



2019

Annual Review



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Highlights

January

Sir Alan Massey is appointed to the Board of Shoreham Port.



February

We share our action plan for the Women in Maritime Charter, cementing our commitment to gender equality within the port and wider maritime industry.



March

Our two 100-kilowatt wind turbines reach their first gigawatt hour of wind energy. In one hour, they produced enough electricity to keep over 100 average homes running continuously.



May

We share our latest developments and plans for the future with over 70 local stakeholders at our annual Public Meeting.

April

We celebrate Shoreham Port being awarded EcoPort status for the sixth year.



June

We open our new Lady Bee Enterprise Centre, showcasing 14 contemporary, purpose-built business units in Southwick.



July

We host a successful week of annual boat tours, with around 1,800 local stakeholders enjoying a free trip around the Port's canal.



August

Barrett Steel, the UK's largest independent steel stockholder, take an assignment of the lease for the steel premises at Shoreham Port.



September

Members of our team attend a Curriculum Development Conference for primary education, showcasing the Why Shipping Matters programme, developed in conjunction with the Institute of Chartered Ship Brokers (ICS).



October

Members from the marine department and communications team take part in a major incident exercise to build confidence and enhance the Port's emergency response.



November

The annual service of the Prince George Lock is complete.

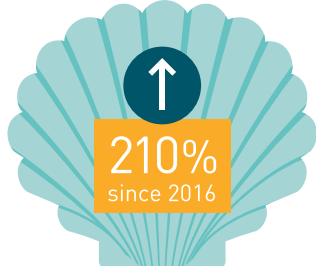


December

The team bid farewell to former Chief Executive, Rodney Lunn, after a decade at Shoreham Port.



We funded a lifesaving defibrillator for local homeless charity Emmaus bringing the total number of defibrillators across the footprint of the Port to ten



We were named number one scalloping port in the UK with 6,169 tonnes of scallops landed into Shoreham



We completed two shingle transfer operations which have helped reduce the risk of flooding for the Port and all beaches between Lancing and Brighton



New well-being initiatives were introduced for our team, including weekly yoga sessions and 'well heart' days



Our marine team videoed a pod of dolphins during a bed levelling operation in Newhaven. The Brighton Dolphin Project and many other local people were delighted to see the footage

Meet the Board

1. Amber Foster Chair

Amber Foster was appointed to the Board in 2015 and elected as Chair in 2018. She served as Deputy Chair of the Port in 2017 and chaired the Port of Shoreham Trustee Company Ltd between 2015 and 2017. Amber is a practising solicitor specialising in commercial law. As a former General Counsel of QVC UK, and Senior Counsel at Coca-Cola Enterprises, she has broad experience and knowledge of operations, manufacturing, compliance and governance matters. She now provides legal advice to businesses on a consultancy basis. Amber has previously served on the boards of the Commercial Broadcasters Association, the European Electronic Retailing Association and the parenting charity, NCT. She lives in Brighton with her husband and daughter.

2. Trevor Giddings Deputy Chair

Trevor Giddings was appointed to the Board in 2015 and elected Deputy Chair in January 2018. Trevor has a professional background as a Civil Engineer, and currently runs his own management consultancy, focusing on the effective and efficient delivery of infrastructure programmes and projects. He has led and supported the management of change in both large and small organisations, in the public and private sectors, mainly in the transport, energy and water industries. In earlier years, as a partner in a major consulting engineering practice, he was closely involved in marine and port engineering projects in the UK and overseas. Trevor has a great interest in the local community and the importance of Shoreham Port in helping to maintain and develop the regional economy. He has lived in Hove since 1999.

3. Carolyn Dwyer Non-Executive Director

Carolyn Dwyer was appointed to the Board in January 2015. Carolyn has held senior appointments in the public, private and third sectors including ministerial appointments. Her career has spanned

more than 30 years working in the development sector, including making business cases, planning, financing and delivery of major projects. Her current roles are as a Chief Officer for the City of London Corporation, Chair of the Legacy Sports and Education Foundation and an Expert Member of the Roads Panel for the Office of Road and Rail Regulation. She is a Fellow of the Chartered Institution of Highways and Transportation, a member of the Chartered Institute of Logistics and Transport and a Fellow of the Institute of Couriers. In her spare time she enjoys sailing, travelling and walking with family and friends. She has lived in Hove since 2003.

4. John Headley Non-Executive Director

John Headley lives in the Preston Park area of Brighton and commutes to London where he is Chief Financial Officer at the University of Law. John is a qualified management accountant. He has worked for many years in senior financial positions, in the higher education sector, the NHS, and previously in the Bupa Group where he held divisional Finance Director positions in the UK and in Spain. John has previously been a School Governor.

5. Mark Lemmon Non-Executive Director

Mark Lemmon is a financial investment professional with over 35 years' experience in banking and equity investment. He has a wealth of experience in infrastructure investment and advisory in the UK and internationally having been Deputy Chief Executive of HSBC's global project and export finance business. Most recently, Mark was Chief Executive and then Executive Vice Chairman of Mena Infrastructure, the most successful infrastructure equity investment fund manager for the Middle East and North Africa of recent years. He is a Chartered Accountant and a Chartered Tax Advisor and holds BA (Hons) and MSc Accounting and Finance degrees from London University. He is a Director, Trustee and Audit Committee Chair of Quo Vadis Trust, a social housing company for clients with

mental health challenges and a main board director and governor of London South Bank University. He is married with three daughters and lives in Wimbledon, South West London.

6. Alan Massey Non-Executive Director

Sir Alan Massey was appointed to the Board of Shoreham Port in January 2019. He has long experience of the maritime environment, having served for 33 years in the Royal Navy before taking over as Chief Executive of the UK Maritime & Coastguard Agency in 2010. As a naval officer he commanded a number of major warships, including the aircraft carriers HMS Illustrious and HMS Ark Royal, later sitting for five consecutive years on the Admiralty and Navy Boards. His naval career culminated as Second Sea Lord and Commander-in-Chief, Naval Home Command. In his eight years with the MCA, Sir Alan led a fundamental transformation of HM Coastguard Service, introduced an all-new fleet of UK Search and Rescue helicopters under MCA control, and modernised the MCA's vessel survey, inspection, regulatory and ship registration functions.

7. Joanne Newell Non-Executive Director

Joanne Newell has spent the majority of her 30 year career in media sales and marketing, joining The Guardian in 1982, becoming Managing Director of Surrey and Berkshire Media in 2001 and Berkshire Media Group in 2007. Since 2010 she has held a number of senior interim and consultancy posts spanning a diverse range of businesses and sectors including publishing, manufacturing and the NHS. Jo was chair of Brighton and Hove Citizen Advice Bureau for three years and is also a member of Brighton and Hove Macmillan Cancer Support group. Jo is married and lives in Brighton.



Meet the Senior Leadership Team

1. Tom Willis Chief Executive

Tom joined Shoreham Port in November 2019. Previously with Heathrow Airport for eight years he held the positions of both Security Director and Operations Director. Prior to this Tom spent 13 years with Royal Mail joining as a graduate entrant and working his way to Operations Director South East England. Tom holds an MBA from City Business School (CASS) and an MSc from Henley. Tom is on the Board of Shoreham Port plus Managing Director of Sussex Port Forwarding, a subsidiary company.

2. Sara Bassett Finance Director & Deputy Chief Executive

Sara joined Shoreham Port in 2007. Prior to joining the Port she gained over 12 years' experience working within financial services and commercial accountancy for companies such as Lloyds TSB, American Express, Cytyc UK Limited and Independent Growth Finance. As Finance Director, Sara is responsible for setting the financial strategy of the Port, managing the Port's finance team and working with the Senior Leadership Team to ensure the Port's assets are fully utilised and maximising revenue streams. Sara was promoted to Finance Director & Deputy Chief Executive in 2014 and is also Company Secretary to Sussex Port Forwarding Limited, The Port of Shoreham Trustee Company Limited and Shoreham Port Developments and Investments Limited. Sara is an Associate Member of the Chartered Institute of Management Accountants (CIMA), a Board Member for the Brighton & Hove Chamber of Commerce and in 2019 was elected to Chair the British Ports Association's Finance Group.

3. Beth Evans – Gay Director of Safety, Operations & Commercial

Beth joined Shoreham Port in 2017 as Commercial & Operations Director. Beth leads the Operations Division which is committed to providing a first class operational service to the

Port's customers. As part of the Port's Senior Leadership Team, Beth is also responsible for exploring new business opportunities and contributes to the Port's overall strategic plans. Beth comes from a port and logistics background, having spent the previous 13 years within the Associated British Ports (ABP) group, latterly at the Port of Southampton, as Head of Port Operations. Beth brings strong commercial, financial and operational acumen to the Port, with a breadth of experience in operations, sales and marketing. Beth is a business management graduate and NEBOSH qualified. Beth is currently studying for an MBA at Warwick University and in 2018 she was elected to chair the Port Skills and Safety Group.

4. Nicky Goldsbrough Director of Corporate Services

Since joining the Port in 2010, Nicky has held a number of positions and more latterly Director of Corporate Services. Nicky heads up the Human Resources function, handling all aspects of employment. In 2016 Nicky was elected to Chair the British Ports Association HR & Employment Network, which aims to facilitate greater collaboration between ports. Nicky is a member of the Women In Maritime Taskforce, tackling gender equality within the maritime sector. She is passionate about building employment cultures that are inclusive and celebrate diversity. In 2017 Nicky became the Treasurer of Sussex CIPD and is a member of the Greater Brighton Metropolitan College Strategic Employers Board. She is also responsible for leading the communications team, overseeing the strategic direction and production of all of the Port's communications, events and stakeholder engagement activities. Nicky is a Psychology Graduate, a Chartered member of the Institute of Personnel and Development and a qualified learning and development trainer.

5. Tim Hague Director of Property & Development

Tim has been responsible for the Port's commercial property since

joining Shoreham Port in 2010. Tim leads the Property Department in the effective management of an estate that accommodates over 150 tenant companies and directs the future of the Port's estate through strategic projects. These include a running program of property transactions and development schemes. Tim is a Chartered Surveyor and holds a degree in Property Management and Investment. Tim's background is in property development having worked as an Acquisitions Surveyor for a London property development firm working on property acquisitions, disposals, development and portfolio management in central London and the South East. Tim then worked as a commercial property manager in Brighton prior to joining the Port.

6. Tony Parker Director for Infrastructure & Sustainability

Tony joined the Port at the beginning of 2006 with 30 years' experience in the design, implementation and management of port and harbour facilities, coast protection and waterside development. Throughout his career and in his home life, Tony has always endorsed and promoted the principles of sustainability and is now the Port's Director for Infrastructure & Sustainability, with a wide-ranging role to promote biodiversity on the Port and in our communities and leading our drive towards zero greenhouse gas and air quality emissions. Tony majored in Structural Engineering and is a Chartered Engineer and Member of the Institution of Civil Engineers.

7. Brian Rousell Director of Engineering & IT

Brian worked at Shoreham Port for six years as the Port Engineer from 2009 and returned in 2018, becoming Director of Engineering a year later. Brian has a Master's Degree in Civil Engineering from the University of Portsmouth and has since built a career across a variety of engineering and project management roles, predominantly working on waste water and other public infrastructure projects. As a

Chartered Engineer, Member of the Institution of Civil Engineers and a STEM (Science Technology Engineering and Maths) Ambassador, Brian relishes his role in enhancing the infrastructure, public realm and engagement of future engineers across the region.

8. Julian Seaman Harbour Master/Director of Marine Operations

The Harbour Master/Director of Marine Operations is Julian Seaman. He is a local man who sailed in and out of Shoreham Harbour numerous times during his 17 years working within the commercial fishing industry. In 1999 he came ashore to begin a new career within the port industry as the Tug Master at his home port of Shoreham Harbour. In 2002 was promoted to Tug Master/Hydrographer and in 2008 was promoted to Assistant Harbour Master before becoming Harbour Master in July 2009. Julian is the Port Security Officer under the International Ship and Port Facility Security Code for Shoreham Port and also the President of the UK Harbour Masters' Association and the chair of the Shoreham Port Security Authority and of the Solent and Southern Harbour Masters Association. He is a member of the UK Harbour Masters' Association, International Harbour Masters' Association, The Institute of Marine Engineering, Science & Technology, Central Dredging Association and The Hydrographic Society UK.



Chair's Report

Whilst 2019 was a challenging year for trading, there are still many reasons to celebrate the hard work of our Shoreham Port colleagues. As you will see from the Chief Executive's Report, in 2019 Brexit uncertainty and the election impacted results with a 3.5% reduction in our turnover, and a reduction in the number of ships calling at Shoreham. Despite the short term down turn in results, the Board remain confident in the plans we have in place to ensure we diversify our revenue streams, enhance our customer service offerings and serve our stakeholders well as we move into 2020.

Keeping our Colleagues and Port Users Safe

Safety was, as always, a key focus of the Board. The Board is satisfied that the Port continues to meet the requirement of the Port Marine Safety Code with our designated person carrying out audits in May and December. We also underwent a landside audit during the year. Both audits made minor recommendations which we closed out.

Of course, the audit programme is just one aspect of health and safety. Discussions at the Board focussed on the role of a good safety culture and every Board member got out and about with colleagues to experience our health and safety system in action.

During 2019 there has been a focus on health and well-being with new initiatives such as 'well heart' days and free weekly colleague yoga sessions, as we recognise that looking after our colleagues' health and in particular, mental health can have a positive impact on keeping people safe



Amber Foster
Chair

at work. There was a renewed focus on improving the various safety forums at the Port to make them as effective as they can be, and this work will continue into next year.

Investing in the Port

Since 2018 we made several significant investment decisions to increase and improve our property portfolio as we look at ways to ensure we have diverse revenue streams; this continued into 2019. This property revenue can help balance out periods of uncertainty, such as the one we saw with the Brexit negotiations in 2019. During the year we saw the fruit of our investment decisions with stunning new units developed at the Lady Bee Marina, additional units at Hove Enterprise Centre, and further investment made into Ferry Wharf. This has brought a wide range of tenants onto the Port from artists, sustainable technologies and tech start-ups, and I am delighted that it has increased the number of tenant companies on the Port's footprint to 160. Our leisure users will also benefit from the installation of replacement and additional moorings that commenced in 2019.

Investing in the Port does not mean just investing in property projects. We are a Trust Port, and Board members take their role as custodians of the Port very seriously. At Board meetings we are increasingly focussed on the question of what sustainability means for the Port, so we can ensure that we improve and pass on this tremendous asset to future generations. More work will be undertaken on this in 2020.

Our Stakeholders

We have many ways in which we engage with our stakeholders; it is important to us to hear their views on our plans and performance.

During the year we welcomed thousands of visitors to our port for our annual boat trip events, we had a successful public meeting where we listened to the views of our local community on our plans



and members of the team have been into schools and developed educational material to promote maritime careers. Our work with the Women in Maritime initiative has continued and I am proud that we are taking a leadership role in this area.

Changes to the Leadership Team

During 2019, we said goodbye to Rodney Lunn, our Chief Executive who had been with us for ten years. Under Rod's leadership, the Port transformed its relationship with its stakeholders, in particular the local community and delivered a first-class service to our customers. It was a pleasure working with him and we wish him well for the future.

We also welcomed Tom Willis as our new CEO. Tom joined in November, and after a period of handover took the reins in December. Tom has a fantastic background in people leadership and joins us from the airport industry. It has been fascinating to hear his ideas on where we can utilise best practise from other industries to further raise the bar. We look forward to working with Tom in the coming years.

Finally, our Director of Compliance, Paul Johnson passed away in February 2020. Paul was a well-loved colleague and at work he strived every day to keep our colleagues safe. Paul was a passionate health and safety leader and he worked hard at a national level with industry groups to improve safety within ports. Our thoughts are with his wife and family, and we will miss him greatly at Shoreham.



2020 Outlook

At the time of writing this statement, we are facing the COVID-19 pandemic together with uncertainty over the Brexit transition period. It is already obvious that 2020 will bring many challenges to the Port, our colleagues, customers and local community. The Board are immensely proud of how our key worker colleagues are working hard, keeping the Port operational whilst supporting our stakeholders and local community. At the end of 2019 we had put in place strong plans to ensure we diversified our revenue streams, enhanced our customer service offerings and served our stakeholders well. We remain focussed on these outcomes and will be adapting our plans as necessary during the year to meet the new challenges brought by the pandemic.

Finally, I would like to thank all the members of the Board and port colleagues for their hard work and the great service they provide our stakeholders.



Chief Executive's Report

Overview

I am pleased to present my first Chief Executive's report. I will start by recognising and thanking my predecessor Rodney Lunn. Under Rodney's leadership Shoreham Port demonstrated significant growth and his generosity during our handover in November has set me up for the best possible start to my new role. I would also like to pay tribute to Paul Johnson our Director of Compliance who lost his battle with cancer in February 2020. Despite only having the pleasure of working with Paul for a short period of time it is clear that he has made a lasting impact across both Shoreham Port and the wider maritime community. I know that Paul's enthusiasm, determination and glass half full approach will be missed by everyone. His unwavering commitment to Shoreham Port will never be forgotten.

In summary, it is evident that the political uncertainty and subsequent destabilisation of business confidence made for a challenging 2019. Turnover reduced some 3.5% from £14.3m to £13.8m in the calendar year. Total ship calls reduced 3.3% and subsequently tonnage declined 6.2%. Our commercial property portfolio continued to perform well with gains on investment properties enabling us to show a profit for the year of £1.4m.

We continued to place safety at the heart of everything we do across the Port and I am delighted to confirm that there were no major accidents reported during 2019. As a Trust Port, all surplus funds are reinvested back into the Port for the benefit of its wide range of stakeholders. Therefore, investment in key port



Tom Willis
Chief Executive

infrastructure has continued throughout the year, alongside supporting our local communities.

Stakeholders

We thank our customers in the UK and Europe for their ongoing loyalty to the Port. Throughout the year the team worked hard to engage with our communities locally, and we continue to explore how use of digital mediums can broaden our audience. The annual boat trip week and public meeting again proved popular. Relationships with educational establishments remain really important with numerous school visits, work experience placements and university engagements completed.

Sustainability

The Port continues to develop comprehensive plans to minimise our environmental impact and we are proud to retain our EcoPort status. During 2019 significant progress has been made with LED lighting, sustainable construction, electric charging points and the channelling of power from our onshore wind turbines. Early in 2020 we will be publishing our first public Sustainability Strategy which will detail our industry leading ambitions for the future.

The Spring and Autumn transfers of shingle to protect our beach frontage were again very successful, discussions with local authorities continue regarding a combined effort to protect the area from our East Harbour Arm to Brighton Marina.

Masterplan

The Masterplan process continues to guide our long-term strategy. During 2019 the units at Hove Enterprise Centre were completed vastly improving the area and the facilities offered. The Lady Bee Enterprise Centre was also completed providing 14 new light industrial units with mezzanine floor levels. Strategic land acquisition also continued, increasing the Port's overall land ownership. In August of the year we welcomed Barrett Steel who occupied the key site to the south of

the Canal. During Q1 2020 the team and I have been in the process of reviewing the 2017 Masterplan, listening to views from a diverse range of stakeholders, colleagues and port users. Our well established forums such as Port Users Group, Local Authority Liaison Committee, Public Meeting and Employee Engagement Group have all proven to be vital platforms to hear people's views. I am pleased to be able to share our revised draft plan (right), as is my preference with plans we have attempted to simplify where possible and now have the activity focussed on ten key areas, with safety first and foremost. It is also important to record that the need for flexibility and agility is becoming increasingly evident therefore our intention is to keep this plan under continual review. As part of this process we welcome ongoing feedback from stakeholders, you can get in touch at info@shoreham-port.co.uk.

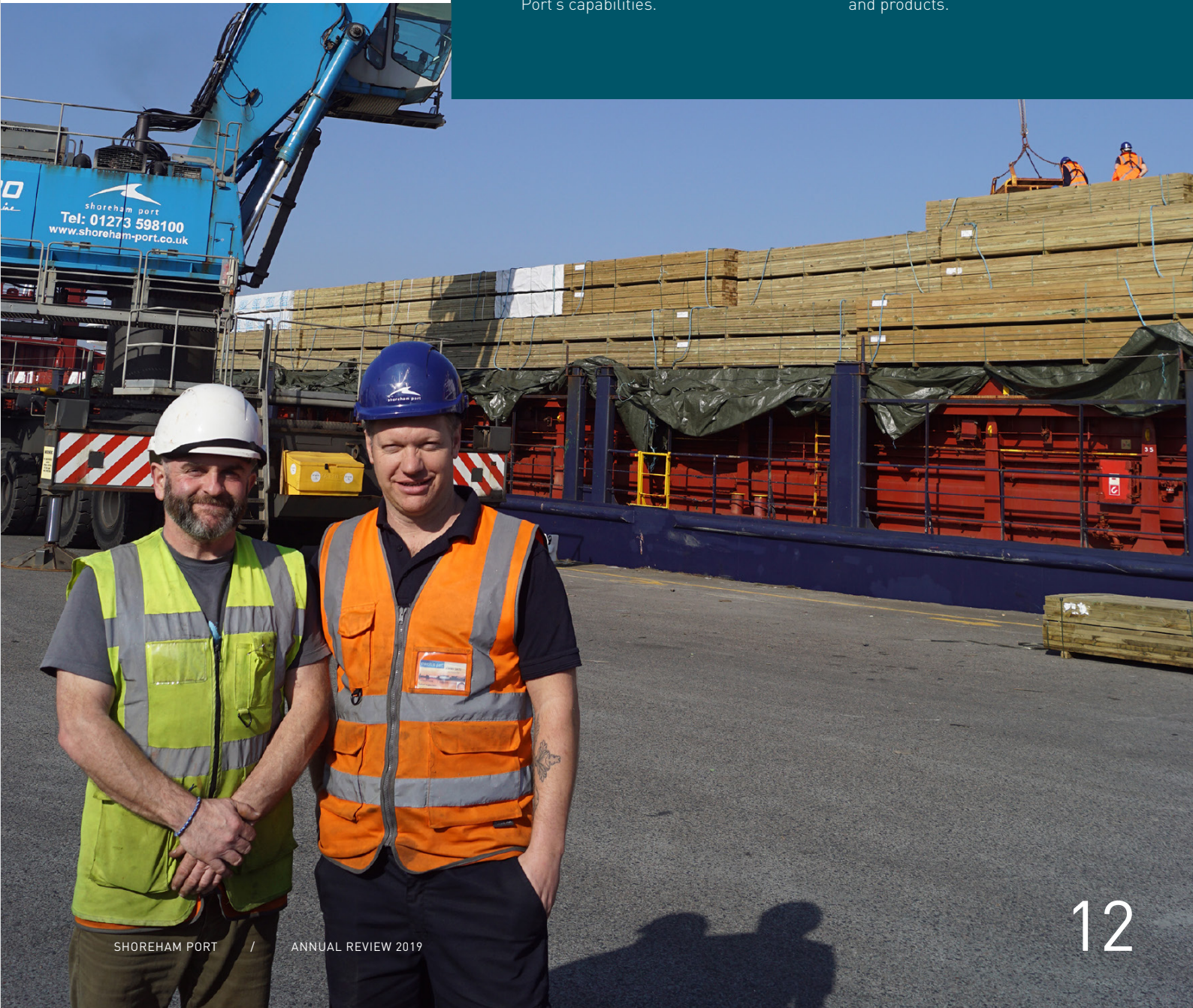
Outlook

Any hopes of a more settled trading landscape in 2020 as a result of the UK leaving the EU have quickly been challenged by Covid-19. In response to the pandemic the Port has quickly taken steps to protect our colleagues and organisation. As part of our response we committed to enhance cleaning across the estate, support small business tenants, speed up payments and assist the vulnerable in the local community. The teams have done an excellent job in very challenging circumstances to keep the Port open and serving our customers.

As we contemplate adapting to a new normal post the pandemic a number of themes quickly emerge. We need to accelerate the diversification of our business model into new markets and services, so far this year we have launched a new self-storage product and the commercialisation of car parking will attract new income. Building on the great work in 2019 our focus on commercial property will accelerate, adapting to the fact it is highly likely customers will have different requirements from office spaces as social distancing becomes permanent. Vertical integration remains an opportunity, so far this year through the launch of Shoreham Port Solutions

we have increased control over our agency labour supply, there is a similar project underway exploring bringing an element of our haulage activity in house. The strong safety foundations which are in place will be built upon through ongoing systematic investments in our safety culture. Through engagement with our teams we have the opportunity to continue to eliminate sources of risk and therefore accidents from our workplaces. From a financial perspective, the focus for the year is on debt consolidation, cost control and debt recovery. To view our annual accounts and consolidated financial statements, which will be available shortly, please visit www.shoreham-port.co.uk/2019-Annual-Accounts.

The Port has weathered many storms, whilst short term it is clear that 2020 is going to be a difficult year for trade, we should remain cautiously optimistic about the Port's long term future.



Masterplan 2020

- 1 Safety remains at the heart of everything we do.
- 2 Our cargo operations will be centred on the south of the Canal, offering industry leading efficiency and service levels to a wide range of customers and tenants.
- 3 We will continue to balance the needs of leisure, cargo and fishing marine users to facilitate a thriving commercial port through clear definition of dedicated zones.
- 4 We will develop a new Shoreham Port commercial zone to the north of the Canal, creating a thriving community of businesses.
- 5 Investments in the Port's infrastructure will continue for the benefit of all and growth of the Port's capabilities.
- 6 As an EcoPort, we will protect and enhance our environment and promote fully sustainable development whilst aiming to achieve net-zero air quality emissions by 2021 and net-zero carbon emissions by 2030.
- 7 We will create inspiring employment opportunities for local people, growing talent and skills in modern workplaces.
- 8 Our people will increasingly reflect the communities we serve.
- 9 We will collaborate with our neighbours, charities, educational establishments and local authorities to play a vibrant role in the communities we serve.
- 10 We will innovate through technology and digitalisation to improve efficiency and grow revenue offering new services and products.

Safety/Compliance

Safety First

Safety continues to be a pivotal function across all departments and a top priority when planning for and undertaking all port operations. The Port is a unique environment with many potential hazards which could cause harm if not managed adequately. Employee safety is our priority along with the safety of all other port users including visitors, contractors and members of the public.

We are once again pleased to report a low number of significant incidents throughout 2019 and that all minor accidents, incidents, near misses and safety observations reported were thoroughly investigated with trends identified. This allowed us to make improvements in these risky areas to help prevent re-occurrence. The Port risk assessment program is under continuous review with additional safety control measures introduced as required.

Accident and Incident Reporting

In 2018, as part of our drive to improve safety in all areas, we invested in a new safety software system to enable us to digitalise our accident and incident reporting. Through 2019, the 'My Compliance' software was rolled out across all departments and now enables us to accurately record safety data. This online tool allows us to quickly and effectively assess and investigate all incidents resulting in a much quicker turnaround in analysing safety data and taking corrective action to keep the Port environment safe. The number of



John Simmons
Compliance Manager

safety observations or reports of near miss incidents has increased since we have implemented the system, leading to increased learning and safety awareness.

Safety Committee

Our Health, Safety & Environmental Committee consists of a broad range of attendees from all departments. This provides the opportunity to discuss wider port safety issues and ensures that a common approach to tackling concerns is met.

All areas of health and safety are discussed and challenged and with committee attendees ranging from wharf supervisors to office staff, every corner of discuss safety issues.

Safety Training

In order to fulfil our commitment to a safe working environment, we must have our team properly trained in all areas of safety management. 2019 saw an ongoing commitment to the Port's safety training plan with bespoke training provided in key safety roles such as Fire Warden and First Aid.

Specific safety training across departments was also maintained ensuring that our team were adequately trained in all activities requiring legislative safety training. We continue to reach out to the wider community by offering first aid training and defibrillator units to local charity 'Emmaus' as part of our stakeholder engagement activity.

We are proud to have over

80% of our workforce trained in first aid



Looking forward

Shoreham Port continues to be engaged with the Port Skills and Safety (PSS) Group, the industry body responsible for collating and distributing health and safety notices and promoting best practice.

The ongoing testing, checking and improving of our own safety culture continues into 2020 with the broader aim of promoting full engagement and implementation of safety controls across the Port. We fully understand that in order to improve and maintain control of workplace safety in an ever-changing environment, we need to be constantly updating and reviewing the way we work to tackle safety related concerns head-on. Our risk assessment, safety inspection and safety audit review programs will continue to grow during 2020, allowing us to take even more meaningful action to ensure our working environment is as safe as it can be.

Marine

Port Marine Safety Code

The Port Marine Safety Code requires an effective Marine Safety Management System to be adopted, based on formal risk assessments that outline the duties of the Board members, officers and key personnel in relation to safety and navigation, and summarises the main statutory duties and powers of the Harbour Authority.

Shoreham Port is committed to full compliance with the Port Marine Safety Code and to meet these requirements in all its operations, while seeking to meet the changing needs of all port users.

Marine risks are formally assessed and are eliminated or reduced as low as reasonably practicable (ALARP) in accordance with good practice. The Port employs competent people who are trained, qualified and experienced in positions of responsibility for managing marine and navigational safety. And as such, the Harbour Board being the Duty Holders have declared in writing to the Maritime Coastguard Agency that the Port complies with the standards set out in the Port Marine Safety Code.

The Port was audited by an independent Designated Person in May and November, who having considered all the requirements of the Port Marine Safety Code, including reviewing the marine risk assessments and the marine safety management system, reported that Shoreham Port meets the standard required by the code. The Designated



Julian Seaman
Harbour Master/Director
of Marine Operations



Person attended the January 2019 Board meeting to give an assurance directly to the duty holders that the Marine Safety Management System, for which the duty holder is responsible, is working effectively. The Designated Person issued the Port with a certificate of compliance.

Navigation and Marine Safety

The annual review of the Marine Safety Management System was conducted by the Harbour Master and presented to the Board for signing in January 2019.

The Port held their Annual Public Meeting in May, the Port Users Group met in April and November and the Leisure Safety Group met in November 2019. These forums are well established, with a strong attendance and are an excellent platform to discuss wider port operations and safety issues directly with port stakeholders.

The Shoreham Harbour Radio & Pilotage Committee Meeting was held in March and September which considers detailed issues of navigational safety and analyses the navigational incidents and accidents within the Port.

Scallop landings into Shoreham Port totalled 6,169 tonnes in 2019, making Shoreham the number one port for scallop landings in the UK.

The annual inspection of local navigation aids was conducted by the General Lighthouse Authority (GLA) in July. The aids were found to be in good order.

Our Team

2019 was a challenging year within the marine team due to a number of work absences due to ill health. Despite this challenge, our team pulled together and with the wealth of experience, expertise and professionalism not one vessel was delayed, and all marine operations continued to operate safely.

Looking Forward

In the second half of 2020 we will see the arrival of CEMEX Go Innovation, the state-of-the-art marine aggregates dredger commissioned by CEMEX. The vessel has been built to the maximum dimensions of the Prince Philip lock. This new vessel represents a significant investment and the first new vessel both in the CEMEX fleet and that of the UK aggregate industry in over 20 years.



Operations



The variety of timber stock profiles handled through the Port continued to grow in 2019, demonstrating our ability to adapt with our customers and accommodate their new product lines.

Health and Safety

At Shoreham Port one of our key values is the continuous improvement of our procedures and services, with health and safety at the core of what we do. In order to deliver on continuous safety improvements, we are engaging our team and building a positive health and safety culture through extensive and regular training.



Beth Evans-Gay
Director of Safety,
Operations & Commercial



Dave Bunker
General Manager,
Operations

Equipment and Facilities

We have invested substantially in renewing the cameras and software in our cranes. The improvements have made it possible for us to train the next generation of port operatives on a live view, gaining vital experience prior to plant training.

Our new forklifts will have additional safety and environmental features such as halo lighting, blue spot lighting, white noise reverse alarms to reduce noise pollution and tier 5 engines with monitoring systems to reduce emissions.

In 2019 we added gates to our weighbridge facilities to mitigate any potential incidents between personnel, forklifts and trucks. We created booklets that fit into a standard hi-vis vest to ensure the vital recording of any safety observations. Each day, tool-box talks are carried out on tasks regardless of operatives' experience. This practice ensures that safety is at the forefront of our minds.

Our Team

We have a highly dedicated and skilled operations team who take pride in handling ships, cargo and administration efficiently. We recognise the importance of staff development and are proud to have two in-house training instructors on hand to organise and carry out training for our team. Being able to deliver training quickly

means our team's knowledge and skill set is up to date and in line with current legislation.

Ships Agency

Our ships agency team were responsible for a variety of commercial vessel calls to Shoreham in 2019 - overseeing a range of cargoes including timber, steel, woodchip biomass, crushed glass, Rockwool granulate, and salt and project cargo from Europe, the UK and Russia.

Our ships agents coordinate a ship's call throughout its voyage and ensure a prompt turnaround for each vessel. In the future we aim to progress our ships agency with added services of chartering and brokering vessels.

Haulage

Our haulage team ensure a smooth transition for packaged timber from vessel to vehicle, to end user, throughout the UK. Excellent attention to detail is required to meet customer requirements and to ensure vehicles are loaded efficiently and safely, whilst maximising timber loads.

The haulage team have extensive knowledge and orchestrated over 3,000 vehicle movements during 2019. Moving into 2020, with the purchase of Shoreham Port vehicles, our vision is to build and enhance our current haulage service.

Our Customers

Our customers can rely on our exemplary cargo management and handling skills to fulfil their business commitments to a high standard. We continue to progress alongside our customers, adapting to any cargo or economic developments.

With the drive on coastal shipping in the UK and Ireland set for 2020 and beyond, we are actively involved in championing a more sustainable and energy efficient way for cargoes to transit within coastal waters. We are therefore focusing on building relationships with new and existing customers, challenging traditional cargo transit routes.

We would like to thank all of our customers who used our services in 2019. We have had great pleasure working with them and visiting their sites in the UK and abroad. We look forward to welcoming new customers and cargoes to Shoreham Port in the year ahead.

Engineering

Team Developments

The engineering team has changed shape considerably over the past year. The early months of 2019 saw a change of directors as Tony Parker was appointed Director for Infrastructure & Climate Change and Brian Rousell took up the reigns at the head of the team as Engineering Director.

Gary O'Neill is now our Senior Engineering Manager overseeing a highly competent team of managers in Richard Smith (M&E), Ryan Baker (Maintenance), and Jordan Wyatt (Projects). We were also delighted to welcome a new team member in Neil Green, Lead Maintenance Operative.

Coast Protection

Our coast defences have been considerably reinforced this year with larger than normal volumes of shingle transferred during our routine operations and our most vulnerable stretch of land protected by a steel sheet piled wall opposite Fishersgate Terminal. We continue to work with our local authority partners and the Environment Agency to progress a much more comprehensive coast protection scheme for the whole of the River Adur to Brighton Marina frontage.

Port Maintenance

Our dive team had a busy year with essential quay wall surveys and repair works to visiting vessels on top of their



Over the course of 2019 our dive team surveyed over **5,000** square metres of steel sheet piled wharves to check their condition and life expectancy. This allows us to plan their protection against the ever-present threat of corrosion.

routine maintenance workload around the critical Prince Philip Lock. We are looking to continue this into 2020 with enhanced training for our divers to be able to carry out underwater welding and burning tasks.

The extensive refurbishment of the east end of the Prince George Lock saw the replacement of some parts that have been in service since the gate was installed in the early 1990s' and this vital asset is now in its best health for many years.

Sustainability

One of our principal aims as an EcoPort is to continually strive to reduce our carbon footprint and we are making great progress with ever increasing solar generating capacity.

At the same time, we are undertaking a significant programme of power usage reduction by replacing our lighting with LED, upgrading our controls and monitors

on equipment and investigating power storage options for our biggest single demand in the Pump House.

Improvements to our Estate

Our highlight of the year has been working with our property team to make huge improvements in the built environment on the north side of the Canal.

The smart new Lady Bee Enterprise Centre, extended Hove Enterprise Centre, and transformed site at Britannia Wharf have been a triumph of collaborative working with a wide range of our internal and external stakeholders, including our local authority partners, our suppliers and contractors.

This will be continuing into 2020 with a new development at Ferry Wharf and an ongoing commitment to improving the appearance, functionality and diversity of our estate.



Looking Forward

A key area of focus for us, moving into the new decade, is to continue increasing the resilience of our critical infrastructure in the Pump House, where our band screens and impounding pumps do a significant amount of work every high tide to keep the Port operational.

We will also be continuing to work closely with our colleagues in our marine, property and operations departments to improve our public spaces, especially around the locks. We know that our local residents and visitors enjoy being able to get around the Port and see what's going on and we want to make this access as simple and safe as possible.



Brian Rousell
Director of Engineering
& IT

Human Resources

Our people are at the heart of all that we achieve and we believe that their proud enthusiastic engagement in our business makes a vital contribution to the top-quality service our customers and stakeholders expect. The world of work is ever changing and our focus over the last year reflects the evolving environment that our people operate in.

Women in Maritime Taskforce

We are proud to be the first port to receive Women in Maritime Charter status. In doing so, we have made a public commitment to building an employment culture that not only supports gender diversity, but also actively celebrates it. A detailed action plan sits beneath the top-level targets that we have set, which includes a full spectrum of activities, which we hope will lead to increased gender diversity. This includes companywide unconscious bias training, a rigorous review of the language used in all areas and aspects of port life through to ensuring gender specific personal protective equipment (PPE) is provided.

Why Shipping Matters

Inspiring the next generation of port staff and mariners remains a priority for Shoreham Port. The world of work as we know it is changing and it's essential that the Port remains an attractive proposition to the workforce of tomorrow. Last year we embarked on creating a Sussex specific maritime teaching resource, designed to spark interest and



Nicky Goldsbrough
Director of Corporate Services

excitement in all things maritime and to trigger curiosity around what a career in maritime has to offer. The pioneering Institute of Chartered Shipbrokers (ICS) key stage two resource pack was adapted to showcase the significance of Shoreham Port within Sussex. This was achieved through seven short video clips being produced and acted out by our team and stakeholders to enable an educational video to be produced about maritime history in Sussex. The video featured everything from a modern day (female!) port operative through to a soldier from



the 19th century. Meetings are now underway with head teachers in primary schools across Sussex to facilitate the roll out of this fantastic educational resource.

Gender Pay Gap Reporting

As in previous years, in the spirit of openness and transparency, we conducted a gender pay gap audit, despite falling well below the threshold for mandatory reporting. We were pleased to announce that our gender pay gap remains significantly below the maritime industry average and continues to improve.

People Development

We continued to provide an extremely successful bespoke mentoring scheme to key staff, with hour long one-to-one sessions centred around self-

We are proud to have two members of our team volunteering for the RNLI, making a significant difference to the safety of local people.

reflection and continuous improvement. Throughout 2020 this will continue, with even more staff being offered this opportunity. Significant amounts of training took place to ensure statutory training requirements were fulfilled, along with soft skill development and technical training. A holistic approach is taken to developing our people that understands the need for a full spectrum of growth, from academia through to building emotional resilience.

Recruitment and Selection

Recruitment activity continued apace with new opportunities opening, largely through natural attrition. A notable change in the Human Resources function was the introduction of a Human Resources Manager, appointed to support the Port's growing workforce, which has doubled over the past decade.



Values Conversation

Looking to the coming year, we will be rolling out values conversations with all of our team. This is to cut to the core of Shoreham Port and crystalize what unique factors make the Port the way it is. At the end of the process our core values will be relaunched and embedded within every level of the Port.

Communications & Stakeholder Benefit

Digital Newsletter

2019 saw the first edition of our PORTlife digital newsletter, enabling us to increase our interactive content and deliver the newsletter in a more environmentally friendly way. As well as interesting updates and exclusive articles, we have captured some unique video footage. Our podcast developed well alongside the newsletter and is now available to listen to on iTunes.

Social Media

We have continued to expand our social media reach. During the year we had particular success with video content, noticing a rise in engagement and followers.

We continue to use social media to engage with national campaigns that support our maritime industry and aim to join the big conversations that affect our ports. In the coming year, we hope to continue to increase our interactions and amount of content we share, particularly focusing on growing our LinkedIn page.

Website

Our website continued to act as a useful resource to our stakeholders, providing weekly news updates, live vessel information and details of our services. In 2020, we will be embarking on an exciting project to develop a new website incorporating the latest digital trends and maximising usability.



Emily Kenneally
Communications & Stakeholder Manager



Katie MacAllister
Communications Project Manager



Kate Tyrer
Communications Executive



Internal Communications

In 2019 we encouraged our team to put forward suggestions for continuous improvement, whether this applied to processes at the Port or their own personal development. The feedback provided has been very insightful and as a result, we have made a number of positive changes. We will continue to welcome feedback from our team and are looking at ways to increase communication in this area.

Community Engagement

In May, we welcomed 70 local stakeholders to our annual Public

21 team charity days took place in 2019, we also held 64 port tours for members of our community and donated £52,700 to local charities and causes.

Meeting. The audience consisted of boat owners, port users and local residents; reflecting the wide range of stakeholders found within the footprint of Shoreham Port. The evening was a great success with many questions answered and positive discussions about the future of the Port.

We ran another action-packed schedule of boat tours during the spring and summer with over 2,800 people enjoying a free tour. The feedback was extremely positive with many visitors planning to return in 2020. The tours are a fantastic way for stakeholders to see behind-the-scenes and learn more about what we do.

Community and Stakeholder Requests

As a Trust Port, we strive to support our stakeholders and give back to the local community that we serve, often providing time, resources, and in some cases, financial help, to organisations that align with our CSR criteria.

We were pleased to be able to support a diverse range of causes in 2019, with our most significant donation going to Shoreham Academy's Gateway Centre. The Gateway Centre is a school provision that aims to support the most vulnerable young people aged 10-16 within the local area.

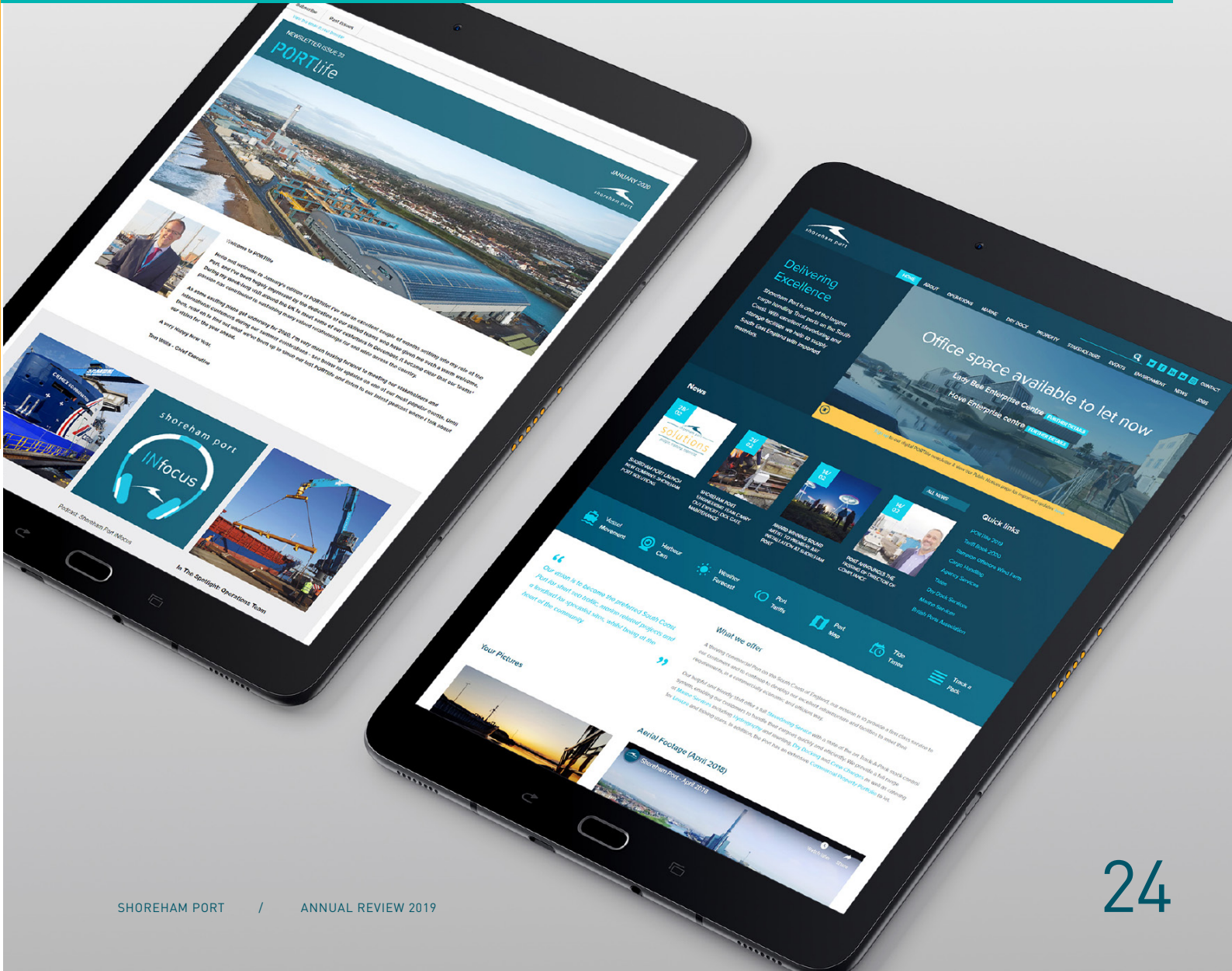
Community Rail Partnership

We were pleased to deliver another community art project as part of our on-going community rail partnership with Southwick Station. We teamed up with

local charity Concordia Volunteers whose young members produced some excellent painted tiles which formed a collage depicting life at Shoreham Port. The artwork is currently installed under the tunnel at the station, brightening up the walkway for rail commuters.

Maritime Education

Throughout 2019 we worked with The Institute of Chartered Ship Brokers (ICS) to develop a new educational programme. The 'Why Shipping Matters' programme was created to provide an insight into shipping for primary school aged children. The programme has been designed with a purpose to build interest in our shipping industry at an early age and grow understanding of its impact on the UK. A number of schools in our area were very impressed with the programme and intend to roll it out to students during 2020.



Environment



Leading the Way

Shoreham Port led the way on climate crisis action at the beginning of 2019 by appointing the first director in any UK port with specific responsibility for action on climate change embedded in his job title. Tony Parker, Director for Infrastructure & Sustainability, moved over from his role as Director of Engineering with a wide-ranging remit to keep Shoreham Port at the forefront of efforts to reduce emissions of air quality pollutants and greenhouse gases and to improve our natural environment.



Tony Parker
Director for Infrastructure
& Sustainability

In 2019, we concentrated on working towards some very quick wins in two areas – air quality and global warming.

Clean Air

Everyone living and working in our city and every one of our visitors has the right to breathe clean air while they are here. Clean air is vital for people’s health, for our environment and, ultimately, for our prosperity.

There are no places anywhere on the Port where air quality pollutants have been recorded as exceeding recommended levels but Shoreham Port is, and intends to continue, playing the fullest part possible in helping to achieve a marked and sustained reduction in the emission of harmful pollutants in our locality. Working together with our partners and neighbours in the city – local authorities, transport companies, environment and community groups, for instance - we shall also strive to have as positive effect as possible on air quality throughout the wider city and beyond.

We are working towards a target date for **‘net-zero’** air quality emissions for our own operations and working spaces.

By the end of the year, Shoreham Port had developed and submitted an outline of our on-going plans for clean air to government. By May 2020, having assembled our plans and data, we will have set a target date for achieving ‘net-zero’ air quality emissions for our own operations and working spaces – our vehicles, equipment, terminals, offices and rented spaces. The target date will be ambitious but achievable and will be within a very few years from now.

The Greenhouse Effect

Global warming is caused by the presence of greenhouse gases in the upper atmosphere and the biggest man-made contributor to those is the burning of fossil fuels to produce electricity, for heating and transport and to drive machinery. Shoreham Port has been working steadily to reduce our consumption of energy and in 2019 completed the transition of all of our streetlamps to the very low consumption LED types along with many of the thousands of light fittings throughout the estate.

Solar panels on the purposely-designed roofs of our eighteen new commercial units bring the number of solar panels on our buildings up to nearly 10,000. Together with our two wind turbines, they now produce enough electricity to power nearly 600 average homes and prevent 5,600 tonnes of carbon from entering the atmosphere every year. All of the other electricity used by the Port comes from renewable sources.

We have also been working hard on more green energy production capacity with air-source heat pumps installed on our new commercial units and plans for water-source heat pumps and second-life battery storage at an advanced stage.

We are now working on plans to help our tenants and customers join us on the journey towards net-zero greenhouse gas and air quality emissions, so standby for the headline ‘Port Flies Past Net-Zero Emissions’ in the surprisingly near future!



Property

Our Estate

Shoreham Port has an extensive estate of commercial property including warehousing, land, offices and industrial units available to local and national companies of varied sizes and industries. Small companies can take office space at our serviced office centre (Maritime House), move on to an independent unit in one of our enterprise centres and finally to a large, detached premises. It is a scenario that we are delighted to have repeated many times. The current tenant community comprises of over 150 companies, employing 1,700 people and as this report will explain, is growing.

Occupancy

Following the trend of previous years, and despite a slower property market, occupancy remained at 95% or above with most tenants renewing their leases upon expiry. In 2019, we welcomed several new tenants to our diverse and vibrant tenant community. 130 - 132 Albion Street is a terrace of commercial units fronting the coast road in Southwick. A legal recruitment company (Browns Legal Associates) and a clothing designer (Sula Clothing) moved to the row this year. The diversity of our tenants was shown again at Hove Enterprise Centre where we welcomed Avicenna, a Chinese medicinal herb supplier and HitZone Hove, a high intensity physical training centre.



Tim Hague
Director of Property
& Development

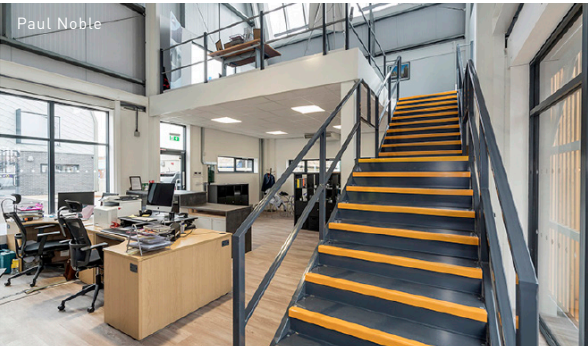


Recent Developments

The theme of the last 12 months has been development. Within 2019 we completed two new commercial centres. Firstly, in the summer, came Lady Bee Enterprise Centre, a new commercial estate in Southwick. Comprising of three blocks of contemporary modern business space, the 14 units are contemporary in their form and zinc cladding, whilst in keeping with the port setting. Featuring solar panels, electric vehicle charging points, bike storage, air source heat pumps and more, the development brings us closer to carbon neutrality and assists the retention of our EcoPort status.

Lady Bee Enterprise Centre has enabled us to develop as a centre for small local businesses. Units are currently becoming occupied, and as anticipated, tech occupiers including CNC (IT services) and T-Plan (robotic process automation) took multiple units. The remainder are now occupied by social services, financial services, marketing, an eco-friendly flask supplier and a successful artist. We are now a recognised hub for the creative and media industries.

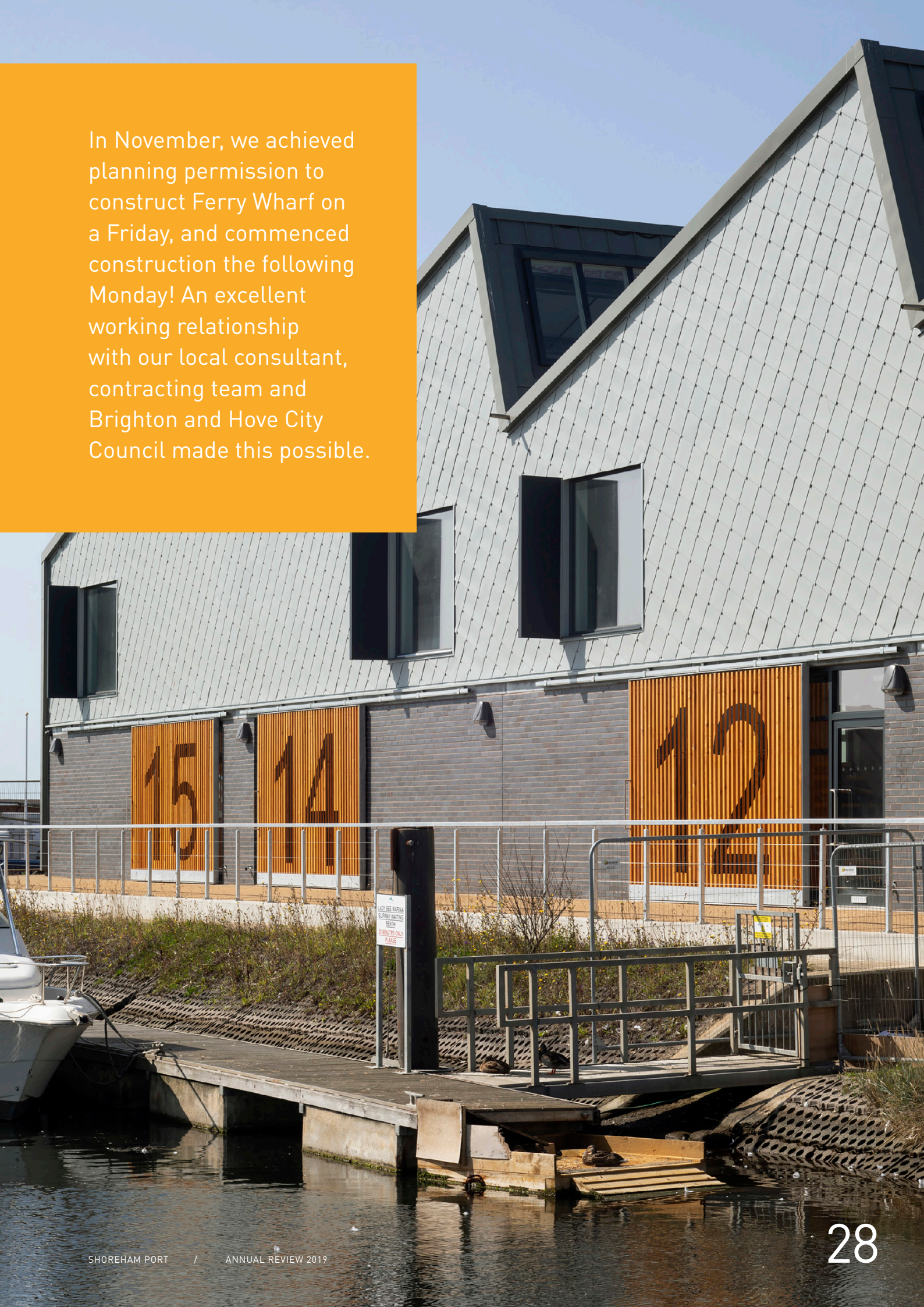
The second commercial centre completed this year was Hove Enterprise Centre Extension.



Following the template of Lady Bee Enterprise Centre, this terrace of four, two storey waterfront office premises features the same sustainable technology, and adds to the established and sought-after Hove Enterprise Centre. We are delighted that long standing and growing tenants have decided to stay with us, moving from existing units across the estate into our new builds. Local contractors and consultants were used for both.

In November, we commenced the construction of Ferry Wharf, our third commercial development. We are looking forward to opening another six sustainable commercial units in August 2020. We will keep the name of this historic site, being the ferry departure point for workers headed for the Victorian power station which once stood on the south side of the Canal. This project gives land that was until recently a concrete crushing site, a cleaner use, and creates more much needed premises for our local businesses.

In November, we achieved planning permission to construct Ferry Wharf on a Friday, and commenced construction the following Monday! An excellent working relationship with our local consultant, contracting team and Brighton and Hove City Council made this possible.



Masterplan

The Masterplan

Our estate covers over 70 hectares of land, used to operate a busy and thriving port and to accommodate a significant community of commercial tenants. Our Masterplan has provided a clear and coherent framework for the long-term planning of the Port. This has driven our growth as a major employment area and contributor to the local and regional economy.

Published in 2010 and reviewed for robustness in 2017, the Masterplan was followed closely in 2019 so that strategic opportunities were not missed, and growth was achieved. As a result, we have completed a number of elements of the strategy and hit significant targets elsewhere.

Shoreham Harbour Regeneration

Shoreham Port is a member of Shoreham Harbour Regeneration, a partnership with Adur District Council, West Sussex County Council and Brighton & Hove City Council. A key purpose of the partnership was to prepare a Joint Area Action Plan (JAAP). This document would ensure a focus on regeneration across the Shoreham Harbour area. It unites the aims of our Masterplan and the local and city plans of the local authorities. We are delighted to confirm that the JAAP was formally adopted in October.

A key aim of the Masterplan is to release our assets in the Western Arm for mixed use redevelopment and make the Eastern Arm the focus for commercial port activity. Non-port operational activities were to be relocated elsewhere to increase port capacity. We exited the Western Arm in 2018 and this year have focused on the Eastern Arm.

Getting off to a strong start, January brought new leases for Axta (port contract haulage) and Day Group Aggregates at Fishersgate Terminal. They took over the former premises of a roofing materials supplier, thereby replacing the last non-port related occupier with



The achievement of some impressive statistics was 2019’s Masterplan highlight. With planning permission for six new commercial units at Ferry Wharf granted in 2019, then came the realisation that by Summer 2020 we will have built **24 new properties in 24 months.**

port trades. In August, Barrett Steel took over the steel processing terminal following Parker Steel’s administration. This secured jobs and brings a future of investment from a successful operator that shares our values.

Now that all terminals of the Eastern Arm have returned to commercial port activity, we aim to reorganise their use to maximise efficiency. Firstly, looking at steel, Barrett Steel have increased their capacity by leasing an adjacent site, and the site used by ArcelorMittal is being

reconfigured to maximise productivity. Scattered timber storage areas are being combined and rationalised to reduce journeys and free up land for new cargo types.

In 2020 we will complete the replacement and expansion of the pontoons at Lady Bee Marina, achieving our Masterplan aim to expand marina berths to meet the demand of our stakeholders. We will also complete our third development of office premises to rent at Ferry Wharf, cementing our reputation as a home for small businesses.



Via our work in 2019, we will have increased the working population of Shoreham Harbour from **1,700 to 2,000.**



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