

# Annual Report 2023



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*'I like the daily challenge, working with our customers and getting their boats ready to compete'*

JOHN, PORT OPERATIVE

# Welcome

**Cowes Harbour is a Trust Port, designated and recognised by the Department for Transport (DfT). As such, it is an independent statutory body, run by an independent board of commissioners for the benefit of stakeholders. We are committed to operating within government DfT guidelines, as published in the Ports Good Governance Guidance.**

Port business for Cowes Harbour is conducted in the interests of all stakeholders with openness, transparency, accountability and commercial prudence. The DfT requires Cowes Harbour Commission to operate as a commercial business, seeking to generate a surplus from its operations and marine services. Surpluses are then reinvested into the port or otherwise directed towards ensuring that Cowes Harbour is fit for the future..

The board of commissioners consists of independent non-executive commissioners and the chief executive. The commissioners are appointed on merit on an open recruitment basis to provide Cowes Harbour Commission with the professional skills and experience to determine the policy and business decisions of the organisation. The commissioners are appointed for a term of three years and can usually serve a maximum of two terms. A maximum of two additional commissioners can be co-opted at any one time for specific purposes and serve for a period of 12 months.

As recommended by the DfT, the Commission consults and seeks guidance from an Advisory Committee whose members represent the users and stakeholders of Cowes Harbour.

The Cowes Harbour Advisory Committee is a key part of good governance, enabling stakeholders to table ideas and raise concerns to the board and senior leadership team and assist in the flow of information to the Cowes community. The Committee is consulted on all matters substantially affecting the management, maintenance, improvement, conservation, protection, regulation and the safe navigation of Cowes Harbour. The Advisory Committee meets several times a year and aims to provide an effective two-way communication mechanism between Cowes Harbour Commission and its key stakeholders and harbour users.

We encourage all stakeholders to provide input and feedback to the Commission or through the Advisory Committee so that we can continue to operate a thriving port that is fit for the future.



**COWES HARBOUR  
COMMISSION**

HARBOUR AUTHORITY & MARINE SERVICES



# Strategic Plan 2022 – 2027

## PURPOSE

Cowes Harbour Commission exists to maintain a thriving port that is fit for the future.

## VALUES

*The Commission will conduct its business in accordance with the following values:*

- SAFETY FIRST
- INTEGRITY
- AGILITY
- KINDNESS AND CONSIDERATION
- COLLABORATION
- INNOVATION
- SUSTAINABILITY

## VISION

*In five years, Cowes Harbour Commission will ensure that:*

- COWES IS A SAFE AND BUSY HARBOUR
- WE ARE A VALUED EMPLOYER
- COWES IS A DESTINATION OF CHOICE
- WE ARE A RESPECTED SERVICE PROVIDER
- WE ARE TRUSTED AND VALUED BY STAKEHOLDERS
- COWES IS A PORT THAT 'DOES IT PROPERLY'

## MISSION

*Cowes Harbour Commission will:*

Manage the Harbour in accordance with the principles in the DfT's Ports Good Governance Guidance document.

Promote and deliver a safety-first culture ensuring the highest standards in health and safety for our employees and Harbour users whilst complying fully with the Port Marine Safety Code.

Commit to the sustainable management and conservation of the harbour, estuary and local environment.

Promote and deliver sustainable Harbour development policies to safeguard and support new and existing business services, investment and employment.

Ensure that commercial and financial management is robust and market-led to enable us to deliver our statutory duties, strategic objectives and to fund Harbour improvements.

Create long-term value by aligning our business development activities, key stakeholder relationships and communications strategy with our strategic goals.

Support and maximise the potential of our employees by implementing policies and procedures that align with our strategic goals and address the needs of our employees and the Harbour.

Continue to communicate and engage with key stakeholders on the strategic development of the Harbour.

Support and develop marine employment.

*'Our daily mooring checks from the Folly to the Outer Harbour mean peace of mind for boat owners'*

DAN, HARBOUR PATROL



# Chair's Review

*My second year has been a particularly rewarding time, working with a very talented board and executive in generating an exciting and ambitious vision to meet our future challenges.*



**My first year as Chair in 2022 was also our 125th anniversary as a Commission and it provided me with a great opportunity to review the Harbour's journey over time, see how far we have come and how much we have done as a Commission to develop the Harbour since 1897. We continually evolve to meet the needs of our community and I see no intention of easing up in delivering the best possible service to our customers. In 2023 we have made further significant progress, to deliver the services and maintain high safety standards. This in turn has also created a strong financial performance and generated funds for the future development of the Harbour.**

Cowes has a long history of yacht racing, which is vital that we not only maintain, but look at ways to increase. I am pleased to report that good progress is being made on working with local yacht clubs and major event organisers, as we focus on attracting more sailing events back to Cowes. The importance of all interested parties, collaborating in the journey is vital to achieving this goal and its future success.

CHC board members hold office for three years, with an option to renew for a second term. This is vitally important to ensure that we refresh and maintain the required commercial skills and experience, which constantly evolve to meet the changing future requirements of the Harbour. Following a significant recruitment process, I am delighted to welcome two new members to the CHC board. Mark Bew and Rupert MacInnes. Mark is a former CEO of a Global Systems integration business, specialising in the delivery and operation of major infrastructure. He has held senior positions in a number of the UK's largest contractors and consulting engineers, as well as leading a Government Task Group to encourage digital capabilities within construction. Mark is a Chartered Engineer, a Fellow of the Institution of Civil Engineers and the Royal Institution of Chartered Surveyors. Rupert has spent his career to date as general counsel and executive business leader within the financial services industry, primarily advising and partnering on legal and regulatory matters. Rupert is a keen sailor and boater, racing in Cowes and Bembridge for many decades and spends as much time as possible on the water with his family in the Solent and further afield. Last year Richard White also joined the board, responsible for commercial property development but

had to resign early to take up a significant global role based in Denmark. I would like to thank Richard for his significant input and wish him well in his new role.

We continued to focus on the future of the Harbour through investing in marine employment and young people. I am particularly proud of the initiative from our executive to assist young people, who may not have the opportunity, to gain experience of the marine industry and its career opportunities. We also saw the appointment of two new key members of the CHC management team. Roger Parrot as Finance Manager, and has already introduced new working practices and significantly contributed to the financial management of Cowes Harbour Commission. Our second appointment is Captain Jon Kidd who we were delighted to welcome back as Harbour Master. Many of you will remember Jon as our Deputy Harbour Master. Before returning to Cowes Jon has added to his experience as a Ships Master and at Trinity House as their Inspector of Seamarks. We are very fortunate to have someone with this level of experience as our Harbour Master.

We are also very fortunate to have an active and engaged Cowes Harbour Advisory Committee, chaired by Mark Southwell, however, it is vital to the success of the Harbour's future that we listen directly to our customers and we encourage you to visit the Harbour Office or contact us with any issues you want to discuss.

*Phil Hagen*

**Phil Hagen**  
Chair





*What a year we've had. I am pleased to report that whilst turnover remained in line with 2022, our costs were down by £234k due mainly to a reduction in purchase costs and external contracts. This resulted in a £458k surplus for the year.*

# Chief Executive's Review

During the year we continued our maintenance and development of the Harbour, spending over £165k on new pontoons, upgrading parts of the CCTV system, and completing our annual programme of dredging. We also worked in partnership with the Isle of Wight Council to fully refurbish the Whitegates public pontoon which has now been transferred to Cowes Harbour Commission (CHC) to run and maintain.

We completed two key upgrades in the Harbour during the year, installing two electric chargers on Trinity Landing and one at Shepards Marina. We also developed a new QR code based payment system for visitor berthing in partnership with Avalon.

Lastly, having secured planning permission to develop Kingston Boatyard, we appointed Vail Williams to act as project manager who promptly pulled together the tender documents for the first phase of work which should enable us to commence work by mid-2024.

I am also pleased to report that we launched a new fund to help young people gain experience of life on the water and the potential to work in the maritime sector. As part of CHC's programme, we launched a new apprenticeship scheme in 2023 and a new means-tested bursary scheme that provides funding for young people to attend UKSA's Sea Change programme - an inspirational five day residential programme for young people from the Cowes area to learn about potential careers in the maritime sector.

Our first apprentice Ollie is now on a Workboat Apprenticeship that was put together in partnership with UKSA. We also funded 31 students to attend the Sea Change programme. In addition, the funding paid for 12 students from Cowes Enterprise College to experience five days of sailing on the Ocean Youth Trust ship, Prolific.

I am also delighted to report that we have made considerable progress on our Five Year Strategic Plan with actions completed across all our goals. One important achievement was the launch of a new CHC website which saw the old site's 1,800 pages reduced to around 100 pages plus an easier way to navigate the site to quickly find the information visitors want to find. Alongside the website, we also launched a new WebApp that offers a fresh approach to guide visitors to what Cowes has to offer and exactly where to find it.

Finally, judging from the bookings we have received already for events, there are early indications that 2024 will be another busy year for visitors to Cowes, so I look forward to what I hope will be a particularly good year for the Harbour and all the businesses that support the visitor economy.

**Gary Hall**  
Chief Executive



# Six Clear Goals for the future

## 1. SAFETY & SECURITY

To promote and deliver a safety-first culture ensuring the highest standards in health and safety for our employees and harbour users whilst complying fully with the Port Marine Safety Code.

### PROGRESS SO FAR:

All audits and maintenance completed and delivered in 2023. One propulsion failure campaign ran alongside many public-facing safety campaigns each month. A full review of all Risk Assessments for the Harbour was undertaken externally.

## 2. ENVIRONMENT & SUSTAINABILITY

A commitment to ensure the sustainable management and conservation of the harbour, estuary, and local environment.

### PROGRESS SO FAR:

Two electric chargers were installed by Aqua Superpower - one at Trinity Landing and one at Shepards Marina.

£68K of funding was secured in 2023 to determine the best powertrain options for potential future harbour boat applications.

Sustainable moorings were installed in February 2023 in partnership with Natural England and a Sustainable Management Plan for dredging was created and a new Stakeholder Dredging Committee formed with clear plans for 2024 now in place.

## 3. PORT & HARBOUR DEVELOPMENT

To promote and deliver sustainable harbour development policies that safeguard existing and support new business, services, investment and employment.

### PROGRESS SO FAR:

Progress on the development of Kingston Wharf continues with Vail Williams appointed to project manage the lower tier works, concrete base and wash down facility and new pontoons have also been investigated.

Engagement with key stakeholders has continued to expand with the Cowes WebApp launched in 2023, including a sectional town directory. Cruise Ship provision was also improved with a Meet & Greet process introduced plus active communication with Cowes retailers ahead of cruise ship visits.

A rolling programme to upgrade mooring pontoons, reduce maintenance costs and increase pontoon lifespan was put in place in 2023 and a new cruise ship mooring was investigated during the year.

## 4. HUMAN RESOURCES MANAGEMENT

To support and maximise the potential of our employees by implementing policies and procedures that align with our strategic goals and address the needs of our employees and the harbour.

### PROGRESS SO FAR:

Newly updated contracts and job descriptions were implemented across all sites along with new employment policies and procedures.

A new apprenticeship scheme was started in April 2023 in partnership with UKSA and IOW College and a new Bursary Scheme launched in December 2022 in partnership with UKSA and rolled out across 2023.

## 5. FINANCIAL MANAGEMENT 6. MARKETING & BUSINESS DEVELOPMENT

Ensure that commercial and financial management is robust, market-led and enables us to deliver our statutory duties, strategic objectives and to fund harbour improvements.

### PROGRESS SO FAR:

An increase in surplus in 2023 and a new Financial Manager meant all rolling plans, budgets and forecasts have been analysed and future-proofed.

Create long-term value by aligning our business development activities, key stakeholder relationships and communications strategy with our strategic goals.

### PROGRESS SO FAR:

A new CHC website and WebApp were launched in 2023 offering a fresh approach to attract more visitors to Cowes.

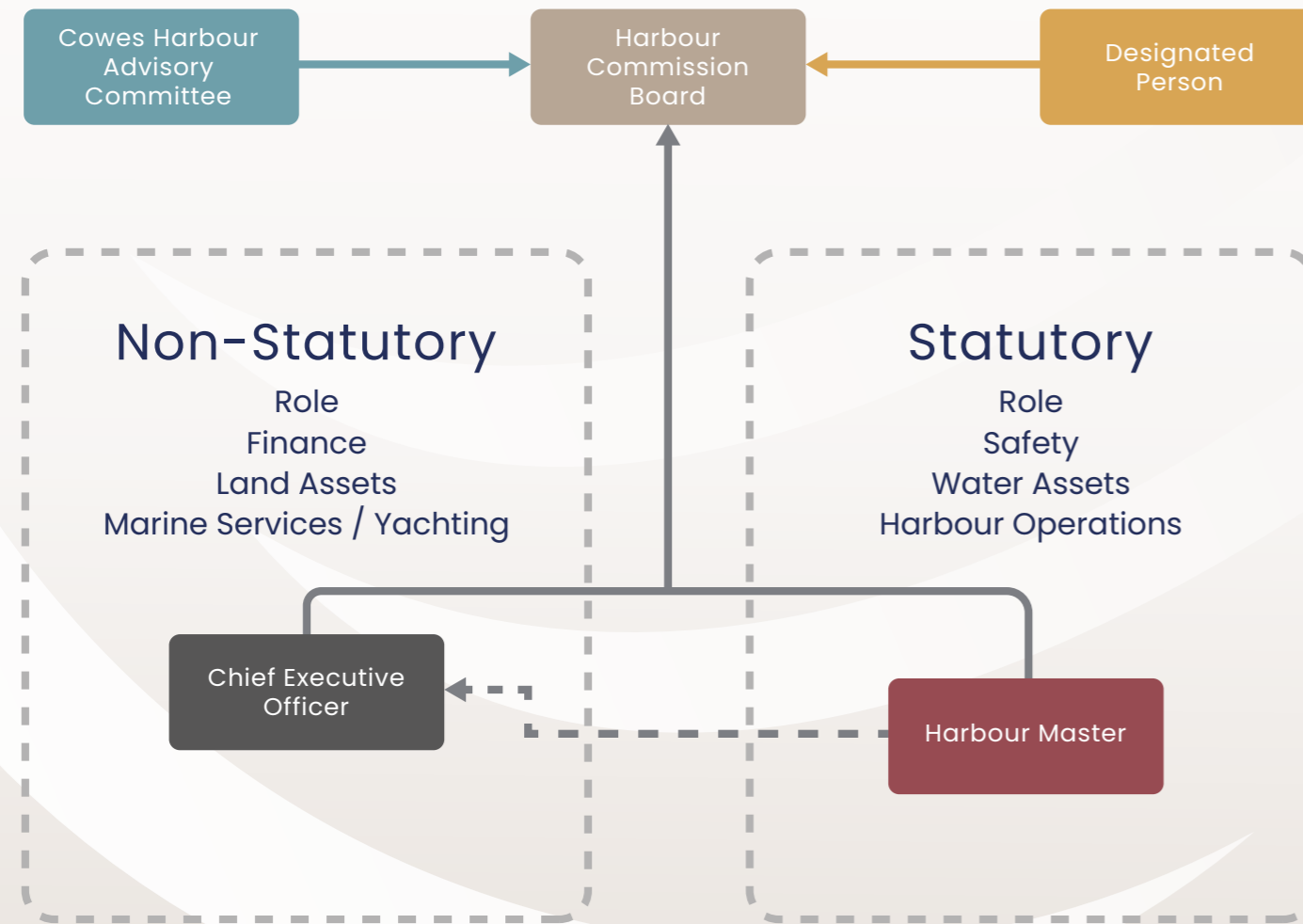
A new QR code based berthing system was installed for both Town Quay and Trinity Landing allowing easy short-term berthing at both sites.

Please see the Five Year Strategy 2022-2027 document for further details:

[bit.ly/CHC-Five-Year-Strategy-2022-27](https://bit.ly/CHC-Five-Year-Strategy-2022-27)



# Cowes Harbour Commission Structure



**Gary Hall**  
Chief Executive  
& Commissioner



**Jennie Smith**  
HM Designate  
(from May 2023, replacing  
Shane Wood)

## THE COMMISSIONERS WHO SERVED ON THE BOARD DURING 2023:



**Phil Hagen**  
Chair  
Strategy & HR  
Management



**James Evans**  
Deputy Chair  
Governance &  
Regulatory



**Vanessa Clifford**  
Marketing  
& Business  
Development



**Jason Losty**  
Safety & Security



**Fiona  
Fitzherbert-Brockholes**  
Environment &  
Sustainability



**Richard White**  
Commercial Property  
Development  
(to September 2023, due to  
relocation abroad)



**Steve Sheridan**  
Finance



**Clive Blount**  
Marine Services &  
Port Development

# Meet the Team

*Cowes Harbour Commission (CHC) employs 30 people including a leadership team that has the necessary skills and experience to ensure Cowes Harbour is managed in a safe, sustainable, and commercially viable manner for the benefit of harbour users and the wider community.*



## **Gary Hall – Chief Executive**

Gary was appointed as CEO in February 2021 and is responsible for providing strategic leadership of all CHC's operations. He is also a Commissioner on CHC's Board. He is responsible for the long-term strategic development of Cowes Harbour, driving growth, change, innovation and improvement, whilst building and developing effective relationships with our highly valued customers and broad ranging stakeholders.



## **Jennie Smith - HM Designate** (from May 2023)

Jennie joined the team in September 2021 from Falmouth Harbour, where she was Harbour Master Assistant, having previously been a 2<sup>nd</sup> Officer with Disney Cruise Line. As Deputy Harbour Master, Jennie assisted Harbour Master Shane Wood until May 2023 in all statutory related matters, such as marine safety and harbour legislation. Jennie took over from Shane in May 2023 as HM Designate until the arrival of Jon Kidd as HM in January 2024.



## **Roger Parrott - Finance Manager**

Roger is responsible for accounting and financial management. Roger arrived at Cowes Harbour Commission having spent six years in a similar role at UKSA. A keen windsurfer and an Island resident for almost 20 years Roger brings a wealth of experience gained in both public and private sector finance roles. Roger has line management responsibilities for the administration staff.

# Senior Leadership Team



## **Jock Rafferty – Marine Services Manager**

Jock joined CHC in 2013. He is responsible for the day-to-day operation of CHC's yacht and marine services and supports the achievement of CHC's vision to develop Cowes Harbour and its services for the benefit of harbour users and key stakeholders.



## **Jeremy Smither – Boatyard and Commercial Services Manager**

Jeremy was appointed in 2020 and is responsible for all the planned and reactive maintenance on CHC's marine and property assets, ensuring they are kept in a safe and useable condition. He supports the achievement of CHC's vision to develop Cowes Harbour and its services, whilst maintaining a safe environment for all CHC staff and stakeholders.



## **Richard Hale – Marketing Officer**

Richard joined the team in January 2023. He is responsible for communications and marketing internally and externally plus development and delivery of the marketing strategy. His main objectives are to raise the profile of the Commission's work and to promote Cowes Harbour as a destination to visitors, enhancing the customer experience across all business areas from introduction to transaction and legacy.



Harbour Views





# Cowes Harbour Advisory Committee

As recommended by the Department for Transport, Cowes Harbour Commission consults and seeks guidance from an advisory committee whose members represent the beneficiaries and stakeholders of the harbour.

The Cowes Harbour Advisory Committee is a key part of good governance, enabling stakeholders to table ideas and raise concerns relating to the harbour with the Commission, and in turn, to comment on proposed changes to the operation of the harbour.

The Committee meets several times a year and aims to provide an effective mechanism for two-way communication between the Commission, key stakeholders and harbour users. Gary Hall and The Harbour Master attend the meetings on behalf of the executive, alongside Clive Blount, the commissioner who is the link to the board.

Regular agenda items in 2023 included harbour safety, the General Directions, stakeholder benefits, slipways, water taxis, harbour development and sustainability. Minutes from Advisory Committee meetings are available on the Cowes Harbour Commission website.

*“The openness of Cowes Harbour Commission means our members feel they are heard and views are taken on board”*

MARK SOUTHWELL

## Overview from the Chair:

I had initially intended looking at how many representatives there should be in CHAC with a view to slimming it down. But as each meeting passes it has become clear people like the updates and opportunities to ask their questions of CHC.

CHC continue to be open about what happens in the Harbour and ashore. We’re pleased to see them collaborate with the IW Council over the Whitegates pontoon and to hear of their support for the Solent Oyster project and the new apprenticeship scheme.

The Cowes traders now have a formal structure for them to talk. One important topic is that of the future of marine employment and this year we have heard from an education careers specialist about getting school children into marine employment. If the successful marine businesses here can employ local people, traders on both sides of the river benefit.

We have noted the efficient and safe running of the Harbour and boat owners suffer fewer breakdowns thanks to CHC working with both the RYA and the RNLI. The Harbour continues to go from strength to strength and we support CHC in their strategy to achieve that.

**Mark Southwell**  
Chair of CHAC

| Stakeholder Groups                         | Organisations   | Representative   |   |
|--|---|--|---|
| Medina Waterfront Freehold Residents       |   | John Corby, Owner Corby Yachts   |   |
| Sailing and Training Establishments        | UKSA  | Ben Willows, CEO UKSA (Vice Chair)   |   |
| Isle of Wight Council                      | IWC<br>Newport Harbour Authority                                    | Cllr Lora Peacey-Wlcox   |   |
| Cowes Town Council                         | CTC   | Cllr Anni Adams & Cllr Michael Paler   |   |
| East Cowes Town Council                    | ECTC  | Cllr Karl Love & Cllr Tracy Reardon  |   |
| Red Funnel Group                           | RFG   | Leanna Lakes, Operations Director Red Funnel   |   |
| Marina Operators                           | East Cowes Marina<br>Cowes Yacht Haven (see CTWT)                   | Mike Townshend, Marina Manager<br>East Cowes Marina                                  |   |
| Cowes Town Waterfront Trust                | CTWT  | Daniel Jehan, Managing Director Cowes Yacht Haven                                    |   |
| Business Associations                      | Cowes High Street Businesses  | Lou Newlands, Joli   |   |
| Cowes Clubs and Classes Association        | CCCA  | Giles Peckham, Commercial Director Cowes Classics Week                               |   |
| Cowes Week Ltd                             | CWL   | Laurence Mead, Regatta Director CWL  |   |
| Medina Combined Clubs                      | Medina Mariners Association<br>East Cowes Sailing Club              | Newport Rowing Club<br>Ryde Rowing Club  | Dave Casson, East Cowes Sailing Club  |
| Shipyards and Wharf Operators (Cowes)      | Medina Wharf<br>Medina Yard<br>Lallows                              | Victory Yard<br>Diverse Marine   | John Corby, Owner Corby Yachts  |
| Shipyards and Wharf Operators (East Cowes) | RWE Power<br>Clarence Boatyard<br>Independent Boat Builders         | Wight Shipyard<br>Aluminium Marine Consultants (AMC)<br>RNLI Inshore Lifeboat Centre | Rob Stewart, Commercial Director AMC  |
| Commercial Vessel Operators                | Solent & Wightline Cruises<br>Seacat Services<br>Faversham Shipping | Carisbrooke Shipping<br>Williams Shipping  | Mark and Lee Rayment, Solent & Wightline Cruises<br>Julian Shawyer, Williams Shipping |
| Commercial Fishermen and Water Taxis       |   | Bob Holt, Cowes Water Taxis  |   |
| Cowes RNLI                                 | RNLI  | Mark Southwell, Lifeboat Operations Manager<br>Cowes RNLI (Chair)                    |   |

All of our agendas and minutes can be viewed on the CHC website, together with a list of stakeholder groups and committee members.

[cowes.co.uk/about-us/cowes-harbour-advisory-committee](https://www.cowes.co.uk/about-us/cowes-harbour-advisory-committee)

Contact the Advisory Committee chair by email [chac@cowes.co.uk](mailto:chac@cowes.co.uk)



# Harbour Safety

**Cowes Harbour Commission (CHC) was subjected to audits from the Department for Transport (DfT), the General Lighthouse Authority (Trinity House) and an external audit in Feb 2023 conducted by ABPMer.**

HM Designate, Jennie Smith said: *“By remaining fully compliant with all the requirements set by the regulatory bodies, Cowes Harbour Commission demonstrates its commitment to providing a safe harbour for all our harbour users and for our local port community. The results and observations from these audits can further inform our safety management plans for the future.”*

## Incidents

Under Cowes Harbour General Direction 3.8 all commercial incidents and serious leisure incidents are required to be reported to the Harbour Master, however Cowes Harbour encourages the reporting of all incidents and near-misses by all stakeholders. Anyone can report an incident using our online system, located in the header of our website or via [cowes.co.uk/safety-navigation/incident-reporting](https://www.cowes.co.uk/safety-navigation/incident-reporting). Incidents can also be reported by phone and email, and of course, captured by the patrol officers on the water.

## Top 3 incidents 2023

|                      |    |
|----------------------|----|
| Failure – Propulsion | 65 |
| Collision / Allision | 10 |
| Chain Ferry          | 9  |

There was a total of 307 incidents recorded in 2023. Failure of propulsion in leisure vessels was the most recorded category. CHC, in conjunction with the other Solent Ports will be promoting a campaign to educate and remind boat owners of the importance of preparing and maintaining their vessels appropriately.

## Top 3 interventions in 2023

|                 |    |
|-----------------|----|
| Speeding / Wash | 66 |
| Swimming        | 12 |
| Chain Ferry     | 6  |

The harbour patrol officers made 97 interventions – over 65% of which were in relation to speeding and wash. We will review how best to promulgate our rules on speeding and wash for 2024.

Education is the first step in engaging with people who contravene the General Directions, and this is usually sufficient. Two warnings were handed out with a follow up of one written warning.

## Navigation Aids

The annual inspection of aids to navigation (AtoN) took place in September 2023 by Trinity House as the General Lighthouse Authority (GLA) and all CHC AtoN were operational and found to be in good order.

An availability of nav aids of 99.67% was achieved in 2023, exceeding the IALA & GLA target of 97%.

# Port & Harbour Development

*As well as the physical sites at Town Quay, Shepards Marina and Kingston Boatyard, the Commission has many floating and land-based assets, including vessels, machinery, nav aids, pontoons, moorings, and a floating fuel barge.*

We have increased our seasonal event moorings and CCTV cameras this year and invested heavily in pontoon maintenance and repair. We have also invested in a first-to-the-UK QR code short-term berthing solution which creates a quicker customer experience and saves time for Berthing Masters throughout the year.





# Conservation, Environment and Sustainability

*CHC is committed to the sustainable management and conservation of the harbour, estuary, and local environment and is working with harbour users and statutory authorities to ensure that the balance between the use of the estuary and its environment is maintained.*



## Habitat Restoration

Working with the Isle of Wight Estuaries Partnership, CHC are part of the Solent Seascape Project which is a large, collaborative partnership project funded by the Endangered Landscapes and Seascapes Programme (ELSP). The project coordinates efforts to restore coastal habitats at scale throughout the Solent. It includes restoration of saltmarsh, seagrass, native oysters and seabird nesting sites, also looking at the beneficial interactions between them. The partnership includes BLUE Marine Foundation (lead), Natural England, the Environment Agency, Hampshire and IOW Wildlife Trust, University of Portsmouth, Project Seagrass, CHPRoN, RSPB, Isle of Wight Estuaries Partnership and Coastal Partners.

Marine habitat restoration on a seascape scale is still quite new so the Solent Seascape Project will include monitoring to explore its wider benefits such as the uptake of carbon from the atmosphere, removal of polluting nutrients and the positive links between habitats. The project will also reduce the pressure on our coastal waters by working with industry, landowners, sea-users and local communities to co-design a Recovery Plan.

Over the past year the focus in the Medina Estuary has been on saltmarsh restoration, seagrass protection and native oyster restoration.

## Saltmarsh

The saltmarsh restoration project is based on past research, annual monitoring since 2009 and a feasibility study carried out with funding assistance from the Environment Agency. Trialling the use of dredged sediment to raise the level of intertidal mud and allowing saltmarsh plants to become established it is a method that has been used successfully around the world. Each area is unique and has its own challenges. The saltmarsh restoration is a long-term project that will gradually build the level of sediment close to the remaining saltmarsh and enable natural growth. An adaptive monitoring approach will ensure the most appropriate techniques are used to help this important and beautiful habitat to adapt and flourish.

## Seagrass

CHC continues to work with Natural England on the ReMEDIES project which aims to reduce the impact of certain types of moorings on seagrass habitat. The Advanced Mooring Systems (AMS) that were installed in 2023 are being monitored to help increase understanding about the most effective systems in different conditions.

## Native Oysters

Native oyster restoration will help to re-establish what was once an important fishery in the Solent. It will also help to improve water quality in the estuary as the oysters filter the water, removing nutrients which cause pollution. CHC has facilitated and supported UKSA with the installation of an oyster 'nursery' with funding for both the oysters and the cages. Young oysters have been placed under pontoons to protect them as they filter the water, grow and then spawn. The work is being built into UKSA's educational programme and developed further over future years with CHC.

## Maintenance Dredging

Maintenance dredging in the Estuary is an ongoing requirement and reducing negative impacts has been a focus over the past year and into 2024. The saltmarsh restoration aims to provide a small-scale disposal site in future and CHC has been working with the Solent Forum and others on the Beneficial Use of Dredgings in the Solent (BUDS) Project. This is a larger scheme that will set up a local disposal site at Lymington so that sediment can be redirected to where it's needed, reducing transport times and costs for marine disposal.



# Summary Financial Statements

## Statement of Comprehensive Income For the Year Ended 31 December 2023

|   | 2023           | 2022    |
|---|----------------|---------|
|   | <b>£000</b>    | £000    |
| Turnover  | <b>3,897</b>   | 3,920   |
| Cost of sales                                     | <b>(2,599)</b> | (2,833) |
| <b>GROSS SURPLUS</b>                              | <b>1,298</b>   | 1,087   |
| Administrative expenses                           | <b>(731)</b>   | (731)   |
| <b>OPERATING SURPLUS</b>                          | <b>566</b>     | 356     |
| Interest receivable and similar income            | <b>29</b>      | 5       |
| Other finance income                              | <b>23</b>      | -       |
| Interest payable and similar expenses             | <b>(38)</b>    | (23)    |
| Other finance costs                               | <b>-</b>       | (11)    |
| <b>SURPLUS/(DEFICIT) BEFORE TAX</b>               | <b>581</b>     | 327     |
| Tax on surplus                                    | <b>(122)</b>   | (68)    |
| <b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR</b>   | <b>459</b>     | 260     |
| <b>OTHER COMPREHENSIVE INCOME</b>                 |                |         |
| Actuarial gain/loss on pension scheme             | <b>(34)</b>    | 1,008   |
| Income tax relating to other comprehensive income | <b>(30)</b>    | (253)   |
| <b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>    | <b>394</b>     | 1,015   |

### PLEASE NOTE:

The Financial Statements are a summary of the information taken from the full financial statements. These summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of the Commission. For further information, the full financial statements, the Auditors Report on these financial statements and the Commissioner' Report should be consulted. Copies of these financial statements can be obtained from the Cowes Harbour Commission office.

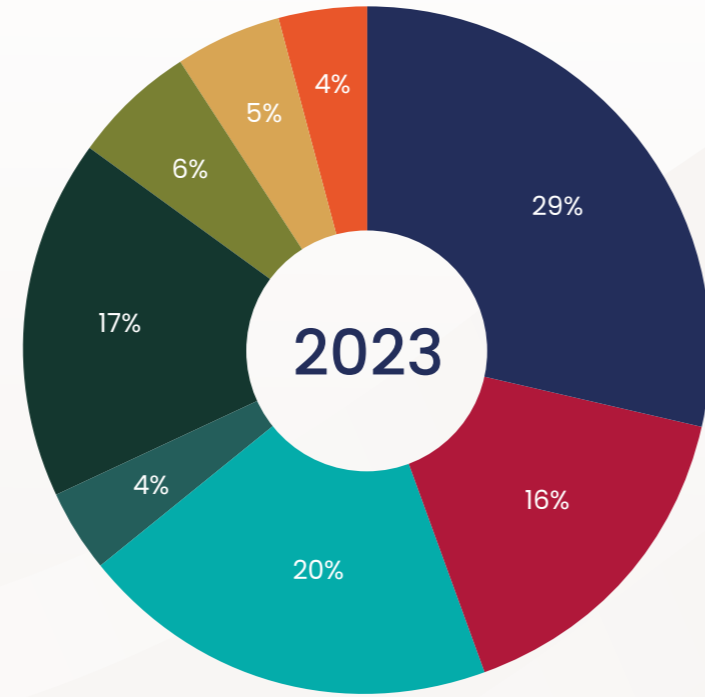
## Statement of Financial Position For the Year Ended 31 December 2023

|  | 2023           | 2022    |
|--|----------------|---------|
|  | <b>£000</b>    | £000    |
| <b>FIXED ASSETS</b>                          | <b>10,930</b>  | 11,114  |
| <b>CURRENT ASSETS</b>                        |                |         |
| Stocks                                       | <b>48</b>      | 46      |
| Debtors                                      | <b>372</b>     | 283     |
| Cash at bank and in hand                     | <b>2,818</b>   | 2,629   |
|  | <b>3,239</b>   | 2,958   |
| <b>CREDITORS</b>                             |                |         |
| Amounts falling due within one year          | <b>(969)</b>   | (1,038) |
| <b>NET CURRENT ASSETS</b>                    | <b>2,270</b>   | 1,920   |
| <b>FIXED ASSETS LESS CURRENT LIABILITIES</b> | <b>13,200</b>  | 13,034  |
| <b>CREDITORS</b>                             |                |         |
| Amounts falling due after more than one year | <b>(3,096)</b> | (3,239) |
| <b>PROVISIONS FOR LIABILITIES</b>            | <b>(777)</b>   | (742)   |
| <b>PENSION ASSET</b>                         | <b>542</b>     | 421     |
| <b>NET ASSETS</b>                            | <b>9,869</b>   | 9,474   |
| <b>RESERVES</b>                              |                |         |
| Retained earnings                            | <b>9,869</b>   | 9,474   |

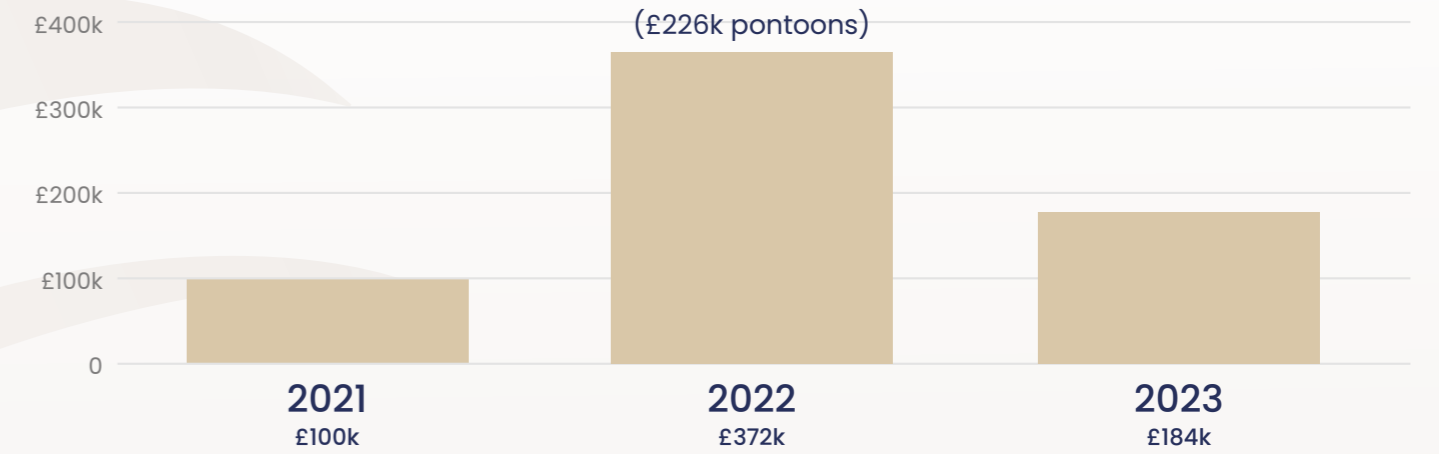


# Income 2023

- Harbour Dues
- Harbour Moorings
- Shepards Marina
- Pilotage
- Kingston Boatyard
- Commercial Marine Services
- Net Fuel Sales
- Other Income

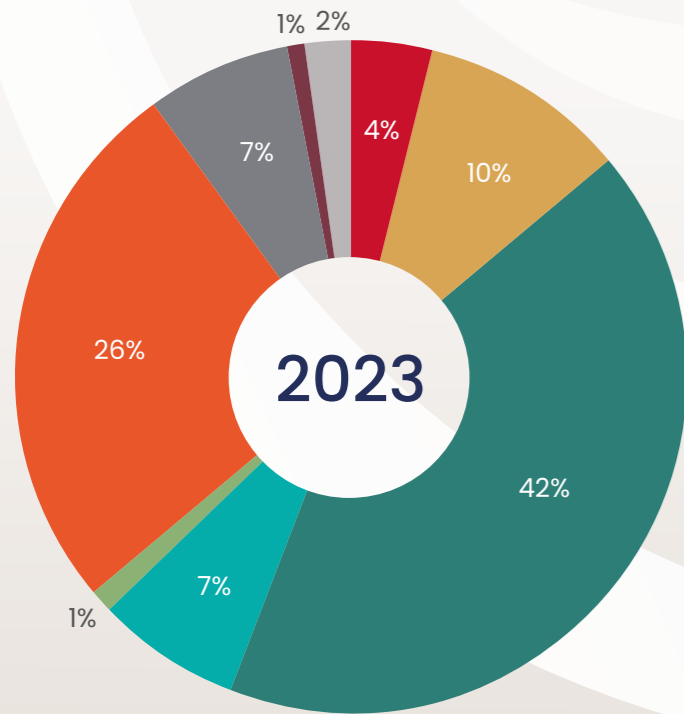


# Capital Spend



# Expenditure 2023

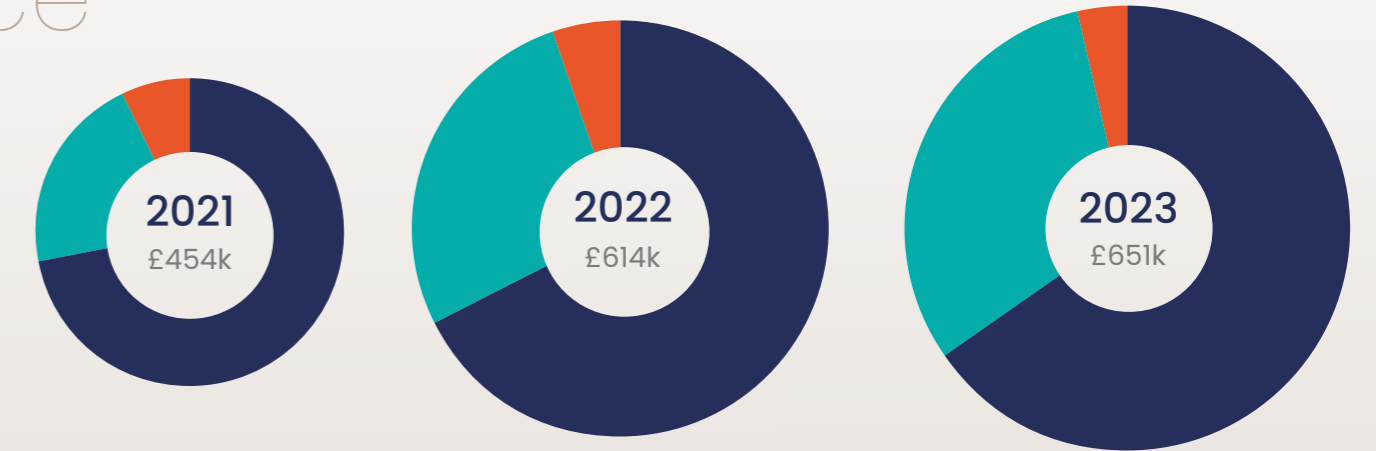
- Direct Costs
- Administration Expenses
- Staff and Contractor Costs
- Other Expenses
- Stakeholder Benefits
- Maintenance
- Capital Expenditure
- Health and Safety Advice / Staff Development
- Kingston Development Fees



# Maintenance

(Harbour, vessels, premises, and dredging)

- Harbour and Vessel Repairs
- Premises Repairs
- Dredging



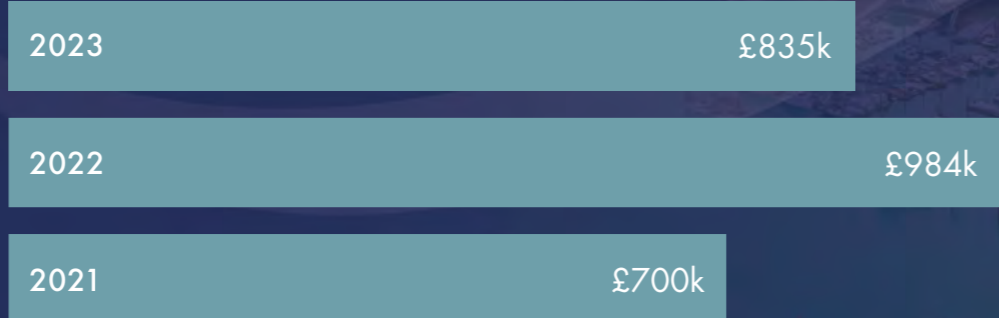


# Annual Mooring & Fuel Sales Statistics

## Total Annual Mooring Income (Harbour and Marina)



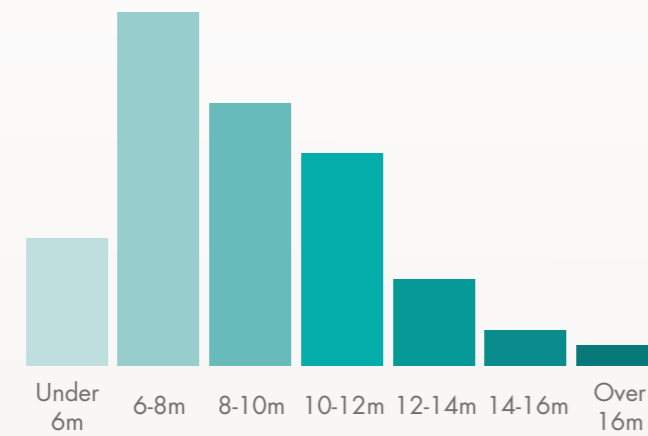
## Total Fuel Sales Total Gross Fuel Sales





# Customer Statistics

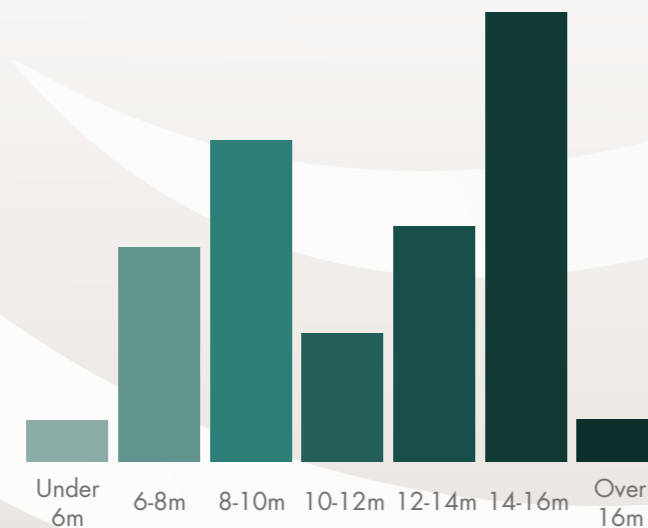
**Resident Moorings**  
Average Boat Lengths



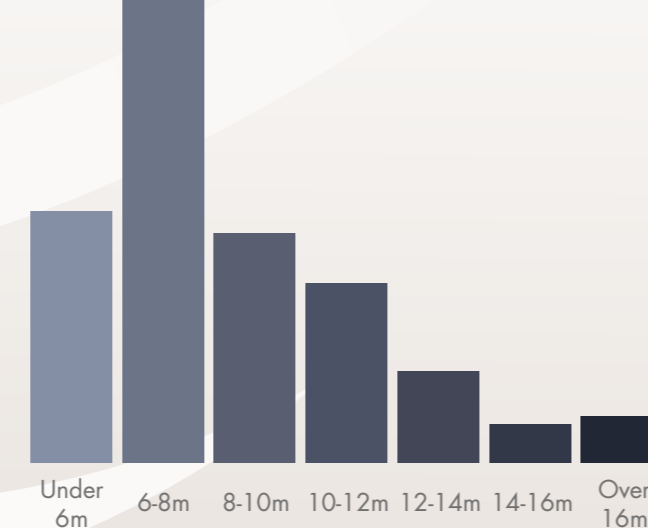
**Change of Mooring Occupancy**



**Shepards Marina Visitors**  
Average Boat Lengths



**Main Harbour Visitors**  
Average Boat Lengths

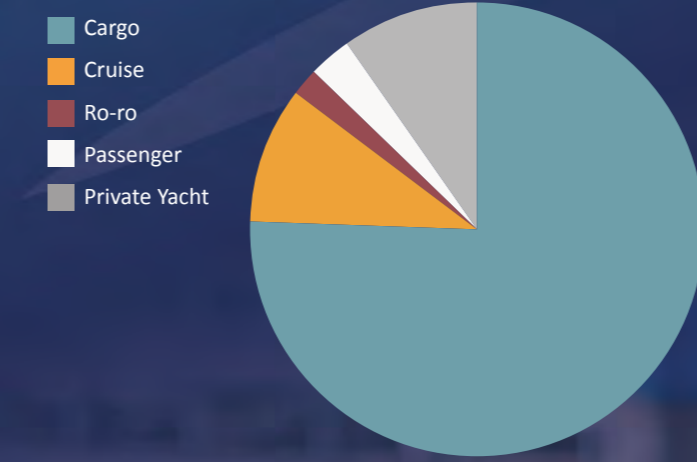


# Commercial Shipping

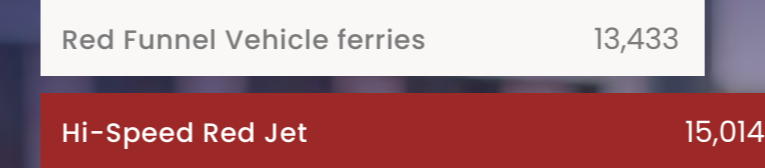
**Pilotage Acts**



**Commercial Vessel Pilotage Acts**



**Ferry Traffic**



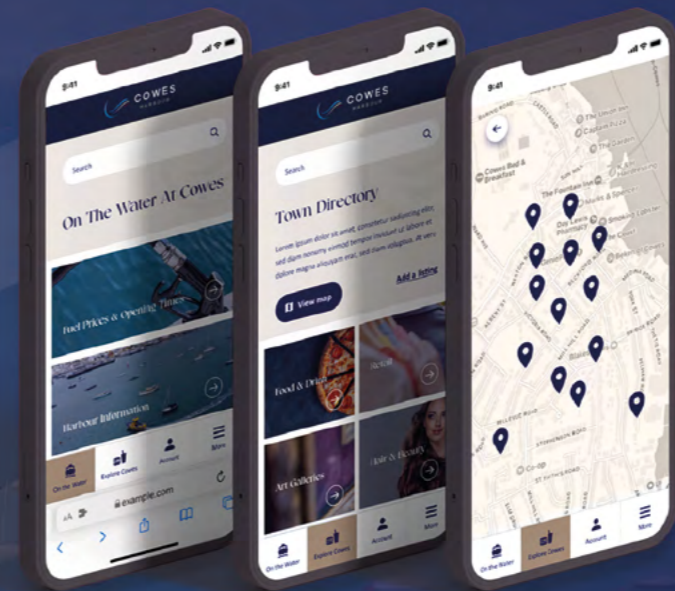
Total of over 2.8m passengers, 650k cars (not including vans) and 45k lorries



*'When people think of Cowes Harbour they think of sailing but actually it is a very busy commercial port'*  
JENNIE SMITH, HM DESIGNATE



# Promoting Cowes as a Destination



The new Cowes website was launched in 2023, along with a new Web App to present the town with a 'high-end' aesthetic and offer easier, digital access for water and shore visitors to information about the town and harbour.

This digital focus and aim for a sustainable marketing programme has extended into 2024 with the removal of the old printed Harbour Handbook and replacement with the Web App in 2023, complemented by the new slim Tide Tables for 2024.







# COWES

## HARBOUR

A THRIVING PORT | FIT FOR THE FUTURE

HARBOUR OFFICE, TOWN QUAY, COWES, ISLE OF WIGHT, PO31 7AS  
01983 293952 | [chc@cowes.co.uk](mailto:chc@cowes.co.uk) | [cowes.co.uk](http://cowes.co.uk)

VHF Channel 69 – Call sign ‘Cowes Harbour Radio’ (Not 24hr)

Cowes Harbour Commission includes Kingston Boatyard and Shepards Marina