



REVIEW OF LOCAL AUTHORITY PORTS AND HARBOURS IN CORNWALL

PREPARED FOR

CORNWALL COUNCIL

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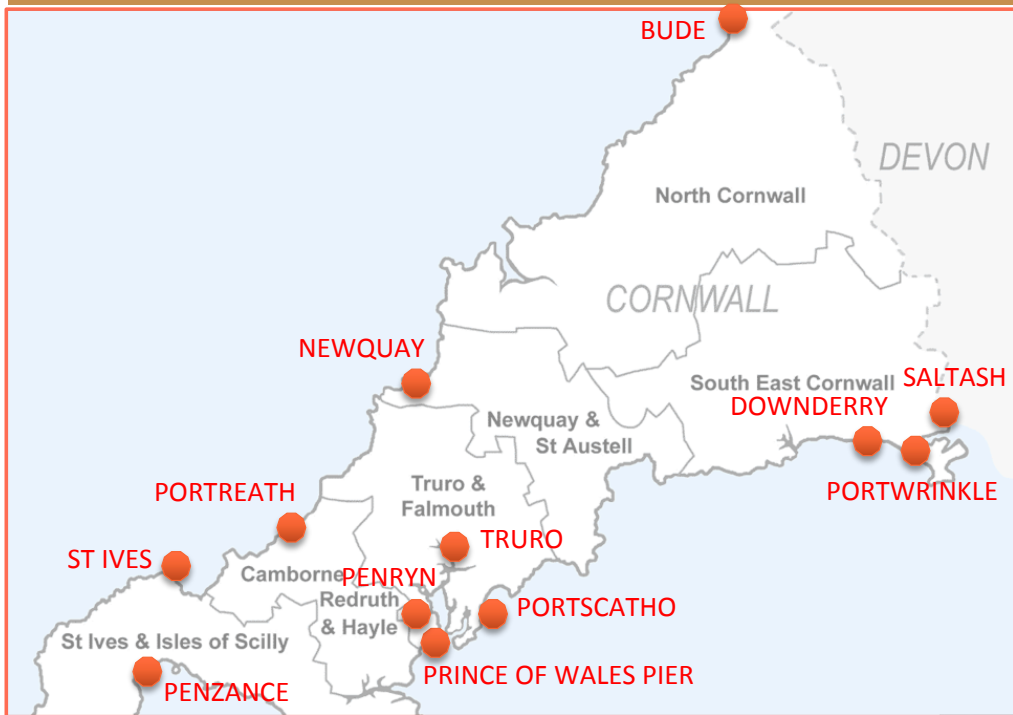
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2. HARBOURS



Bude Harbour (at low water)



Bude Canal towards sea lock



Historic Breakwater



Issues

- Cost of maintaining historic breakwater → major flood defence for town
- Two CC organisations for the Canal
- No cohesive single local stakeholder group
- One part-time employee supported by volunteers
- Potential for maintenance backlog
- Potential for more active marketing / management
- Car park revenue should be allocated to Harbours
- Peripherality to Truro



Newquay Harbour



Typical stakeholder



Elderly pier structure



Issues

- No apparent Harbour Order
- Some revenue for use of facilities not collected
- One part-time employee – terms of employment need to be more tailored to demand / tides
- Maintenance supported by Truro & St Ives based staff
- Potential for more active marketing / management
- Local stakeholder group struggling to maintain interest at times
- Safety / jumping



New pontoons



Waterfront business



Workboats on Exchequer Quay



Issues

- Daily presence in office from Truro team
- Visitor landing facilities provided free of charge
- Town Council perceives itself as disenfranchised



Penzance Dock



Penzance Harbour



Dock gate



Issues

- Harbour User Group in formative stages
- Requirement for staff to manhandle vessels within the Dock ... including workboat for towing
- Possible limit Dock to daytime / seasonal opening
- Improve lifting of boats in Drying Harbour
- Finances not ring-fenced despite provisions of HO
- Significant deferred maintenance
- Admin also supports St Ives
- Staff working conditions very poor
- Potential for more active marketing / management
- Safety / jumping



Portreath Harbour



Exposed Pier



Harbour stakeholders



Issues

- No apparent Harbour Order
- Strong local stakeholder group: Portreath Harbour Association
- Good model for some other locations
- No staff on site – effectively run by volunteers
- Harbour on 25 year lease to above at very low rent
- Old exposed outer Pier is a key flood defence and expensive to maintain
- Safety / jumping



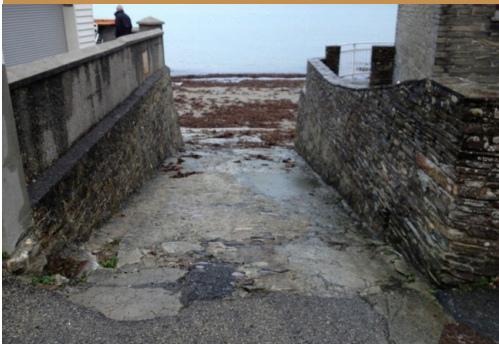
Portscatho Harbour



Access



Slipway



Issues

- No apparent Harbour Order
- Fees collected via private contractor



Portwrinkle Harbour



Storm damaged breakwater



Boat storage



Issues

- No apparent Harbour Order
- Storm damaged breakwater → funding secured for repair
- Boat storage devolved to local Council
- Peripherality to Truro
- Donderry, Portwrinkle, Saltash managed by Liskeard based part time staff



The Pier



Harbours staff



Local ferry / trip boat



Issues

- One part time employee
- Maintenance supported by Truro and Penryn based staff
- Busy seasonal facility



St Ives Harbour



Low tide access



Harbour stakeholders



Issues

- Local stakeholder group – can struggle during busy summer periods
- Two FT staff plus admin support ex Penzance, and seasonal car park attendant
- Potential for more deployment to other Harbours for maintenance work
- Potential to tailor staff presence to demand / tides / weekends
- Potential for more active marketing
- Safety / jumping



Ports of Truro / Falmouth / Penryn



New Lighterage Quay and flood wall



Issues

- Very large area
- Close working relationships with Falmouth
- Subject to vagaries of laid up shipping
- Significant land assembled and investment leveraged at Lighterage Quay
- Truro office acts as "head office"
- Potential to tailor staff presence to demand / tides / weekends
- Staff work occasionally in St Ives, Newquay and Portreath
- City Council perceives itself as disenfranchised



Other maritime responsibilities

Downderry

Saltash

Caffa Mill

Torpoint

Looe

Byelaw enforcement at other locations

Downderry



Saltash Pier



Saltash Jetty



12 main Harbour facilities hosted / within the ownership of CC

Ranging from a small facility / pier to extensive Harbours

Very strong local community and socio economic links and functions

Strong support for social inclusion (e.g. Prince of Wales Pier)

Some Harbours are indivisible from the local tourism identity

3. REVIEW OF MARITIME SECTION



Statutory Harbours (SHs)

- Bude
- Penryn
- Penzance
- Prince of Wales Pier
- St. Ives
- Truro

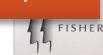
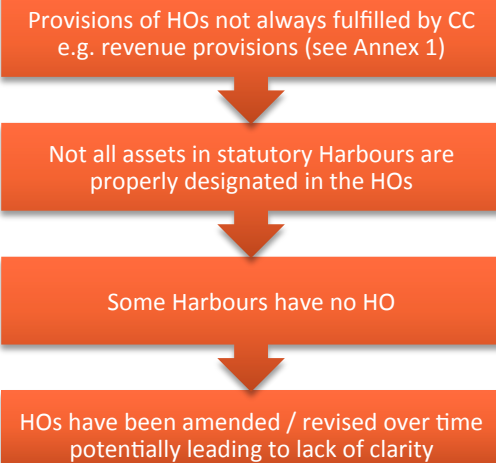
(Apparently) Non-Statutory Harbours / Assets

- Downderry
- Newquay
- Portreath
- Portscatho
- Portwrinkle
- Saltash

What have you got?

- 6 known statutory Harbours with “Harbour Orders” (HOs - national statutory instruments)
- 6 apparently do not have HOs – needs clarification

Issues



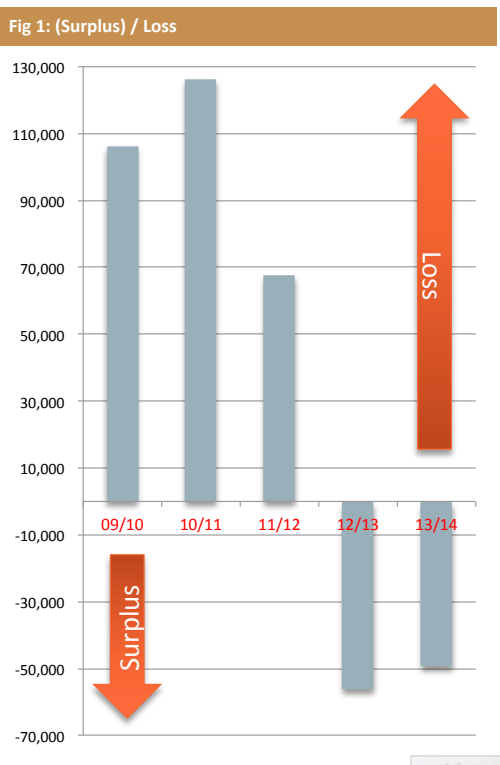
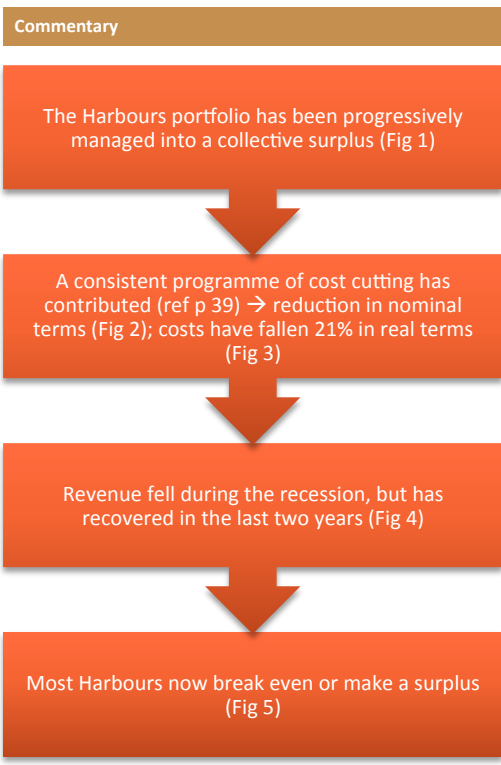
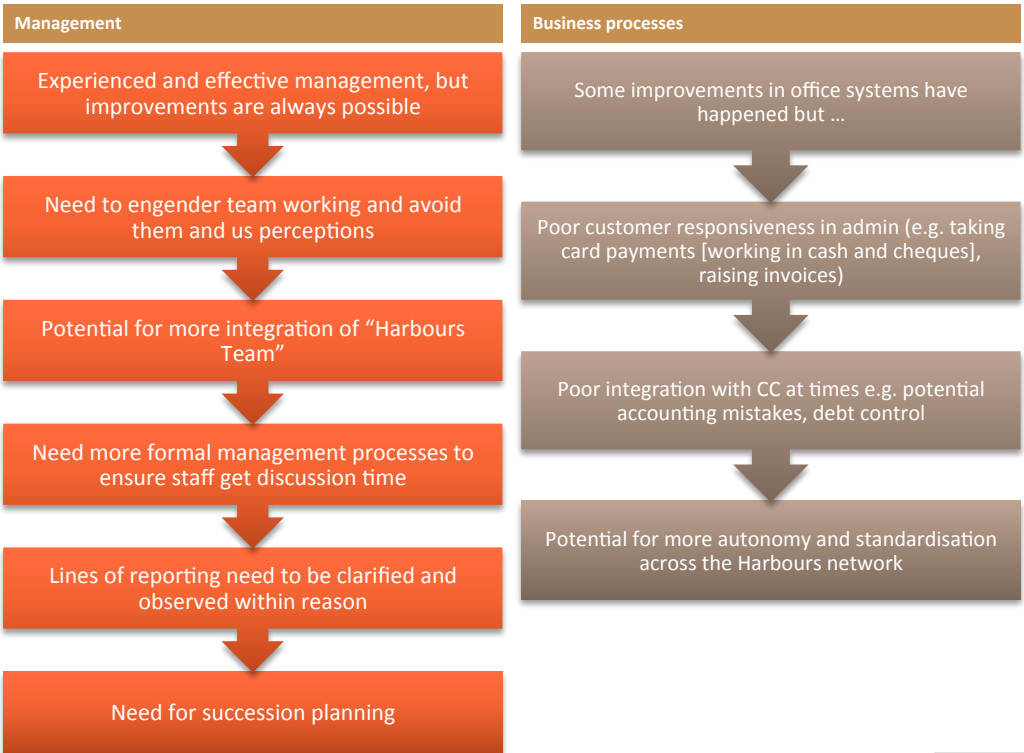


Fig 2: Expenditure (actual)

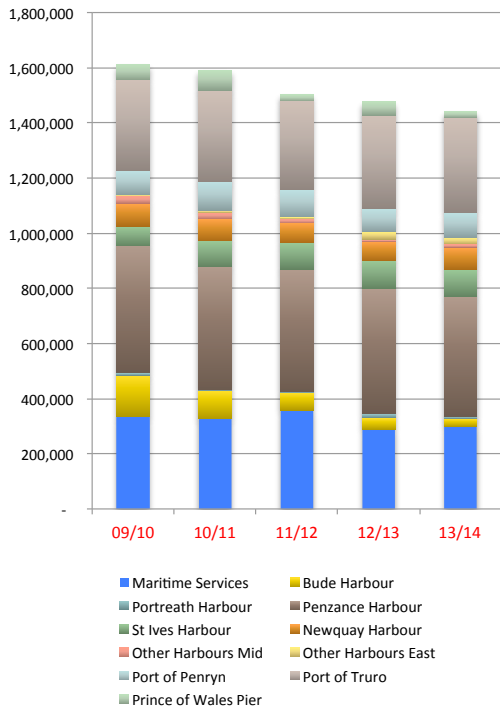
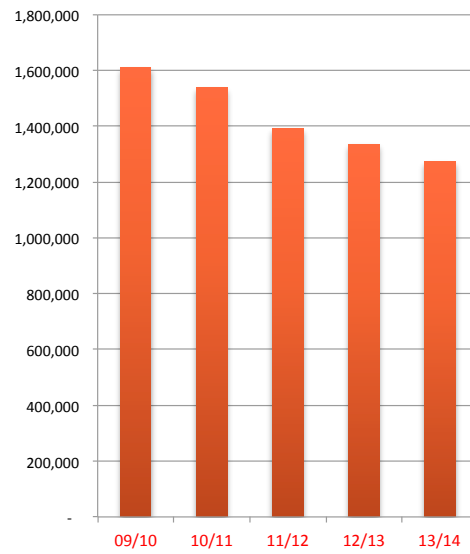


Fig 3: Expenditure (real terms basis 2009)



Notes on Figs:

- Other Harbours Mid (2 & 4): Portscatho, licensing boats and boatmen
- Other Harbours East (2 & 4): Saltash, Portwrinkle
- Maritime Services revenue (3 & 4): based on recharges to Harbours



Fig 4: Revenues

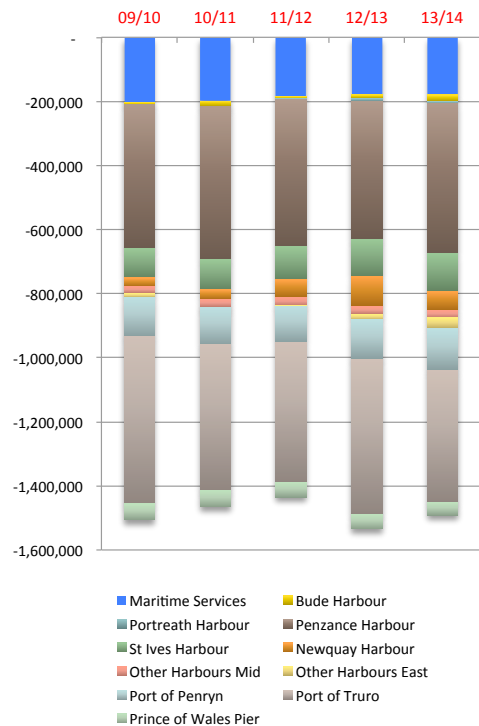
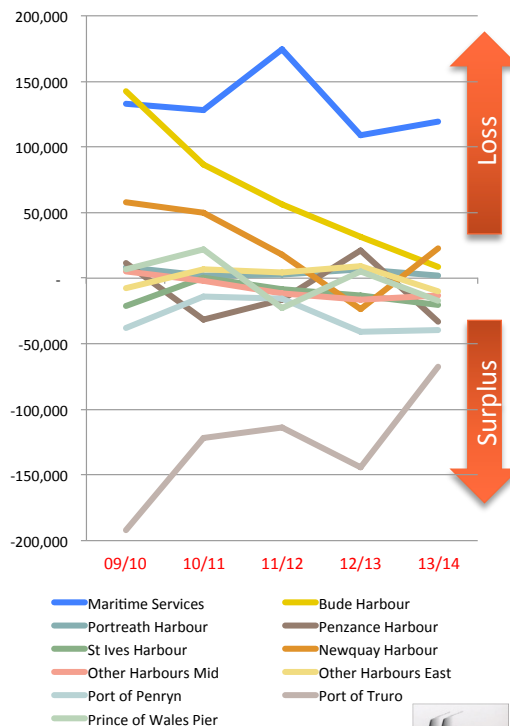


Fig 5: Individual Harbours (surplus) / loss



Regulatory basis is antiquated, partial, and only patchily observed by CC

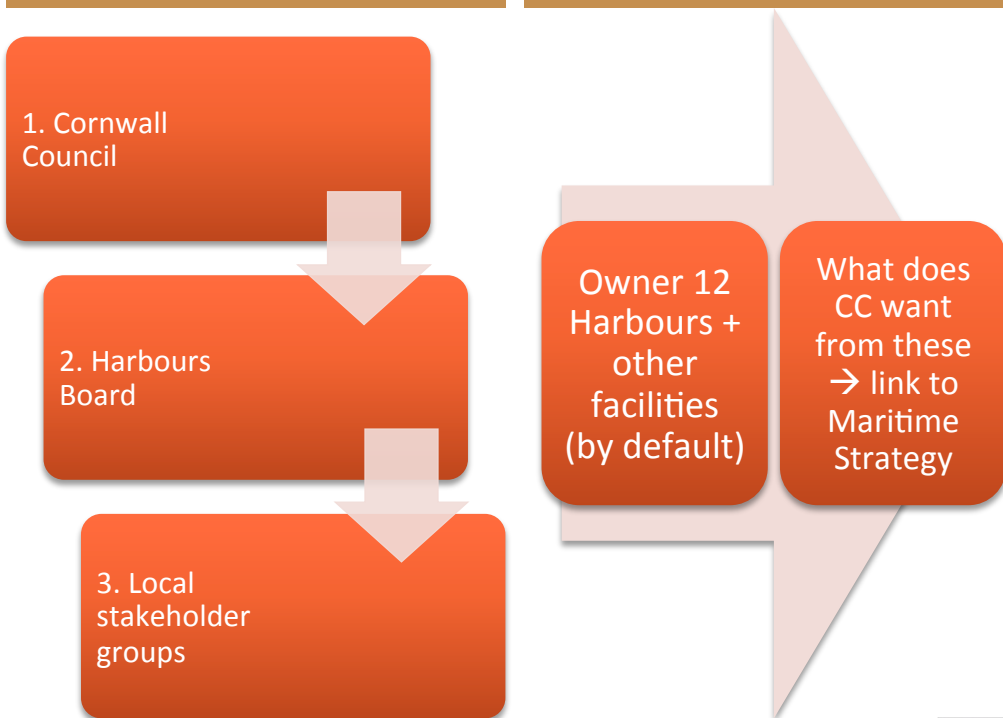
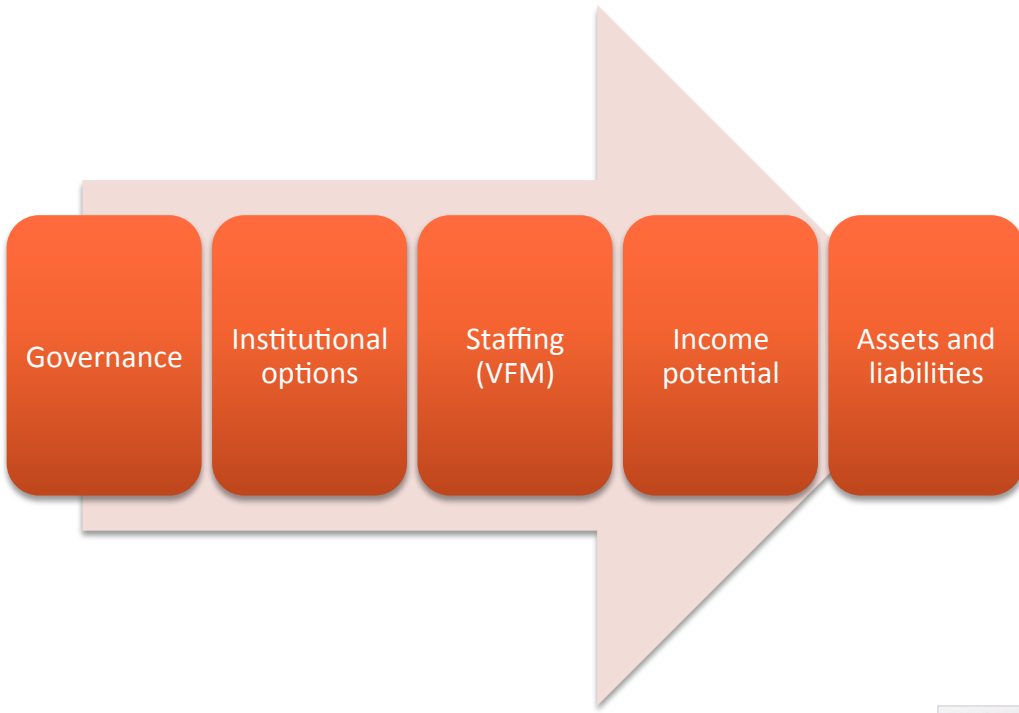
Harbours are effectively run, with scope for taking the next step for cohesion into a strong team

Harbours portfolio has been progressively managed into a collective financial surplus via a 21% cost reduction in real terms (last 5 yrs)



4. KEY ADVICE





Headline points

Cornwall's marine industry sector generates around £500M to the Gross Domestic Product of Cornwall and supports over 14,000 jobs.

Vital to Cornwall's character ... harbours are important contributors to the economy serving as gateways into and out of the region and provide a base for trade and employment.

Cornwall's ports, harbours and rivers play an important role in the transportation of goods, services and passengers.

Objective F: To better connect Cornwall's coastal communities and destinations and support sustainable, low carbon transport

- F1 Where appropriate, further develop and promote low carbon water-based movement, for freight, commuting, access to services and leisure.
- F4 Ensure efficient use of waterfront infrastructure and improve functional connectivity between land and sea, for example through investigating the shared use of facilities, re-use of historic assets and multifunctional role of ports and harbours.

Objective E: To recognise, protect and further develop the 'working harbour' role of Cornwall's estuaries, ports and harbours

- E1 Consider the strengths, issues and opportunities in relation to Cornwall's ports and harbours to gain a better understanding of their roles.
- E2 Future-proof maritime areas for maritime related business and community uses through protecting waterfront land in urban environments and ensuring that port infrastructure and waterfront locations are at the heart of regeneration schemes.
- E3 Protect and develop port infrastructure where it is sustainable and economically viable to do so, so that they continue to be an important part of modern and future maritime Cornwall.
- E4 Work towards more coordinated management of and advocacy for ports and harbours, to encourage further economic development whilst balancing the operational, leisure and environmental uses.
- E5 Where appropriate, promote port development that facilitates the expansion of other economic activities, including renewable energy, leisure, fishing, freight handling, ship repair, yacht and boat construction.
- E6 Ensure that ports and the coast accommodate the promotion of leisure/ recreational activities and coastal access without adverse effects on economic activity and environmental quality.
- E7 Maximise the opportunities for supporting and promoting sustainable local fisheries and aquaculture; including the provision of shore side facilities for handling and processing landings.
- E8 Promote the role of Cornwall's large and small ports and harbours in creating job and business opportunities for the development of the marine energy industry, its supply chain, technology development, manufacture and maintenance.



Key issue



Institutional options

1. Do nothing

- Regulatory issues
- Harbours likened to small pebbles on the CC beach

2. Divestment into Trust Ports (independent statutory HOs / “owned by themselves”)

- Can go bankrupt (no funder of last resort → dowries required)
- Perceived loss of local accountability
- Loss of economies of scale
- Loss of skills pool

3. Merger?

- Truro, Penryn, PoW Pier with Falmouth Harbour Commissioners
- St Ives combine with Hayle → St Ives Bay Harbour Authority
- Penzance Harbour combine with Newlyn Harbour Commissioners to become Mounts Bay Harbour Authority
- Potential for cost sharing
- Requires negotiations with multiple parties
- What happens with the rest?

4. Community Interest Companies

- Possibly useful for smaller Harbours
- Relies on having access to Community funding pots in the future
- Loss of economies of scale
- Loss of skills pool

5. Divestment to local Town Councils (i.e. remain Municipal Ports)

- Truro Council wishes to investigate becoming the owner of the Port of Truro
- Penryn ditto: aspiration to spend surpluses on the Town
- Most Town Councils too small to sustain?
- Loss of economies of scale
- Loss of skills pool

6. Municipal / Trust hybrid (“Langstone model”) (see p 32)

- Can be kept together to achieve economies of scale / skills pool
- One new HO to deal with all the anomalies
- Ring fencing and pooling of all finances → reinvestment pot suited to lumpy / occasional Harbour capital needs; spreads risks
- CC remains funder of last resort

7. Sale (individual or en bloc)

- Little value / some likely to have negative value
- Likely to be widely opposed



Trust Port: SIMILARITIES to hybrid

Harbour Order for hybrid has similar provisions to a Trust Port including arrangements for Board

Management and operation for hybrid (mostly) independent / self contained

Trust Port: DIFFERENCES to hybrid

Hybrid is not an independent self-owned entity that can go bankrupt

Local Authority stands behind the organisation as funder of last resort

Local Authority sets financial policy and Board implements this by approving budgets proposed by management and monitoring performance

Municipal Port: SIMILARITIES to hybrid

Harbour hosted / owned by Local Authority

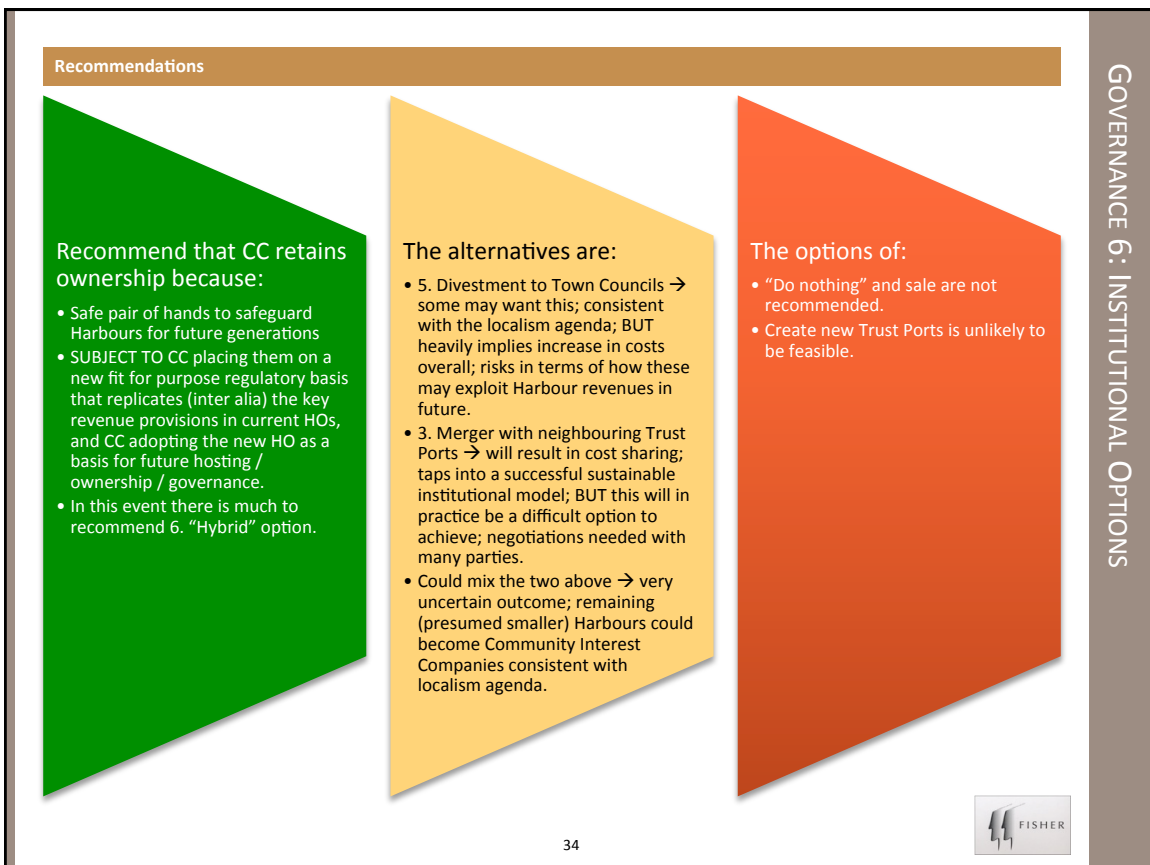
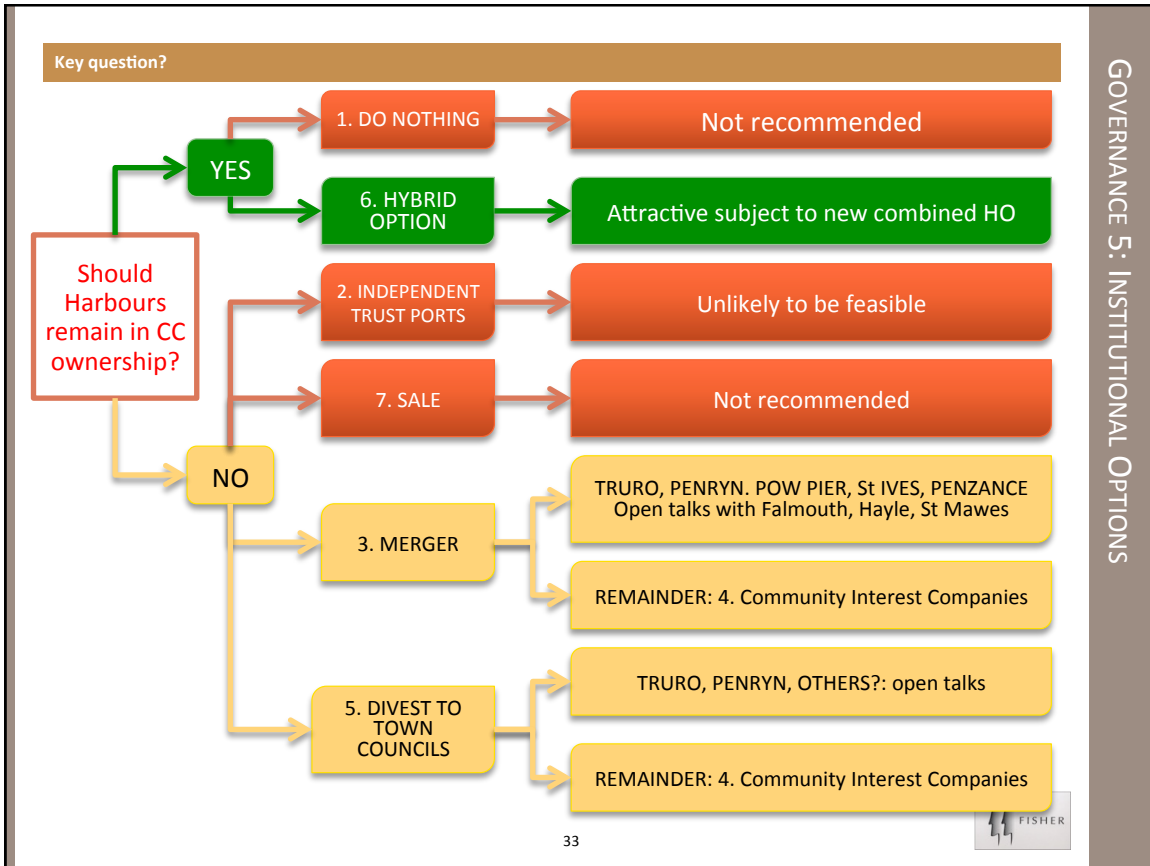
Local Authority bears the financial risk of Harbour

Municipal Port: DIFFERENCES to hybrid

Provisions for governing Board set out in statute (the Harbour Order)

Hybrid offers clear separation between ownership of Harbour, and its governance / management / operation





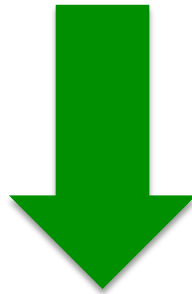
Key risks

A new HO is a public process and will require a strong consultation effort → any change will create winners and losers

Promoting a new HO is likely to take 18 months, possibly double this if there are significant objections that cannot be overcome, and a public enquiry is required

A key question that may exercise the grantor (Marine Management Organisation) of new HO is: what happens if CC ceases in its current form?

Stakeholders: "cautiously suspicious"



On the one hand, stakeholders see the logic of the Harbours achieving economies of scale in manpower, accessing a pool of resources, and the difficulty in small (financial) organisations operating within a £1 billion organisation.



On the other hand, there is concern that "our profits will be spent by other Harbours", and that there will be a loss of local accountability (although most consider that much of this has been / is being eroded since CC took over Harbours).



The Board

Non-executive function and full Committee of Council

MOU sets out scope of Board and relationship with CC

Decision making body within CC policy and budget

Comprises:

- 6 Councilors
- 6 Co-opted members appointed via skills audit and open appointment process
- Non-voting places for local stakeholder groups

Issues

Areas for improvement:

- Training for Board members
- Familiarity of all Board members with all Harbours
- Making links with local stakeholder groups work

It is a large Board:

- Attempts to cover geography of the Harbours
- Some confusion for some co-opted members over balancing local interest with wider role on the Board
- No appetite for slimming down



Issues

Some local stakeholder groups not sufficiently well organised to interact with Board

Difficulty in getting people to contribute

Danger of disenfranchised perception

Most well divorced from CC as owner

Reliance on voluntary time

Need for effective communication to explain and familiarise with the governance structure



Key challenges

How to improve the capacity of local stakeholder groups to fulfill their role in the governance structure?



How to improve interaction between the Board and these and support localism agenda?

Recommendations

Develop guidelines for local stakeholder groups:

- Roadmap for the governance structure
- Model constitution / ToR
- Simple admin procedural guide
- Scheme of delegation from Board



Assign one Councilor and one co-opted Board member to attend two meetings per year for each individual Harbour stakeholder group



Past staffing / cost reductions

Manpower has reduced significantly since CC took over Harbours:

- Truro and Penryn: Less 1 FTE (Assistant Harbour Master)
- POW Pier: Less 1 PT Seasonal Employee from
- Portscatho: Lost part of a Seasonal HM and brought Admin 'in house'
- Newquay: Less 1 FTE HM & 1 Seasonal AHM and PT Admin; replaced with 1 PT HM and brought Admin 'in house'
- Bude: Reduced from 1FTE to one PT HM and brought Admin 'in house'
- SE Cornwall: Reduced from 1 FTE to PT Maritime Assistant and brought Admin 'in house'
- Removal of Helford River patrol

Large savings in central services costs compared to the former individual LAs

Current manning distribution Fig 6 → variations in revenue per employee (Fig 7)

Comments on value for money follow

Fig 6: FTE employee distribution (2014)

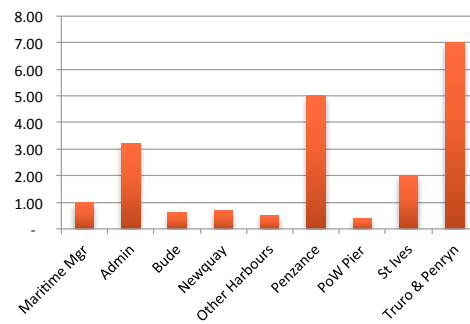
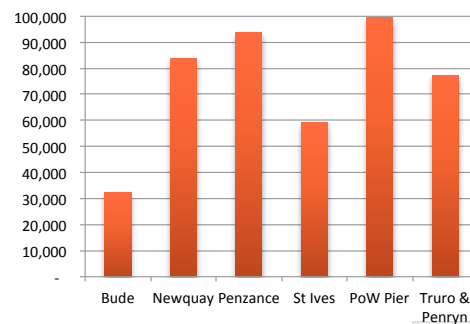


Fig 7: Revenue per direct FTE (13/14)

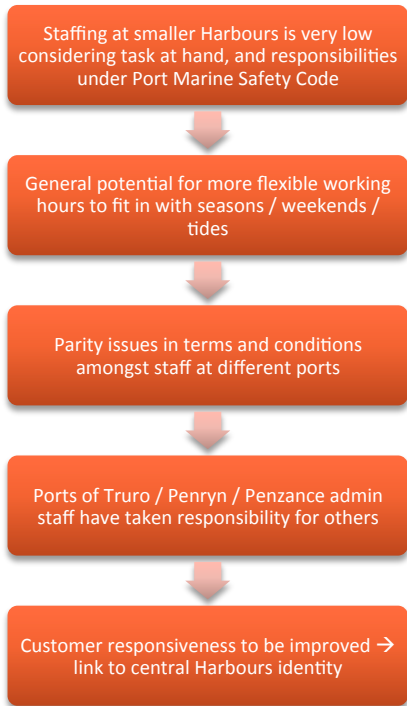


Value for money comments

	Economy	Efficiency	Effectiveness
Admin		<ul style="list-style-type: none"> • 3.2 FTE administer a £1.5 million business with approx. 2,000 customers in multiple locations 	<ul style="list-style-type: none"> • Customer responsiveness can be improved → make Harbours more autonomous and improve systems and standardisation • Truro office "central Harbours response" function needs recognition
Bude	<ul style="list-style-type: none"> • Minimum resources applied to meet obligations • Strong volunteer support 	<ul style="list-style-type: none"> • Working hours tailored to the tidal task 	<ul style="list-style-type: none"> • Strong hands-on effectiveness e.g. building maintenance • Opportunity to make more of lock and service marine leisure
Newquay	<ul style="list-style-type: none"> • Minimum resources applied to meet obligations • Limited volunteer support 	<ul style="list-style-type: none"> • Working hours should be better tailored to the weekend / tidal task 	<ul style="list-style-type: none"> • Some revenue not collected • 3rd party revenue collection needs support
Penryn	<ul style="list-style-type: none"> • Manned most week days from Truro based labour pool 	<ul style="list-style-type: none"> • Working hours could be better tailored (season / weekends / tides) 	
Penzance	<ul style="list-style-type: none"> • Impounded tidal dock: possibility of reducing operating hours (possibly seasonal) → full study on cost saving and revenue impact needed 	<ul style="list-style-type: none"> • Working hours of 3 watchkeepers well tailored to the tidal task • Inevitably slack times when little to do on watch → make better use of time? 	<ul style="list-style-type: none"> • Strong commitment to revenue → manhandling of boats in dock • Concerns on H&S and use of workboat
PoW Pier	<ul style="list-style-type: none"> • Minimum resources applied to meet obligations 	<ul style="list-style-type: none"> • Working hours well tailored to busy seasonal task 	
St Ives	<ul style="list-style-type: none"> • Relatively well manned 	<ul style="list-style-type: none"> • Working hours could be better tailored to the weekend / tidal task 	<ul style="list-style-type: none"> • Potential for greater contribution to maintenance elsewhere
Truro	<ul style="list-style-type: none"> • 4 staff on maintenance duty • 1 Moorings Officer + 1 FTE seasonal patrol support 	<ul style="list-style-type: none"> • A large area with lots of moorings • Working hours could be better tailored (season / weekends / tides) 	<ul style="list-style-type: none"> • Staff deployed to assist with maintenance at several Harbours • Possibly some revenue not collected



Issues



Way forward

Limited scope to cut staff → key requirement is to improve effectiveness:

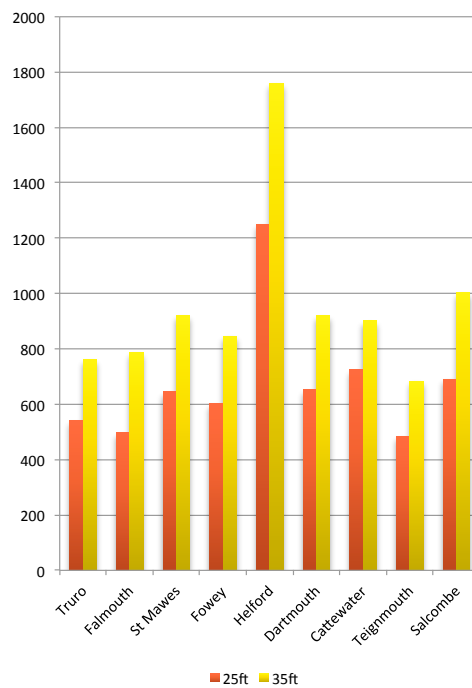
- Better match staff working hours with demand profile
- Collect more available revenue, and *increase* resources where this makes sense
- Improve use of volunteers
- Improve admin customer responsiveness



Scope for higher charges

- Prices have kept pace well with inflation and this has avoided the pitfall of sliding financial viability
- Leisure sector:** Truro lies at the lower scale of charges (Fig 8) → real increases in prices possible to increase revenue **BUT:**
 - The market at CC ports is community orientated (not "posh yachties")
 - Waiting lists have dropped significantly in recent years
 - Expect strong political backlash
- Tourism services sector** (e.g. ribs / trip boats / angling): higher prices impact directly on suppliers of tourism services
- Fisheries:** higher prices impact directly on an increasingly marginal way of life
- Commercial shipping** (Truro / Penzance): competitiveness increasingly marginal due to declining pool of small vessels, and consignees seeking economies of scale in larger parcels
- Leases / rents:** additional costs will impact on local businesses in marine supply chain at the margins

Fig 8: Managed mooring price comparison (£ pa)



Recommendation

Focus should be on more effective revenue collection and increasing business, not putting up prices in real terms

Potential to develop strategic commercial vision for “Cornwall Harbours” especially for marine leisure



Mini masterplans for each Harbour with associated 5 – 10 year investment plans



Key findings

Harbours have suffered some asset stripping in the past → very short sighted:

- Affects financial sustainability
- Limits future options for business development

Last remaining Harbour car park, yet to revert to Harbours, should revert now (Bude)

There is a clear list of maritime assets → good basis to define Harbours (see Annex 2)

Any asset anomalies (i.e. wrt Harbour Orders) need to be addressed with new HOs



Maintenance liabilities

Many structures have suffered in the past from a lack of maintenance → some in only fair or poor condition

Regular need for annual maintenance of structures (e.g. pointing)

Long run maintenance / rehab of quays required over time

Dredging at Penzance regularly required – has been deferred and funds taken to point where it can no longer pay for this

Recommendations

- Audit and Condition Survey of all maritime assets required
- Long run liabilities should be self-funded by Harbours, plus EA and other grant support where possible
- Maintenance dredging needs to be taken seriously and funds retained for this
- Overall planned maintenance system required



Contingent liabilities

Risks related to storm damage ever present

Some assets obviously also flood defences, and in effect underwritten by EA grants after the event

Maintenance of Breakwater at Bude and Pier at Portreath cannot be self-financed by Harbours in the event of major breaches → cannot be regarded as core Harbours assets wrt self-financing

Strong track record in obtaining finance for Harbour infrastructure from various pots

Storm action

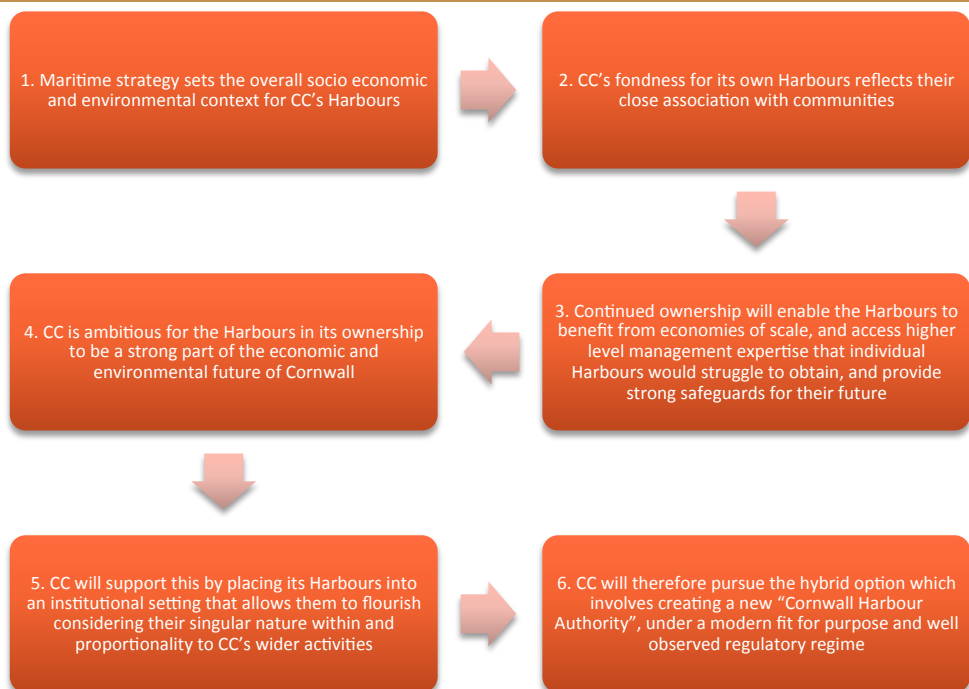


Typical damage



5. KEY FINDINGS

Recommended institutional policy



Recommended business principles

The long run costs of operating and maintaining Harbours will be met by Harbour users

Harbours will be collectively managed as a financially self sustainable enterprise, maximising their community and economic potential

Prices will be set appropriately to achieve these objectives

All revenue will be ring fenced in future

All operating costs will be met from within Harbours, including long term maintenance, but risks due to failure to key flood defences underwritten externally



Management / Board objectives



Management's job is to implement by:

- Reducing operating costs as low as is sensible, subject to balancing the ability to collect revenues, and ensuring that Harbours operate safely
- Increasing revenues through improved revenue collection and packaging and marketing of "Cornwall Harbours"



The Board's job is to monitor management performance in this, recommend pricing, and set appropriate parameters for gauging / ensuring cost-effectiveness

Organisation structure

Consistent with the findings detailed on p 21 and improving value for money on p 41, recommend that the Maritime Section / Cornwall Harbour Authority be structured to achieve key objectives:

- The principle of a cohesive "Harbours Team" for all CC's Harbours
- Clarify lines of reporting and achieve sensible spans of control, reducing these where they are too wide, and increasing these where opportunities lie
- Improve the resource applied to setting strategy and optimising commercial opportunities via business development and marketing etc.
- Provide for succession throughout the organisation
- Address terms and conditions to overcome disparities, and increase flexibility to deploy staff at times appropriate to the regulatory or revenue collection task

A training needs analysis covering all aspects of service delivery including customer care, financial literacy, ICT skills etc. should be undertaken in the context of the improved structure



Regulatory & governance

Regulatory basis for apparently non-statutory Harbours requires clarification



CC needs to fulfill provisions in current HOs



Recommend continued CC ownership of Harbours and implementing "hybrid" option as basis for new fit for purpose regulatory regime



Governance arrangements between Board and local stakeholder groups and support for localism agenda to be improved (p 38)

Managing the business

- Management improvements identified (p 21)
- Business process review and improvements required (p 21)
- Focus on improving strategic / commercial business management
- More effective use of staff by better matching staff working hours with the seasonal / weekend / tidal task, and collecting more available revenue
- Structure the organisation to achieve these and other objectives (p 50)

Assets and financial

- Harbour assets to be protected for Harbours' use → audit and condition survey required
- Contingent liabilities for Bude Breakwater and Portreath Pier need to be carried externally
- Harbours should be self financing in the long run applying commercial accounting principles
- Costs will be met by Harbour users, and prices set to achieve this
- Real price increases (above inflation) not recommended in future unless Harbours need this for financial self-sustainability *after other measures*



ANNEX 1: HARBOUR ORDER REVENUE PROVISIONS



Penryn

23. "... the Corporation shall apply the revenue received from rates or otherwise ... for the purposes and in the order following and not otherwise ...":

1. The cost of the Order itself
2. "In paying the expenses properly chargeable to revenue of the maintenance repair management and regulation of the harbour" and of authorised works
3. and 4 pay interest and principle on loans
5. "In paying the cost of constructing and subsidiary works ...
6. The surplus income (if any) may be applied in the further general improvement of the harbour and works"

St Ives

11. "The Corporation shall apply all the rates, dues and duties received ... for the purposes and in the following order and not otherwise ...

1. In paying the expenses of the maintenance and repair and the management and the regulation of the harbour and the works ..."
- 2., 3., 4. and 5. pay interest and principle on loans "or in creating a sinking fund"
6. In the general improvement of the harbour"

Penzance

32. "The Corporation shall apply all the rates rents and sums received ... for the purposes and in the order following and not otherwise ...:

1. In paying the expenses of the maintenance repair management and regulation of the harbour pier docks and other works"
2. and 3. pay interest and principle on loans
4. "In repayment to the Corporation of all sums advanced or expended ... for the for the purposes of the harbour ... with interest ...
5. The surplus (if any) shall be applied for the general improvement of the harbour pier dock and works or for other shipping purposes connected with the harbour"

Truro

10.2 "The harbour revenue shall be applied for the purposes and in the order following and not otherwise:

- i) In paying the expenses of the maintenance and repair f the harbour and all works buildings and conveniences connected therewith and the management and regulation of the same and in defraying all other expenses of the Corporation properly incurred in relation to the harbour"
- ii) and iii) paying interest and principle on loans
- iv) "In repaying to the city fund and city rate of the city all moneys and interest which may have been paid thereout respectively for the purposes of the harbour
- v) In the general improvement of the harbour..."



ANNEX 2: ASSETS



Penzance

- Lighthouse Pier
- North Arm
- Albert Pier
- Floating Dock with Access Gate
- Harbour Office
- Berthing Masters Office
- 2 x Showers and Toilets
- Shed 3 Harbour Stores
- Permanent Boat Storage Pen on Wharfside Car Park
- Temporary Boat Pen on Car Park – 1st October to 30th April annually
- Harbour Craft – ‘Two Sisters’
- Workshop Equipment and Materials
- Slipways – Albert Pier and Wharf Road
- Landing pontoons – Albert Pier
- Lighthouse and Navigation Lights
- Tender Storage Racks – Albert Slipway
- Outer Drying Basin
- Inner Turning Basin for Dry Dock
- Diesel Tank 2500 litres for resale
- Waste Oil Tank – 2500 litres
- 3 x Painting Rafts
- Rank Building
- Buccaneer Shell Shop
- Buccaneer Café
- Shed 1, Wharf Road – Dry Dock
- Shed 2, Wharf Road – Penwith Marine Services
- Shed 4, Wharf Road – Penwith Marine Services
- Waterside Meadery – Rob Leaworthy
- Gas House, South Pier – Isles of Scilly Steamship Company
- Old Dockers Rest, South Pier – Isles of Scilly Steamship Company
- Weighbridge Office, Wharf Road – Isles of Scilly Steamship Company
- Lifeboat Shop, Ross Bridge
- Penzance Sailing Club and Pens, Albert Pier
- Middle Sheds on Albert Pier:
 - 1st – Isles of Scilly Steamship Company
 - 2nd – MJ Marine Services
 - 3rd – Bite adventures
 - 4th – Canoe Club
- Diving Club House – Albert Pier
- Old Albert Pier Engineering:
 - 1st – Elemental Tours – Rory Goodall
 - 2nd – Awaiting tenant
- Old Ammo Shed Albert Pier – Mojo Mac – Mac Johns



Truro

- Fundus and Foreshore
- Lighterage Quay
- Worth's Quay
- Garras Wharf
- Town Quay
- Harbour Office
- Workshop and Compound
- Offices at Newham
- Floating Plant, Land Rover and Pontoons
- Workshop equipment and materials
- Mooring Buoys for laid up vessels
- Pontoon and Landing Stage at Trelissick
- Landing Stage and pontoon at Boscawen Park
- Slipways at Boscawen Park, Sunny Corner and Malpas
- Buoys, Beacons, Navigation Lights and Signage

St Ives

- Smeaton's Pier
- Two Lighthouses (including room leased to St Ives Sailing Club)
- Ice Making and Ice Storage Room
- Fuel Store
- Harbour Master's Store
- 2 x Fishermans Stores
- New Pier, Slipway and Groyne
- West Pier
- Slipway with Steps
- Groyne
- Beach/Foreshore
- Smeaton's Pier Car Park
- Ice Cream Concessions
- Harbour Masters Office
- Deck Chair Concession



Penryn

- Fundus and Foreshore
- Exchequer Quay
- Landing pontoons at Ponsharden
- Public Pontoon
- Harbour Office
- Dinghy Park, Church Beach
- Slipway at Church Beach
- Workshop equipment and materials
- Navigation buoys and navigation lights

Saltash

- Jubilee Green Dinghy Park
- Jubilee Green Slipway
- Ashtor Wharf
- (Boathouses on Ashtor Wharf are administered & maintained by Property as they receive the income – Dougal Mclachlan)
- Old Ferry Slipway
- Concrete Revetment
- Jubilee Green Pontoon
- New Town Pier
- Old Town Quay
- Sand Quay Beach
- Waterfront Beach

Newquay

- North Quay
- Central Island
- South Quay
- Harbour Office
- Freezer Rooms
- Fuel Store
- Slipway
- Storage Areas
- Boatman's Kiosks
- Newquay Sailing and Rowing Club Lease
- RNLI
- SWW Pumping Station
- Car Park and steps to Towan Beach and top of North Quay Hill
- Sailing Club Storage Area
- Active Cellars – Stores, Disused Toilet, Shelter (Net Loft) and Bait Storage Area.
- Fly Cellars – Shelter, Promenade and Steps to plinth
- Ice Cream Van Concession

**Bude**

- Breakwater/Chapel rock
- Slipway
- Bridge to Summerleaze Beach
- Workshop/Office
- North Pier Head/Lock Gates
- Leading Wall
- Inner Harbour

Portwrinkle

- Harbour, Slipway, Dinghy Spaces, Moorings

Portreath

Finger Pier
Outer Harbour
Inner Basins
Dry Storage Area
Storage Shed
Slipway

Downderry

- Gate Access Permit System, Padlock & Slipway

Prince of Wales Pier

Pleasure Pier consisting of solid and suspended structures
Pier Master Kiosk
Boat Operators Kiosks (6)
Fish Strand Quay

Portscatho Harbour

Breakwater
Slipways at three locations in harbour
Winch House
Concrete Shelter
Boatman's Shelter

