

**PORTS OF TRURO & PENRYN**

**BUSINESS PLAN**

**2008/2009**

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## **1. 0 Executive Summary**

The Ports of Truro and Penryn have changed in the way that they have been managed since 1991. As a direct result of the Municipal Port Review, (a joint initiative by the Department for Communities and Local Government and the Department for Transport), the Council will manage the ports through a dedicated committee to be called the Carrick Harbours Board. This Board consists of 5 members and 5 co-opted members who have been selected following a skills audit.

This new fit for purpose Board will, with the assistance of the Maritime Section, manage the ports within the framework of Council policy and budget and more specifically within the terms of the Sustainable Strategy for the Ports of Truro and Penryn and the adopted Maritime Section Service Objectives.

The Ports of Truro and Penryn serve a local and wider community with a number of different services currently ranging from cargo handling, leisure, fishing and deep water lay up berths.

## **2.0 Introduction**

The Port of Truro is a municipal statutory Harbour Authority of approximately 2,500 acres (1000 hectares) contained within the northern part of the Fal Estuary complex in Cornwall, UK. The estuary is nine miles from its head at Truro to the mouth at Falmouth, and the Harbour Authority is responsible for the top six miles.

Harbour Orders dated between 1883 and 1928 enact most of the 1847 Harbours, Docks and Piers (Clauses) Act 1847 as well as bringing in some local legislation.

The Port of Penryn, again a municipal statutory Harbour Authority of approximately 100 acres (40 hectares) is located in the western part of the estuary.

Penryn has Harbour Orders dated between 1870 and 1920 and again they enact most of the 1847 Harbours, Docks and Piers (Clauses) Act 1847 as well as bringing in some local legislation.

Both ports are administered by Carrick District Council, one of six Districts within Cornwall. However, following Local Government reform, there is an agenda for change as the six District Councils, together with the County Council are to be abolished in favour of a single unitary authority for Cornwall in 2009.

The two ports are operated as stand alone businesses with all profits being utilised for the management, maintenance and improvement of the respective ports which means that they do not form part of the Councils general fund.

## **2.1 The Ports**

The port of Truro is multi-functional in that the area it encompasses includes laid-up shipping berths for vessels up to 217 metres in length, commercial cargo handling facilities for coasters up to 85 metres, fishing and aquaculture, rental of foreshore and fundus for marine related businesses together with leisure craft moorings for local and visiting boat owners.

The port of Penryn primarily caters for the leisure market with foreshore and fundus rental for marine businesses, leisure craft moorings and an active quay used by some fishing vessels and marine civil engineering craft.

Common to both ports is the ownership of the seabed or fundus of the respective harbour areas.

## **2.2 Corporate Governance**

Following the Municipal Ports Review (May 2006) the Council now has a committee called the 'Carrick Harbours Board' to run the ports of Truro and Penryn, provided any decisions taken are within the Council budget and policy.

The Board consists of 10 people, 5 councillors appointed by the full Council and 5 co-opted members who have been appointed following a skills audit.

The full Council is the 'duty holder' under the Port Marine Safety Code.

There is a bespoke stakeholder group set up to give advice to the Port Board and is known as the Harbours Forum.

## **2.3 Conservancy & Safety**

The conservancy functions of the Harbour Authority relate to the safety of navigation for vessels using the ports. There is a public right of navigation in harbours upon the payment of dues and harbour authorities have a common law duty to take reasonable care that those who lawfully use their harbour may do so without danger to their lives or property.

Conservancy relates to those operations which are required to ensure navigational safety and include the following in the Ports:

- (a) Hydrographic Surveying in order to find mark and monitor channels
- (b) Provision of Navigational buoyage, lighting and other aids to navigation
- (c) Dredging to maintain charted depths where considered necessary.
- (d) Pilotage
- (e) Communications, including local notices to mariners, VHF and providing information to users and producers of charts and other publications
- (f) General port safety including byelaws and maintenance of berths and moorings
- (g) Wrecks and wreck removal

The ports will continue to comply with the Port Marine Safety Code and observe the 'Guide for Good Practice for Port Marine Operations' as a reference. This will include reference to the Safety Management System together with risk assessments. The ports have recently issued a Statement of Compliance to the Maritime and Coastguard Agency and have been audited by an outside company (March 2007) and found to be satisfactory.

The Port facility at Truro is also compliant under the Port Facility Security Code in that it fulfils the provisions of the SOLAS (Safety of Life at Sea) convention by having an approved Port Facility Security Plan.

Marine Accident Reporting and Investigation is also undertaken with regard to the Merchant Shipping (Accident Reporting and Investigation) Regulations 2005 and good practice.

There is also a requirement to inspect boats wishing to carry up to 12 passengers to ensure that the safety equipment is of a set standard, together with examining local boatmen wishing to apply for a licence to carry passengers.

## **2.4 Environment**

The Ports of Truro and Penryn are committed to the protection and conservation of the environment. The Ports shall seek to maintain and improve, wherever possible, high environmental quality through the strict adherence to UK environmental legislation and internationally agree conventions, directives and resolutions intended to protect the environment.

The waters within the control of the Harbour Authorities are of national importance, which include Sites of Special Scientific Interest, Areas of Outstanding Natural Beauty, Heritage Coast and a Special Area of

Conservation. It is the Harbour Authorities intention to work closely with the environmental agencies to ensure that the quality of the environment is improved upon, thereby enhancing the natural resources for future generations.

There is a joint Environmental Management System (EMS) with the port of Falmouth together with the adoption of the Special Area of Conservation (SAC) Management Plan.

Specifically and in accordance with the Natural Environment and Rural Communities Act 2006, we will, in exercising our functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity.

The harbour authority continues to revise and maintain its Port Waste Management Plan under the Port Waste Reception Facilities Regulations 2003 and its Oil Spill Contingency Plan under the Merchant Shipping (Oil Pollution, Preparedness Response and Co-operation Convention) Regulations 1998.

### **3.0 Our Aims**

*'We will pursue the objective of a successful and long term financially self-sustainable ports business, whilst contributing to the prosperity around the County which will be balanced by our role for environmental stewardship and an absolute requirement for the safety of all our stakeholders. In addition we will develop land and sea access to support this whilst engaging with the community.'* (Sustainable Strategy for the Ports of Truro and Penryn - Updated March 2007)

### **4.0 Service Objectives**

The Harbour Authority for the Ports of Truro and Penryn:

- (a) aims to ensure that the areas under its jurisdiction are managed, maintained and improved in the most cost effective and efficient manner to ensure the safety and regulation of navigation together with a good value service to port customers.
- (b) are committed to the protection and conservation of the environment and shall seek to maintain and improve, wherever possible, high environmental quality through the strict adherence to UK and European environmental legislation and internationally agreed

conventions, directives and resolutions intended to protect the environment.

- (c) will promote the use of sustainable transportation with regard to the movement of freight and passengers.
- (d) is keen to promote and support marine related business within the harbour areas.
- (e) encourages the use of the harbour for recreational purposes provided safety and environmental concerns are addressed. Access to the water for the community is considered a priority.
- (f) will continue to work very closely with other agencies and, where appropriate, combine their efforts to produce benefits for the community.
- (g) considers that training forms an important component in ensuring good service delivery to all of our customers. We will ensure that the training needs are relevant and benefit both the individual as well as the organisation.

## **5.0 Commercial Business**

The Port of Truro provides heavy moorings and buoys for commercial shipping up to 217 m in length. These moorings are used by a variety of types of vessel (i.e. refrigerated cargo, bulk carrier, ro-ro, general cargo etc.) and for any time period which could be for a short period following detention and arrest or long term lay-up which could be for a number of years.

Over the last five years there has been an upturn in the world's economy and there is less idle tonnage using this facility.

However, areas which have historically been used for laid up shipping (south of King Harry Ferry) have now been utilised to moor aquaculture sites consisting of rafts/buoys used for growing mussels. This has proved to be a useful diversification and there is a demand for more space to be provided.

With regard to commercial cargo handling the Harbour Authority has Lighterage Quay, located at Newham, which is 350 metres in length and which provides for open and covered storage facilities. The existing policy is to lease out areas to cargo importers/exporters for the storage of their goods and for other marine related uses such as the storage of yachts.

We believe that Truro has some real benefits in continuing to promote short sea shipping in Cornwall and in particular its strong points are:

- (a) A central location for the South West of the UK with a hinterland extending throughout Cornwall, Devon and the south west peninsular
- (b) Inland location offering low cost haulage
- (c) Low port charges
- (d) Low berth utilisation

Current plans include the building of four bulk cement silos and the use of a brownfield site at Lower Newham for marine related business. There is a general policy to utilise the quay to encourage the use of more seaborne freight. Recent cargoes include bulk cement, building materials, sand, scrap metal, china clay, timber and aggregates.

Within Penryn the main commercial interest is the use of Exchequer Quay which is used by a small number of fishing vessels and marine civil engineering craft.

Whilst there is no dedicated fish landing facility within the Ports of Truro and Penryn there are a number of fishermen mainly located around Mylor and Penryn which have mooring facilities or quay berths with us. These vessels are principally engaged in potting, hand lining, long lining, oyster dredging and netting.

Our moorings policy seeks to help by giving priority to licensed fishing boats provided the fishermen are doing it on a commercial basis. Other practical measures for the fishing industry include the provision of storage facilities (Penryn) and net bins (Mylor and Penryn).

## **6.0 Leisure Business**

The Ports of Truro and Penryn also have a significant leisure interest with moorings and beach berths provided individually or areas leased out for this use to clubs and associations.

There are further leased areas provided for marinas and boatyards in order for them to develop and prosper. They in turn provide much needed facilities and we are keen to promote and support marine related businesses within the harbour areas.

The Ports have an agreed moorings policy and will encourage the use of the harbours for recreational purposes provided safety and environmental concerns are addressed. Access to the water for the community is considered a priority.

In addition to the local users there are pontoons and moorings provided for visitors.

Whilst there are substantial waiting lists for moorings the accepted policy has been to provide local boat owners with affordable facilities.

We are keen to promote and be involved in any maritime event or festival and will generally give assistance (financial and/or practical) and offer advice when required.

## **7.0 Harbour Infrastructure and Assets**

The Harbour Authority has a number of buildings, craft, vehicles and other plant and equipment which it requires to undertake its duties:

'Perin' GRP 5.5 metre Patrol craft with 80 HP outboard motor  
'Two Castles' Cygnus 9 metre GRP workboat with 90HP Ford Liemman engine including Hiab crane (450 kg) and winch (1 tonne)  
'JA Barringer' 6.9 metre GRP Trimaran with 180 HP Yanmar engine  
A selection of small punts with outboard motors.  
Land Rover Series 90 Short Wheel Base  
Biancai 50 tonne weighbridge  
Landing Stage and Pontoon at Trelissick Gardens (26 metres)  
Landing Stage and Pontoon at Ponsharden (92 metres)  
Public Pontoon System at Penryn (82 metres)  
Visitors Pontoons located at Malpas, Woodbury, Ruan and Turnaware (Total 296.5 metres)  
Laid up ship mooring systems complete with buoys, risers, stern anchors and spines (3¼" chain)  
Navigation buoys (20)  
In addition fixed assets include the following:  
Lighterage Quay, Truro (360 metres) together with approximately 14,400 square metres of covered and open storage.  
Harbour Office and Compound (Penryn)  
Harbour Office and Compound (Truro)  
Atcost Building (Truro)  
Workshop, compound and office block (Truro)  
Office Accommodation (887 square feet) arranged on two floors with parking for six cars (Truro – Leased out).  
Southern Newham Brownfield site for marine related use (Truro)  
Slipways located at Boscawen Park, Sunny Corner and Church Beach.  
Town Quay, Truro  
Garras Wharf, Truro  
Worths Quay, Truro  
Exchequer Quay, Penryn

## **8. Initiatives**

### **8.1 Current Plans**

Current plans include the purchase, installation and calibration of a replacement weighbridge. This will also require a kiosk to house the electronic equipment needed.

Some resurfacing of the quay surface at Newham (Lighterage Quay) is also needed in order to create a better surface for cargo handling as demand for more space increases.

The covered store currently used for the import of bulk cement will need to be refurbished once it is given up in favour of the silos. There is a demand for covered storage for other cargoes such as ammonium nitrate fertiliser and china clay and it is hoped that this facility will meet that demand.

We have some interest in small cruise ships wishing to berth in the upper reaches of Truro and we will seek to develop this. A number of small passenger vessels use the ports and we support this and will work in partnership with others in promoting and providing landing facilities (i.e. Ponsharden and Trelissick landing stages).

With regard to the leisure business we will continue with the programme of refurbishing the pontoon floats for the visitors' pontoons together with replacing the decking with 'plaswood' as required. Moorings that are given up will continue, in certain areas, to be replaced by harbour office managed moorings which offer, in general, a more efficient and cost effective option.

We continue to consider areas that may benefit from a detached pontoon system thereby providing a better facility and opening up more of the harbour for sailing in and which could be of particular use in Penryn.

Marine related charities requiring a mooring would also be given priority and those for young people's organisations would be entitled to a mooring licence at no cost.

### **8.2 Future Plans**

Future plans for the ports include the replacement of Lighterage Quay, Truro and the redevelopment of the area around the Upper Quays in Truro to include a 70-80 berth marina facility.

In addition there will be a need to re-consider the use of the lay-up berths due to the significant reduction in the number of vessels using this facility.

One of the land assets at the lower end of Newham is being considered as potential site for a marine related business.

The Board are considering a draft Port Masterplan for the Ports of Truro and Penryn for submission to the Council towards the end of 2007.

## **9.0 Management and Personnel**

The District Council is headed by a Chief Executive (CE) and Chief Executives Management Team consisting of the CE and two other Officers representing the various departments within the Council. They are:

- Chief Executive
- Strategic Director (External Services)
- Strategic Director (Internal Services)

In addition there is a Corporate Management Team (CMT) consisting of the above and a further 10 Section Heads.

The Maritime Section is responsible directly to the Chief Executive and as well as being responsible for the Ports of Truro and Penryn it also encompasses Piers and Quays, Oyster Fishery, Licensing of Boats and Boatmen, Byelaw enforcement for certain coastal areas, Beach Safety and the smaller harbour of Portscatho within the Carrick District.

Therefore all the Maritime functions of the District Council are found within one section which is directly answerable to the Chief Executive.

Because of its diversity, the Maritime Section includes not only the Head of Maritime Services, who is also the Harbour Master for the statutory ports of Truro and Penryn, but also the following staff:

- Assistant Harbour Master
- Maritime Administrators (2) (Part Time)
- Assistant Maritime Administrator (Part Time)
- Piermasters, Prince of Wales Pier (2)(Seasonal)
- Part-time Harbour Master, Portscatho (Seasonal)
- Senior Maritime Assistant (Moorings Officer)
- Senior Maritime Assistant (Environment & Safety/Beach Safety Officer)
- Maritime Assistants (3)
- Patrol Officers (6)(Seasonal covering weekdays and weekends)

The Council's Maritime Section operates from a Harbour Office located at Truro, with a smaller base at Penryn. Additionally a workshop is located adjacent to the commercial quay at Newham, approximately 1 mile from the Truro Harbour Office and the Piermasters operate from a kiosk on the Prince of Wales Pier, Falmouth.

## **10.0 Support Services**

Whilst most of the day to day running of the Maritime Section is run directly from the Harbour Office at Truro there is a need for services such as Personnel, Legal, Financial, Property Services and Information Technology to be considered. These services are currently “bought in” by the Maritime Section from other Departments within the Local Authority by way of Service Level Agreements.

## **11.0 Other Maritime Services undertaken as part of Carrick DC**

Together with the work undertaken with regard to the three statutory harbour authorities (Truro, Penryn & Prince of Wales Pier) there are a number of other maritime functions undertaken as part of the local authority. These are:

- (a) Licensing of Boats and Boatmen
- (b) Regulation of the Oyster Fishery
- (c) Management of Portscatho Harbour
- (d) Management of Beach Safety throughout the District
- (e) Regulation of byelaws made under Public Health Acts (Restronguet Creek, Percuil River, Carne & Pendower Beaches and Portscatho)
- (f) Attendance at ad hoc marine safety meetings etc. representing the Council

## 12.0 Financial Information

### 12.1 Profit & Loss Account

#### PORT AND HARBOUR TRURO

#### SUMMARY PROFIT AND LOSS ACCOUNT 2006/07

	2006/2007	2005/2006
OPERATING INCOME	<b>(268,012.64)</b>	(291,864.90)
	<hr/>	<hr/>
EXPENDITURE		
OPERATING & MAINTENANCE	<b>110,297.37</b>	114,339.23
ADMINISTRATION	<b>148,575.34</b>	225,891.23
	<hr/>	<hr/>
	<b>258,872.71</b>	340,230.46
	<hr/>	<hr/>
OPERATING DEFICIT/(SURPLUS)	<b>(9,139.93)</b>	48,365.56
CONTRIBUTION FROM RESERVES	<b>(44,576.99)</b>	(18,200.93)
APPROPRIATION ACCOUNT	<b>(2,576.00)</b>	(7,013.00)
ASSET MANAGEMENT A/C	<b>(18,508.00)</b>	(74,455.00)
	<hr/>	<hr/>
NET DEFICIT/(SURPLUS)	<b>(74,800.92)</b>	(51,303.37)
	<hr/>	<hr/>

## PORT AND HARBOUR PENRYN

### SUMMARY PROFIT AND LOSS ACCOUNT 2006/07

	2006/2007	2005/2006
OPERATING INCOME	<u>(94,800.53)</u>	<u>(91,408.75)</u>
EXPENDITURE		
OPERATING & MAINTENANCE	44,715.92	14,790.17
ADMINISTRATION	51,906.13	81,872.00
	<u>96,622.05</u>	<u>96,662.17</u>
OPERATING DEFICIT/(SURPLUS)	1,821.52	5,253.42
CONTRIBUTION FROM RESERVES	(32,068.80)	(1,200.00)
APPROPRIATION ACCOUNT	(1,159.00)	(1,474.00)
ASSET MANAGEMENT A/C	(7,085.00)	(26,601.00)
NET DEFICIT/(SURPLUS)	<u>(38,491.28)</u>	<u>(24,021.58)</u>

## 12.2 Balance Sheet

### PORT AND HARBOUR TRURO

#### BALANCE SHEET AT 31ST MARCH 2007

	2007	2006
<b>FIXED ASSETS</b>		
OTHER LAND & BUILDINGS	1,649,424.97	1,652,000.97
VEHICLES PLANT ETC		-
	<hr/>	<hr/>
	1,649,424.97	1,652,000.97
<b>CURRENT ASSETS</b>		
SUNDRY DEBTORS	32,871.88	20,227.83
INTERNAL CASH IN HAND	290,964.22	269,227.34
	<hr/>	<hr/>
<b>TOTAL ASSETS</b>	1,973,261.07	1,941,456.14
<b>CURRENT LIABILITIES</b>		
RECEIPTS IN ADVANCE	(80,327.00)	(76,170.00)
ACCRUALS	(0.00)	(0.00)
	<hr/>	<hr/>
<b>ASSETS LESS LIABILITIES</b>	1,892,934.07	1,865,286.14
	<hr/>	<hr/>
<b>REPRESENTED BY</b>		
RETAINED SURPLUS	468,191.12	437,967.19
FIXED ASSET RESTATEMENT RESERVE	889,445.00	889,445.00
CAPITAL FINANCING RESERVE	535,297.95	537,873.95
	<hr/>	<hr/>
	1,892,934.07	1,865,286.14
	<hr/>	<hr/>

## PORT AND HARBOUR PENRYN

### BALANCE SHEET AT 31ST MARCH 2007

	2007	2006
<b>FIXED ASSETS</b>		
OTHER LAND & BUILDINGS	565,081.00	566,241.00
VEHICLES PLANT ETC	-	-
	<hr/>	<hr/>
	565,081.00	566,241.00
<b>CURRENT ASSETS</b>		
SUNDRY DEBTORS	17,530.57	5,208.04
INTERNAL CASH IN HAND	175,281.53	179,867.58
	<hr/>	<hr/>
<b>TOTAL ASSETS</b>	757,893.10	751,316.62
<b>CURRENT LIABILITIES</b>		
RECEIPTS IN ADVANCE	(31,944.00)	(30,630.00)
	<hr/>	<hr/>
<b>ASSETS LESS LIABILITIES</b>	725,949.10	720,686.62
	<hr/> <hr/>	<hr/> <hr/>
<b>REPRESENTED BY</b>		
RETAINED SURPLUS	181,693.40	175,270.92
FIXED ASSET RESTATEMENT RESERVE	559,389.70	559,390.70
CAPITAL FINANCING RESERVE	(15,134.00)	(13,975.00)
	<hr/>	<hr/>
	725,949.10	720,686.62
	<hr/> <hr/>	<hr/> <hr/>

## **13.0 Glossary of Terms**

### **(a) Municipal Ports Review**

This refers to the study of ports under local government ownership that was undertaken by the Department for Transport and the Department for Communities and Local Government in May 2006

### **(b) Harbour Orders**

Harbour orders define who is responsible for enacting them (the 'Undertakers'), the geographical area covered by the Orders, the activities that may be carried out in the harbours together with any financial constraints.

### **(c) Short Sea Shipping**

This refers to initiatives to reduce the amount of freight carried by road and to use sea transport instead, particularly around the near continent.

### **(d) Licensing of Boats and Boatmen**

Boats let out for 'hire or reward' and which can carry up to twelve passengers without going 'to sea' (i.e. inside Category D waters) are required to be inspected and the Boatman qualified.

## **14.0 Interaction between Plans and Policies**

### **Memorandum of Understanding (MOU)**

The purpose of the MOU is to provide a clear framework for the decision making, accountability and financial management of the Ports of Truro and Penryn to enable the Carrick Harbours Board to address the balanced needs of the Ports as a business and an environmental and community asset which takes full account of the commercial realities of municipal port operations.

It will also assist in clarifying the role of the Carrick Harbours Board in carrying out its functions under its terms of reference which is 'to exercise the Council's functions in respect of the Ports of Truro and Penryn under Section 57 (1) of the Harbours Act 1964 and the function as Harbour Authority for the Port of Truro and the Port of Penryn.

The statutory role and functions of the parties are not affected by the requirements of the MOU and it should be considered as a statement of the understanding between the Council and the Board. The MOU is not legally binding to either party and detailed working arrangements may change over time by agreement of the Council.

The MOU provides that the ports will be governed according to best practice as set out in the Municipal Ports Review

### **Sustainable Strategy for the Ports of Truro and Penryn**

This document advised on best practice for sustainability in ports and developed a framework for applying this to Truro and Penryn. It identified and reviewed key strategic issues and made appropriate recommendations. The report was produced in December 2003 and updated in March 2007.

### **Port Masterplan**

The Port Masterplan is a physical but flexible expression of the future vision for the harbours, and has been prepared as part of an integrated package of measures to adopt best practice detailed in the Municipal Ports Review.

The goal is to develop a vision that is consistent with the Sustainable Strategy and permits the harbours to be managed in a financially self-sustainable way in the long term.

The Port Masterplan is currently in draft form

### **10 Year Financial Business Plan**

This considers the financial future of the Ports of Truro and Penryn.

### **Business Plan**

The Business Plan for the Ports of Truro and Penryn is a written document that describes the business, its objectives, its strategies, the market it is in and its financial forecasts. It is a living document and will require updating and modifying as circumstances change.

## **Moorings Policy**

There is an established Moorings Policy for the Ports of Truro and Penryn that considers aspects such as safety, environmental, location, number and restrictions applying to mooring holders.

## **Port Marine Safety Code**

The Port Marine Safety Code introduces a national standard for every aspect of port marine safety.

The Code is intended to apply to all harbour authorities, to the extent that they have duties and powers relating to marine safety. It applies to port marine operations the well established principles of risk assessment and safety management systems.

Harbour authorities must apply these principles if they are to discharge their legal duties and statutory powers to the national standard that the Code establishes.

The Port Marine Safety Code is in two main parts. The first summarises the general duties and powers resting upon harbour undertakings in relation to marine operations in their waters, including the procedures for revising their powers to make them fully fit for purpose. The second part outlines the measures which harbour undertakings must adopt to fulfil their duties in accordance with the agreed national standard.