

2024

An aerial photograph of Falmouth Harbour, showing a large number of boats anchored in the water. The harbour is surrounded by a coastal town with buildings built on a hillside. The sky is blue with scattered white clouds. The water is a deep blue-green color.

Falmouth Harbour Sustainability Action Plan

Falmouth Harbour Sustainability action plan 2024

Executive Summary

This sustainability action plan addresses the three pillars of sustainability environmental, social, and economic.

Sustainability and what it means to Falmouth Harbour is defined along with how this plan is to be used within the organisation.

Goals in relation to the environmental, social, and economic aspects of sustainability have been described and key short-term targets / actions developed to help achieve the wider goals and objectives.

A robust system for monitoring and reporting is in development to track and communicate progress against targets and ultimately organisational objectives. Both quantitative and qualitative indicators are used as appropriate. Above all, we aim to be transparent.

Falmouth Harbour recognise that collaboration and partnership with a wide range of stakeholders is necessary to achieve our goals and are committed to working with internal and external stakeholders, including employees, customers, suppliers, and the wider community. This will be central to the success of our sustainability initiatives. Open communication channels will be fostered to gather feedback and incorporate diverse perspectives.

In conclusion, this plan serves as a framework to guide us on our journey towards sustainability, with the aim of going further than compliance and achieving the necessary balance to become a sustainable organisation.

The plan reflects our dedication to finding solutions and playing our part in combating the significant issues of climate change, biodiversity decline and social inequality. We hope to contribute positively to the well-being of the planet and its inhabitants.

As we embark on this transformative journey, we are confident that our commitment to sustainability will not only improve our organisational resilience, but also inspire positive change within our industry and open opportunities for Falmouth to become part of the solution and make the most of opportunities that may arise.

Falmouth Harbour Sustainability action plan 2024

Foreword from our CEO

Falmouth Harbour is a Trust Port with statutory duties and powers. Our purpose is to maintain an organisation of quality and excellence to safely manage Falmouth Harbour to facilitate sustainable prosperity for the Port for the benefit of the users of the Harbour and the wider community.

Falmouth Harbour was created in 1870. As a trust port we were put in place to ensure money made from harbour charges was invested back into the port for the benefits of its users with the written requirement to “improve” Falmouth Harbour.

In our Harbour Revision Order (HRO) of 1958 our responsibility went further to “manage, maintain and improve”.

Now in 2024 our HRO states we will “take all such steps from time to time as they consider necessary or desirable for the maintenance, operation, management and improvement of the harbour and the harbour facilities provided within or in connection with the harbour, and for the conservation of the harbour’s flora, fauna and geological and physiographical features of special interest.”

Our statutory duty is not simply to manage but to improve and restore, 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.

In January 2022 the Board approved the Sustainability Action Plan. This document is a refresh of the original document as a reaction to a rapidly changing dynamic.

The responsibility on an organisation like us has never been clearer. We understand the impacts and the solutions that are developing. We plan to contribute and overcome challenges presented by the short timescales we must act within.

The management team are incredibly proud of what we have achieved so far, with the Harbour Board’s support, but it is clear we need to do far more and consider accelerating the programme of change.

Increasingly we feel that our Environmental positioning will become a part of our business proposition to investors and operators. The market is starting to demand in some sectors certain levels of commitments to the environment, and our hard work could provide us with a competitive advantage.

To understand and acknowledge that:

1. We cannot achieve what we need to in isolation and need to increasingly focus on collaboration to achieve our goals, not compete.
2. We won’t always make the right decisions, as we need to take calculated risks.
3. We can work collectively on behalf of our customers to achieve more.
4. We may need many solutions at the same time.
5. We know that not all decarbonization solutions are expensive; low-cost solutions can have impacts.
6. We understand that our funds are limited over next 5 years, but we must find a way to afford change.
7. The market is immature for revenues for marine ecosystem services, in the interim philanthropic investment in habitats is growing.
8. We need to consider the ocean and our harbour as a long-term asset – exploitation of the ocean may destroy it.
9. We want to consider ocean circular economy initiatives.

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We understand the imperative to prioritise the protection of the world we live in. Time is rapidly running out to take meaningful actions to reduce the impacts associated with climate change and loss of biodiversity. Falmouth Harbour needs to play its part in working towards solutions to these challenges.

We hope that our harbour users will work with us, so we achieve a sustainable future for Falmouth; defined by our mission and vision below.

Falmouth Harbour Mission and Vision

We hope that we can contribute to healthy habitats on land and within the marine environment. In the hope that pressures on these habitats are lifted and harbour users are enjoying the marine environment and using the harbour without having an adverse impact on habitats and animals living within it.

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.

Vision

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



Miles Carden CEO

Falmouth Harbour

Falmouth Harbour Sustainability action plan 2024

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Falmouth Harbour Sustainability action plan 2024

Introduction

Falmouth Harbour (FH) is a Trust Port with statutory duties and powers. FH offers shelter for vessels of all sizes in an unrivalled natural environment. Our purpose is to sustainably and safely manage FH to ensure it thrives commercially for the benefit of the local economy, environment, and local communities.

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.

Through the development and implementation of an integrated management system based on the requirements of international standards for Environment¹, Occupational Health and Safety², Quality Assurance³ and the Port Marine Safety Code⁴ we have developed processes to manage identified risks, implement adequate controls and ensure compliance with legislation. The systems in place are internally and externally audited.

Falmouth Harbour continues to improve its processes and ways of working to become sustainable. This is driven by employees, the commissioners, and external stakeholders.

Climate change is already impacting on our operations due to increasing storminess⁵, adding to infrastructure resilience costs and will soon be impacting on our land-based infrastructure through increasing sea levels.

The shocking loss of biodiversity and changes in distribution of mobile species is already apparent. If allowed to progress unchecked will have huge repercussions on ocean health and us as humans who all rely so heavily on the ecosystem services such as food, carbon sequestration and oxygen production our natural environment provides us with every day.

We rely heavily on the marine environment for our mental and physical health, so to protect and provide access to it is essential for our staff, community, and visitors.

To be able to act positively to address the above imperatives, it is essential we remain a viable organisation. With no public funding, we rely upon the surplus made through charging for our services and use of infrastructure.

These imperatives make it clear that sustainable operations are essential. In 2022, we developed our first sustainability plan. We review our plans annually and this is the 2024 review and action plan.

¹ [BS EN ISO 14001:2015 Environmental Management Systems – Requirements with guidance for use](#)

² [BS EN ISO 45001:2018 Occupational Health & Safety Management Systems – Requirements with guidance for use](#)

³ [BS EN ISO 9001:2015 Quality Management Systems – Requirements](#)

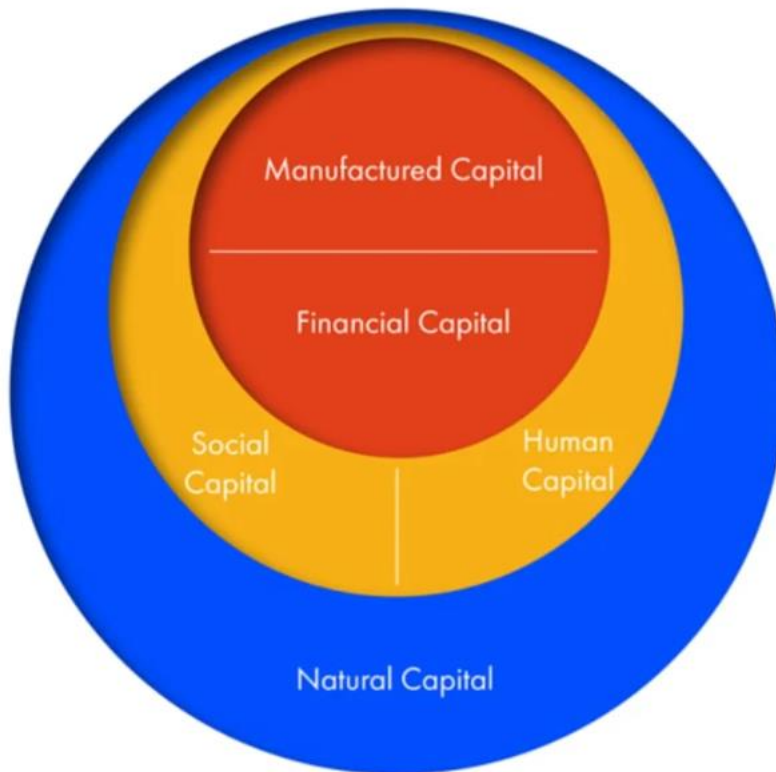
⁴ [Port marine safety code - GOV.UK \(www.gov.uk\)](#)

⁵ [2023-24 has seen the most active start to the storm season since naming storms began in 2015](#)

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Defining Sustainability

A sustainable organisation is defined as one that works to benefit all people, communities, and the planet⁶. Organisational resources can be visualised using the Forum for the Future⁷ 5 capital model. The 5 capital model states that a sustainable organisation is one that can grow all forms of capital described, by understanding the interactions and how each capital is consumed to ensure that it is sustainably managed. Note that all capitals depend on natural capital.



Natural Capital includes certain stocks of the elements of nature that have value to society, such as forests, fisheries, rivers, biodiversity, land and minerals. Natural capital includes both the living and non-living aspects of ecosystems.

Social Capital concerns the institutions that help us maintain and develop human capital in partnership with others, e.g. families, communities, businesses, trade unions, schools and voluntary organisations.

Fig 1. 5 capitals model – Forum for the future.

Human Capital consists of people’s health, knowledge, skills, and motivation. All these things are needed for productive work.

Manufactured Capital comprises material goods or fixed assets which contribute to the production process rather than being the output itself – e.g., tools, machines, and buildings.

Financial Capital plays an important role in our economy, enabling the other types of capital to be owned and traded. Unlike other types, it has no real value itself but is representative of natural, human, social or manufactured capital, e.g., shares, bonds, or banknotes.

⁶ [The UK B Corporation Movement](#)

⁷ [The Five Capitals - a framework for sustainability | Forum for the Future](#)

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UN Sustainable Development Goals & Falmouth Harbour

The 2030 Agenda for Sustainable Development, adopted by all United Nation Member States in 2015, provides a shared blueprint to end poverty, protect the planet, and ensure peace and prosperity for all, both now and in the future.





There are 17 goals in total, and they encompass the above 5 capitals and provide further explanation for organisations and government to understand and apply sustainable thinking.



Fig 2. The 17 UN sustainable development goals [Home | Sustainable Development \(un.org\)](https://un.org)

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The sustainable development goals that directly apply to Falmouth Harbour are in the table below, we indirectly contribute to many of the other goals as well.

 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Make cities and human settlements inclusive, safe, resilient and sustainable.</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns</p> <p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse</p>
 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p> <p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p>
 <p>14 LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development.</p> <p>14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p> <p>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p>

Further information on the UN Sustainable Development Goals is available here - [Home | Sustainable Development \(un.org\)](#)

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Where this plan sits

This plan describes targets / actions which, if successfully completed, will enable us to work towards our high-level organisational objectives listed below:

- **Sustainable Growth** – Establish a surplus balance sheet, improve efficiency, and increase business resilience.
- **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
- **Stakeholder Dividend** – Invest and deliver new income streams, grow jobs, improve infrastructure, increase local GVA, provide continued improvement in customer.
- **Safe Harbour** – Manage our Harbour to ensure a high level of safety, PMSC Compliance and security for all users.
- **Sustainability** – an industry leader and advocate for change through supporting policy shift and demonstrating and highlighting good practice in industry.

Some of the objectives listed above are more relevant to this plan than others. The goals section below identifies which of our goals and actions feed into the relevant objective.

The actions are then further developed into SMARTER targets to ensure they are achievable and measurable.

Our Sustainability Goals

Our established sustainability objective is to 'become an industry leader and advocate for change through supporting policy shift and demonstrating and highlighting good practice in industry'. To achieve this, we have identified what goals we can put in place to work towards this overriding objective. Our goals are split into the following categories:

- Environmental sustainability
- Social sustainability
- Economic sustainability

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Environmental Sustainability

The impacts of human activity on the environment have never been better understood. Urgent action is required to ensure the world remains able to support our communities in the way we have become accustomed.

Falmouth Harbour is committed to play its part and plans to manage identified environmental impacts to contribute positively to the wider climate and ecological crises.

Assessing impacts

To ensure Falmouth Harbour fully understand its impacts and remains compliant with legislation an integrated management system has been implemented which includes the requirements of the ISO14001 Environmental Management System (EMS) standard. This system is externally verified by NQA⁸ for Falmouth Pilot Services. The EMS includes an aspects and impacts register. Reviewed annually this register reviews our activities and assesses how they impact on the environment (positively or negatively) and then assesses their significance allowing prioritisation.

Our key areas of focus

- Carbon emissions and adaptation – Reduce our emissions and prepare to adapt to related impacts such as sea level rise.
- Biodiversity – Restoring and protecting habitats looking for solutions to coexist with nature.
- Waste: Minimising waste to reduce costs and associated impacts.
- Pollution: Understand and reduce pollution arising from our activities.

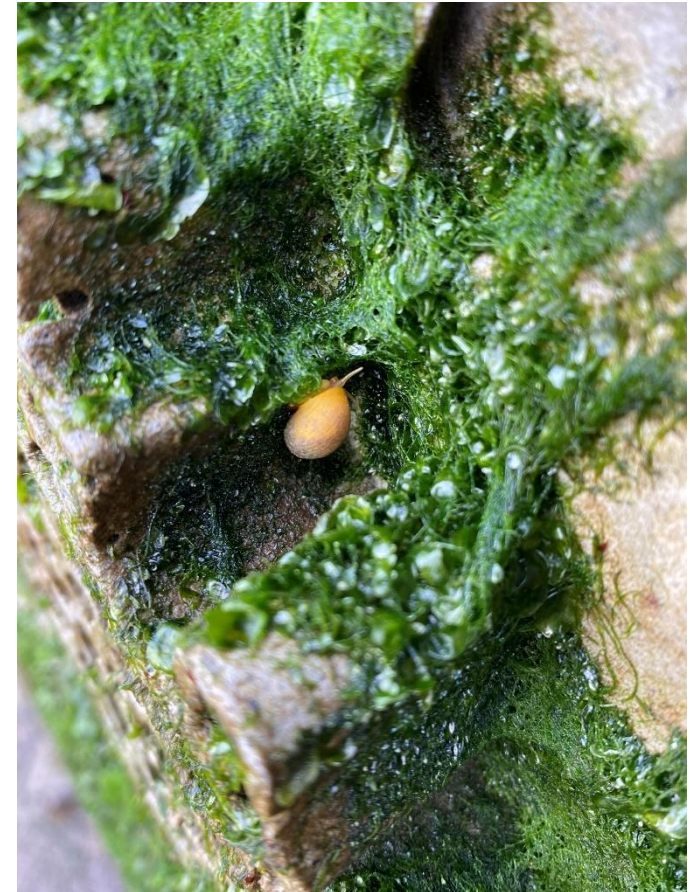


Fig 3. Flat periwinkle on Falmouth Harbour Seawall tiles taken in December 2023

⁸ [ISO 14001 Certification - Environmental Management | NQA](#)

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Carbon Emissions and Adaptation

Climate change is already impacting Falmouth Harbour. The impact of increased storminess increases our operational costs such as having to strengthen moorings and introduce more control of strops used.

2023 was the hottest on record⁹ globally and the second warmest year for the UK:

- Storminess has increased with the 23/24 named storm season being the busiest since records began in 2015¹⁰.
- Above average rainfall, 2023 saw 11% more rain than the average¹¹, this impacts on our natural environment as increased agricultural run-off and combined sewage overflow events mean more nutrients flow into the marine environment.
- An unprecedented marine heat wave¹². The North Atlantic saw record temperatures which have short and long-term negative impacts of marine ecosystems.
- Predicted sea level rise is also likely to impact on our land-based infrastructure with the majority of our operational land specified as a flood risk by the environment agency.

The clear trends are there and Falmouth Harbour plan to reduce emissions as rapidly as possible to positively contribute to mitigating the impacts of climate change.

We track our emissions using the Green House Gas protocol guidelines and measure our scope 1 and 2 emissions. Scope 1 emissions which are the emissions that arise from direct burning of fuel are our most significant emissions, measured at a total of 137 tonnes CO₂e in 2023. We are taking steps to minimise these emissions as much as possible this year with a trial of an electric rib through the [ZENOW project](#) and the arrival of a new pilot boat which will increase efficiency. We are also currently investigating the viability of Hydrogenated Vegetable Oil (HVO) as a drop-in replacement for diesel as this offers reduced carbon emissions (net) of between 50-90%.

⁹ [2023: The warmest year on record globally - Met Office](#)

¹⁰ [2023 was second warmest year on record for UK - Met Office](#)

¹¹ [2023 was second warmest year on record for UK - Met Office](#)

¹² [What we know about marine heatwaves | Plymouth Marine Laboratory \(pml.ac.uk\)](#)

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Biodiversity

The UK is one of the most nature depleted countries in the world¹³ and Cornwall is no exception¹⁴ as such the UK Government are taking steps to ensure that nature is protected and restored wherever possible.

This year the Environment Act places a biodiversity duty on all public authorities, as defined under the legislation¹⁵, to consider what they can do to conserve and enhance biodiversity, agree policies, specific objectives, and act to deliver them.

Falmouth Harbour own fundus (seabed) in the inner harbour and Carrick Roads and plan to build on what we have already started with the Flushing seagrass regeneration area to further protect and restore key seabed habitats such as seagrass and maerl. In fact, we aim to match the government ambition to manage at least 30% of our seabed well for nature by 2030.

We are also looking to see whether we can do the same for our whole harbour area where we manage the water but do not own the seabed so need to ensure we include all relevant stakeholders.

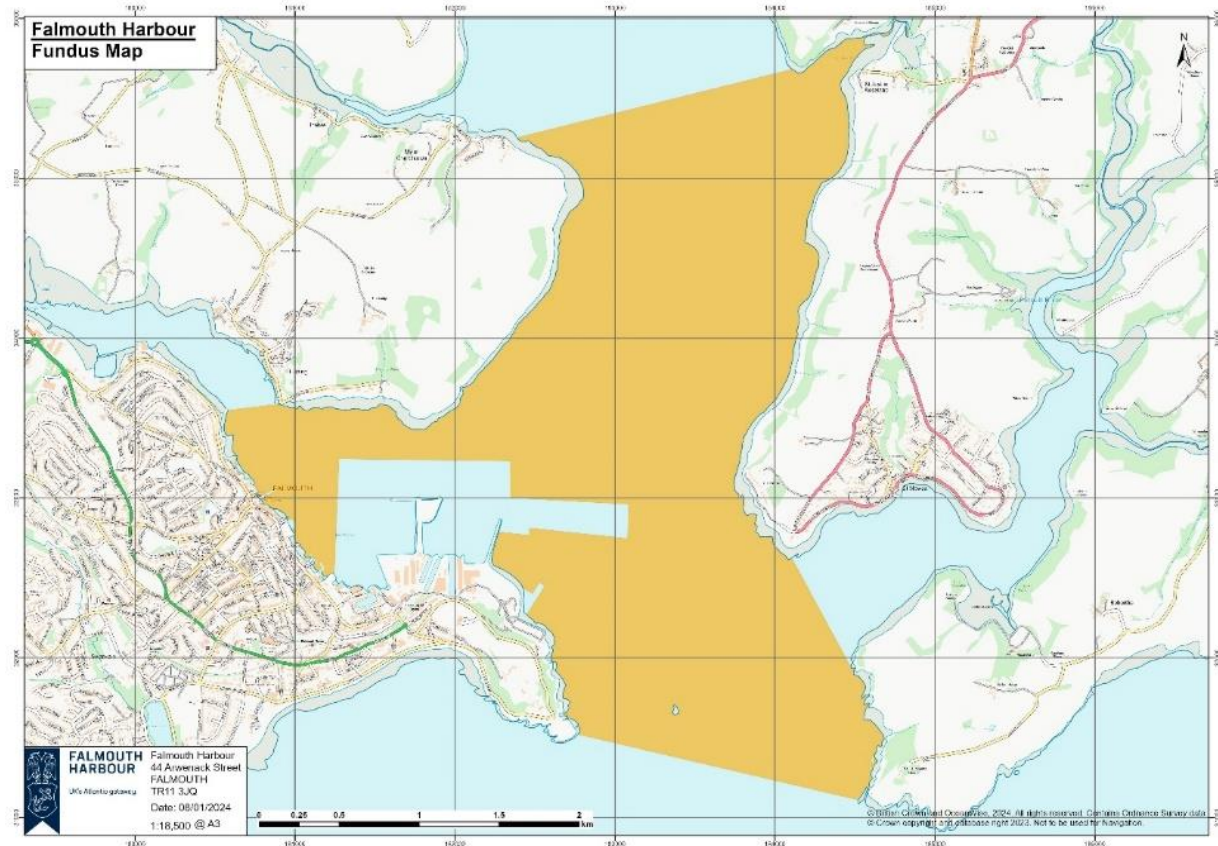


Fig 4. Falmouth Harbour fundus plan. Fundus is also known as seabed.

¹³ [State of Nature 2023 - report on the UK's current biodiversity](#)

¹⁴ [State of Nature Cornwall 2020 Report.pdf \(cornwallwildlifetrust.org.uk\)](#)

¹⁵ [Environment Act 2021 \(legislation.gov.uk\)](#)

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To understand more about our waters and the habitats they contain we have worked with Plymouth University to develop natural capital accounts and an asset risk register to understand where habitats are most at risk to allow us to prioritise actions.

		Assets																																																					
		Littoral rock			Littoral coarse Sediment			Littoral Sand and muddy sand			Littoral mud			Littoral mixed sediments			Infralittoral rock			Circalittoral rock			Sublittoral coarse sediment			Sublittoral sand			Sublittoral mud			Sublittoral mixed sediments			Maerl beds			Sublittoral Seagrass beds			Water bodies			Bathing waters			Shellfish waters			Fish species (Quota)			Fish species (Non-quota)		
Risk category		Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf	Extent	Condition	Sp. Conf			
Ecosystem Service Benefits	Food (Wild Food – fish and shellfish)	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow			
	Healthy Climate (Carbon sequestration)	Grey	Grey	Grey	Grey	Grey	Grey	Yellow	Yellow	Yellow	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow						
	Sea defence (Natural hazard regulation / flood prevention)	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow						
	Recreation and tourism	Grey	Grey	Grey	Yellow	Yellow	Yellow	Grey	Grey	Grey	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow						
	Clean water and sediments							Yellow	Yellow	Yellow				Green	Green	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow						

Fig 5. Falmouth Harbour waters natural capital asset risk register. Full paper is available on request.

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Waste and Pollution

Waste and pollution also place pressures on the environment. We are looking into how we can reduce both by reviewing current practices.

Waste

The circular economy, where one organisation's waste is valuable to another organisation, is something we are interested in and are taking steps to review our purchasing practices to see whether there are opportunities to contribute more to a circular economy. Last year our maintenance team cleaned and stored all the waste rope, and we gave it to Cornish Spliced to make into other products.

In addition to this to ensure we minimise general waste by streaming all waste to maximise recycling. Last year we implemented a uniform reuse scheme where old uniform gets turned into rags for use in our workshop helping to reduce general waste.

Pollution

Our activities use and produce pollutants i.e. antifoul paint is used on the majority of our vessels and our vessels produce emissions containing air pollutants. We are committed to taking steps to reduce pollution as demonstrated by:

- Wash water capture and treatment
- Trial of non-biocidal antifoul systems on harbour vessels
- Installation of black water reception facilities on North Quay

This year we plan to continue to review our impacts to reduce where possible.

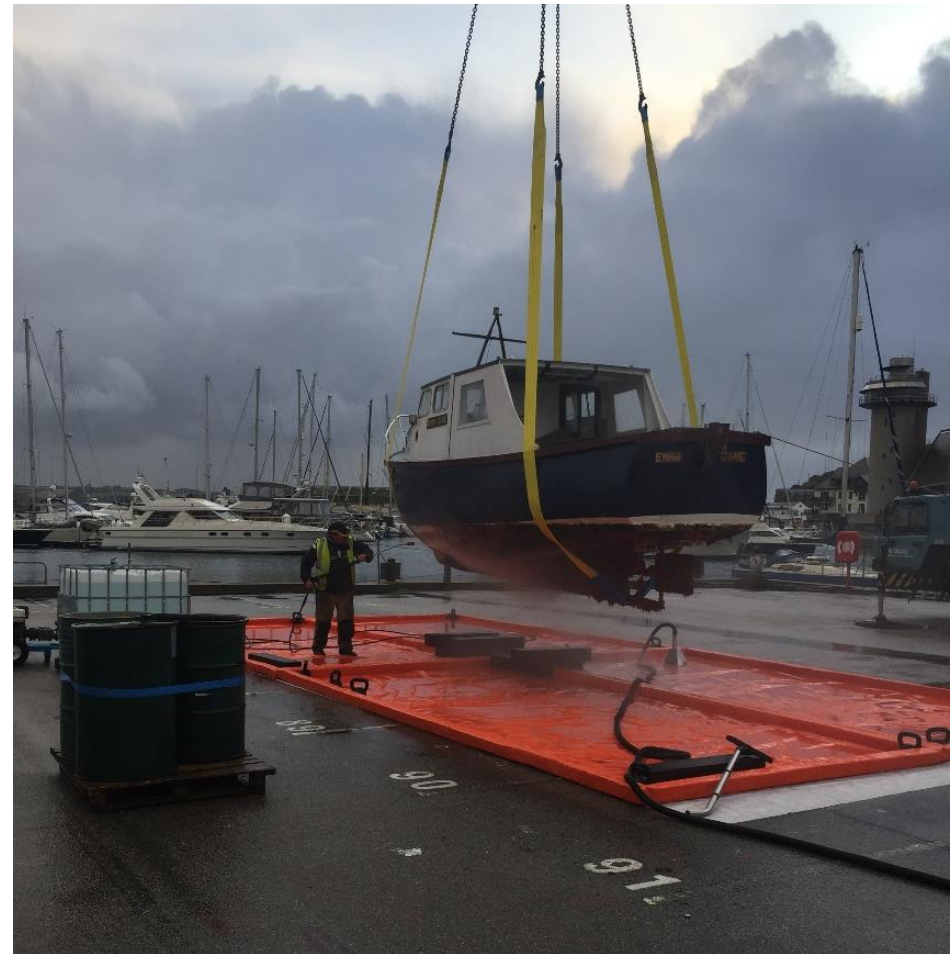












Fig 6. Picture of boat wash water capture mats implemented in 2019

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Environmental Sustainability Goals

Objective: become an industry leader and advocate for change through supporting policy shift and demonstrating and highlighting good practice in industry.				
Carbon emissions	Adaptation	Biodiversity	Waste	Pollution
2030 Goal: Reduce Green House Gas emissions and strive to become a net zero organisation for scope 1 & 2	2030 Goal: Understand & strengthen resilience to climate change related impacts on our infrastructure	2030 Goal: Increase biodiversity by managing at least 30% of our harbour well for nature.	2030 Goal: Reduce waste to a minimum and contribute to the circular economy	2030 Goal: Reduce pollution to a minimum by exploring alternatives
Strategy Increased efficiency of Pilot boat service Electric rib to replace fossil fuel use Explore feasibility of low carbon fuels such as HVO Understand scope 3	Strategy Commission Marine Plan work to include consideration of future scenarios. Continue to assess infrastructure	Strategy Increased use of Advanced Mooring Systems Investigate philanthropic investment opportunities for passive restoration work	Strategy Increase understanding of our waste and look for methods to reduce through circular economy or increased recycling and reuse	Strategy Increase understanding of polluting activities and research methods by which to reduce / replace.
2024 Action At least a 10% reduction on 2023 scope 1 GHG emissions	2024 Action 0% mooring failures Completed Marine Plan	2024 Action Increased area protected and restored & establish measuring methodology	2024 Action Capture of microplastics from washing machines	2024 Action Reduced NOx emissions from new pilot boat when compared to 2023
2023 Performance Procurement of new pilot boat, arriving in 2024 Supported ZENOW project, starting in 2024	2023 Performance Introduced chain strops across mooring field Surveyed key infrastructure	2023 Performance Installation of seawall tiles Passive restoration of Flushing seagrass continued 2 nd year of Blue meadows buoys	2023 Performance Uniform reuse implemented along with only replacing when necessary policy Waste rope sent to Cornish Spliced and not general waste	2023 Performance Continued with Seabin Teir III engine selected for new pilot boat which will reduce Nox and Sox emissions once implemented
Aligned SDG	Aligned SDG	Aligned SDG	Aligned SDG	Aligned SDG
	 	 	  	 

Falmouth Harbour Sustainability action plan 2024

Social Sustainability

Falmouth Harbour Commissioners were created in 1870. As a trust port we were put in place to ensure money made from harbour charges was invested back into the port for the benefits of its users with the written requirement to “improve” Falmouth Harbour.

We have therefore had a responsibility to the local community for over 150 years. Our actions can have a positive or negative impact on local communities, and we take that seriously.

We ensure we comply with the Guide to Good Governance¹⁶ and consult with the community through the organisation of regular meetings with harbour user representatives through the Harbour User Group forum (formally our Consultative Committee¹⁷).

We are interested in ensuring that the local community feel included through increasing our transparency as an organisation. This plan is part of that. We communicate with local stakeholders on sustainability issues through regular sustainability newsletters¹⁸, newspaper articles, annual reports, and our open days.

We recognise that we need to work closely with our local communities to ensure the success of our sustainability plans, so we do encourage all stakeholders to get involved.

¹⁶ [Good governance guidance for ports - GOV.UK \(www.gov.uk\)](https://www.gov.uk/guidance/good-governance-guidance-for-ports)

¹⁷ [Meet the Team - Falmouth Harbour, Cornwall](#)

¹⁸ [Sustainability Newsletters - Falmouth Harbour, Cornwall](#)

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Employee Wellbeing

Our employees are our organisation.

We understand the value of our staff and are keen to develop strategies to ensure we meet our objective to be a **Great place to Work** by delivering an excellent working environment for our people, where we all love to work, feel safe, work hard, and have pride in Falmouth Harbour.

To achieve this, we need to:

- Review our current practices and policies and find ways to continually improve them.
- Ensure our current health and safety management system is effectively implemented and continuously improved.

In 2023 we investigated the B Corp movement¹⁹ and assessed ourselves against the Business Impact Assessment. Although we are not eligible to become a B Corp as we are enabled by legislation, we are committed this year to using the B Corp tools to develop a people plan providing a road map for the improvements necessary to achieve our objective.



Fig 7. Pilot Boat 'Arrow'

¹⁹ [The UK B Corporation Movement](#)

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Community Benefits

Our overriding vision puts community at the heart of all we do as we strive to *'be the UK'S best Harbour to invest in, live beside and visit'*.

The success of our sustainability initiatives positively feed into the above vision and will depend on community acceptance and collaboration. We have been amazed at the positive reactions to our current environmental initiatives associated with the protection and passive restoration of seagrass and maerl locally in partnership with the Ocean Conservation Trust on the Blue Meadows²⁰ project.

We are actively collaborating with Falmouth Town Council to achieve the aims detailed in the Motion for the Ocean pledge and plan to do more this year to build on our education day and supporting local education institutions where we can through work placements and volunteering opportunities.

Our Harbour Master Team work hard to ensure the safety of our waters is maintained through regular inspection and maintenance of our infrastructure and through monitoring compliance with byelaws.

Our infrastructure is used by many to access the water. This year we plan to investigate how this can be improved and develop a marine plan for the harbour. Further information on this will be forthcoming.



Fig 8. Sea wall tiles attached to a harbour wall in the inner harbour.

²⁰ [Blue Meadows - Seagrass protection, regeneration and restoration.](#)

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2024 Social Sustainability Goals

Relevant organisational objective(s):				
<ul style="list-style-type: none"> • 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 • Stakeholder Dividend - Invest and deliver new income streams, grow jobs, improve infrastructure, increase local GVA, provide continued improvement in customer services and community benefits. • Safe Harbour - Manage our Harbour to ensure a high level of safety, PMSC Compliance and security for all users. 				
Employee Wellbeing	Community benefits	Increase stakeholder dividend	Maintain infrastructure	Safe Harbour management
2030 Goal: Increase & maintain employee wellbeing	2030 Goal Contribute to Cornwall Council and Falmouth Town Council Motion for the Ocean	2030 Goal: Falmouth is a hub of sustainable growth, offering opportunities	2030 Goal: Infrastructure is fit for purpose and able to serve community needs.	2030 Goal: Navigational safety is maintained
Strategy Develop a people plan to ensure employees are at the heart of the organisation. Maintain and continually improve safety management	Strategy Work closely with Cornwall Council and Town Council on Motion for the Ocean pledge	Strategy Work with local education providers to provide learning opportunities. Horizon scan for future opportunities	Strategy Continue to manage assets well.	Strategy Improve local legislation, deliver new HRO and refresh byelaws.
2024 Action Complete B Corp BIA People plan	2024 Action Contribute to Ocean for the Motion pledge	2024 Action Work experience and volunteer opportunities	2024 Action Completed Marine Plan	2024 Action HRO laid in parliament.
2023 Performance Attended B Corp training sessions provided by B23 Improved HR policies & employee handbook	2023 Performance Contributed to the Cornwall Wildlife Trust 3Cs project Secretariat to the Fal & Helford SAC mngt forum	2023 Performance 7 Work placements provided to local school and university students Educational Open Day	2023 Performance Surveys completed of key infrastructure assets	2023 Performance CCTV system capable of viewing inner harbour implemented to improve oversight
Aligned SDG	Aligned SDG	Aligned SDG	Aligned SDG	Aligned SDG
 	 			

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Economic Sustainability

There are potential opportunities for Falmouth as the world adapts to a sustainable future. Pressures on shipping to decarbonise are being driven forward by the International Maritime Organisation (IMO)²¹ and UK Government²² through strategies and legislation.

The decarbonisation of energy production through Floating Offshore Wind also presents potential opportunities to support operation and maintenance (O&M) vessels and provide services and support to this industry due to Falmouths' proximity to the Celtic Sea. Innovation is also being driven by the UK Government through the Clean Maritime Demonstration Competition (CMDC) and the wider Innovate UK remit to offer funding for innovative projects to increase efficiencies and look for solutions to environmental problems. Falmouth Harbour are striving to ensure opportunities associated with these changes are maximised so Falmouth remains relevant in a sustainable world. As such we plan to complete some horizon scanning on the following areas.

- | | | |
|--|---|---|
| <ol style="list-style-type: none">1. Ocean Energy and Decarbonisation<ol style="list-style-type: none">a. Offshore Renewables - FLOW O&M and deployment -Green Hydrogen (and derivatives) possibly from FLOWb. Future Fuels inc transitional fuels HVO2. Ocean Transport Innovation – The Future of<ol style="list-style-type: none">a. Marine Fuels - Bunkeringb. Autonomyc. Vessels | <ol style="list-style-type: none">3. Ocean Climate solutions<ol style="list-style-type: none">a. Decarbonisationb. Ecosystem servicesc. Food and Fueld. Ocean Data and Monitoring4. Ocean Tourism<ol style="list-style-type: none">a. Future of Cruiseb. Future Sport/recreation/Eventsc. Wildlife5. Ocean People<ol style="list-style-type: none">a. New blue skillsb. Wellbeing | <p>Main opportunities to pursue in next 5 years:</p> <ol style="list-style-type: none">1. Future Fuels²³2. Green Corridors²⁴3. Offshore Renewables²⁵4. Ecosystems services²⁶5. Future Marine Vessels6. Ocean Tech - Data and Monitoring |
|--|---|---|

Internally, we also plan to identify and reduce inefficient work practices and equipment to ensure operating costs are reduced.

²¹ [Revised GHG reduction strategy for global shipping adopted \(imo.org\)](https://www.imo.org)

²² [Maritime 2050: navigating the future - GOV.UK \(www.gov.uk\)](https://www.gov.uk)






²³ [Enhanced modelling of maritime's future fuel mix - DNV](#)

²⁴ [Maritime sector given green boost with major COP27 pledge - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

²⁵ [Floating Offshore Wind - DNV](#)

²⁶ [Developing-High-Integrity-Natural-Capital-Markets-in-the-UK-Final.pdf \(finance.earth\)](#)

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Relevant organisational objectives:			
<ul style="list-style-type: none"> • Sustainable Growth - Establish a surplus balance sheet, improve efficiency, and increase business resilience. • Stakeholder Dividend - Invest and deliver new income streams, grow jobs, improve infrastructure, increase local GVA, provide continued improvement in customer services and community benefits. 			
Understand opportunities	Support innovation	Sustainable revenue streams	Improve efficiency
2030 Goal: Falmouth is a centre of sustainable growth	2030 Goal: Falmouth is at the forefront of innovation working with organisations collaboratively to achieve sustainable growth and opportunities	2030 Goal: Nature restoration activities are operating utilising a sustainably financed model ensuring longevity of projects and secured provision of associated ecosystem services.	2030 Goal: To work without waste, contributing to a well-established circular economy. Reduced energy consumption through maximising efficiency of equipment & infrastructure.
Strategy Horizon scan for opportunities to collaborate to ensure Falmouth can offer services required in a sustainable world.	Strategy FaBTest is revamped and marketing increased. Fulfil obligations associated with current involvement in innovative projects, communicate results & continue to look for opportunities.	Strategy Work with organisations such as the Ocean Conservation Trust to complete projects. Review our own ability to potentially attract philanthropic investment in nature recovery plans	Strategy Continuously look for efficiencies working with colleagues and external experts to reduce use and save money
2024 Action Future fuel bunkering feasibility Continue to engage with FLOW Look into feasibility of offering a low carbon pilot boat service	2024 Action Commence trial of electric rib with ZENOW project Test a device(s) on FaBTest site. Support innovative device testing	2024 Action Investigate potential for philanthropic investment of nature restoration activities.	2024 Action Employee sustainability committee to be set up
2023 Performance Open Skies project Researched potential of Hydrogenated Vegetable Oil (HVO)	2023 Performance Supported 2 CMDC applications (1 successful – ZENOW project) Supported testing of autonomous survey vessels	2023 Performance Research completed and paper approved by board to start to implement strategy.	2023 Performance Removed photocopier to reduce energy use in office. Purchased refurbished ICT devices.
Aligned SDG	Aligned SDG	Aligned SDG	Aligned SDG
		 	

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Risks and Opportunities

As there is no previously forged path to tackle some changes required to meet environmental and sustainability challenges. Innovation is required to and this can be accompanied by risk. Careful assessment and oversight is required to reduce risks to an acceptable level. Ensuring balance Falmouth Harbour remains a sustainable organisation in all regards.

In essence the timeframes required to act within do not allow time to create the perfect plan, therefore it is accepted we need to work with and consider the following with regards to risk and opportunity:

Risk	Opportunity
There maybe a need for many solutions at the same time	Not all decarbonisation solutions are expensive. Low-cost solutions can have positive impacts
Inadequate communication of complex concepts can cause delay	Many small steps are OK as long as we know the goal.
Unable to collaborate with organisations	Need to focus on collaboration to achieve goals
Stakeholders don't understand our plan or performance against it.	Issue plan on website - issue performance review annually.

This is not an exhaustive list and demonstrates that there is both risk and opportunity throughout.

Risks

Achieving our sustainability goals requires resources and may involve risks that require identification and adequate controls to ensure they are acceptable.

For any large project a project risk register and plan are created and reviewed prior to committing to a project. Once underway the plan and risk register are regularly reviewed by senior management with oversight of the board.

Opportunities

The strategic vision for Falmouth Harbour revolves around seizing opportunities presented by new technologies.

Innovation potentially opens avenues for growth in new markets, ensuring the economic prosperity of the harbour and port. This sustainable economic growth provides opportunities to develop green skills and employment opportunities, bolstering the local community.

The potential significance of innovation means that proactivity is essential. The objective is to actively participate in shaping a sustainable future, utilising advancements in technology and fuels. This approach is essential not only for the economic well-being of the harbour but also for cultivating a positive impact on the local community.

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Internal transformation is a key component of this vision. Every member of the organisation must integrate sustainability into their decision-making processes. This holistic approach ensures that sustainability becomes ingrained in the fabric of the business, reinforcing the commitment to a greener and more resilient future for Falmouth Harbour.

Stakeholder Engagement

We recognise that collaboration and partnership with a wide range of stakeholders is necessary to achieve our goals and are committed to working with internal and external stakeholders, including employees, customers, suppliers, and the wider community. This will be central to the success of our sustainability initiatives.

Stakeholders are identified as part of the SMARTER target setting. Stakeholders are engaged in a variety of ways through existing mechanisms such as the Harbour Users Group, website and social media. Open communication channels are fostered to gather feedback and incorporate diverse perspectives.

The integrated management system has internal and external stakeholder communication mechanisms to communicate with stakeholders on a number of levels and through a variety of differing forums.

Monitoring, Measurement and Governance

Monitoring Performance

Performance indicators are used to monitor progress against agreed actions. Where we can we have used the SMARTER methodology to create quantifiable targets, where this is not possible, we use qualitative review of whether we have met the target or not.

These indicators are included in the goals section above.

Performance is regularly reported to the board. All employees have access to these reports through our IT system which is highlighted in our regular internal newsletters. In 2024 we intend reporting performance publicly.

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Governance

Falmouth Harbour has a board of seven commissioners and a Chief Executive. Board members are selected on merit after an open recruitment process in accordance with the Port Marine Safety Code and Modernising Trust Ports Guidance.

We recommend board members follow the Institute of Environmental Management and Assessment (IEMA) developed NHS guidance to Non- Executive Directors²⁷ in relation to promoting sustainability. They recommend board members look to:

- Promote the benefits of sustainability.
- Seek evidence from executives that sustainability is integrated into all parts of the organisation.
- Ensure sustainability targets, reporting and governance is established and effective.
- Understand the sustainability risks for the organisation.
- Challenge on sustainability progress and support the identification of sustainability opportunities.
- Ensure all investment, budget and design decisions are undertaken with a sustainability lens.
- Engage and seek out best practice initiatives across the country and join sustainability networks.
- Promote the work of the sustainability team.

As part of the integrated management system (IMS) management review processes are in place to regularly review and assess performance against organisational objectives and agreed actions ensuring adequate resources are made available or actions are prioritised.

Continual Improvement

Continual improvement processes are in place as part of the IMS and are in use for environmental and sustainability topics alongside safety and quality.

Falmouth Harbour operate an anonymous comments system where employees can communicate identified improvements and / or concerns. Feedback is provided on outcomes of review and what actions have been completed in relation to the identified improvement.

²⁷ [J40929 IEMA Guidance for Non-Executive-Directors.pdf](#)

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Integration with Business Strategy

This plan is integrated with the wider organisational strategy and links into the overriding objectives for the organisation.

The integration of sustainability into decision making processes is still to be fully implemented and therefore this is an action for 2024.

This year we are also planning to reinvigorate an internal group of employees to contribute towards finding solutions to sustainability challenges and will have representatives from all areas of the organisation.

Training and awareness of environmental and broader sustainability issues are communicated at induction and then throughout the year through regular team and whole organisation meetings where progress against our shared sustainability goals is shared and feedback is encouraged.

Training and Capacity Building

An assessment is planned for this year to understand the need for training in relation to sustainability to aid achieving the goals set out in this document.

This, alongside our sustainability meetings, is planned to foster a culture of sustainability among employees.

Partnerships and Collaboration

In recent years strong partnerships with key organisations have been established enabling us to share successful sustainability outcomes. Collaboration opportunities are welcomed with external organisations to achieve joint sustainability outcomes.

Falmouth Harbour is an active member of the British Ports Association who are very proactive on environmental and sustainability challenges in relation to ports and harbours nationally. More locally our Harbour Master team are members of the Southwest Regional Ports Association (SWRPA) and are active in ensuring compliance obligations relating to safety and emergency response are met in partnership with local organisations.

Legal and Regulatory Compliance

As part of the integrated management system, a process is in place to ensure changes in legislation are implemented. A legal register is maintained detailing the legislation and how it applies to the organisation. It also links to the relevant processes in place to ensure compliance requirements are communicated and adequate records maintained.

Our environment manager is a full member of the Institute of Environmental Management and Assessment and maintains her continued professional development training. The British Ports Association highlight key legislation and communicates on how ports can comply with requirements.

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Review and Communication

The sustainability plan is reviewed annually and revised to ensure it remains relevant to the current wider context and understanding and remains aligned to organisational objectives.

Progress against the plan will be communicated through sustainability newsletters, the Falmouth Harbour website and annual report.

Conclusion

In conclusion, the sustainability plan outlined above stands as a testament to Falmouth Harbours' commitment to ensuring environmental protection and restoration, social responsibility, and economic resilience. Our purpose is clear; to improve Falmouth harbour, this includes our natural marine environment. It is not the time to step back from complex decisions.

This plan attempts to provide a comprehensive approach that integrates sustainable practices into our core operations, we aim not only to minimise our environmental impacts but also to foster positive impacts on the communities we serve.

By embracing innovation, collaboration, and a long-term perspective, we believe that we can pave the way towards a more sustainable future that will enable Falmouth to make the most of opportunities that will arise because of the necessary transition to sustainable practices whilst effectively managing associated risks. Falmouth Harbour could be a national and global leader in the development of an economic cluster around sustainable ocean economy²⁸

This plan serves as a blueprint for our journey, and we are dedicated to implementing, monitoring, and adapting our strategies to ensure continual improvement. Together, let us embark on this collective endeavour to create an example of sustainability that others will want to follow and learn from.

²⁸ [The Ocean Is Our Best Chance To Survive Climate Change | TIME](#)