harbour is a Trust Port established in 1870 by Act of Parliament. The Organisation's day to day operations are carried out by a multi-disciplined team.

- Employs 37 people FTEs (not including NEDs and self-employed pilots).
- Turnover c£3.82m 2025³.
- Serve 1,500 direct and 1,000 indirect customers.
- Our operations support possibly over 1,000 indirect jobs.

Our Vision is to be the UK'S best Harbour to invest in, live beside and visit.

Mission: 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.

Corporate Objectives

1. **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, Ports and Marine Facilities Safety Code (PMSC⁴) 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.

Falmouth Harbour's primary purpose is, to safely manage Falmouth Harbour in a responsible and professional manner; 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.

Falmouth Harbour's 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. The harbour has 3 principal areas of operations:

1. **Conservancy – Falmouth Harbour services:** overall corporate activity, environmental responsibility, navigational safety, emergency response and regulatory compliance.
2. **Leisure – Falmouth Harbour Haven:** lead on Leisure activity and growth, providing the following services:

³ [FALMOHA01 Accounts signing, pack 31.12.25](#)

⁴ [Port & Marine Facilities Safety Code – GOV.UK](#)



- Walk-ashore marina in central Falmouth with access at most tides, offering 40 tender spaces, 39 annual berths (8–14m), and 200 meters of visitor pontoon.
- Custom House Quay has 41 tidal pontoon berths and 60 tidal outhauls across both quays. There are outdoor seats for four pubs/restaurants, 18 pay-and-display parking spaces, and 19 spaces for permit holders.
- Sheltered mooring field for 599 boats (6–25 metres) with all-tide access; larger moorings support up to 4.5m draft.
- Marine Hub and Slipway: Offers 100 spaces for boats (3–6.5m loa) on trailers or trolleys, 9 car parking spots, and a 20m-wide all-tide slipway with pontoon. Nearby land includes 28 more vessel spaces and a 25-bay rack for hand-launched inflatables.

3. **Commercial Shipping - Falmouth Pilot Services:** provide 24/7 pilotage service to commercial vessels.

Trust port structure is unique - Falmouth harbour is:

1. **Statutory body** governed by specific local and national legislation - governed through a number of existing statutes. A new **Harbour Revision Order⁵** is being introduced, we conducted a consultation on our new Harbour Revision Order in September 2023 and anticipate that the HRO will be presented in Parliament in 2027. In preparation for this, we have established a new stakeholder consultative Harbour User Group, led by a proactive chair, to collaborate on enhancing our expanding harbour and improving safety measures.
2. **Accountable to the community** – A commercial organisation which is required to reinvest its profits back into the port for the benefit of port users. **Legally we are defined as a** Private Non-Financial Corporation (From Dec 2004). The Harbour is governed by a Board of 8 NEDs, whose profiles are outlined [here](#).
3. **Trust Port** – Entrusted and responsible for managing, maintaining and improving Falmouth Harbour. Falmouth Harbour, as a Trust Port, acts within the following parameters:
 - Safe - we have duties to manage our Harbour to ensure a high level of safety under the PMSC.
 - Accountable & Transparent - to community (no shareholders) and we make information available and operate in transparent way.
 - Entrusted with one of the most special sensitive marine environments in the UK and an incredible asset for Cornwall.
 - Statutory Duty - to improve, to pass the Harbour forward to the next working generation in a better state.
 - Surplus - reinvested in the harbour for the benefit of stakeholders.
 - Commercial - we are a commercial organisation and must act in a commercially viable manner and we can borrow.

⁵ [Harbour Revision Order – Falmouth Harbour, Cornwall](#)



- Represent Community - All the NEDs on the Falmouth Harbour Board are appointed openly.
 - Open Market - We operate in a commercial free market, environment and generate a commercial return.
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Trust Ports – What we are not!

1. **Public** – We receive no government funding to support operations. No one on our governing body is appointed by the public sector, and we are not under public sector control.
 2. **A Trust** – Trust port reflects purpose not legal trust structure. We do not sit under Trust law, do not have beneficiaries and Commissioners are not Trustees.
 3. **A Company** – we are not a company and do not have a company number, we are not governed or formed under companies Act 2006. Our assets are held in trust for benefit of stakeholders, so we do not have shareholders but accountable to our stakeholders.
 4. **A Port** – Ports and Harbours are often used interchangeable. However, our functions are as a Harbour and our primary role is to provide safe anchorage and support for all vessels. Seeking shelter. A port is a facility within or near a harbour that supports handling or vessels, cargo and passengers.
 5. **A charity** – A charity must have exclusively charitable purposes (e.g., education, environmental protection, community welfare) and is regulated by the Charity Commission in the UK. We often undertake community and environmental initiatives; these are typically secondary to our core commercial function.
 6. **A CIC** – we share similarities with CICs by reinvesting our surpluses, but we are not legal CICs which need to be constituted with social purpose and regulated by CIC regulator.
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Harbour Vital Statistics – The Harbour Area⁶ 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.

1. Deep
 - 56m at Harbour Limits
 - 33m Inner Harbour North of West Narrows
 2. Pilotage Area
 - Southern boundary is 17.42nm long
 - Pilotage area boundary is north to south 13nm
 3. Area of Statutory Harbour -168 sq km 65 sq nm
 4. Total Coast Length 54km
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⁶ [Limits Plan](#)



Falmouth Harbour: Progress Towards Sustainability Over the past 18 months, Falmouth Harbour has made substantial progress in delivering its sustainability agenda, guided by the third iteration of our evolving publicly published Sustainability Action Plan⁷. Our overarching goal is to become a leading advocate for sustainability in the maritime industry by supporting policy shifts and showcasing best practices through our own operations. Falmouth Harbour has been awarded and shortlisted for numerous awards including, [British Marine Professional Services Association Sustainability Award \(Winner 2026\)](#), [British Port Association Sustainability Award \(Shortlisted 2025\)](#), [Best Medium Most Sustainable Organisation by the Cornwall Sustainability Awards \(Winner 2024\)](#).

Community engagement and Community Dividend Outcomes: At our heart as a Trust Port is our community activity. Falmouth Harbour actively supports local community events, regularly facilitating and sponsoring major celebrations such as regattas and maritime festivals. Notable examples include the Falmouth Classics Regatta, which has become one of the UK's largest classic sailing gatherings since its inception in 1987, and the Castle to Castle swim supporting the RNLI. The Harbour Authority also collaborates with local yacht clubs, providing sponsorship, personnel, and vessels to ensure safe and accessible water space for events like Falmouth Sailing Week and the Sunbeam Centenary Regatta, keeping the harbour central to the area's social and cultural life⁸.

Financial Overview year end 2025 – Falmouth Harbour delivered a strong year in challenging economic conditions in 2025, recording a pre-tax surplus of £38,717 (2024: 232,696) with year-on-year revenue growth, driven particularly by increased commercial shipping activity. Whilst the organisation has challenging financial commitments linked to pension deficit liabilities, it continues to meet defined benefit pension obligations under an agreed repayment plan to 2029. Robust commercial performance, prudent cost control, and the ability to raise dues underpin a positive going-concern outlook. Accounts are available here:

- [Publications - Falmouth Harbour, Cornwall](#)
 - [Falmouth Harbour Annual Review 2025](#)
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⁷ [Falmouth Harbour Sustainability Action Plan](#)

⁸ [Falmouth Celebrates a Century of Sunbeams - Falmouth Harbour, Cornwall](#)





About the Appointment

We aim to diversify our Board and welcome applications from individuals of all backgrounds and identities.

We are committed to supporting and developing our NEDs so they can contribute effectively to the Board. Our induction and training programme ensures members are prepared to participate fully in Harbour management discussions.

Falmouth Harbour seeks board members with diverse skills and experience. 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. Board members should attend regular meetings, committee sessions, and key public events. Familiarity with the harbour's service area is required.

Appointments provide opportunities for individuals to:

1. Contribute to the community
2. Support effective harbour operations
3. Advise on complex issues
4. Offer fresh perspectives
5. Add new expertise

Serving as a Board member offers professionals at any career stage valuable opportunities to apply their expertise and advance their development.

Role and Responsibilities

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

- As duty holder, ensure safe operations under and compliance with the Ports and Marine Facilities Safety Code (PMSC⁹) including the appointment of key roles.
- Ensuring that the organisation manages risk and compliance with relevant maritime regulations and operational procedures.
- Drive improvements in the environmental impact and sustainability of the organisation.
- Oversight of the executive's delivery of Falmouth Harbour's organisational objectives.
- Budget Management - oversee the detailed budgets.
- Monitor and appraise performance of executives.
- 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.

⁹ [Port & Marine Facilities Safety Code – GOV.UK](https://www.gov.uk/government/publications/port-and-marine-facilities-safety-code)



Falmouth Harbour has a small and dynamic Board¹⁰ 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. A NED is a rewarding but 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.

Board members are required to exercise independent judgment and apply their skills and experience for the benefit of the board, demonstrating a commitment to advancing the Harbour's best interests. Their duties align with those of company directors and also encompass specific obligations, responsibilities, and statutory requirements unique to a Trust Port. NEDs are expected to act in the interests of all stakeholders, including port users and the local community, and adhere to the principles of sound port governance¹¹.

The following qualities are considered essential for members of the Board; members should have the ability to:

1. Act as a proactive, challenging critical friend.
2. Inspire leaders, use emotional intelligence, and communicate well.
3. Collaborate and support colleagues.
4. Maintain impartiality and integrity.
5. Develop strategy and set priorities.
6. Contribute constructively and express ideas clearly.
7. Build strong board and external relationships.
8. Solve problems analytically.
9. Distinguish non-executive from executive roles.
10. Demonstrate business acumen and lead in your expertise.

Purpose of the Role

To strengthen the Board through local know-how and knowledge of local issues.

Primary Objective (Local Representation)

We are seeking an individual with a genuine and demonstrable connection to Cornwall and the Harbour, ideally:

1. Long term resident (over 15 years) within the local harbour catchment (preference for postcode areas directly connected to the waters of Falmouth Harbour and the Carrick Roads and the Roseland).
2. Strong understanding of the harbour, its users, and its role in the local economy and community – we need to find a local “custodian” for the Harbour.

¹⁰ [Meet the Falmouth Harbour Board - Falmouth Harbour, Cornwall](#)

¹¹ [Ports Good Governance Guidance – GOV.UK](#)



3. A person:

- a. “Of Cornwall”: Actively invested in Cornwall’s long-term success; socially, economically and environmentally - not just through association or birthplace.
- b. “Of Falmouth Harbour”: Demonstrably committed to the harbour’s role as a safe, sustainable and thriving maritime asset at the heart of the community.

4. Credibility and presence within the local area but independent – individual able to represent local perspective without just representing single interest group.

This is a “of place” appointment, bringing lived experience and a passion for improving the harbour and its environment.

Secondary Objectives (Vessel/Boat owner, Commercial & Financial Strength), these are only a secondary desirable **AND NOT** essential. We may appoint on primary alone.

Alongside local knowledge, candidates could bring (note these are not essential and only secondary desirable criteria – if you don’t have these please still apply) from 1 or both of the following:

1. **Vessel Owner / Active Harbour User (Desirable)** - A candidate may bring direct, long-term experience as a vessel owner or active harbour user, providing practical insight into day-to-day harbour use and decision-making. This could include:
 - Ownership or regular operation of a vessel within Falmouth Harbour over a sustained period (ideally 10+ years).
 - Experience across a range of vessel types, such as:
 - Sailing (racing or cruising)
 - Motor vessels
 - Commercial operations (e.g. charter, workboats)
 - Fishing vessels

Experience could show a strong understanding of harbour conditions, navigation, moorings, and user pressures.

2. Finance and Commercial

- Strong commercial experience of growing or managing a business small or large – not necessarily in marine sector. Understanding of demands of a business and experience of balancing sometimes opposing demands of customers.
- Financial literacy, including:
 - Understanding and interpreting management accounts
 - Understanding investment decisions and risk
 - Experience of budgeting and cost control

Formal finance qualifications are not essential.





Person Specification

Essential

- Strong proven local connection to
 - Cornwall
 - Falmouth Harbour and surrounding waters
- Independent thinker, able to challenge constructively
- Strong understanding of the harbour, its users, and its role in the local economy and community
- Good judgement and integrity

Desirable

- Commercially minded with sound financial understanding
- Vessel Owner / Active Harbour User
- Experience in marine, maritime, infrastructure, or place-based organisations
- Understanding of environmental or sustainability issues

Time Commitment and Pay

- c20 days per annum minimum
- Approximately 6-12 Board and/or Sub-Committee meetings per year
- 1 strategy day
- Preparation time and occasional stakeholder engagement
- The role is currently remunerated at £4,850 per annum
- Sub-Committee Chairs also receive additional remuneration

How to apply

Please submit:

- A covering letter explaining why you wish to become a Falmouth Non-Executive Director (2 pages max, min 12 Font size).
- An up-to-date CV (2 pages max, min 12 Font size).

Closing Date:

25th September 2026

Interviews:

14th October 2026

For an informal discussion about the role, please contact:

recruitment@falmouthharbour.co.uk

We look forward to receiving your application.