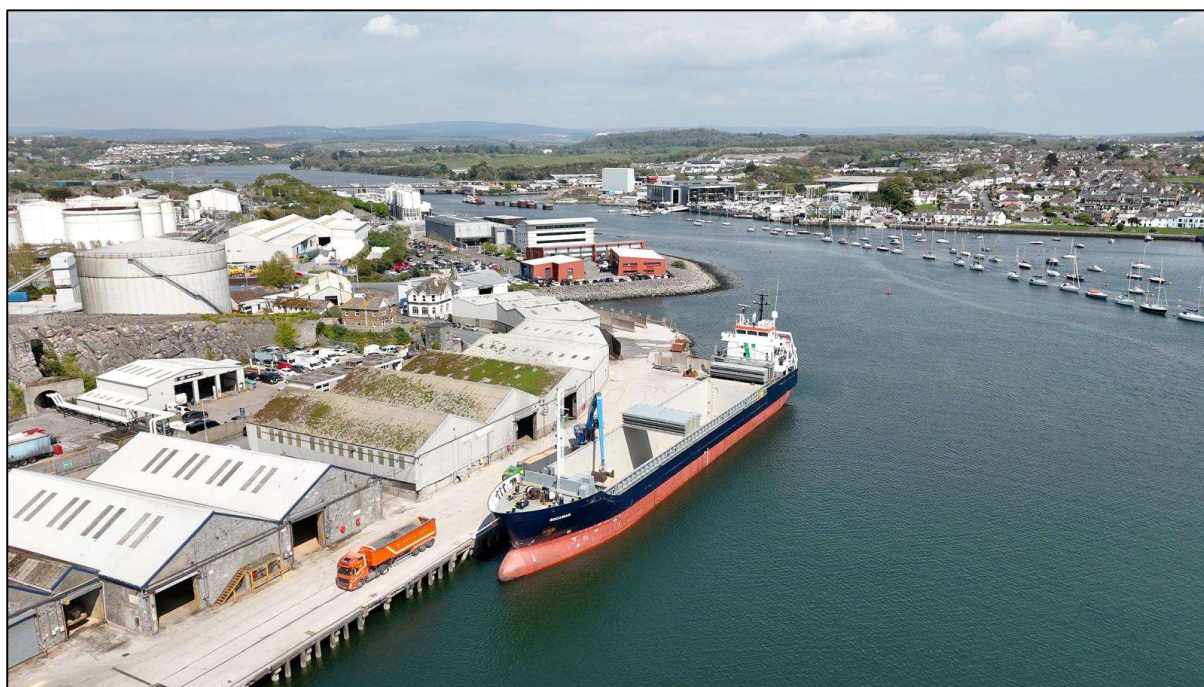




Cattewater Harbour Commissioners

Annual Report 2024/2025



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Chairman's Report

Welcome to the Annual Report for 2024/25.



Commercial traffic passing through the port fell slightly with dry cargoes down by 3% but petroleum products stable. Reductions in clay and cement traffic were partly offset by increases in fertiliser and stone. Pilotage services for cargo ships and ferries remained stable but the pilotage service benefitted from an increase in the number of cruise liners and super yachts visiting Plymouth.

The Harbour Commissioners (CHC) took over the management of the whole of the Barbican Landing stage in early 2024 and the facility was extended. Bringing the landing stage under unified management and increasing its capacity has created a facility which is more attractive to visiting vessels, generating income and providing additional visitor interest which has benefitted the wider Barbican area. CHC will look to increase the capacity of the landing stage further.

Overall, the Commissioners made a pre-tax profit of £881,471 in 2024/5, (£637,642 after tax). That included a healthy surplus from Teamwork Security and Training. As a Trust Port any surpluses CHC make will be reinvested in port infrastructure and services.

The Commissioners must ensure the harbour has a sustainable future: the port is too dependent on a narrow range of bulk cargo flows and needs to be ready to respond to economic change. To that end, CHC has undertaken a number of investments designed to improve operational efficiency and to improve financial resilience by widening the range of services provided and markets served.

With grant assistance from central government, the Oreston Channel was dredged to facilitate the use of larger cement ships using the Corporation Wharf.

CHC signed a joint venture agreement to purchase and operate Amy Jane, a workboat equipped to provide plough dredging services. It will be used for regular maintenance dredging within in the Cattewater, rather than dredging services bought in from outside suppliers. This will reduce costs and improve the planning of maintenance of the navigation channels. She is also a useful backup for Prince Rock for towage within the port and is being hired out to other ports in the region.

Developing the port is very much constrained by the availability shoreside land. CHC and MSubs signed a joint venture agreement to purchase and develop a small area of land and a slipway in Oreston. We are exploring with our partners, how best to develop that for the future of the port. We are also looking at the potential for developing berthing capacity on the north side of the Cattewater. Survey work has established that a scheme is technically feasible, and further work is under way to establish the likely cost and develop a business case. This is a long-term project, but port development is seen as an increasingly important contributor to economic and environmental aspirations by both local and central government.

Investment in harbour facilities is critical for the future, but the safe and efficient operation of the port is completely dependent on its people and, as the business changes, they have to adapt. We are fortunate to have an enthusiastic and committed team working with the Harbour Master. They are key to the future success of the harbour.

Finally, I must thank my fellow Commissioners for their input and support over the past year.

CEO and Harbour Master's Report

2024/2025 has been a year of steady progress, whilst building resilience for Cattewater Harbour.



Our core operations have remained robust. Whilst vessel traffic reduced slightly, cargo throughput met expectations despite world events still having an influence on trade. The Harbour team has maintained high standards of safety and efficiency, ensuring uninterrupted service for our stakeholders, often going above and beyond to achieve business as usual.

A major professional, and operational milestone was achieved by our Pilotage Service, which successfully obtained the International Standard for Maritime Pilot Organisations (ISPO) accreditation following a rigorous audit process conducted by Bureau Veritas. This certification reflects our commitment to quality, compliance, and continuous improvement whilst providing the pilotage service for Plymouth.

The boarding and landing of a Pilot remains the primary risk in the whole port risk assessment.

The Port celebrated its 150th anniversary, marking a century and a half of service to Plymouth and the wider maritime community. A series of small-scale events culminated in a formal dinner at The Box, attended by current and former staff, Commissioners, and key stakeholders. These celebrations reinforced our heritage, engaged with the community, whilst recognising the future, and the opportunities that we must be able to grasp, when the opportunity presents itself. A coffee-table style publication was also produced to mark the anniversary.

We continued to welcome to the city a diverse range of visiting vessels, including new and returning cruise ships, as well as several superyachts, notably the 102.6m Motor Yacht Ulysses to the Barbican Landing Stage. These visits highlight Cattewater Harbour's growing reputation as a hub for luxury and leisure craft, complementing our commercial operations and reinforcing Plymouth's status as a versatile cruise destination.

The Port has built stronger relationships with the Royal Marines, Serco, autonomous operators, new shipping operators and agents, local communities and local authorities. Our firmly established, as well as burgeoning, relationships and overwhelmingly positive engagement activities further reinforces our role as a Trust Port - managing the benefits for all our stakeholders.

After a considerable process, of both time and effort, our Harbour Revision Order 2025 was finally received, enabling us to comply with PMSC (Port Marine Safety Code), and manage risk appropriately. One of the steps we look forward to implementing in the following year is the issuing of General Directions for the Cattewater, which will recognise the ever-changing operations within the Port.

Other highlights, which we are proud to be part of include the successful trials of kelp growth within the port, the purchase of plough dredger Amy Jane and Turnquay Wharf through joint venture agreements.

Financial performance was strong, which was buoyed by working with partners on projects, an ongoing review of commercial operations and rates and the diversification of visiting vessels outside of the core business of commercial shipping. The better use of assets, and personnel was a strong contributing factor. Whilst pilotage move numbers reduced and the cargo through the port fell marginally, the GT of the shipping entering the port increased. We endeavour to balance our statutory, social and environmental duties, we have a duty to act commercially to enable this, and we look forward to re-investing into the future of the port.

As always, our staff are at the heart of everything we do. From investing in their development to championing health and wellbeing, we know our long-term success is built on the strength and ambition of our team, and where we can, we will continue to provide opportunity, and responsibility to those who show the desire to grow with the Port.

Strategic Objectives

Safety

Our top priority is the safety and well-being of our team. We are fully committed to fostering a strong safety culture among our colleagues and stakeholders, ensuring that it remains at the heart of everything we do.

People

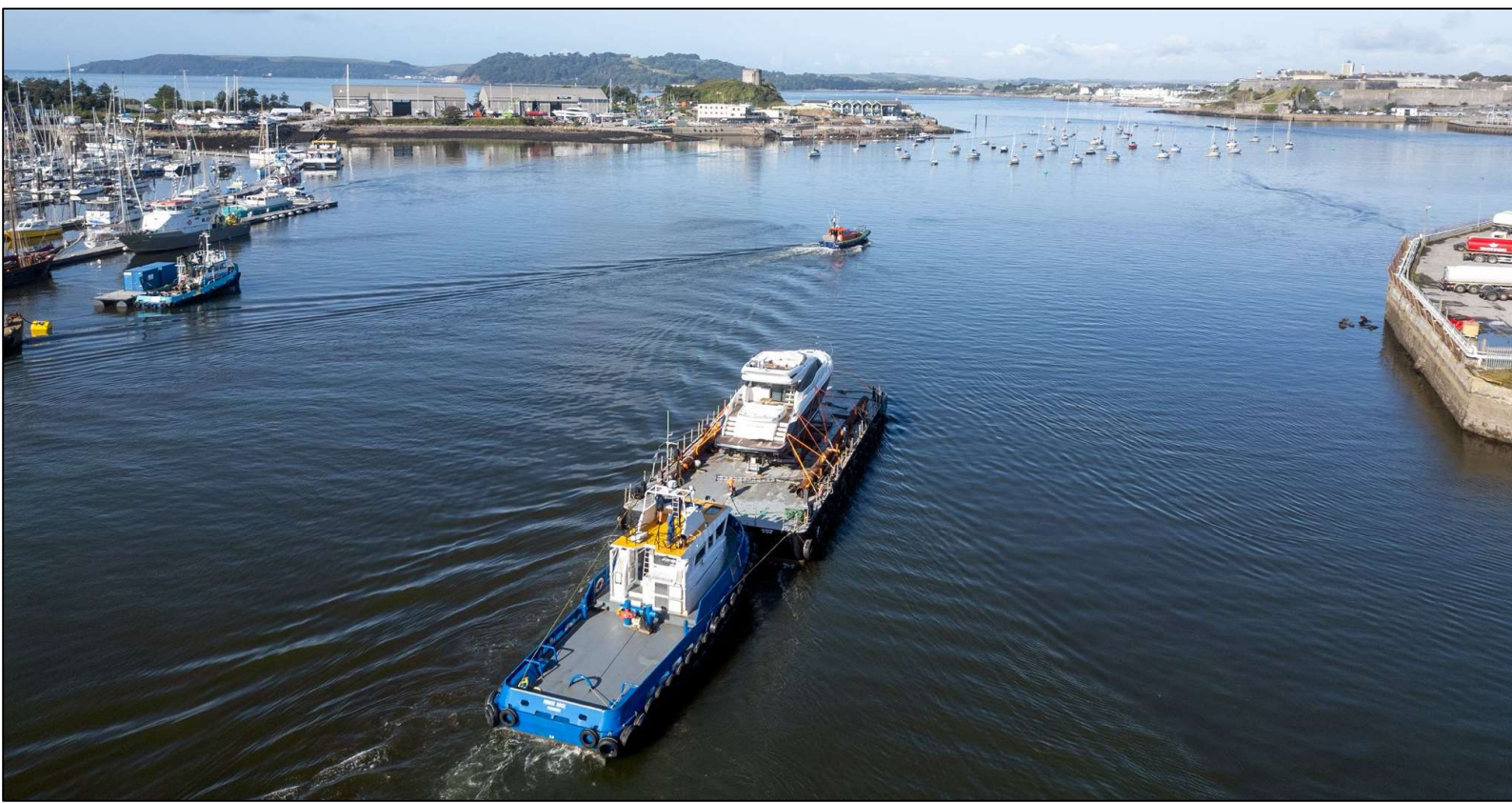
Our success depends on a skilled and motivated workforce. We are dedicated to recognising talent and investing in individuals who strive for excellence. We are equally committed to building a diverse and inclusive work environment where everyone can thrive.

Environment

We are committed to making environmentally responsible decisions, balancing sustainability with commercial goals to ensure long-term viability.

Stakeholders

We prioritise close collaboration with our stakeholders to drive economic growth. This partnership will benefit the Port, our stakeholders, the city of Plymouth, and the wider community.



Commissioners

As a statutory trust port, the Cattewater Harbour Commissioners (CHC) are entrusted with the responsibility of conserving and ensuring the safe navigation of the Cattewater, located on the River Plym. Operating as a commercial entity, CHC serves a broad range of port stakeholders, while also acting as the Competent Harbour Authority for Plymouth, overseeing the pilotage of all non-military vessels not bound for Ministry of Defence (MOD) berths.

The board members and staff are dedicated stewards of the Cattewater, focused on preserving, maintaining, and future-proofing the port to ensure its sustainability for generations to come. The board is composed of 10 commissioners; each selected for their expertise in areas essential to the harbour's management.

Commissioners serve three-year terms, with the Chair and Deputy Chair appointed by the Board. The selection process adheres to the guidelines of the Trust Port Review and the Cattewater Harbour Revision (Constitution) Order 2005. All commissioners are required to complete Duty Holder familiarisation in line with Ports Good Governance Guidance. The Board operates two sub-committees throughout the year: the Audit & Skills Committee and the Remuneration Committee.



ALAN NICHOLS

CHAIR

Alan became a commissioner in 2013 and became Chair in 2019. He is an economist and held a number of senior planning and finance posts in the Department of Transport and British Rail. He is a boat owner.



GUY WALKER

DEPUTY CHAIR

Guy joined the Board in 2021. He is a solicitor specialising in marine legal work and currently a Consultant Solicitor at Shearwater Law in Plymouth, after many years as Senior Partner of Nash & Co Solicitors in Plymouth. Guy is a Yachtmaster and has sailed and raced a variety of boats since childhood. He retains particular interest in commercial fishing and yacht and boat activities.



RICHARD ALLAN

CHIEF EXECUTIVE AND HARBOUR MASTER

Richard joined the Cattewater Harbour Commissioners as Deputy Harbour Master in 2017, becoming Harbour Master/CEO in 2020. Following a successful career at sea as a Master Mariner, he is pleased to be working in his home port. He is an affiliated member of the Nautical Institute



ROB GILES

KING'S HARBOUR MASTER

Rob Giles became King's Harbour Master (KHM) in 2022. Rob was a Warfare Officer in the Royal Navy for 18 years with appointments including Mine Clearance Diving Officer, Principal Warfare Officer and Commander of HMS CHARGER. Leaving the RN in 2007, he held roles within the Local Authority, D & C Police and was HM/CEO of Dart Harbour.



DR PAMELA BUCHAN PhD

COMMISSIONER

Pamela joined the board in 2019 and is a marine social scientist, specialising in marine citizenship and governance, with a background in marine biology and coastal zone management. She is Vice Chair of Devon & Severn IFCA, has a former career in public engagement with science and volunteer management, and served as an elected Plymouth City Councillor from 2018 – 2022.



PETER COSTALAS

COMMISSIONER

Peter joined the board in 2021. He is a qualified Master Mariner who spent over 40 years at sea and ashore. He has held senior positions including at MD level in shipping companies in the UK and abroad. He has served as a board member on both private and public listed companies. He is a passionate sailor and a lead organiser of Classic Yacht Regatta.



IAN OFFLAND

COMMISSIONER

Ian joined the board in 2022. He is a qualified master mariner and spent 30 years working abroad for one of the major offshore companies supporting the oil, gas and windfarm industries. Ian held senior executive roles focussing on operations, safety and marine assurance. He continues to support private businesses on health and safety matters, as well as volunteering for the National Coastwatch Institute.



STAVROS KARAMPERIDIS

COMMISSIONER

Stavros joined the board in 2022. He is Head of Maritime Transport Research Group and Lecturer (Senior) in Maritime Economics at the University of Plymouth. He has over 20 years of experience working both in industry and academia on topics related to decarbonisation, digitalisation, and security (physical and cyber) in the logistics and maritime transportation sector and has over 50 peer reviewed publications. He is the Chairman of the Chartered Institute of Logistics and Transport for Devon and Cornwall and Member of CILT Ports, Maritime and Waterways Forum. He is a qualified PFSO.



CHARLES WESTON-BAKER

COMMISSIONER

Charles joined the board in 2024, following a 12-year career as a professional soldier and over 40 years in the international property and construction sector. He held senior roles at Bovis and later at Savills, where he led the international residential and consultancy business for 25 years. He then became managing director of a property development and leisure company in Cornwall. Passionate about the natural environment, Charles currently serves as the terrestrial coordinator for the Yealm Estuary to Moor Wildlife Group and is a trustee of the Veterans Outdoors Charity.



NICK WEBB

COMMISSIONER (UNTIL RETIREMENT – NOV 2024)

Nick joined the board in 2016. After 30 years with ECCL (latterly Imerys) at Fowey, Nick became a Shipping Agent at Victoria Wharf for Sanders Stevens. He is a long-time member of the Institute of Chartered Shipbrokers and a qualified PFSO. He is a keen boat owner and sea angler.



CHARLES EVANS

COMMISSIONER (TERM BEGINNING NOV 2024)

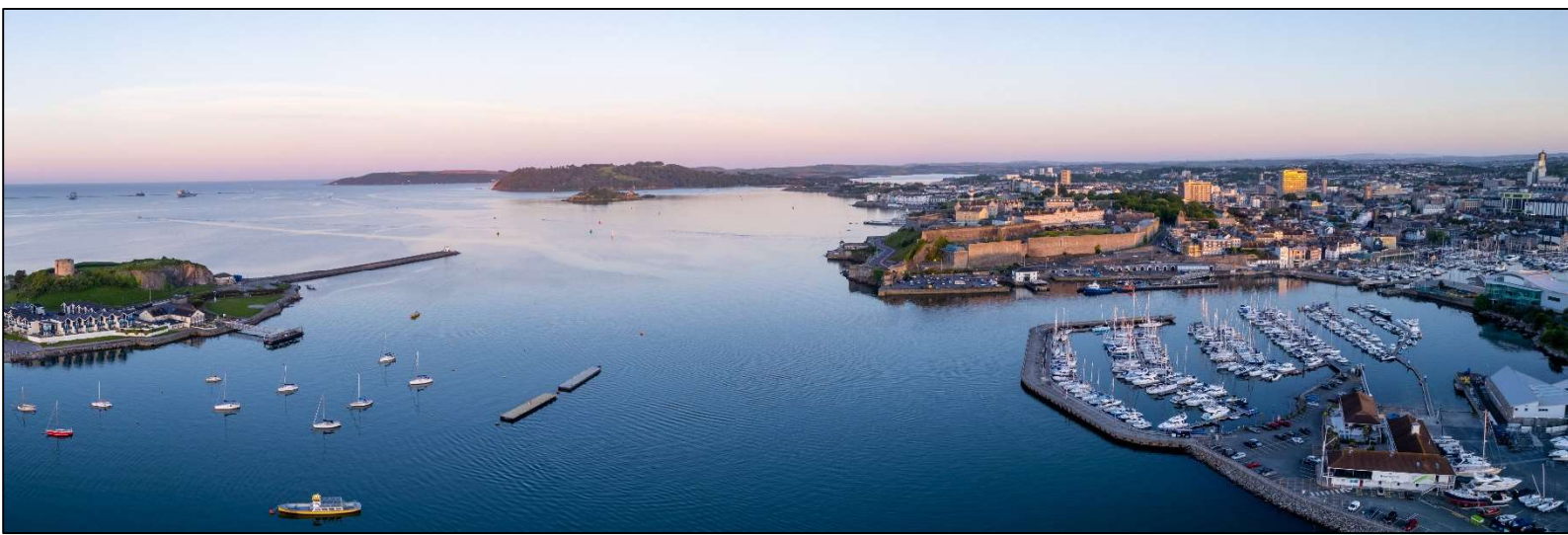
Charlie is a chartered accountant. Prior to his retirement in 2017 he was a partner for 16 years with Francis Clark the leading regional practice, and prior to that he spent 20 years with international firm PwC. He brings to the Board expertise in financial control and reporting, corporate finance, business strategy and financial risk management. A Plymothian, Charlie has a deep understanding of our city, its history, its people, its businesses and what is needed for us to grow and thrive. He recognises the vital role our waterfront and harbours play in this and is looking to help the Commissioners to contribute to the city's success.



Commissioners Attendance

ATTENDANCE OF THE MONTHLY MEETINGS – MAY – MARCH

COMMISSIONER	MAY	JUN	JUL	SEP	OCT	DEC	JAN	FEB	MAR	TOTAL MEETINGS ATTENDED	TOTAL COULD HAVE ATTENDED
Alan Nichols	1	1	1	1	1	1	1	1	1	9	9
Guy Walker	1	1	1	1	1	1	1	1	1	9	9
Richard Allan	1	1	1	1	1	1	1	1	1	9	9
Rob Giles	1	1	0	0	1	1	1	1	1	7	9
Pamela Buchan	1	1	1	1	1	1	1	1	1	9	9
Peter Costalas	1	1	0	1	1	1	1	1	1	8	9
Ian Offland	1	1	1	0	1	1	1	1	1	8	9
Stavros Karamperidis	1	1	1	1	1	1	0	0	1	7	9
Charles Weston-Baker	0	1	1	0	1	1	1	1	0	6	9
Nick Webb	1	1	1	1	1	1	0	0	0	6	6
Charles Evans	0	0	0	0	0	1	1	1	1	4	4



A Year in Review

The 2024/25 reporting year marked a period of steady progress, resilience, and forward-looking investment for Cattewater Harbour Commissioners. While global economic conditions continued to influence trade patterns, the port maintained strong operational performance, supported by a highly skilled and developing team and a clear commitment to safety, innovation, and sustainability.

Commercial activity remained stable overall, with cargo throughput broadly meeting expectations and a notable increase in vessel gross tonnage despite a slight reduction in total movements. The pilotage service achieved a major milestone with ISPO accreditation, placing Plymouth among a small number of UK ports recognised for excellence in pilotage operations. Investment in assets such as the plough dredger *Amy Jane* and the expansion of the Barbican Landing Stage with the new 'Mayflower Pontoon' strengthened the port's operational capability and future-proofed essential marine infrastructure.

The harbour's 150th anniversary provided an opportunity to reflect on its heritage while celebrating the people, partners, and stakeholders who have shaped its evolution. A vibrant programme of engagement, community initiatives, and educational outreach reinforced CHC's role as a Trust Port, serving not just the commercial needs of the harbour, but the wider interests of Plymouth and its maritime community.

The year also saw continued diversification of harbour activity. Cruise performance grew strongly, superyacht numbers increased, and new partnerships supported both environmental innovation and regional maritime capability. Strategic developments, including joint ventures, land acquisition, and the progression of long-term infrastructure planning, strengthened the harbour's position as a dynamic and adaptable port, ready to respond to emerging opportunities.

Across all areas, the dedication of CHC's staff remained central to success. From operational delivery to community engagement and professional development, the team demonstrated the resilience, expertise, and ambition that underpin the safe and efficient running of Cattewater Harbour.

As the Commissioners look ahead, the focus remains clear: maintaining the highest standards of safety, delivering value for stakeholders, supporting sustainable growth, and ensuring the long-term prosperity of the harbour for future generations.

Port Operations

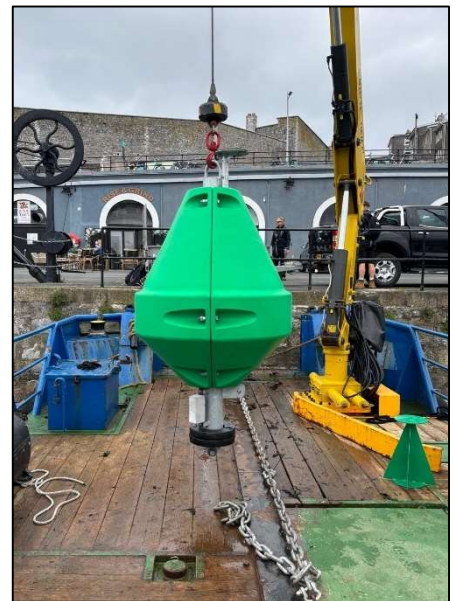
Safe marine operations are the fundamental priority for the Harbour Commissioners' operations as a Port Authority. Without a safe and efficient marine operation, the other functions of the Harbour and Port would not take place. There are ever-increasing statutory functions and responsibilities to be met and Cattewater Harbour aspires to achieve these requirements in every respect.

Port Marine Facilities Safety Code (PMFSC)

The original Port Marine Safety Code (PMSC) was published in March 2000 (first edition) by the Department for Transport and Maritime and Coastguard Agency, in response to the Sea Empress disaster in 1996. A revised version of the PMSC is scheduled for publication in April 2025. The updated document will adopt the new title *Port Marine Facilities Safety Code*, reflecting an expanded scope that encompasses a wider range of marine facilities, including marinas. The aim of the Port Marine Safety Code is that all UK Ports and Marine Facilities should, within their statutory apply nationally agreed standards for the safety of marine operations. These standards are represented by the PMFSC. As the duty holder under the Code, the Harbour Board are fully committed to providing a safe environment for any person within the Cattewater Harbour limits. To meet the standards required, a Marine Safety Management System has been formulated which is subject to both internal and external audit and is adopted annually by the Board. In addition, a monthly Port Operations Report is given to the Board outlining all aspects of port operations. The Board appoints an independent Designated Person (DP) who has direct access to the board. The DP continues to confirm the effectiveness of the Cattewater Safety Management System and that the organisation is fully compliant with the PMSC. The Harbour Master presents a report to the Commissioners at each monthly Board meeting.

Navigational Functions

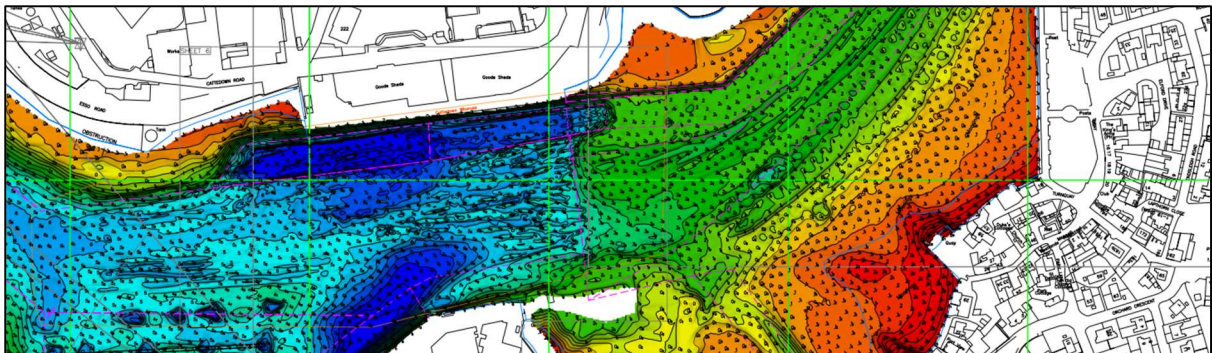
Under the UK Government's Port Marine Safety Code, all Aids to Navigation (AtoNs) maintained by Harbour Authorities and any other existing Local Lighthouse Authorities (LLA) must be maintained in accordance with the availability criteria laid down by the General Lighthouse Authority (GLAs) and must be subject to periodic review. The characteristics of these AtoN must comply with Guidelines and Recommendations laid down by the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA). In addition, the GLAs require Harbour Authorities and any other existing LLAs to be responsible for ensuring that any third party AtoN, within their area of responsibility, are also established and maintained to the same standards. Trinity House is the GLA responsible for the Cattewater and recently completed an audit of the port's Aids to Navigation including a visual inspection which produced a full compliance verdict with no major recommendations.



Conservancy

CHC has a duty to conserve the harbour so that it is fit for use as a port and has a duty of reasonable care to see that the harbour is in a fit condition for a vessel to utilise it safely. They should provide users with adequate information about conditions in the harbour. This duty covers several specific requirements:

- To survey as regularly as necessary and find and mark the best navigable channels.
- To place and maintain navigation marks in the optimum positions which are suitable for all conditions.
- To keep a 'vigilant watch' for any changes in the sea or riverbed affecting the channel or channels and move or renew navigation marks as appropriate.
- To ensure that hydrographic information is published in a timely manner.
- To provide regular returns and other information about the authority's local aids to navigation as the relevant General Lighthouse Authority may require.
- To dredge as required in the main approach channels, ensuring the necessary advertised depth is met. 3rd party facilities are responsible for the maintenance dredging of their own berths.



Security and Cruise



Port security is a necessary function, not only to ensure the security of the Port of Plymouth but to provide coverage as part of the nation's international commitment to security. To ensure compliance with the International Ship and Port Security Code (ISPS) the Port Security Framework includes Port Facilities Security Plans, a Port Security Risk Assessment and CHC provides a Port Security Chair and Port Security

Officer.

Cattewater Harbour work in collaboration with all port facilities and local agencies to manage port security. The Cattewater Harbour are the Port Security Authority for the Port of Plymouth. The Harbour Master is Chair of the wider Port Security Association, and the Deputy Harbour Master took on the role of Port Security Officer in January 2025. These plans are constantly reviewed, updated and approved by the Department for Transport. The security of our borders and the prevention of terrorism is the responsibility of the Police, UK Border Force and other agencies with which Cattewater Harbour work closely. All staff have received search training and awareness training regarding trafficking of people and drugs aboard leisure craft and commercial vessels.

Marine Services and Towage

Both pilot vessels and the Port's tug Prince Rock and workboat Plym Catte remain fully compliant with the MCA small commercial vessel code following annual survey and out of water inspection.

The team has continued to support various marine civil engineering projects, both within the port and the wider southwest region.

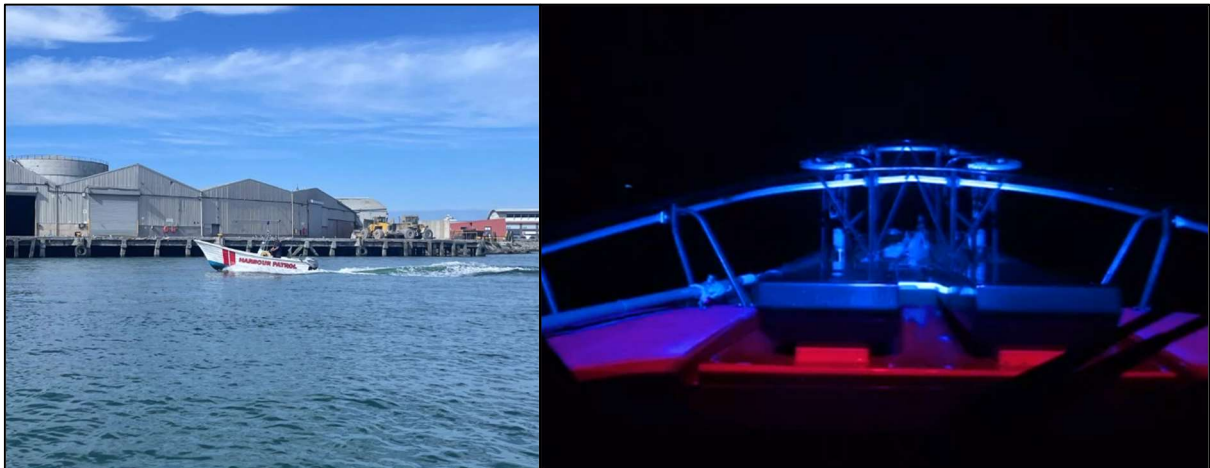


Enforcement

One of our Port duties is enforcement, when required in line with our enforcement policy action may be necessary. This may range from words of advice, education, official warning letters, meetings with the HM, and if appropriate, prosecution. Enforcement may be used for a wide range of factors, such as, oil spills, breaches of local regulations, speeding and antisocial behaviour. There has been a notable decrease in the number of prosecutions that have had to be undertaken which is pleasing. Arguably, this is due to increased stakeholder engagement, education and Harbour Patrols through peak periods.

Emergency Response

The Civil Contingencies Act 2004 provides a framework for civil protection in the event of an emergency that threatens serious damage to human welfare, the environment or security. Harbour authorities are classified as category 2 responder “cooperating bodies”. Cattewater Harbour routinely carry out exercises, such as oil spill response scenarios internally, as well as with other Port stakeholders in the Port of Plymouth.



Maintenance

Providing professional reliable marine services afloat is a fundamental part of our role, and requires not only well trained and competent staff but also suitable ‘fit for purpose’ assets and equipment. The staff rely on a fleet of craft ensuring that assets are available as required to fulfil their role. In September 2024 we successfully recruited a full time port engineer who has been pivotal in ensuring our assets remain legally compliant, maintained and available when we need them.

Tug 'Prince Rock' Project Support

Cattewater Harbour Commissioners' tug, Prince Rock, has successfully completed numerous out-of-port towage contracts, providing vital support to various marine civil engineering contractors. These contracts involved the mobilization of essential marine plant and assets, including jack-up barges and crane barges, demonstrating our commitment to facilitating key infrastructure projects in the maritime sector



Serco Contract Support

Cattewater Harbour Commissioners (CHC) has actively supported Serco in delivering pilot boat services to the Admiralty Pilotage Service by supplying pilot boats and crews during routine maintenance periods of Serco's vessels. This collaboration has ensured the continued availability of essential pilotage services, reinforcing our commitment to safe and efficient maritime operations in the region.

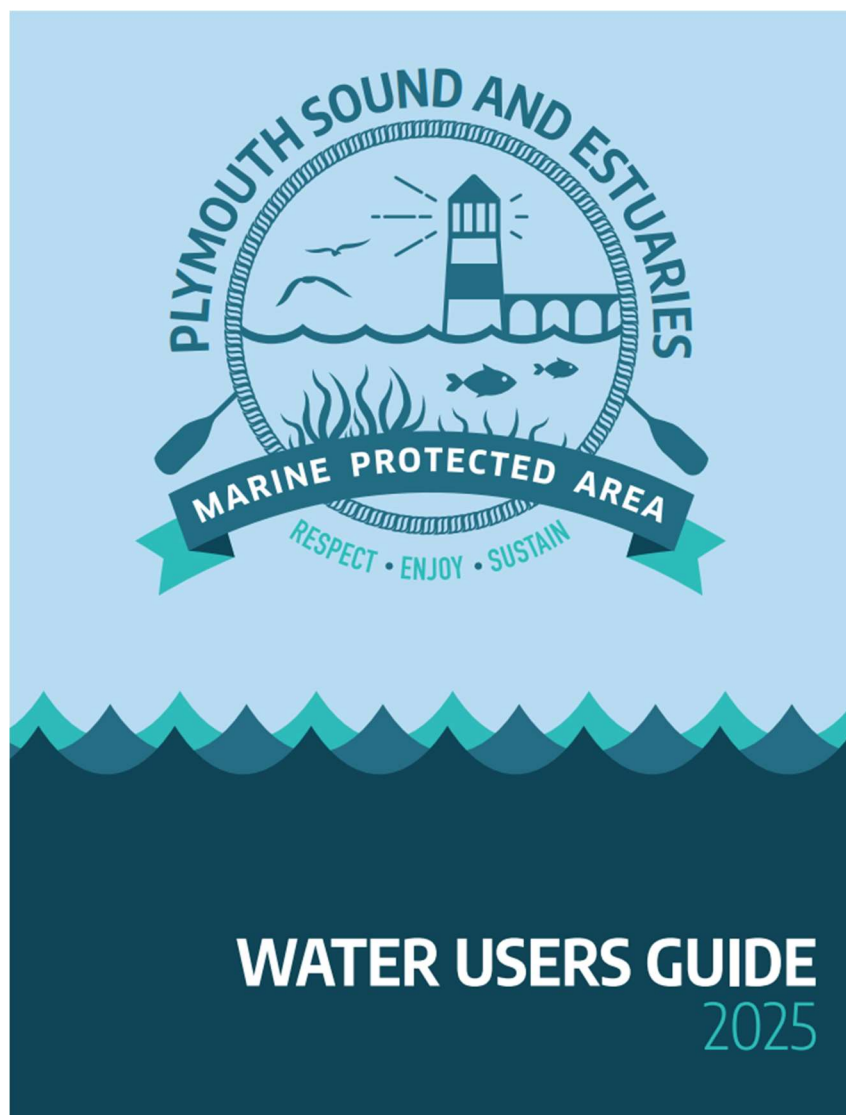


Community and Water Safety

Cattewater Harbour Commissioners are committed to supporting its local communities by working with organisations that:

- Support children and young people
- Improve health and well-being through water-based activities
- Help the communities around the Port
- Water safety initiatives

One of the most successful and enjoyable community projects we have supported is via a new link with Promoting Children in Plymouth. As well as school visits, and careers sessions by staff, a local primary school class would spend the day with us, learning about us, maritime careers, the cargoes that they may see being transported in and out of Plymouth, before spending the afternoon on the water with Harbour staff.



Port Visitors

Increasing Superyacht Market in Plymouth

During the reporting period, a variety of different superyachts visited Plymouth, utilising the Barbican Landing Stage facility operated by CHC. Among them was the impressive 103-metre *Ulysses* - one of the largest and most technically advanced private vessels ever to berth in the city. Built to expedition standard, *Ulysses* features a helipad, swimming pool, and extensive toys and tenders, symbolising the scale and sophistication of modern yacht design and emphasising CHC's ability to facilitate such vessels.

These visits highlight Plymouth's growing reputation as a destination for large yachts and the capability of CHC's infrastructure to accommodate vessels of international significance. Superyacht calls provide a valuable boost to the local economy, supporting marine services, hospitality, tourism, and supply-chain businesses across the city. By continuing to welcome such vessels, CHC is helping to raise Plymouth's profile within the global yachting community and reinforce its position as a leading maritime hub in the South West.



Bumper Season for Leisure

Cattewater Harbour enjoyed a bumper year of visiting vessels, playing host to a diverse range from historic ships to new and returning cruise lines. Tens of thousands of visitors have disembarked at the Barbican Landing Stage, arriving directly into the historic heart of the city.

Notable vessels visiting the Cattewater during the reporting period include PS Waverley, The Bessie Ellen, Irene of Bridgewater, Pelican of London and cadet training vessel, TS Royalist.

The Nao Victoria Foundation's Galeón Andalucía also returned to Plymouth for a second year, this year as part of the waterfront's Pirate's Weekend.



Cruise in Plymouth

The 2024/2025 cruise season was a strong period for Plymouth, marked by continued confidence from the cruise industry and clear year-on-year growth. During the reporting period, the port welcomed 15 cruise ships, an increase from 11 the previous year, reflecting rising demand and strengthened relationships with cruise operators, agents and excursion organisations.

The 2025 cruise season commenced earlier than in previous years, beginning with two ship calls in March from *Ambition*, operated by Ambassador Cruise Line, a valued and frequent visitor to Plymouth. These early-season arrivals helped set a positive tone for the months ahead and effectively extended the operational window for cruise activity in the city, proving that Plymouth and the UK can be a year-round cruise destination.

Across the season, Plymouth received vessels from seven cruise lines, including several repeat callers who continue to demonstrate confidence in the port's offering. This pattern of return visits highlights Plymouth's growing reputation as a reliable, attractive UK cruise destination.

As part of our ongoing investment in cruise, we continued to prioritise enhancements to the passenger experience. This year saw further improvement to the landing area, including the installation of refurbished and modern washroom facilities featuring accessible bathroom and baby changing amenities. These upgrades support our commitment to delivering a high-quality welcome and ensuring our infrastructure evolves in line with the growth of our cruise programme.

Looking ahead, we remain focussed on strengthening Plymouth's cruise profile, enhancing operational capability, and delivering an excellent experience for all guests who arrive through Cattewater Harbour.



Port Development

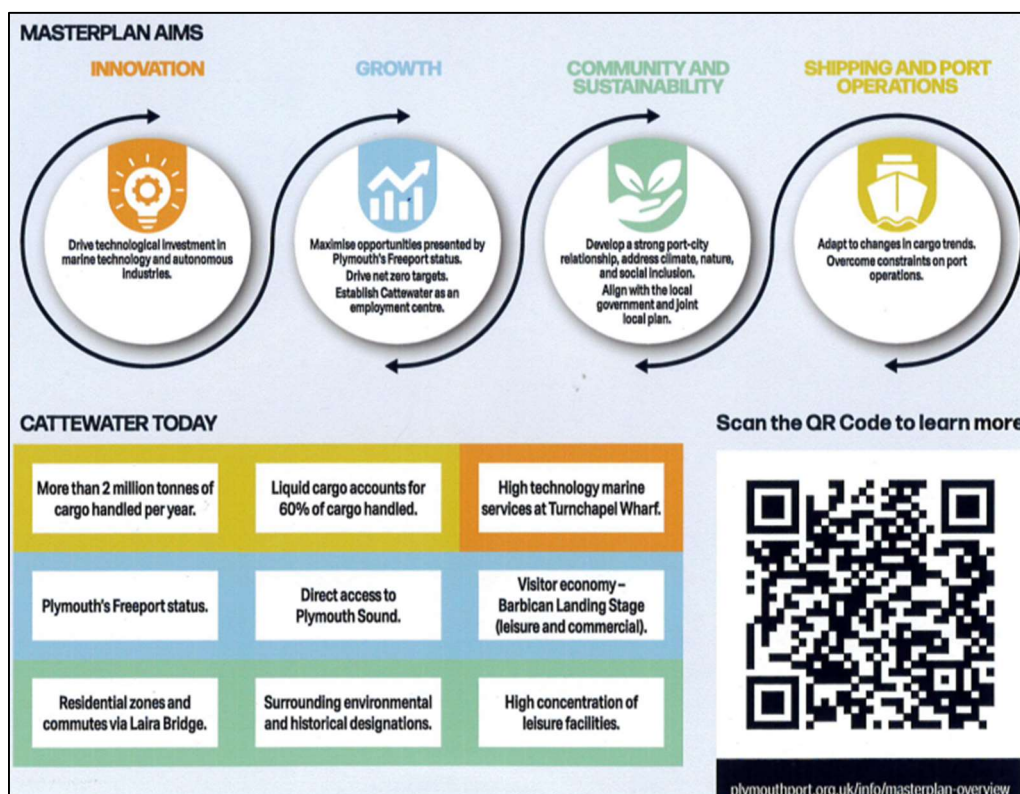
Acquisition of Turnquay Wharf

In January 2025 CHC completed the acquisition of 58 Duke's Cottage at Turnquay Wharf, in partnership with M Subs Ltd. This initiative enables CHC to broaden its waterfront footprint and create new a collaborative hub for small marine and maritime businesses, delivering long-term office rental opportunities, access to waterfront premises and yard space, and enhanced marine services within the Cattewater. Looking ahead, the site will support CHC's strategic aim of diversifying harbour activity, moving beyond core cargo operations into areas such as marine services, innovation and training. By doing so, CHC is strengthening its role as a dynamic regional maritime centre and future-proofing its operations for emerging markets and technologies.

Port Master Plan

Cattewater Harbour Commissioners' Port Master Plan sets out the long-term vision for the sustainable development and management of the harbour, ensuring that Cattewater continues to serve the needs of Plymouth's maritime community, local industry, and the wider region. The plan outlines strategic priorities including operational efficiency, environmental stewardship, infrastructure resilience, and community engagement, providing a framework to guide future decision-making and investment.

The Port Master Plan is available to view and download [on our website](#).

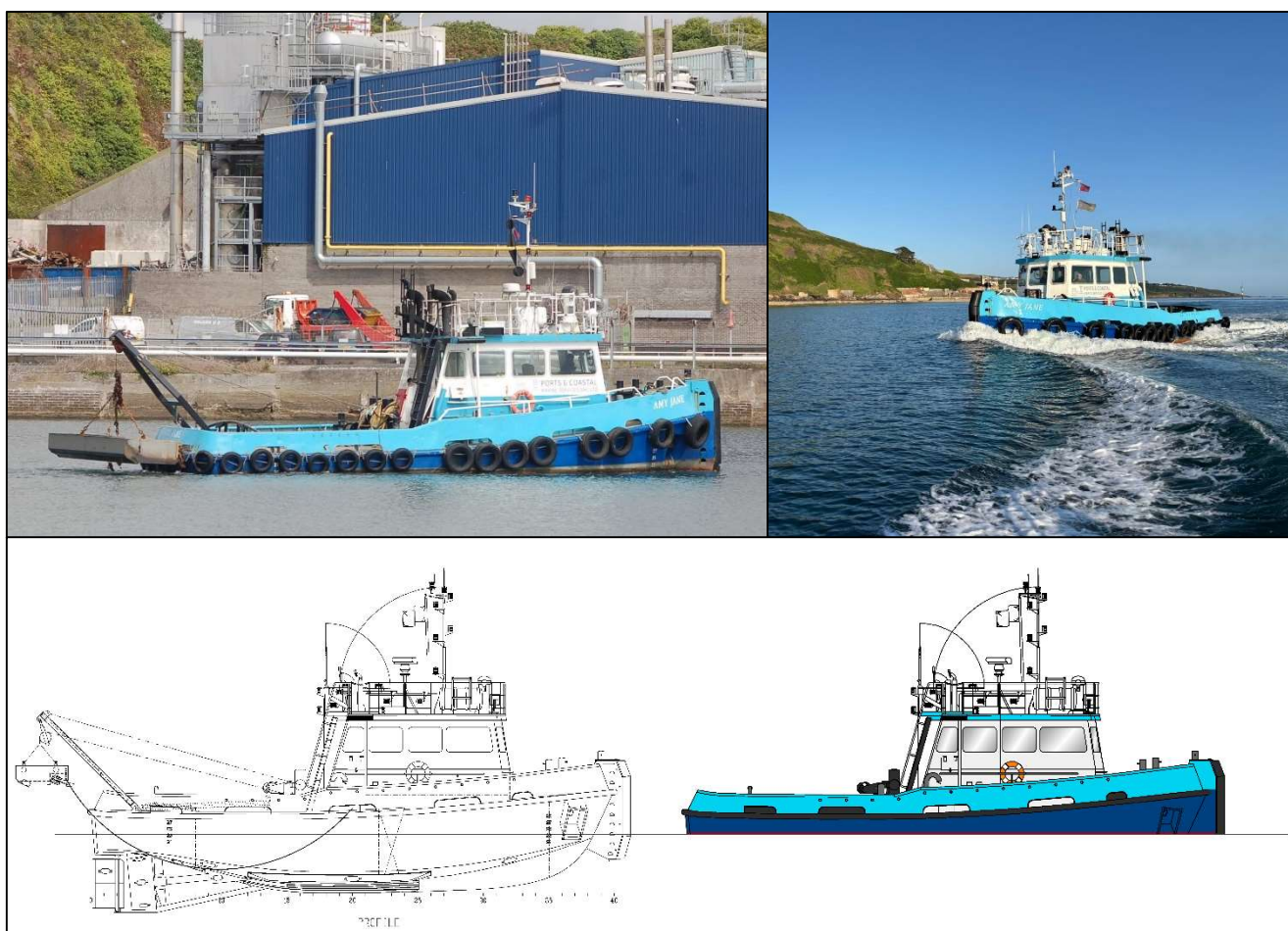


Acquisition of Plough Dredger Amy Jane

In 2024, Cattewater Harbour Commissioners entered into a joint venture to enhance local dredging capability and port maintenance operations. Together, the partners established a new company, Ports and Coastal Marine Services Ltd, to manage and operate shared marine assets for the benefit of regional ports and coastal infrastructure projects.

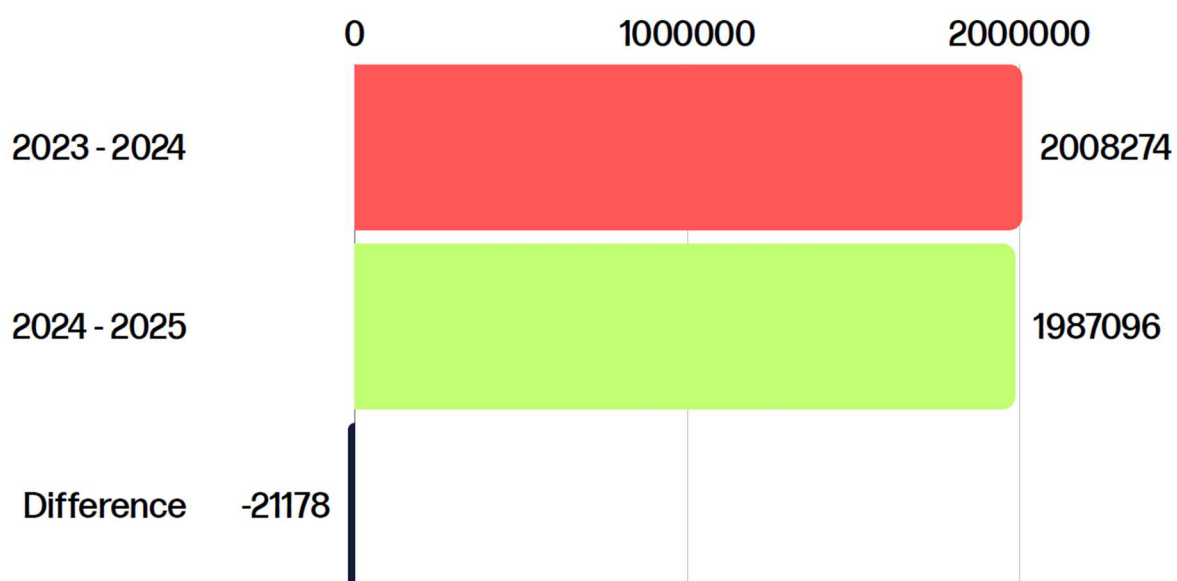
The joint venture's first major investment was the purchase of a plough dredger, the *Amy Jane*. The vessel provides flexible, cost-effective support for maintaining navigable depths within the Cattewater and neighbouring harbours. Operated by Ports and Coastal Marine Services Ltd, *Amy Jane*, enables CHC to deliver dredging and bed-levelling works more efficiently, ensuring continued safe access for vital commercial shipping while supporting sustainable sediment management across the region.

This collaboration reflects CHC's commitment to partnership working, operational resilience, and reinvestment in local marine capability, strengthening both the Cattewater's infrastructure and the wider Southwest maritime sector.

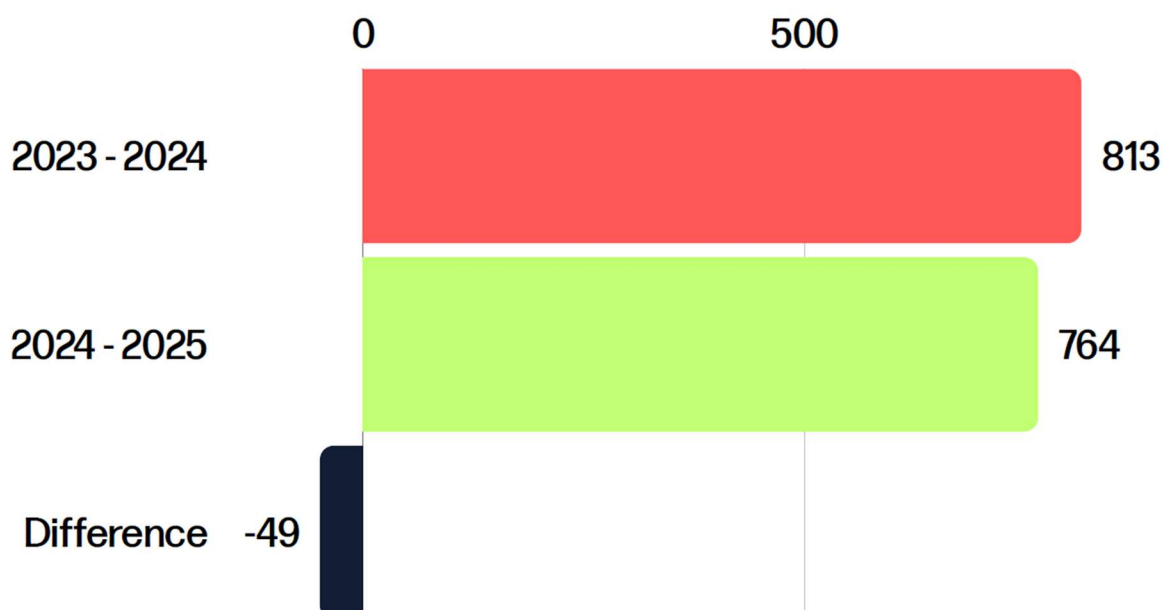


Vessel Movements

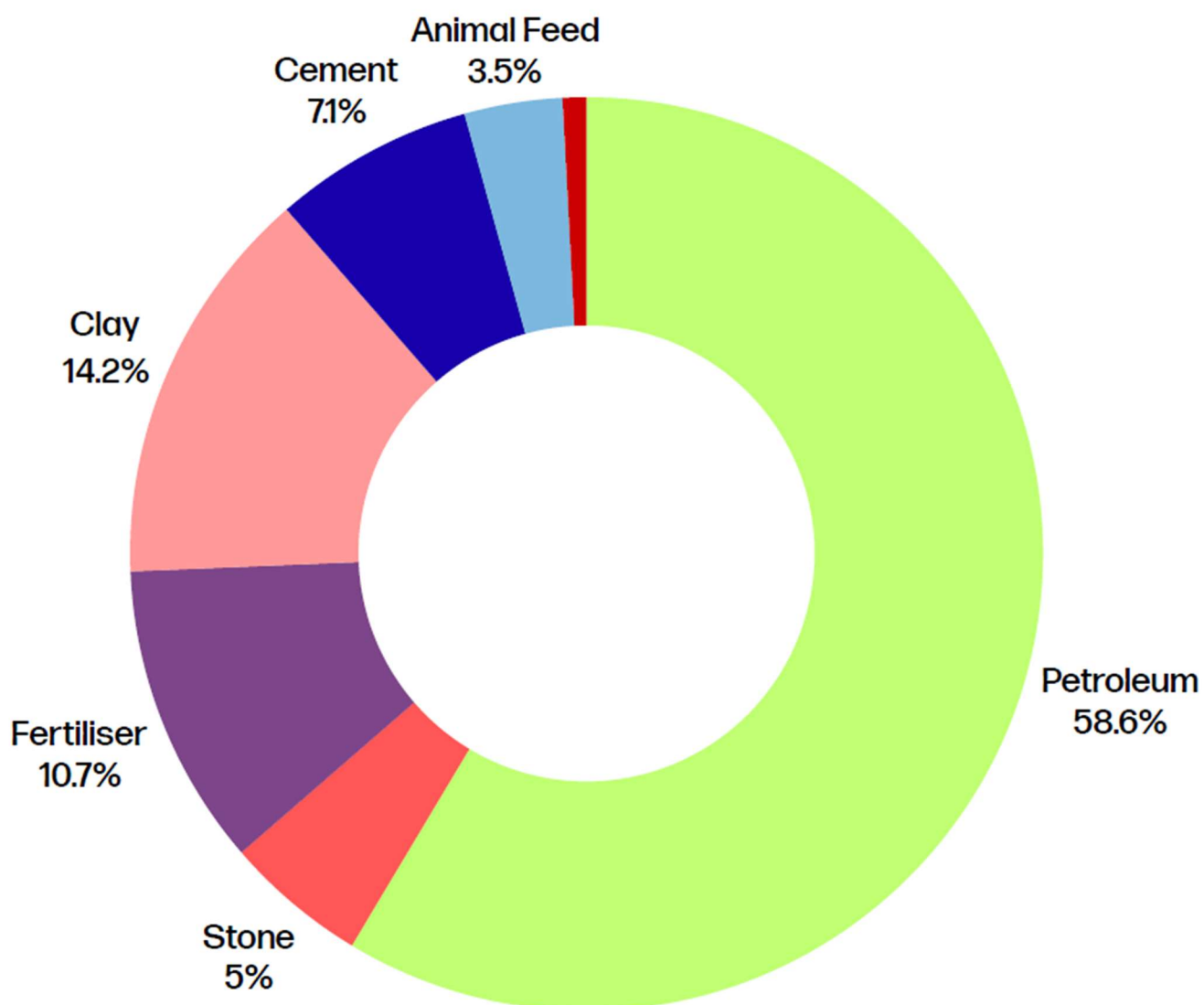
TOTAL CARGO THROUGHPUT (TONNES)



TOTAL PILOTAGE MOVES



Cargo 2024 - 2025



Financial 2024 – 2025

Y/E 31 st MARCH	2024/2025
REVENUES	
Statutory Dues	£1,312,182
Pilotage	£1,087,619
Marine Services	£905,803
Leisure Income	£266,623
Misc.	£6,525
Rental	£204,090
Total	£3,782,842
COSTS	
Port Conservancy	£1,886,993
Pilotage	£850,202
Depreciation	£167,227
Charitable Donations	£11,873
Total	£2,916,295
NET OPERATING REVENUE	£866,547
Investments	£24,939
Bank Interest	£39,863
PROFIT BEFORE TAXATION	£881,741
Taxation	£243,829
PROFIT RETAINED	£637,642

Celebrating 150 Years of Cattewater Harbour Commissioners

2024 marked a major milestone in the history of the Cattewater Harbour Commissioners, as we celebrated 150 years of managing and safeguarding Cattewater Harbour. Since 1874, CHC has proudly served the port community; supporting maritime trade, safety, and sustainability – and this landmark year provided an opportunity to reflect on our heritage while looking firmly to the future.

To commemorate the occasion, a series of celebratory events were held throughout the year. The highlight for many was a private trip aboard the historic Paddle Steamer Waverley, the world's last seagoing paddle steamer, during her visit to the southwest. This brought together staff, families, and friends of the harbour to celebrate our enduring maritime legacy.

CHC also hosted a stakeholder boat trip, giving port users, partners, and community representatives a chance to view the harbour from the water and see first-hand the operations, developments, and environmental initiatives shaping its future.

The celebrations culminated in a 150th Anniversary Dinner, held in recognition of the Commissioners past and present, and the many individuals and organisations who have contributed to the success of the harbour over the decades. The evening serves not only as a reflection of 150 years of stewardship but also as a reaffirmation of CHC's ongoing commitment to safety, innovation, and community partnership.



Supporting Sustainable Innovation

BluGreens Seaweed Farming Pilot

During the reporting period, CHC supported a pioneering environmental initiative in collaboration with BluGreens – a seaweed farming pilot using harbour infrastructure that is under-utilised out of season. BluGreens installed seaweed growth platforms on harbour mooring chains and other assets within Cattewater Harbour, aiming to repurpose dormant winter season equipment into productive nature-based solutions.

The project has multiple benefits:

- It explores how seaweed cultivation can help enhance biodiversity, reduce nutrient loads and capture carbon within harbour waters.
- It supports the emerging seaweed industry in the UK, linked to products ranging from animal feed and soil fertilisers to cosmetics.
- It aligns with CHC's Sustainability Strategy under the "Planet" theme, illustrating how harbour assets can be leveraged innovatively for environmental gain.

CHC's role included providing access and operational support for the pilot development, enabling BluGreens to operate in a live harbour environment for proof-of-concept trials. The initiative is now entering its second year of trials, building on the initial findings and evaluating further opportunities for water quality improvement and alternative use of harbour infrastructure.

By participating in this project, CHC has further demonstrated its commitment to sustainability, innovation and partnership that deliver long-term benefits for the marine environment, the port community and the wider region.



Round Britain eRIB Challenge



In July 2024, Cattewater Harbour Commissioners proudly sponsored the Plymouth leg of the Round Britain eRIB Challenge, an ambitious attempt by 18-year-old skipper Harry Besley to become the first to circumnavigate Great Britain in an electric RIB. The not-for-profit initiative aims to promote the marine industry's transition to zero-emission propulsion and demonstrate practical charging solutions for leisure and small commercial vessels around the UK.

During the Plymouth stop, the challenge vessel *Electra* berthed at the Barbican Landing Stage and Queen Anne's Battery, where shore power facilities were used to recharge ahead of the next stage of the journey. The event attracted local interest and was supported by volunteers from SSAFA, the Armed Forces charity, who used the opportunity to raise awareness of their work in Plymouth.

CHC's involvement reflects our ongoing commitment to innovation, sustainability, and collaboration within the UK's maritime sector, supporting projects that encourage the adoption of cleaner technologies and contribute to the goals of the Clean Maritime Plan 2050.

Smart Ports, Clean Water

During 2024, Cattewater Harbour Commissioners joined a collaborative Innovate UK funded project named '*Smart Ports, Clean Water*', led by MSeis Ltd with technology partners HydroSurv and Chelsea Technologies. The initiative is developing an autonomous, data-driven approach to water-quality monitoring within UK ports and harbours. Using uncrewed surface vessels (USVs) equipped with advanced sensors, the project enables frequent and wide-ranging sampling of water quality throughout Cattewater Harbour and other Southwest locations. CHC supported this initiative by providing support vessels for USV operations within the harbour. This innovative system will provide near real-time environmental data to support sustainable harbour management and strengthen our commitment to protecting the marine environment through smart, evidence-based operations.



Professional Development and Achievement

Harbour Master Certification



Deputy Harbour Master, Sean Marshall, successfully achieved his *Harbour Master's Certificate of Competency* this year, following two years of dedicated study, totalling more than 230,000 words of written work and countless hours of commitment alongside his existing professional duties keeping the port operational and ensuring that Cattewater Harbour is safe and enjoyable for all water users.

With fewer than 60 certificates issued across the UK in the last ten years, this prestigious qualification allows Sean to hold the position of Certified Harbour Master in any UK harbour.

Sean expressed his gratitude to the UK Harbour Master's Association for supporting his studies through bursary, and to his colleagues at CHC and within the wider maritime community for their encouragement and shared expertise throughout the process. Sean's achievement reflects his deep commitment to professional development and his passion for maintaining high standards of safety and excellence within the harbour and the wider industry.

Celebrating Lee Shaw's Apprenticeship Success



This year, Cattewater Harbour Commissioners were delighted to celebrate the successful completion of Lee Shaw's apprenticeship. Lee joined CHC as an Apprentice Marine Operative, undertaking a comprehensive training programme that combined hands-on harbour operations experience with formal academic study.

Throughout his apprenticeship, Lee has demonstrated exceptional commitment, professionalism, and a strong work ethic. His training covered a broad range of essential harbour activities, including maintenance of navigation marks, moorings and harbour infrastructure, safe operation of harbour vessels, ship assist, towage, pilotage, and adherence to CHC's high standards of health, safety, and environmental management.

Lee's dedication and enthusiasm have made him a valued member of the CHC team. His successful qualification marks not only a personal achievement but also reflects the Commissioners' ongoing commitment to supporting local skills development and investing in the next generation of maritime professionals.

Following the completion of his apprenticeship, Lee has taken on a permanent role within the harbour operations team, continuing to contribute to the smooth and safe running of Cattewater Harbour.

Investment in Youth



Cattewater Harbour also took on a new apprentice in September 2024. Since joining us Josh has *“continued to develop and has benefited from experiential learning from colleagues on a variety of vessels including crane barges, tugs, and pilot boats.*

This has been alongside a comprehensive apprentice training package from SeaRegs, a market leader in maritime training. Josh will undertake his Coastal Yachtmaster exam in January 2026 and complete his apprenticeship, which culminates in a demanding end point assessment in March 2026.” – CHC Deputy Harbour Master

The Barbican Landing Stage's New Piermaster



In July 2024, CHC welcomed Tony Lombardi to the team. Tony is our seasonal Piermaster for the Barbican Landing Stage; working weekends to take visitor mooring bookings, provide a warm welcome to visiting crew and be available to answer any questions or provide support where needed. Tony says:

“I am proud to be the Piermaster of the Barbican Landing Stage; a unique gateway from the ocean to the heart of Plymouth. Few places allow you to sail your craft right into the city and step off into a world rich in historic maritime treasures and the lively atmosphere of the Barbican. This gateway offers so much more than you might expect, which is exactly how I ended up here. Eight years ago, during a yacht delivery, I walked into the Barbican and instantly fell in love with the place. I went home, sold everything and moved here to start a new life. As a retired special operations police officer, I've spent my entire professional life working alongside the maritime community. Now, I'm incredibly fortunate to serve the community for whom the Barbican Landing Stage is essential for both work and play.”



Community and Engagement

CHC Facilitates a Special Request

In June 2024, the Cattewater Harbour team kindly accommodated a special request from Ms Jennifer Kloester, who wished to visit the historic Plymouth Breakwater and its lighthouse – built under the supervision of her five-times great-grandfather, engineer William Stuart. With enthusiastic support from CHC and the necessary permissions in place, Ms Kloester and her guest enjoyed a memorable trip and visit to the breakwater, gaining a tangible connection to their maritime heritage and the port's engineering legacy.

This gesture underscores CHC's commitment to community engagement and appreciation of maritime heritage. [See the BBC News article here](#)

Charity Football Match

On December 2nd 2024 Cattewater Harbour and Turnchapel Wharf held a charity football match in Plymstock to raise money for St Luke's Hospice. Here is what our pilot boat coxswain Owen, who organised the event, had to say.

"Festivities, friendships and professional relationships were put on hold for the evening as the Cattewater Harbour Commissioners went head-to-head in a "friendly" charity football match against stakeholders from Turnchapel Wharf. Captain Richard Allan, CHC's CEO and Harbour Master, led a determined Cattewater team, whilst Turnchapel were guided by their manager Ryan Bonney. Both teams played with maximum effort and minimal skill, bar a few stand outs that gave the game full of moments of magic for the supporters to enjoy. The match concluded with a well-deserved victory for Turnchapel Wharf, with a scoreline of 5-2.

With everybody's generous donations, the match raised £1,000 for St Luke's Hospice, helping them continue their vital work in the care and support of those in need. We are hoping to make this an annual event and there are plans to meet Turnchapel and wider stakeholders in a rematch in late 2025."



Dartmoor 30 Miler 'Ansome

In April of 2025, three members of the CHC team took on a 38 mile yomp across Dartmoor National Park. Harbour Operative Lee Shaw was on the team and here is what he had to say about the experience.

"Myself (Lee, former army), fellow veteran Owen (former Royal Marine) and other members of the CHC team took on the world-renowned Royal Marines 30 Mile March! This is the final and most gruelling of the 4 commando tests that Royal Marine recruits complete before being awarded the green berets. But we didn't stop there, on completion of the "30 Miler 'ansome" we pushed on past the finish line ending up on the Barbican Landing Stage in the heart of Plymouth, where we were welcomed by family, friends and the Cattewater Harbour team, totalling approximately 38 miles overall!"

This was an immensely challenging feat and raised over £2,500 for Combat Stress.



Promoting Children in Plymouth (PCiP)

CHC was highly commended in the 2024 PCiP Community Championships, recognising our commitment to engaging and supporting young people through meaningful harbour-based outreach and education. This accolade acknowledges the efforts of our team to go beyond core operations and invest in the future of our city, ensuring children in Plymouth benefit from access to maritime experiences, career inspiration and water-safety awareness.

Being acknowledged through the PCiP Community Championships affirms the value of our long-standing partnerships with schools, youth organisations, maritime charities and local community networks. Their involvement has been crucial in ensuring our programmes remain inclusive, accessible and relevant to children from a wide range of backgrounds.

CHC remains firmly committed to expanding these opportunities in the years ahead. By continuing to invest in youth-focused engagement, we aim to strengthen our connection with the next generation, nurture interest in maritime careers, and help young people across Plymouth feel confident, safe and welcome on the waterfront.



Industry Engagement

Lola Fadina's Visit to Cattewater Harbour

Cattewater Harbour Commissioners were pleased to welcome Lola Fadina, the Department for Transport's Director for Maritime, for an insightful and productive visit this year. Ms. Fadina met with the CHC team, along with other marine facilities within Cattewater Harbour to discuss current harbour operations, regulatory priorities, and opportunities within the broader maritime sector. Her visit provided valuable strategic perspective and reinforced the importance of close collaboration between CHC and the Department for Transport. The discussions supported forward planning around safety, sustainability, and continued economic growth within the Cattewater.

Seatrade Cruise Global

As part of the Cruise Plymouth partnership, Cattewater Harbour participated in the 2024 SeaTrade Global conference in Miami, the world's leading cruise industry gathering. Our delegation worked alongside regional partners to promote Plymouth's growing cruise offer, highlight recent harbour infrastructure improvements, and strengthen relationships with cruise line executives and itinerary planners.

Across three days of meetings, workshops, and networking events, the team showcased Cattewater Harbour's capabilities as a welcoming and efficient port of call. Engagements focused on expanding seasonal calls, positioning Plymouth as a key gateway to the Southwest's heritage, maritime history, and highlighting visitor experiences.

The conference generated several promising leads, with follow-up discussions already under way for new ship calls in 2026 and beyond. Participation reaffirmed the value of the Cruise Plymouth partnership model and underscored the strategic importance of international engagement in securing continued growth for the harbour's cruise sector.



Recognition and Accreditation

Recognition through BPA Shortlisting

We were proud to be shortlisted for the British Ports Association's *SME Port of the Year Award 2024*, and accolade that recognised smaller ports demonstrating outstanding operational, strategic, and developmental achievements.

This shortlisting reflects our sustained efforts throughout the year across commercial performance, stakeholder engagement, safety, sustainability, and innovation. It highlights the success of our approach in balancing harbour operations, community impact, and strategic development.

Being a part of the national shortlist also reinforced our reputation with customers, partners, and the local community – showing that Cattewater Harbour operates to national standards of excellence. We have continued to build on the momentum of this recognition, further strengthening our commitment to service quality, operational resilience, and environmental responsibility.

ISPO Accreditation



On the 5th of June 2024, Plymouth Pilotage Service was awarded the Certificate of Competency by the International Standard for Maritime Pilotage Organisations (ISPO) – a recognised standard for pilotage worldwide. Plymouth is now just the 4th port to be recognised with this standard in the UK, and the 36th in the world.

Captain Richard Eggleton, Plymouth Pilotage Service:

"Achieving the ISPO Certificate of Competence demonstrates the Plymouth Pilotage Service's ongoing commitment to best practice and demonstrates our high levels of competence required to be accredited. As the pilotage service for Plymouth,

we work with a wide range of vessels including cargo, ferry and cruise, alongside a range of scenarios including deep draft, river and inland waterways and harbour and docking pilotage. The pilotage service operates 24 hours a day, 365 days a year. It is imperative that each pilotage move is done safely and efficiently, and this accreditation recognises our ongoing commitment to that."

The ISPO is a standard of best practice for all pilot organisations, improving safety and quality. On successful award it is valid for five years with self-regulatory assessment and transparency continually required to ensure standards are met.

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