



Falmouth Harbour Commissioners

INFORMATION FOR CANDIDATES

These notes provide information for potential applicants interested in serving as a part-time non-executive member on the board of Falmouth Harbour Commissioners.

The notes include short introductions to the work of the port, an explanation of the role of board members, the qualities sought in applicants and explain how to apply.

Introduction

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

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

About the appointment

1. The appointment is part-time, typically, 2 days a month including the time required for preparing and participating in Board meetings and remuneration is calculated on this basis. Appointments offer opportunities to individuals who wish to contribute to the community and to the efficient administration of a busy harbour. The opportunities may include helping to run the harbour more effectively, offering advice on a challenging and complex issue, or helping to broaden a board's approach by bringing a fresh outlook or new areas of expertise to discussions.
2. Service on the board of a trust port can give you a valuable insight into the practice of government and a wide range of national and local policy issues. It can be a useful development opportunity for rising stars: it can provide those at the peak or end of their careers in the public or the private sector with a chance to contribute their expertise for the public good.

3. The duties of a board member are considered to be on a par with those of a director of a company, in addition to which there are obligations, responsibilities and statutory duties peculiar to the trust. In particular they will act as completely independent trustees for the benefit of all stakeholders in the trust including all port users and the local community and will abide by the principles of good corporate governance set out in the current guidance provided by the Department for Transport.
4. Falmouth Harbour Commissioners primary duty (*and therefore that of a board member*) shall be to take such steps as they consider necessary or expedient for the improvement, maintenance and management of the Harbour and the accommodation and facilities afforded or in connection with the Harbour with recognition of the Harbour's role in the region.
5. A board member is expected to act with independent judgement, to use their skills and experience for the benefit of the board, to be committed to working in the best interests of the Port. They are also expected to devote the necessary time to carry out the functions of board members including service on related committees and sub-committees and to undertake training in matters relevant to their duties from time to time.
6. A board member will be expected to be familiar with the area served by the Harbour.

An overview of our Harbour

- 7.** Falmouth Harbour Commissioners were established in 1870 by Act of Parliament to administer Falmouth Harbour (excluding Falmouth Docks) and its Southern approaches including part of Falmouth Bay and the Carrick Roads. The Harbour Area was extended by means of a revision order in 1991 to include a substantial part of Falmouth Bay in order to provide a statutory authority to license the bunkering of ships operations.
- 8.** The present Harbour Area takes in the Inner Harbour (except Falmouth Docks) and the Penryn River up to a line between Coastlines Wharf and Sailors Creek where the Port of Penryn begins. 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 Area which totals approximately 16 square miles.
- 9.** 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.
- 10.** Falmouth Harbour Commissioners is an independent statutory body run by a Board of 8 Commissioners. It is a commercially run organisation which is required to reinvest its profits back into the port for the benefit of port users. Day to day operations are carried out by a multi-disciplined team of more than 20 permanent staff with the services of self- employed pilots contracted in. Additional staff members are employed during the summer season to assist in the management of leisure facilities.
- 11.** Falmouth Harbour Commissioners income is primarily made up from dues received from commercial shipping using the harbour, charges for the provision of leisure facilities and the provision of pilotage.
- 12.** In order to provide a suitable level of commercial focus, Falmouth Harbour Commissioners have created 2 business arms which operate under their own brand names. Falmouth Pilot Services is responsible for the safe and effective management of pilotage services and Falmouth Haven is charged with the efficient management of all of the leisure customer facilities owned by the Organisation.

PERSON SPECIFICATION

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

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

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

This person specification has been produced to identify the essential qualities and strategic skills required. It is not expected that each commissioner will have all the skills identified and it is up to the Chairman to ensure that the right skill mix is maintained taking into account the attributes of individual applicants. Where particular skills are sought, this will be identified in the advertisement at the time of the recruitment.

Qualities

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

Drive, vision, independence, confidence

Challenging, proactive approach to board business

Ability to motivate and engender respect

Ability to negotiate and communicate effectively

Impartiality and integrity

Ability to develop good relations inside and outside the trust

Ability to work as a team member/ supportive of colleagues

Ability to make a constructive contribution to group discussion – clear expression of ideas

Analytical approach to problem solving

Ability to formulate strategy

Good grasp of priorities

Board Skills

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

- Relevant commercial expertise including:
 - Risk
 - Technology
 - Business Development
- Health and Safety Management including:
 - Safety Management Systems
 - Employer health and safety responsibilities
- Management including:
 - Asset Management and Maintenance
 - Business Planning and Management
 - Effectiveness of Management Processes
 - Proactive Partnerships
 - Change Management
 - Strategic Planning for the Future
- Public relations/community issues including:
 - Stakeholder Engagement
 - Customer Service and Satisfaction
 - Media Management – (including Social Media)
- Shipping/fishing/cargo handling
 - Marine Safety Management
 - Pilotage
 - Shipping Commerce
 - Fishing industry practices
- Finance/management accounting including:
 - Business Finance – Strategic level
 - Investment and growth
 - Accounting practices and regulations
 - Pensions
- Leisure, boating management, voluntary, and commercial sectors
 - Racing and regattas
 - Coastal cruising
 - Passenger carrying and workboats
- Environmental experience and expertise including:
 - Environment Knowledge and Awareness
 - Environment Management
 - Renewable Energy
- Human Resources experience and expertise including:
 - Personnel Management and Development
 - Personnel management legislation and practice
 - Training and development practice

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

This Appointment

For this recruitment FHC are looking to enhance the financial and business skills available to the Board. Candidates are being sought with extensive board experience at director or senior manager level, a competence in business and financial planning alongside corporate budget management, a proven track record in revenue generation, matched with an entrepreneurial flair.

If you can offer some or all of these attributes, we would be very pleased to hear from you. If you want to have more information you are welcome to contact the Chief Executive on 01326 310995.

How to apply

Your application needs to comprise the following:

- ❖ the last two pages of these notes, detached and completed in dark ink;
- ❖ a letter not exceeding two pages answering the four requests described below.
- ❖ a full CV giving details of your education and professional and life qualifications and full career history, paid or unpaid, including details of any budgets and numbers of people which you have managed and relevant achievements. Please also give the names, addresses and brief details of two referees who know you well but are not personally connected to you and can assess your potential to contribute to the board.

Please type your letter and CV or submit it in legible handwriting in black or dark blue ink.

Please include in your covering letter not more than 2 pages in total in response to the four requests below. Your response may be quite limited in one or more cases, in which case please complete as far as you feel able.

- *describe briefly the most challenging problem with practical implications which you have faced and what you contributed to its solution;*
- *in a board role you will be expected to demonstrate the ability to disagree. Describe how you would constructively achieve this in an atmosphere charged with strong opinions.*
- *as a Commissioner you will need to take a strategic rather than an operational approach. Explain how your career demonstrates that you have the necessary strategic aptitude.*
- *you are attending a local networking event, as a representative of Falmouth, Harbour when a member of the public asks for your comments on the latest Annual Report. Describe how you would respond?*

The closing date for receipt of the application is shown in the advertisement. The interview date is also shown and it is unlikely that an alternative can be offered.

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

STRICTLY CONFIDENTIAL

**APPOINTMENTS TO THE BOARD OF
FALMOUTH HARBOUR COMMISSIONERS**

Reference (for official use)

Please complete both sides of this form clearly using black or dark blue ink and CAPITAL letters.

PERSONAL DETAILS

Applicants name _____

Address _____

Post code _____

Home telephone no. _____

Mobile phone no. _____

Email address _____

Nationality _____

CURRENT / MOST RECENT EMPLOYMENT (OR OTHER ACTIVITY)

Position held _____
(if in particular branch please state which)

Name of employing organisation _____

This employment is current (Yes / No) _____

If Yes

Most recent salary (approximate, but excluding bonuses and benefits) _____

Or

This employment finishes or finished on _____

How much time could you make available for this appointment (in days) _____

DECLARATION

I have read the information provided about these appointments. In addition to the information requested, I have disclosed in my accompanying letter and CV any other information which is relevant to my suitability as a public appointee – for example any convictions or bankruptcies or anything, such as business interests or personal relationships, which might lead to a question of a conflict of interest. I confirm that to the best of my knowledge the information which I have provided whether in this form or in any accompanying papers is accurate and not misleading. I realise that failure to disclose relevant information or the provision of inaccurate or misleading information may result in an appointment being summarily terminated.

Signature

Date