



Milford Haven Port Authority

LNG



the changing face
of the port

Annual Report Business Review & Accounts 2009

the changing face
of the port

crude

“Milford Haven’s refineries produce up to 25% of the UK’s petrol and diesel requirements”



C8H18

CH4



clean

“up to 30% of the UK’s gas requirements can now be processed by Milford Haven’s LNG terminals”

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“One of our key strategic objectives going forward is to reduce our dependency on the oil and gas sector.”

The Group made good progress in the year, achieving a substantial 26% increase in turnover to £23.4m. Growth in turnover also translated into a strong improvement in operating profit to £2.6m, up from £0.8m in the preceding year.

Over and above this satisfactory growth in underlying profit, the Group's results were helped once again by non cash items from our investment in associate companies Ledwood Mechanical Engineering and Williams Marine and Port Services which contributed £0.6m towards our profit. These businesses have been successful investments for the Group, contributing substantially to Group profits in prior years but, in line with our policy of focussing on core operations, we sold our shareholdings in these two companies in April 2010.

Non-operating profits were also assisted by an exceptional reduction in the Pension Scheme deficit. This was achieved through the successful replacement of our final salary pension scheme with our new Career Average Revalued Earnings Pension Scheme. These non-operating items helped the Group to achieve a pre-tax profit of £4.2m, 9.5% down on the 2008 result.

With regards to our Safety Performance we have continued with our year on year reduction in the number of accidents across all the Authority's activities. Accidents fell in 2009 to eight compared with nine in 2008.

Again the Authority set challenging Safety targets at a level twice as rigorous as that set for the UK's Port Industry as a whole. This year we narrowly missed achieving our target of 1 per 100 employees. However we are well below the 2008 industry level of 2.5 accidents/100 employees.

I believe that all our employees recognise that safety and the prevention of environmental incidents are the most important priorities of our business and this is demonstrated by reductions in accident and incident statistics achieved over recent years. Safety is one of our main Key Performance Indicators. A safety audit was recently carried out on the Port: this revealed five minor procedural deficiencies but overall our procedures were considered to be robust and fit for purpose.

Requirements

The Port operates under the requirements of the recently revised Port Marine Safety Code, monitored by the Marine and Coastguard Agency on behalf of the UK Government. The Authority continues to comply with all the requirements of this Code across all of its operations both afloat and ashore and all incidents, however small, are openly reported to enable procedures to be continuously improved. Safety and Environmental matters are the first item on the agenda at every Board Meeting, illustrating that we are determined to meet the need of satisfying the Duty Holder (The Board) of our continued compliance with this Code.

Our business growth in 2009 was largely driven by the commissioning of the two LNG (Liquefied Natural Gas) Terminals in the Haven which helped us increase the gross tonnage of shipping through the port to a record 59 million tonnes, an increase of 11.7% on the previous year.

The arrival of our first LNG cargo in March 2009 was a significant milestone for the port as was the formal opening in May of the South Hook LNG Terminal by Her Majesty the Queen and His Excellency the Emir of Qatar. This was followed shortly thereafter by the first cargo of LNG to the Dragon LNG terminal.

Although oil and fuel product throughput was steady in the year, uncertainties surround the future of refining in the UK and the Chevron facility in Pembroke is one of a number of such facilities that are currently up for sale. Milford Haven works closely with its customers to help ensure that the Pembrokeshire refineries remain competitive and viable businesses.

Milford Haven, now the third largest port in the UK with a cargo throughput of 39.3 million tonnes in 2009, fulfils a crucial role in the delivery of a substantial proportion of the gas and oil products that fuel the UK economy. Even so, the gas pipeline, fuel product pipeline and electricity grid connections originating in the port area all have substantial spare capacity. This, combined with the availability of deep water, the high level of energy industry skills present in the workforce, and a growing involvement in serving the renewables sector, will continue to draw energy industry activity to the Port and its immediate hinterland. Even if refining and processing in the UK reduce, we would expect Milford Haven to remain an attractive location for gas and finished product storage and importation.

Port operations

Our Pembroke and Milford Dock operations have not been immune from the economic downturn over the last two years. Ferry volumes have suffered, and the Southern Corridor to Ireland remains fiercely competitive, particularly given the retrenchment in the Irish economy. The letting of vacant space in our property portfolio has been more difficult. Project and general cargo volumes were also lower following the completion of the LNG terminal construction projects. Despite difficult trading conditions for these businesses, Pembroke Port succeeded in attracting new animal feed imports, and the construction of the new power station at Pembroke will generate additional project cargo activity. Milford Haven Ship Repairers faced increasing competition in the year, but has succeeded in remaining busy.

One of our key strategic objectives going forward is to reduce our dependency on the oil and gas sector. Our ability to diversify is limited by the distance of Milford from the main centres of UK consumption and production. However we believe there are a number of opportunities worth pursuing.

The Blackbridge site offers close proximity to the available oil, gas and electricity grid connections, as well as road and rail. At its core is a brownfield site that was previously used as a berth facility, and it is adjacent to the already industrialised areas of Dragon and SemLogistics. Finally it is adjacent to deep water. We are pressing on with Pembrokeshire County Council, the owners of the site, to develop this as a multi-use deep water facility, a vital ingredient to secure the long term future of Milford Haven as a port generating substantial employment and economic activity in the area. Among many potential customer possibilities are the assembly of wind turbines for the Bristol Channel wind farm, and the generation of power using renewable sources of fuel. Blackbridge would also give an alongside facility for our cruise ship calls.

Our capital expenditure programme in 2009 totalled almost £2.6 million. The major item was the construction of a pontoon berth for the use of the resident tug fleet, following our long term agreement with Switzer; their owners.

We also replaced our Seatruck multipurpose craft and acquired a smaller pilot cutter 'Portunus', for use within the Haven.

In 2009, we spent £1.6 million on our key Trust Port objective of maintaining the fabric of the Port to ensure its long term future.

Pensions

I mentioned in my report last year that the Board was addressing the problem of the large deficit in the Pension Scheme. The deficit, reported to be £3m in our accounts in accordance with FRS 17, totals £25m when calculated on a wind-up basis. The Authority has now successfully introduced a new Career Average Revalued Earnings (CARE) pension scheme.

The introduction of the CARE scheme is an important development which will ensure the Group is able to remain competitive, and preserves the ability of the Authority to invest in the future of the port. The Board believes the CARE scheme represents a best-in-market alternative to a final salary scheme.

Growing business

At the time of writing there are many changes underway in the political and economic landscape, and I would not wish to speculate on how the Government's policy for the retention or sale of the Trust Ports may change. We have recently responded to the Department for Transport indicating the Board's view that privatisation, particularly at the current time, would be detrimental to the development of the port of Milford Haven. Our ability to deliver important infrastructure projects in partnership with Pembrokeshire County Council and with the strong support of the Welsh Assembly Government would be adversely affected if a sale process were initiated.

The Board feels that the best way that benefits can be delivered to all our stakeholders including Central Government is for Milford Haven Port Authority to be a successful and growing business and it can best achieve this by remaining a trust port. One of our principal conclusions in our response to Modernising Trust Ports 2 is that there are no constraints on the ability of Milford Haven to run its businesses efficiently, and match the disciplines and incentives of the private sector in a Trust Port context.

We spent £200k on community projects in 2009. We are reviewing this to ensure this remains a cost effective way of meeting our obligations to this group of stakeholders.

Finally I would like on behalf of the Board to thank our committed staff for the work put into ensuring that we were able to handle our new LNG trade. This should secure our revenue for coming years, particularly important given the uncertainties in the refining sector. Special mention should be made of Ted Sangster who retired as Chief Executive earlier this year after almost 12 years in post. Under his stewardship, the performance of the Port improved very significantly. We now welcome Alec Don as Ted's successor whose main task is to make sure we build on the opportunities presented by the arrival of LNG traffic.



David Benson

Chairman



the changing face of the port

“the Port’s future direction is firmly identified, beginning to achieve acceptable profitability and with a confidence and reputation that bodes well for the future”



Ted Sangster

“the continued high level of activity from our existing customers allied to both LNG terminals coming on stream during the course of the year saw us rise from sixth to third largest port in the UK”

2009 was another very positive year for the Authority, not only in the satisfactory financial results as outlined in the Chairman's report and elsewhere but in the very visible demonstration of the role we play in supporting the UK's energy economy with the arrival of the 'Tembek', the first LNG ship to use the port, on the 20th March 2009.

Underpinning this is the fact that the continued high level of activity from our existing customers allied to both LNG terminals coming on stream during the course of the year saw us rise from 6th to the 3rd largest port in the UK in respect of tonnage of cargo handled in the port.

This strong performance in serving our energy-based customers was countered to a degree by more difficult circumstances encountered in other parts of our business that are more directly affected by the general economic circumstances.

More details on these results and the trends they identify are carried elsewhere in the marine and commercial reports.

Above all, 2009 confirms the continuing positive progress being made in achieving the targets set by the Board a number of years ago to improve the financial performance of the business and in so doing of course, provides the wherewithal to enable us to continue to build towards the future that we have identified for ourselves. In particular, this means the refurbishment and updating of much of our infrastructure and the ability, and confidence, to invest and form partnerships in such a way as to further expand our support for the growing energy sector - particularly Blackbridge as a base for renewable energy support and generation.

Business Strategies

Our corporate vision has been to become the most highly regarded port in the UK and our strategic priorities support the progress being made to achieve that vision.

These priorities include reviewing and building on what we do now, where profitable and appropriate of course; providing quality support and services to our existing customers; expanding our involvement with such customers; and pursuing new development opportunities.

A prime focus of this is related to the support provided to the energy industry which is, in many cases, our USP in that we have always been seen as an oil port, now as an oil and gas port and with the current power station being built and the interest in renewable energy in and around the port, moves us up a stage to defining ourselves as very much as the UK's major energy port. Therefore the energy sector in all its aspects warrants specific and direct attention as a fundamental building block in our strategic approach for the business.

MHPA is now well on track towards achieving its target 12% Return on Capital Employed. This growth must translate into financial success if the port is to maintain its ability to be a key driver of the regional economy through investment in new and more efficient facilities.

Our long held policy of diversification to reduce reliance on a handful of major customers will continue through developing and building our business based upon current expertise and facilities including the management of a deep water port that is the envy of many. Examples include the recent move into a new business for us of the importation of animal feed in 2009 and the intention to support a start up ro-ro service to France/Spain in the next 12 months.

The major opportunity at Blackbridge is a high priority which will be achieved by our partnership with Pembrokeshire County Council who own the site and through them by involving the Welsh Assembly Government and others, including the Crown Estate.

Stakeholders

As a trust port with no shareholders, MHPA seeks to return value to its stakeholders primarily by operating a successful, profitable and expanding business, providing employment directly ourselves and through supporting other businesses and parts of the economy that make use of the 60 square miles of waterway for which we are responsible.

We pursue opportunities to work in partnership with others in both the public and private sectors with the advantage of being able to take a view as to the long term outcome rather than being driven by short term gain.

We also support the local community in many other ways including straightforward cash but increasingly by moving towards a formal partnership approach in assisting others in achieving their potential in a sustainable manner rather than continuing to rely on financial support or grant funding.

The Future

The future for MHPA looks positive based around the existing energy sector and the growth opportunities provided by the increasing priority given to renewable energy generation.

On a personal note, I retire in Spring 2010 after twelve years with the Authority and hand over to my successor, Alec Don, whose skills, enthusiasm and experience in both the financial and the ports sectors gives me absolute confidence that he will lead the Authority into an even more successful future in the years ahead.

As a brief reflection on the last twelve years, I joined when the Pembrokeshire economy was under severe threat with





“It makes me confident,
indeed proud, to hand
over my responsibilities
to Alec”

the loss of a refinery and suffering from the highest levels of unemployment in Wales. The port was recovering from the trauma of the Sea Empress (but still beset by its financial aftermath), there were question marks over the future of the remaining two refineries and the future was uncertain. Over a decade later MHPA is seen as being at the heart of a buzzing and vibrant local economy supporting the rest of Wales and indeed the UK (although I am still waiting for the long promised dualling of the A40 that would really achieve Pembrokeshire's potential) with its future direction firmly identified, beginning to achieve acceptable profitability and with a confidence and reputation that bodes well for the next decade.

It makes me confident, indeed proud, to hand over my responsibilities to Alec as I now look forward to my own future in moving from managing the Authority's delivery to becoming one of its better informed stakeholders, observing and experiencing that delivery from the outside.

My very best wishes to Alec and all my colleagues for their future and as a continuing resident of Pembrokeshire, *our* future.



Ted Sangster



Alec Don

“with deep water, a highly skilled workforce and our excellent energy infrastructure - Milford Haven offers an unrivalled location for energy companies to invest”

- **Government**

Ports are not a devolved responsibility and therefore Milford Haven Port Authority has a relationship with UK Government at Westminster through the Department for Transport. Of course others including Welsh Assembly Government, Pembrokeshire County Council and indeed Pembrokeshire Coast National Park have varying levels of interest and influence and provide a network of relationships that influence the way in which the Authority manages its business.

- **Public Corporation Status**

A Harbour Revision Order (HRO) to remove this classification undertaken by the Office of National Statistics is currently suspended. Implementation of the HRO would remove the requirement to include trust port borrowings in the Public Sector Borrowing Requirement (PSBR).

- **Ports Policy**

The Government's guidelines for how trust ports should be directed are enshrined in its Modernising Trust Ports (MTP) policy documents. MTP2 in particular required each large trust port to review its structure against the determined future needs of the business, and report to the DfT on the considered outcome of that review by April 2010.

- **Master Planning**

MHPA has now commenced a master-planning process with the expectation that the Ports' Master Plan will be finalised by the end of 2010. The process involves extensive consultation and is looking forward 20 to 30 years to identify infrastructure requirements.

- **Common Travel Area Restrictions**

The new UK Border Agency has proposed changes to move away from the free movement between the Republic of Ireland and the UK that has existed since the 1920s. Requiring passport or other similar ID, poses not only political problems for others to deal with but more practically, operational difficulties for the ferry companies and ports involved. Representations to the EU resulted in the UK's approach being ruled out of order although there are currently signs that the UK Border Agency are still pursuing this through other means and therefore it remains a live issue with a high priority between the ports/ferry companies and government.

- **Marine and Coastal Access Act**

This was passed in late 2009 after some detailed consultation and almost unheralded scrutiny particularly by the House of Lords. As a port and indeed an industry there was full support for the principles of the Act relating to the application of spatial planning to the coastal environment and also the establishment of the Marine Management Organisation (MMO) to bring into one centre of expertise and processes, all the consents for the variety of activities required to be undertaken by ports. Unfortunately Welsh Assembly Government have decided to turn their backs on the MMO for devolved responsibilities which will confuse, obfuscate and build in extra delay and expense for ports in Wales compared with their England based counterparts. 2010 will be a testing year for WAG to demonstrate that ports in Wales will not be at a disadvantage. MHPA will continue to challenge and engage with WAG to ensure that the expectations of the Act; to give greater consideration to economic and social aspects of the marine environment, are delivered. Our continuing work through the Welsh Ports Group will assist in this.

- **Water Framework Directive**

This is being driven by the Environment Agency as part of the UK's compliance with the Water Framework Directive and as a port we have been fully involved in the West Wales River Basin District Liaison Committee. In planning and working with colleagues in other ports we have been able to represent the ports industry. 2009 saw the rolling out of the first draft of the plans for consultation.



- **Welsh Affairs Committee** undertook a review of ports in Wales to which MHPA both submitted views and gave oral evidence. The importance to the Welsh economy of cruise developments in ports was highlighted and supported as was the increasing recognition of MHPA as Critical National Infrastructure for energy. The Committee also supported extra security resources being sought by the police as a result of this. As to be expected there were noises made for greater distinctiveness for Welsh Ports although it is difficult to see how this would improve the international competitiveness of the ports concerned.

- **Welsh Ports Group** was established during 2009 with the chairmanship being taken by MHPA for the first year. Linked to the Wales Freight Group this provides a means whereby ports in Wales can have a direct dialogue with those parts of Welsh Assembly Government in which there is a common interest.

- **Local Development Plans**

MHPA contributed to the establishment of LDPs by both Pembrokeshire County Council and the Pembrokeshire Coast National Park Authority and continued to do so through the final stages of consultation undertaken during 2009, to ensure that the planning and development framework being set for the next ten years was in line with the needs of the port's future development.

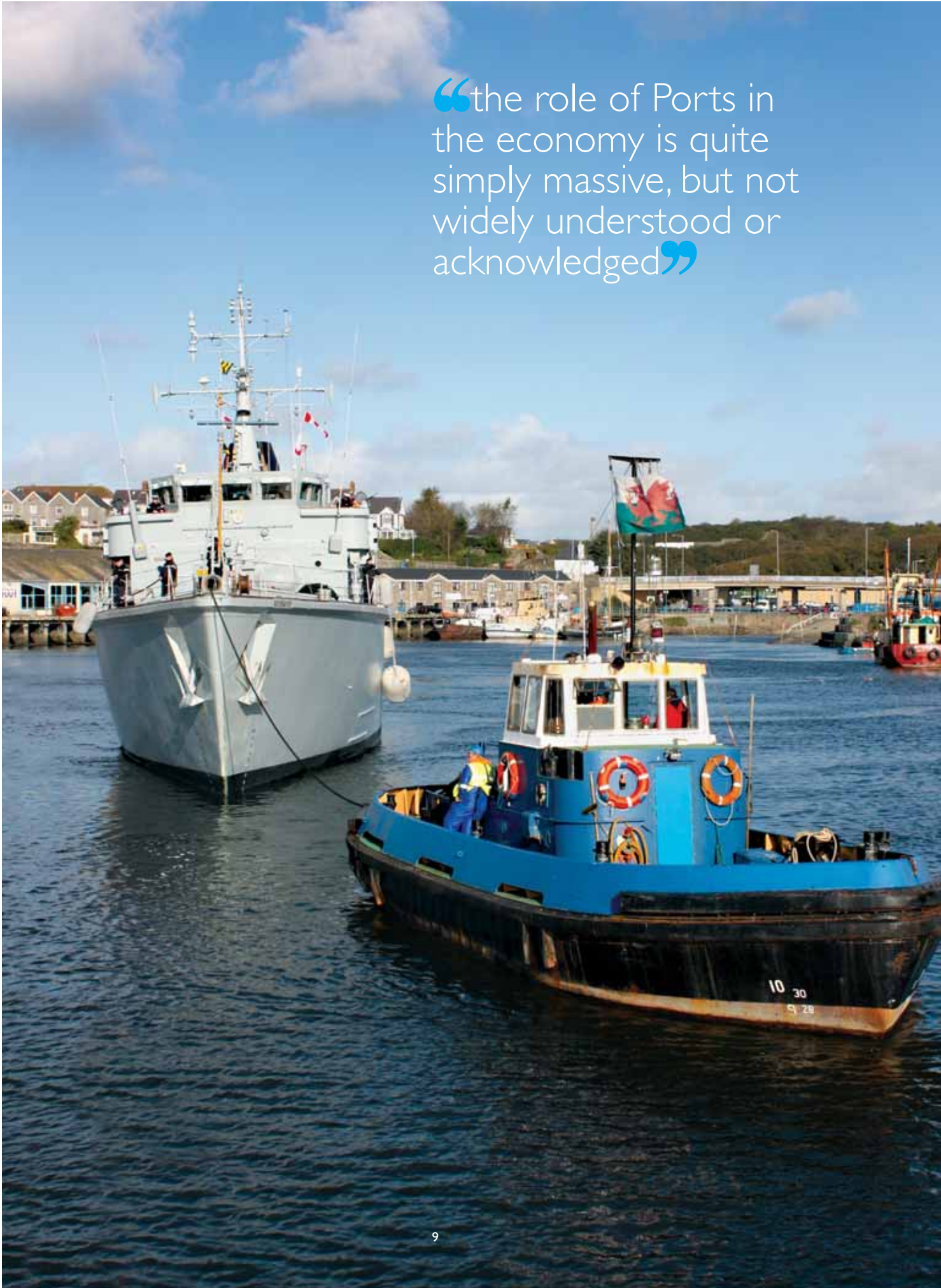
- **Wales Spatial Plan**

MHPA has continued to be involved on both a Wales national and local Pembrokeshire business level in the development of the spatial plan which increasingly determines the strategies and policies across the public sector within Wales and acts as a facilitator for business growth.

- **The role of Ports in the economy** is quite simply massive, but not widely understood or acknowledged. In fact the industry is poor at promoting itself. Thus the 2009 study by Oxford Economics, commissioned by the industry is an essential tool to be used by all players engaged in explaining, promoting or influencing others. As headlines, 95% of UK imports and exports by volume pass through UK ports; the industry directly employs 132,000 people; directly contributes £7.7bn to the UK's GDP (0.5% of the UK's total output); and contributes £3bn in tax receipts; supports a total of 363,000 jobs and £17.9bn or 1.2% in GDP.

Strong messages, well worth making by all of us involved - and in a more local context of course MHPA supports around 25% of the UK's petrol and diesel production, LNG plants with a capacity for supplying up to 30% of the UK's gas and is (still) the largest fishing port in Wales.

“the role of Ports in the economy is quite simply massive, but not widely understood or acknowledged”



the changing face of the port



large

“the largest vessels we handle fully laden are around 290,000 tonnes deadweight with a draft of 68 feet”

Corporate Governance

One of the outcomes of a government review of its policy for ports was the issuing in 2009 of "Modernising Trust Ports 2" which is an update on earlier benchmark governance standards produced following a detailed review of trust ports in 2000. Essentially they provide for modern standards of governance as applied in the corporate business sector. MHPA continues to meet such standards and has incorporated their principles into its own set of governance arrangements which also reflect its specific statutory responsibilities. An explanatory outline is given below.

The Milford Haven Port Authority Board

The Milford Haven Port Authority Act 2002 provides for a Board consisting of a non-executive Chairman, up to nine other non-executive members and up to three executive members (the Chief Executive and currently the Harbourmaster and Finance Director). At present all the non-executive appointments are made by the Secretary of State after a competitive selection process although the Authority is currently pursuing a Harbour Revision Order that will retain the appointment of the Chairman as being with the Secretary of State but provide that all the other non-executive member appointments be made by the Authority direct.

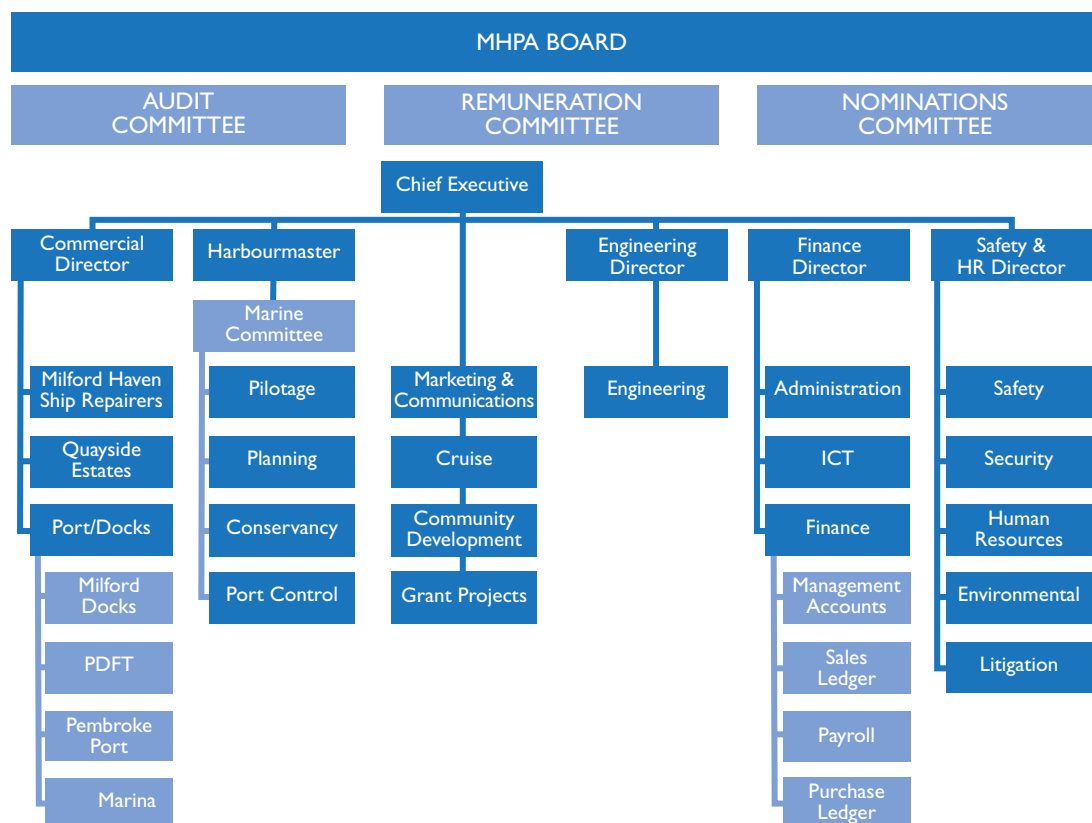
Under the present regime two non-executive positions are filled by competitive selection following consultation with Pembrokeshire County Council; two after consultation with our major customers; and one after consultation with organised labour (currently taken to be the TUC for Wales). The other five non-executive members, including the Chairman are selected after wide and open advertising and against an appropriate job description.

The revised standards identify that consultative links are not in accord with best practice however and the proposed HRO when obtained will move to a smaller Board appointed by the Authority (except the Chairman who will still be appointed by the Secretary of State) after advertising and open competition, against criteria which will reflect the need for a relevant balance of skills and experience across the board with such criteria also recognising the value of experience and understanding of customers' and local authority issues.

In addition to the above the Board has the power to appoint an additional member if at any time there is insufficient experience of navigation represented on the Board.

The selection panel for all non-executive positions includes an independent member sitting alongside the Chairman and (currently) a representative of Ports Division although other than for the Chairman's appointment the involvement of the DfT will no longer be required. The terms of reference of a Board Nominations Committee are in place as once the HRO is obtained all non-executive appointments other than the Chairman will be undertaken by this committee.

Non-executive members in all categories are, and will continue to be sought so as to provide a mix of experience on the Board including, but not exclusive to, port management, shipping, navigation, environmental conservation, finance, commercial, legal, water related leisure, local government and organised labour. The current mix is evident in the biographies of members given elsewhere in this report. Each appointment is normally for a three year term, extendable for a further three years and whilst in office members owe duty solely to the Authority and do not in any way represent the interests of other parties. Board



Funded Projects:
 Pembrokeshire Coastal Forum,
 Pembrokeshire Marine SAC,
 The Sunderland Trust

members are required to formally accept this duty before appointment. The means of selection of members is in accord with guidelines laid down by the Government for all trust ports and follows what are commonly termed "Nolan principles". The duties of a Board Member are akin to those of a director of a company, in particular to be accountable for the proper exercise of the Authority's statutory functions, the identification and setting of business policies, its delivery of port and harbour services, and to provide proper oversight and direction in relation to the safety of operations and the financial performance of all Authority activities.

The Board meets regularly (at least six times a year) and most members are also involved in committee work or serve in other capacities which require a similar time commitment. Whilst the Board has not appointed a senior independent director as recommended by the Higgs report, the Deputy Chairman is appointed by the Board itself to serve a similar purpose (provide sufficient challenge to the chairman and act as a focus for the views of non-executive members to be fully taken into account). The non-executive members do meet together on a regular (but not frequent basis) without the executive members and on occasion without the Chairman to review general workings of the Board.

A register of Members' interests is maintained including landholdings, shareholdings and other responsibilities and appointments together with the requirement to identify any issues that could be perceived as a conflict of interests. The Authority also maintains a hospitality register for all Board members and managers. These are made available to our auditors and also are available for public inspection by contacting the Chief Executive. The Board has within its procedures a requirement to declare and a means of dealing with any conflict of interests with members.

All members participate in a detailed induction programme and are required to participate in other relevant training. Members, including the Chairman are also required to accept performance monitoring and appraisal and this is undertaken on an annual basis.

Board Committees

Whilst the Board operates a number of committees to support its functions as identified below, this is through an identification of those matters reserved for the Board alone and those that can be delegated to a relevant committee. There is also a clear statement of the different responsibilities of the executive Senior Management Team (SMT) as being accountable to the Board for managing the business in accordance with the policies determined by the Board and the responsibilities of the latter in determining those policies, monitoring performance, ensuring the necessary support framework but not becoming involved in the management of the business itself. These are contained in a comprehensive set of governance documents which are reviewed and updated on a regular basis or as required by other initiatives (such as new guidelines from government).

Copies of the terms of reference of the Board committees, the job descriptions of Board members and the matters reserved for the Board are available on request from the Chief Executive.

The Audit Committee

The Audit Committee comprises three non executive members of the Board with the Chief Executive and Finance Director in attendance. The Chairman during 2009 was Gareth Lynn. Details of membership and participation in meetings through the year are given in the table on page 17.

Its terms of reference allow it to consider any matter relating to the financial affairs of the Authority and include the monitoring of financial reporting, accounting policies, matters relating to the auditors, the adequacy of the Authority's internal financial controls and at the request of the Board to review and monitor the Authority's risk management systems.

At its meetings the Finance Director and external auditors are requested to report on various matters, and in 2009 this has included the annual financial statements together with a review of procedures. A particular focus was given to risk management against the backdrop of the required structural review requested by government and benchmarking best practice. The Authority has in place a Risk Register, and this is reviewed every other meeting by the Board.

The Remuneration Committee

The Remuneration Committee consists of not less than 3 non-executive Members including the Chairman and Vice Chairman with up to two other non-executive Members. The Chief Executive acts as Secretary to the Remuneration Committee.

Members during 2009 are identified in the table on page 17.

The primary duties of the Remuneration Committee are to determine the remuneration of the senior managers in the Authority and the fees and emoluments of non-executive members and of non-executive directors of any subsidiary companies. No member of the committee takes part in the decision making process about his/her own remuneration or other benefits.

The Committee is also charged with ensuring that senior remuneration policies facilitate the employment and motivation of senior personnel and that such administration operates on a best practice basis, and to ensure that levels of Board remuneration and expenses claimed should be detailed in the Annual Report.

The Committee is also able, at the request of the Board, to advise or act on its behalf in a senior management appointment within the Authority and, at the request of the executive, as a wages and salaries committee, being the final referral body in pay and conditions negotiations within the Authority. In the context of the former the committee undertook the responsibility in the latter part of 2009 of managing and directing the process of recruiting a new Chief Executive to take over from Ted Sangster on his retirement in Spring 2010.

Nominations Committee

This Board committee was set up during 2005 in anticipation of a Harbour Revision Order which will transfer the responsibility of the appointment of non-executive members (other than the Chairman) from the Secretary of State to the Authority itself. As reported above this is expected to be achieved in 2010.

The purpose of the Nominations Committee is to undertake a formal process of reviewing the balance and effectiveness of the Board, identifying the skills needed and those individuals who might best provide them. In particular the committee must assess the time commitments of the Board posts and ensure that the individual has sufficient available time to undertake them. It will meet as appropriate to consider whether or not non-executive members coming to the end of their term of office should be put forward for re-appointment, and to review the statement in the annual report concerning its activities.

Membership of the Committee is determined by the Board but will be made up of least 3 members including the Chairman and Chief Executive, the majority of whom should be independent non-executive members.

The Executive

The Chief Executive and the Senior Management Team (SMT) are accountable to the Board for the implementation of Board policy and the management of the business and affairs of the Authority. The SMT meet regularly as a group.

...and small



“in contrast the Waterway is used by a variety of different size leisure craft”



David Benson Chairman

Taking on the role of Chairman during 2007, David Benson has brought to Milford Haven Port Authority a wealth of experience and expertise that spans many aspects of the global transportation industry. With particular knowledge of technical, marketing and operational facets of port, train and ferry services at multi-national levels, David's stewardship of the Authority is underpinned by a strong sense of commercial realism, together with an approachable management style.

David has held senior positions in a number of internationally recognised companies including Passenger Marketing Director for P&O Ferries Ltd, Chief Executive of the Venice-Simplon-Orient Express, Director of Virgin Atlantic Airways and Chairman of the Great North Eastern Railway. David was Senior Vice President Passenger Transportation for Sea Containers Ltd before he retired from full time employment in 2006. He has since worked as Ferry Advisor to Macquarie European Infrastructure Fund, where he sits on the Board and Risk and Audit committee of Wightlink Isle of Wight Ferries. He has advised the French container shipping company CMA CGM on their acquisition of the Moroccan ferry company COMANAV and also assisted Go Ahead Rail Ltd on their successful rebid for the South Central passenger rail franchise.

Living near Devizes in Wiltshire, David is a regular visitor to Pembrokeshire. As Chairman, he sees his role as focussing on achieving improved financial results. He believes that these will ensure economic and social benefits for the local stakeholders, and also provide funds to maintain the Port infrastructure to a high standard for current and future users.

Dan Fellows OBE, DL

Currently Vice Chairman of the Authority, Dan Fellows was appointed to the Board in 1997. He retired a few years ago as Branch Officer of the Transport & General Workers Union in West Wales and lives in Milford Haven.

He is founder and Chairman of Investing in Pembrokeshire society, Vice Chairman of Pembrokeshire College, a former Member of the Welsh Development Advisory Board, a Member of the Objective One Pembrokeshire Partnership Management Board and a Director of DFA Advisors Ltd. In May 2008, Dan was elected as a County Councillor.

Dan is also Chairman of the Authority's Remuneration and Marine Committees and a Trustee of one of the organisation's Pension Schemes.

Jan Reed OBE

Jan Reed retired from the post of National Manager for Wales in 2005 after 33 years in the Gas Industry. Previous appointments include Non-Executive Director of the Welsh Development Agency, Council Member and Chair of the Wales Confederation of British Industry and Board Member of Business in the Community.

Current posts include Vice Chair of the Wales Committee of the BIG Lottery Fund and a Trustee of the Welsh Scout Council. She is also MD of R & R Consultancy. Jan was awarded the OBE for services to Economic Development in Wales and is committed to aiding the growth and development of the Port, having become a member of the Board in September 2007.

Jan also has a keen interest in encouraging companies to be active in the community and to be aware of their corporate responsibility.

Ray Rankmore

Ray Rankmore was appointed to the Authority's Board in December 2005. Having started his career as a marketing professional over 45 years ago, Ray has undertaken every role possible in marketing - from being a FMCG salesman to Group Marketing Director of a number of blue-chip multinationals.

After a successful career in marketing he made the transition into general management, but continued his key focus on business development, having developed a wide range of products, businesses, companies, and markets. His experience covers a diverse range of markets, products, services, companies, business environments and cultures both internationally and within the UK.

Companies for whom Ray has worked during his career include Kimberly Clark, The Marley Group, American Safety, Xerox, BT, The Thomas Cook Group, The Prestige Group, and Inchcape. Ray is currently Chairman of Bedford Hospital NHS Trust, as well as a member of the Authority's Remuneration Committee.

Paddy Walsh

In March 2009, Paddy Walsh was appointed as the ninth non-executive Director.

Paddy has worked for Irish Ferries for over 35 years, in a number of ports on the West Coast of Wales and England, working in Ship and Port Operations Management since 1980.

He was responsible for managing Irish Ferries' investment in and re-development of their UK port operations in Holyhead and Pembroke Dock in the 1990's, which was required to suit the latest generation of superferries and substantial increase in business and throughput.

Following a restructuring of the Company in the late 1990's, Paddy also served as the General Manager for the vessel "Isle of Inishmore" and their operations in Pembroke Dock and Rosslare.

Paddy re-located to Pembrokeshire in 1998 and is currently working as the UK Ports Manager for Irish Ferries, with responsibility for their operations



in Pembroke Dock and Holyhead. He is also responsible for HR, for all of Irish Ferries UK based staff, including the Call Centre in Liverpool.

Born in Birkenhead, of Irish parents, Paddy was educated by the Christian Brothers at St Anselm's College, Birkenhead, before starting his career in shipping in Liverpool in 1973.

Paddy lives in the village of St Florence with his wife Maria and two of their four children.

Gareth Lynn

Gareth is the founder of one of Wales' leading firms of independent accountants. Living in Cardiff, he is a Director at KTS Owens Thomas Limited, a firm of chartered accountants, auditors and business advisers based in the city.

He trained and qualified with Ernst & Young before setting up his own practice in 1990 with two colleagues. They have grown the firm over 20 years into one of Wales' leading independent accountancy and business advisory practices. He provides financial and commercial advice to a diverse range of private sector clients and works closely with a number of large public bodies in both Wales and England in respect of audit assurance and risk management.

Gareth joined the Authority's Board in July 2008 and is the Chairman of the Authority's Audit Committee.

Tom Kovar (Retired 31st March 2010)

Tom Kovar joined the Board in April 2008, having taken on the role of General Manager for Chevron's Pembroke Refinery. Tom is also a Director of Chevron UK.

Tom began his career in 1978 as a Design Engineer at the Chevron Chemical plant in Oak Point, Louisiana. Since then, he has held various positions in engineering, operations, superintendent and managerial sectors in Chevron Refineries across the States and overseas, including Canada and Kuwait. He is a native of Detroit, Michigan.

Tom received his BS degree in Mechanical Engineering at the University of Tulsa in 1978. Tom is married with one son and two daughters and is a fluent Spanish speaker.

Fiona Birt-Llewellyn

As a senior HR professional with over 18 years experience at Board level, Fiona has brought significant experience to the Board having joined in 2008.

Fiona was previously HR Director at Capital Consulting in London until 2007. Her career began in a small recruitment consultancy in London during the 1980's. Fiona was quickly promoted to the Board, helping to develop the

company into a plc prior to its sale in 2000. She moved to global consultancy TMP Worldwide, taking on a number of consultancy assignments before joining the British Horseracing Board as Recruitment and Training Director in 2003.

Fiona is a member of the Authority's Audit and Remuneration committees and lives in Pembrokeshire.

John Allen-Mirehouse

John Allen-Mirehouse is one of the two members appointed through a competitive selection process after consultation with Pembrokeshire County Council, for which he has been a Councillor for a number of years and is currently Deputy Leader.

He was re-appointed to the Port Authority Board in 2006 and lives in the village of Angle on the southern shores of the Haven, where he is honorary secretary for the Angle Lifeboat Station branch. John was High Sheriff for the County of Dyfed for 1998/99, is also a Justice of the Peace, a member of Pembrokeshire Coast National Park Authority, and a Deputy Lieutenant for the county of Pembrokeshire.

Anne Hughes

Having been an elected Councillor of Milford Haven Town Council since 1991: including two periods of office as Mayor of the Town, County Councillor since 2002 and Chairman of Pembrokeshire County Council during 2009/10, Anne has a clear understanding of the local context in which the Authority operates.

Anne's close link with the Waterway goes back to her family connection and ties to its former fishing industry, which commenced with her great-grandfather and his five sons bringing the first steam trawler 'the Sybil' into Milford Haven's new docks.

Anne has now retired from a professional career spanning positions at both local government and health sectors, encompassing managerial and financial responsibility. Throughout her various roles, Anne has gained enormous respect from peers and colleagues for her ongoing community support and active guidance. As a member of various voluntary and community committees, Anne brings to the Board empathy and a detailed knowledge of how the Authority's commercial remit continues to interact with community groups across Pembrokeshire. Anne is from Milford Haven and continues to live in the Town.

The Board, under the MHPA Act 2002 provides for a non-executive Chairman, up to 9 other non-executive members (detailed above) and up to 3 executive members - the Chief Executive, the Harbourmaster and the Finance Director whose profiles are included on pages 16 and 17 under Senior Management Team.



Ted Sangster Former Chief Executive
(Retired 30th April 2010)

Ted was Chief Executive of the Authority from September 1998. Immediately prior to this, he was Director General of the British International Freight Association based in London. His previous career has covered different aspects of transport, including a period as Operations Director for Caledonian MacBrayne, and over twenty years with British Rail, Sealink and its successors Stena, working in a variety of locations including Holyhead, London and Portsmouth/Southampton where he was Route Director.

Ted is a former Chairman of the British Ports Association and is a past Chairman and current Vice Chairman of Pembrokeshire Business Initiative, Chairman of the Darwin Initiative, Chairman of the National Committee for the Ports Industry, a member of Pembrokeshire Advance, and of the Bank of England's SME panel for West Wales, and Chairman of the Pembrokeshire Business Panel. He has also been appointed as a member of the Pembrokeshire Coast National Park Authority.

Mark Andrews Harbourmaster

Mark is a Yorkshireman by birth who went to sea at 17 with Houlder Brothers, serving in a wide variety of vessels from reefers (refrigerated cargo) to tankers, but specialising ultimately in LPG (Gas) Carriers. Having obtained his Master's Certificate, he came ashore in 1983 to commence a career within the port industry with the Medway Ports Authority at their Port Control based at Sheerness in Kent. He subsequently transferred into pilotage and was authorised to pilot vessels in the Thames Estuary and Medway up to 100 metres in length. In 1990 he took up a shore appointment with the Medway Ports Authority as Assistant Harbourmaster, being promoted to Deputy Harbourmaster in 1993.

In 1995 Mark took up his duties as Harbourmaster with Milford Haven Port Authority. He is a past President, but current council member of the UK Harbourmaster Association, a member of the International Harbourmasters Association, as well as the Nautical Institute and the Energy Institute. Mark also chairs the BPA Marine & Pilotage Committee, and the Milford Haven Waterway Environmental Surveillance Group.

Richard Pugh Finance Director

Currently Finance Director; Richard was appointed the Finance Manager in March 1995 from the public services industry, becoming a Board Member in February 2003. He is a member of the Institute of Chartered Accountants in England and Wales, and was previously a partner in Llewellyn Davies Chartered Accountants, responsible for the Authority's audit in the period 1982-87. Richard has also been the Finance Director of an Unlisted Securities Market company and worked in most regions of the UK, with responsibilities in France and Germany. Born in Pembrokeshire and a social Welsh speaker; Richard served in the Territorial Army for 17 years.

Richard is Secretary to two of the Authority's pension schemes, and a Director of the Pilots National Pension Scheme. He is Chairman of the Investment Panel of the Pembrokeshire Lottery and a Director of Haven Credit Union. Richard who recently served as District Society President of the South Wales Society of Chartered Accountants, is also the Chairman of the Strategy Board for Wales for the ICAEW, a member of the Institute of Welsh Affairs.

Andrew Brown Engineering Director

Andrew's career started with British Rail in 1970 in the Chief Civil Engineers' Office, Euston, gaining design and site experience through various BR departments. In 1976 he gained a BSc degree in Civil Engineering, and in 1979 joined Pynford Ltd as Structural Surveyor specialising in foundation engineering. As Technical Sales Manager, he was subsequently responsible for developing and marketing innovative structural repair technologies.

Following this, Andrew worked in the works departments of Preseli and South Pembrokeshire District Councils before joining the Authority as Port Engineer in 1990. He managed the Milford 2000 Dock Redevelopment project and was appointed as General Manager of The Milford Docks Company in 1991, and then as Group Development Manager; he project managed the extension and refurbishment of Pembroke Dock Ferry Terminal.

Following seven years as Managing Director of The Milford Docks Company, with responsibility for the Authority's commercial operations, Andrew was appointed to Engineering Director in 2005. Andrew is a member of the BPA Engineering Working Group. Outside of the Authority he is a Governor of Pembrokeshire College.

Senior Management Team



Alan Furlong Safety & HR Director

Currently Safety & HR Director, Alan was appointed Personnel & Safety Manager in September 1996. Previous appointments have included twenty three years in the Electricity Supply Industry at several locations including Pembroke Power Station, Heysham 1 and 2 Nuclear Power Stations, Sizewell and Transfynydd Nuclear Power Stations. He also spent several years in the manufacturing and construction industries, in a variety of posts including Senior Executive Projects, Site Manager and Safety Adviser. He is a member of the Ports Skills & Safety group, a recognised trade association within the Port Industry. Alan was born in Pembrokeshire, being a native of Milford Haven, and is currently Chairman of Governors at a local primary school.

Joe Besch Commercial Director

Joe was appointed Commercial Director in March 2008 and is now responsible for the Port Authority's Commercial Division which includes Pembroke Port and Ferry Terminal, Milford Docks and Marina, Milford Haven Ship Repairers and Quayside Estates the Authority's property arm.

Before joining MHPA Joe worked for MDS Transmodal Ltd, the independent ports and shipping Consultancy Company. During his time with MDS, Joe was responsible for port development projects, port marketing studies and freight transport projects for Port Authorities, Property Developers and Local Authorities in the UK and overseas.

Joe's career started as a Deck Cadet with the Pacific Steam Navigation Company serving in general cargo ships, bulk carriers, tankers and refrigerated ships. Previous appointments include Assistant Port Manager/Dock and Harbour Master for Associated British Ports in Goole, he has also held Operations Manager and Commercial Manager positions at the Port of Newport.

Joe is a member of the Institute of Chartered Shipbrokers and a Fellow of the Chartered Institute of Logistics and Transport. He is a graduate of the University of Wales and holds an MBA from Cardiff Business School.



Alec Don Chief Executive
(Appointed 1st March 2010)

Alec Don took over as Chief Executive from Ted Sangster on 1st March 2010.

Alec's career spans both corporate finance and substantial experience of leading major businesses in the port/infrastructure sector.

On completing his degree Alec went to work for merchant bank Robert Fleming handling flotations, takeovers, mergers and fundraisings. One transaction in the early 1990's was the Merseyside Docks & Harbour Co's acquisition of the port of Sheerness. He made an impression and was asked to join MHDC as planning and strategy manager, moving swiftly to director of planning.

Following several years with the Mersey Docks and Harbour Company he was appointed as Chief Executive of the Maputo Port Development Company in Mozambique. As CEO of this newly formed company Alec led the organisation to complete concessioning of the Port in 2003. This led to a substantial reconstruction programme and the establishment of an independently owned and operated port, generating substantial volume growth and inward investment.

Returning to the UK in 2004 as Director of the Port of Liverpool he was responsible for one of the UK's most successful and diversified ports handling over 30 million tonnes of cargo per annum.

After a short period as Export Director with GSF Limited, Alec now leads Milford Haven Port Authority, the third largest port in the UK by volume. He brings with him a mix of skills, experience and abilities to drive the business along and achieve long term value through leadership and change. He has now also been appointed a trustee of the MHPA Pension Fund.

Attendance at Board and Committee Meetings in 2009

	MHPA Board ↓		
	Audit Committee ↓		
	Remuneration Committee ↓		
Total No Mtgs	6	3	3
John Allen-Mirehouse	6		
Mark Andrews	6		
David Benson	6	3	
Fiona Birt-Llewellyn	6	3	3
Dan Fellows	6	3	
Anne Hughes	6		
Tom Kovar	4		
Gareth Lynn	6	3	
Richard Pugh	6		
Ray Rankmore	6	3	
Janet Reed	6	3	
Ted Sangster	6	2	
Paddy Walsh	5		

An aerial photograph of Milford Haven, showing the harbor, surrounding green fields, and a town in the distance. The water is a deep blue, and the land is a mix of green fields and brownish-red cliffs. In the background, there are several tall chimneys and industrial buildings. The sky is a pale blue with some light clouds.

“the Authority seeks to attract and develop sustainable port operations and to minimise impacts on the environment”








“a thriving centre for the Marine Engineering and Fishing industries and a perfect location for exploring the Waterway”





“the most important benefit MHPA can deliver is to be a successful business able to sustain continuing investment in our core port operations”

“a unique development opportunity at the heart of the UK's energy capital”

The last remaining waterside development site on the Haven with access to deep water is located at the heart of the UK's 'new energy capital'. Set amidst the energy giants it is well positioned for connection to the established national fuel product and gas pipelines as well as the Electrical National Grid System.

The core business activities at Milford Haven are centered on the five deep water oil and gas terminal jetties that benefit from local support services and an experienced, highly skilled workforce.

The site at Blackbridge on the north shore, is well located for integration into key transport links. The Haven, with its unique deep water access, accommodating ships with up to 17m of draft would provide;

- Ready access to deep sea shipping lanes.
- Lower shipment costs and carbon footprint for berths and shipments to and from the UK; resulting in cost effective shipments, lowering energy costs for the end-user.

The provision of industrial sites adjacent to deep water would be attractive to users who need a combination of manufacturing, storage and servicing facilities in the form of engineering and port services.

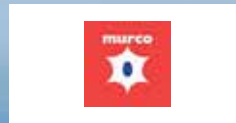
Milford Haven Port has the potential to make a substantial contribution to the local, regional and national economies through the development of this site. It is an ideal location for companies involved in for example; offshore wind and wave energy, Biomass power generation, offshore support operations, or Ro-Ro operators as well as offering a berthing facility for visiting cruise ships.

In summary this unique brownfield site offers;

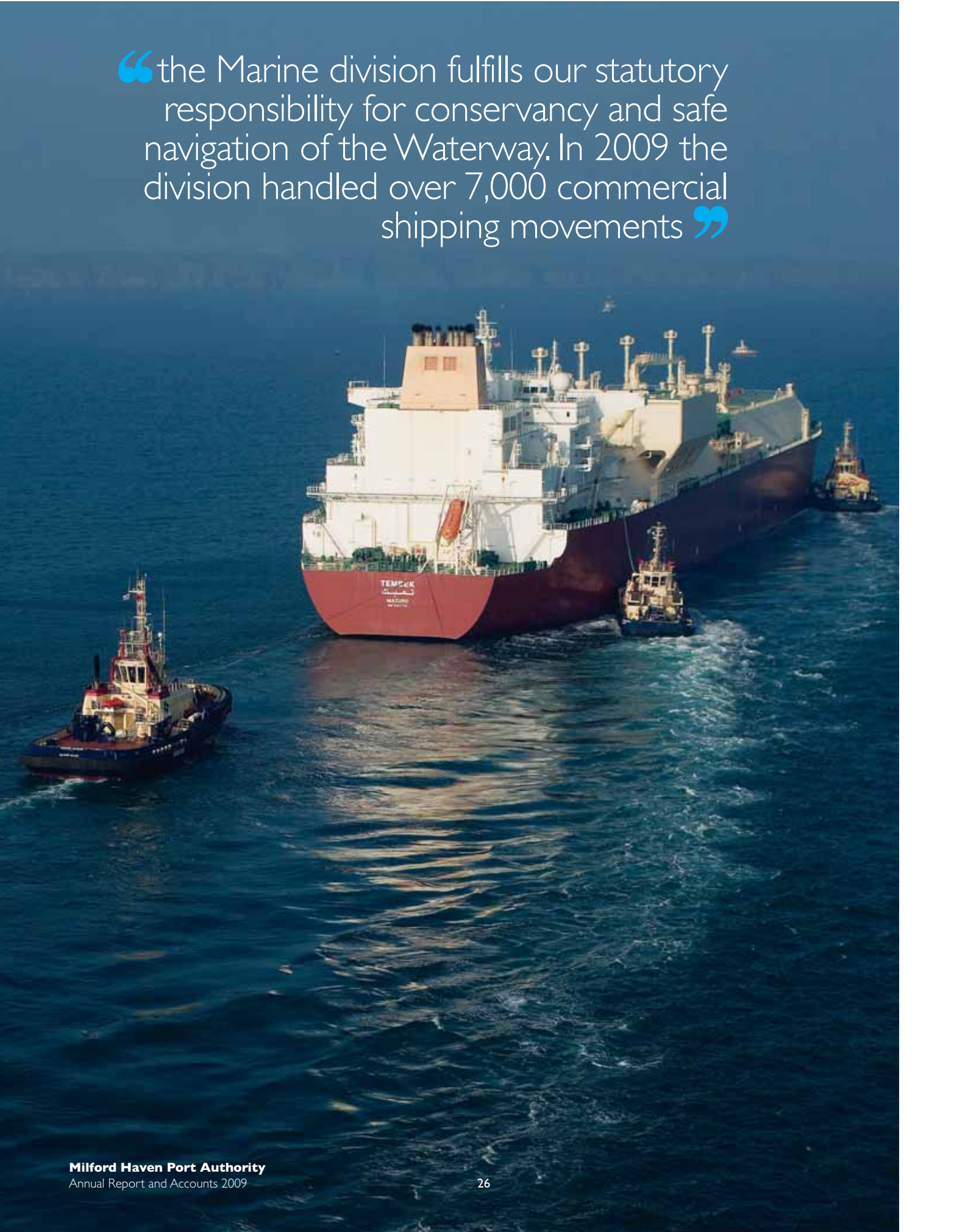
- Significant commercial potential.
- Deep water access and berths up to 17 metres at all states of the tide.
- Improved road and rail access.
- Experienced local support services and a highly skilled workforce serving the energy giants located on the Haven.

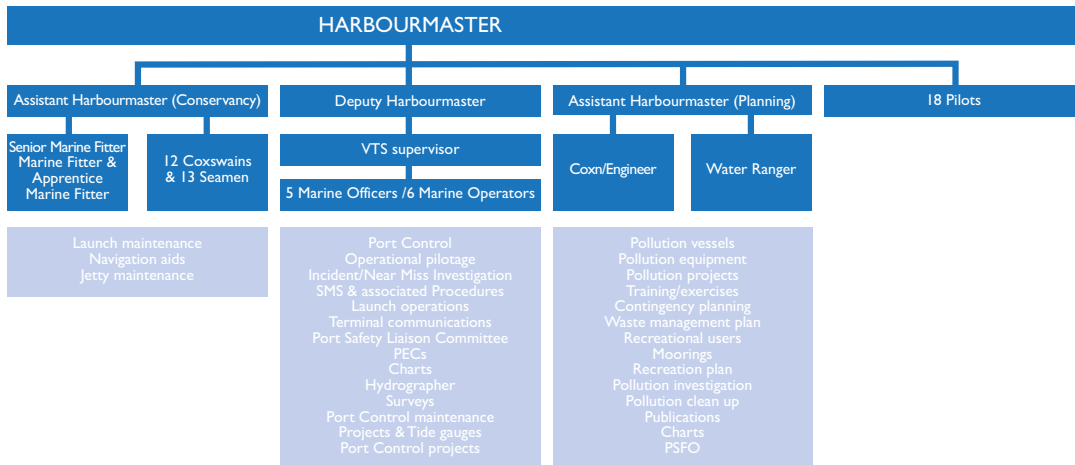


Milford Haven Deep Water Port



“the Marine division fulfills our statutory responsibility for conservancy and safe navigation of the Waterway. In 2009 the division handled over 7,000 commercial shipping movements”





2009 was a particularly auspicious year for the Port Authority and the Marine Division in particular: On 20th March 2009, the Q Flex LNG carrier Tembik sailed into the port to inaugurate the South Hook LNG Terminal. This was followed on 14th July 2009 by the Methane Lydon Volney with a commissioning cargo for the Dragon LNG Terminal.

These events concluded several years preparatory work from project inception to delivery including, risk assessments, construction of terminals, a new fleet of 9 powerful tugs, line boats, pilot boats, navigation aids as well as training and contingency planning, both Marine and non Marine.

Between them the 2 terminals are able to supply 30% of UK gas requirements. When added to the oil industry around

the Haven which provides 25% of UK requirements, Milford Haven can well be described as the country's energy capital.

Other significant events during the year was the delivery of our latest pilot cutter "Picton" from Mustang Marine Ltd., Pembroke Dock and the awarding of a contract to build a new pollution/patrol vessel "Dynevor" to Alnmaritec of Northumberland.

It is most gratifying to acknowledge the fact that there were no lost time accidents within the Marine Division during 2009. Indeed up to the end of January 2010 some 540,000 hours had passed without a lost time accident within the division. Recognising the dangers of complacency is something for each and every team member to be proud of.



Port Marine Safety Code

The Port Marine Safety Code was originally published in 2000. In 2009 the code was "refreshed" mainly taking into account changes in legislation.

The code is very much aimed at the "Duty Holder" and for most harbour authorities this refers to the harbour board members both individually and collectively and those who allocated resources to marine operations. Compliance with the code requires harbour authorities to:

"Be aware of their existing powers and duties":

Appoint someone who is an "independent designated person" with direct access to the Board:

Develop an effective Safety Management System, which employs formal risk assessment techniques:

Employ people who are competent and qualified for the positions that they hold:

Publish a comprehensive safety plan, along with a regular assessment showing the Authority's performance against the plan".

At Milford Haven a formal third party risk review of all our marine operations was last concluded in 2007.

The next formal assessment is due in 2012. In the interim, changes in risk are assessed continually. Our Safety Management System is externally audited on an annual basis.

Milford Haven Port Authority is fully compliant with the Port Marine Safety Code.

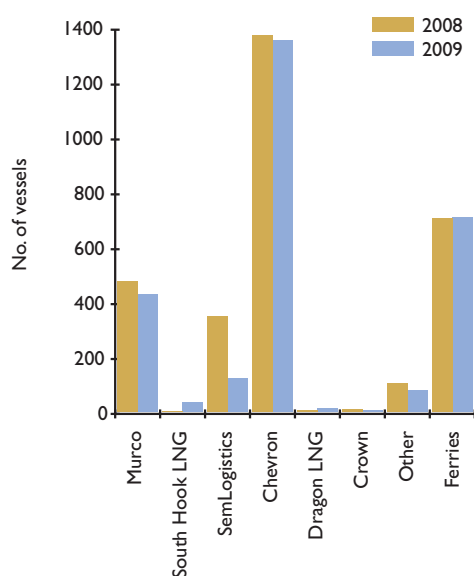
Traffic

In 2009, some 2,744 vessels with a record 59,000,000 gross tonnes called at Milford Haven, some 278 fewer than in 2008. This decline in numbers continues a trend in the oil industry towards larger vessels. This coupled with the 49 very large LNG vessels contributed to the significant growth in average size from 17,484 gross tonnes in 2008 to 21,503 gross tonnes in 2009.

Cargo throughput rose sharply from 36,000,000 tonnes in 2008 to 39,500,000 tonnes in 2009, primarily due to the arrival of around 4,000,000 tonnes of LNG.

2010 should see further increases in throughput to the LNG terminals during their first full year of operation.

The breakdown by terminal was:



Delays

After safety, the principle Key Performance Indicator (KPI) for the Marine Division is delays to ships. A target of less than 4.6% was set for 2009. Whilst this was met for delays under our own control (3.64%) it was not met for all delays (7.44%). There are 11 categories of delay with the 3 biggest elements being weather, availability of pilots and tugs. The target for 2010 has again been set at less than 4.6%.

Incidents

2009 saw 27 Port Incidents and 152 Near Misses. For Incidents this represents a welcome decrease over the 31 in 2008, for Near Misses it is an increase of 30 over 2008. The KPI was set at no more than 2.2 based on the number of Incidents per 1000 ship movements. The actual figure for 2009 being 3.62.

The categories of incidents were as follows:

	2009	(2008)
Collisions	5	(4)
Allisions	5	(9)
Man overboard	1	(3)
Personal injury	3	(1)
Fire	2	(2)
Grounding	1	(4)
Foundering	1	(6)
Break out	2	(1)
Miscellaneous	7	(1)

Types of vessels:

	2009	(2008)
Tankers	5	(4)
Tugs	5	(4)
Pilot Boats	6	(2)
Work Boats	1	(5)
Leisure	2	(9)
Fishing vessels	3	(4)
Cargo ship	1	(0)
Miscellaneous/shore origin	3	(2)

Environment

The Authority maintains a dedicated oil spill response contingency plan and response assets in compliance with the MS (Oil Pollution Preparedness, Response and Cooperation Convention) Regulations 1998 as well as a Port Waste Management Plan under the Merchant Shipping (Port Waste Reception Facilities) Regulations 2003.

There were 26 pollutions in 2009, 14 within the Haven and 12 within Milford Docks. The number of pollutions was worse than 2008 (17), both on the Haven (11) and within the Docks (6). In addition the quantity spilt was 96 litres up from 82 litres the previous year. However, and whilst we are never complacent, bearing in mind almost 35,000,000 tonnes of oil cargo use the Port annually, this is nevertheless a very small figure.

The sources of pollution within the Haven amounted to 5 from ships, 6 from jetties, 1 from an incident and 2 unattributable. Within the Docks, 1 from a fishing vessel, 1 from a work boat, 1 from the shore and 9 unattributable.

Investigations into the pollutions themselves reveal causes as follows:

Foundering	1
Procedural	4
Mechanical failure	2
Lack of maintenance	7
Unknown	12

No prosecutions were undertaken during 2009.

The KPI target set was less than 20% pollution vessel mechanical failures and this was met with 8.9% for the whole year.

The performance indicator for pollutions was set at 2 per month and the actual was 2.17.

Jurisdiction

The jurisdiction of the Authority extends to a sea area bounded by:

- an imaginary line commencing at the western extremity of Studdock Point and drawn in a south-easterly direction to the point of intersection of latitude 51°36'15" N. with longitude 05°03'00" W., thence in a westerly direction to the point of intersection of latitude 51°36'15" N. with longitude 05°16'00" W., thence in a northerly direction to the point of intersection of latitude 51°40'48" N. with longitude 05°16'00" W. and thence in an easterly direction to the south-western extremity of St Anne's Head; and
- the level of high water on the shores of Milford Haven and the approaches thereto within the line aforesaid, including all the bays, creeks, pools, inlets and rivers as far as the tide flows other than a creek, pool or inlet into which the tide flows only through a culvert or pipe and other than a dock which is normally tidally enclosed;

In practice, this extends to approximately 4 miles to seawards up to Haverfordwest and the weir on the Western Cleddau and Blackpool Mill on the Eastern Cleddau.

Conservancy

The Authority has powers and duties under the Milford Haven Conservancy Act 1983 and the Milford Haven Port Authority Act 2002 to regulate the safe utilisation of the Haven by all users. Such users may range from swimmers and yachtsmen to fishing vessels, tankers and Very Large Crude Carriers (VLCCs) up to 300,000 tonnes (dwt).

The UK operates what is known as an "open port policy". Under this, ships have a right to "free" i.e. (unhindered) passage to terminals within the Port. However; the cost of providing such access is recouped by levying conservancy dues.

Conservancy may be split into four main areas, firstly the surveying of the Haven to identify the deep water channels, secondly to mark such channels with navigation aids such as buoys, beacons and transits. Thirdly, to dredge the channels both to maintain their depth (maintenance dredging) or deepen them (capital dredging). Fourthly, to remove any wreck or obstruction that could interfere with safe navigation within those channels.

Port Control/VTS

From its superb vantage point overlooking the harbour adjacent to Gelliswick, Port Control is the main hub of the Port. As a traffic organisation service the centre plans, programs and monitors shipping movements, allocates pilots, liaises with agents, terminals, tugs, lineboats, Customs, Port Health, Immigration, Maritime & Coastguard Agency, chandlers, MoD, divers, fishermen, yacht clubs and members of the public.

Policy for Port Control is:

1. To maintain a control of shipping movements by providing pertinent, accurate and timely advice to vessels entering or leaving the Haven.
2. Consulting and planning the sequence of vessel movements for both entry and exit from the Haven and advise Masters and Pilots of their place in any queue.
3. Policy will be to maintain the sequence of movements where practicable by instructing Masters and Pilots not to proceed until permission has been granted.
4. Once a movement has commenced Port Control will support that movement through to completion.
5. Port Control is to monitor the traffic image to maintain situational awareness and use this to ensure that potential conflict is assessed early and, if necessary, intervene.
6. Decisions made and advice given by Port Control staff pursuant to this Policy carry the formal authority and support of the Harbourmaster and Chief Executive.

All traffic movements over 20 metres in length are co-ordinated by which has been declared a 'Traffic Organisation Service'.

The Centre is equipped with state of the art equipment including radar from six remote sites around the Haven, CCTV and communications and control equipment. At the heart of the service is a computerised system known as iMAP (Integrated Management Application for Ports). The system, supplied by Denbridge Digital, has been designed to be able to grow and develop together with the needs of the Port. The intention is to allow direct access via a webpage to facilitate vessel booking remotely by the customer. This has two main advantages, firstly it minimises the chance of entering incorrect data into the system and, secondly, to enable the operators within Port Control to concentrate more fully on shipping movements rather than being distracted by unnecessary telephone calls.

Pilotage

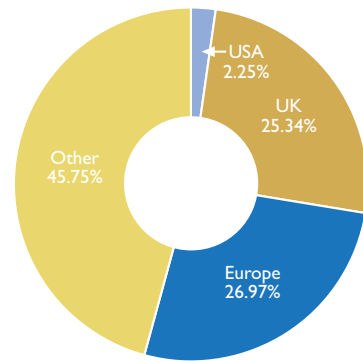
Pilotage is compulsory within the Haven for all ships of 50 metres or more in length overall except:

- (a) General Lighthouse Authority tenders;
- (b) Ships which are moving from one berth to another within a dock;
- (c) HM ships and certain vessels owned or controlled by HM Government.

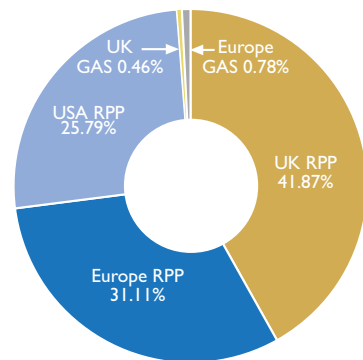
Other such vessels are to be provided with either a pilot or have on board a holder of a Pilotage Exemption Certificate.

Certain vessels over 65,000 gt and all vessels over 80,000 gt are provided with 2 pilots. The charge pilot conducts the navigation of the vessel and is responsible to the ship's master. The second pilot is provided to brief the bridge team on the information that they need to communicate the vessel's passage plan and handle the communications with the ship, Port

2009 cargo imports:

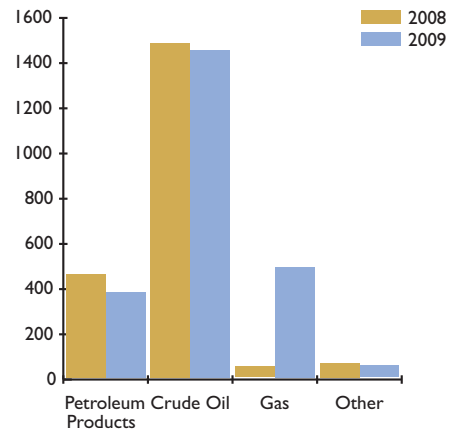


2009 cargo exports:

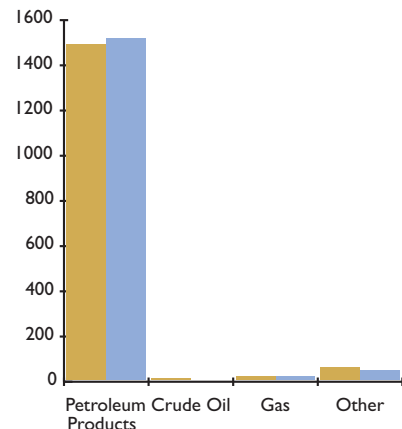


RPP: Refined Petroleum Products

Cargoes into Milford Haven 2008/2009



Cargoes from Milford Haven 2008/2009



Control, tugs, line boats and terminal. In view of the large quantities of oil carried in these sized vessels, a further benefit of this system is that it is both a valuable training tool and also provides a back up in the event of either a mistake by the bridge team or sudden illness occurring to the charge pilot.

An additional service is offered whereby certain ports are suitable for our pilots to be overcarried to. These ports are currently:

Falmouth, Lynas (Liverpool), Dublin, Breaksea (Bristol Channel), Cork, Belfast, Holyhead and New Ross.

The Authority employed 18 pilots during 2009.

	2009	2008	2007	2006
Acts:	3946	4,493	4,652	4,740
Movements:	7466	8,992	10,798	11,000

The figures for 2006/7 include construction traffic associated with the 2 LNG terminals Dragon and South Hook.

Leisure

The Authority is responsible for ensuring that all users of the Waterway do so safely and efficiently. It applies equally to dinghy sailors as it does to 300,000 tonne Very Large Crude Carriers.

In 2005 we introduced the latest Milford Haven Waterway Recreational Plan.

We are the lead body responsible for the production of this formal advisory document, in partnership with Pembrokeshire County Council, Countryside Council for Wales, Environment Agency Wales, Maritime and Volunteer Service, Milford Harbour Users Association and particularly the Pembrokeshire Coast National Park Authority who jointly fund the Water Ranger with us. The Plan contains a set of actions to be followed during the document's life span and these continue to be worked through on a systematic basis. A review of the plan is being conducted and it is anticipated to be published in late 2010.

Our policy for leisure is to provide zones within the Waterway for specific usage as well as identifying areas that are environmentally sensitive to recreational use. Further, to encourage compliance through information, education and advice before using enforcement and prosecution, where necessary.

Infringements and Offenders

The behaviour of most users of the Waterway has been exemplary throughout the season. Response to contact with the Water Ranger remains very positive, both on and off the water; with a great deal of information being offered by those who have witnessed an infringement.

Experience has shown that peer pressure often turns out to be the most immediate and effective deterrent in many situations although letters were sent to some users to remind them of the zoning and the possible consequences of continued breaches of Port byelaws. Close liaison with staff



at both marinas, Lawrenny Yacht Station, Rudders Boat Yard, Pembrokeshire Activity Centre, West Wales Windsurf and Sail, Neyland Yacht Club and MHPA Port Control has allowed appropriate action to be taken when required. Conflicts have been minimal, although inevitably there have been occasion for conflict between individuals and user groups.

Persistent offenders were few and far between in 2009. This was likely to have been due to the exceptionally poor weather experienced during the season and the cost of fuel. The majority of motor vessels did not venture out until late July early August.

Thirty Infringement records for breaches of byelaws involving vessels were filed and 8 mooring failures were reported. This against a KPI target of 12.

Port Regulation

The 2002 Milford Haven Port Authority Act widened the regulatory powers available to the Authority by enabling the formulation of General Directions in addition to the powers to make byelaws and enforce Merchant Shipping legislation.

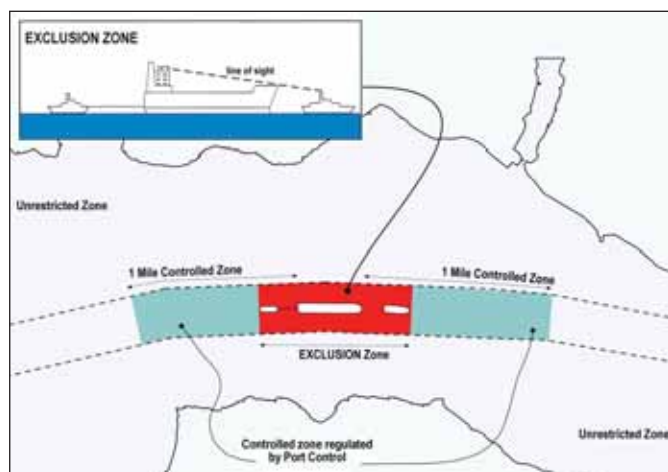
The General Directions set out the requirements for certain classes of vessels with respect to navigation and operations upon the Waterway. In broad terms, they set out the 'do's' whilst byelaws set out the 'don'ts'.

The 2006 General Directions were approved by the Authority at its meeting in November 2005 and came into force on 1st January 2006 after statutory consultation with the Chamber of Shipping, the Royal Yachting Association and the Ports Advisory Committee.

Included within them are a number of new requirements - eg. The definition of a reporting vessel as 'means every vessel which is required by these General Directions to report its position, intentions or movements, and includes:

- (a) Vessels of more than 20 metres in length overall; and
- (b) Vessels engaged in towing,
- (c) Perhaps one of the more significant changes is the requirement for every reporting vessel over 50 metres or more in length to require 2 persons to be present on the bridge, irrespective of whether or not a pilot is on board.

The Directions are legally enforceable through the Courts in the same way that byelaws are but are much more straightforward to introduce or modify than the latter.



“in 2009 some 2,744 vessels with a record 59,000,000 gross tonnes called at Milford Haven and included 49 very large LNG carriers”



Milford Haven Port Authority

NOTICE TO MARINERS

No. 118 OF 2008

CONTROLLED AND EXCLUSION ZONES

1. MARINERS ARE HEREBY ADVISED that, for enhancement of safety, certain specified vessels whilst navigating within the jurisdiction of the Port may be allocated zones as follows:

2. Controlled Zones

Extending 1 mile ahead and astern of the specified vessel and within the main channel. No commercial vessel of 20 metres or more may navigate within the controlled zone except astern of the specified vessel where such navigation is away from it and provided that prior permission has been sought from and granted by Port Control.

3. Exclusion Zones

Extending ahead to the limit of the line of sight from the bridge of the specified vessel within the confines of the channel, no vessel is permitted to navigate within this zone at any time. Such limit will be determined by a patrol vessel stationed ahead. The zone astern will extend to the stern of an escort tug, where provided, or 100 metres where it is not.

4. A not to scale diagram of the zones is provided opposite.

BY ORDER
M C ANDREWS
HARBOURMASTER

5th November 2008



Milford Haven Port Authority

A large white industrial crane is lifting a massive, dark, cylindrical object from the deck of a ship. The crane's arm extends diagonally across the frame. In the foreground, another large, rusted cylindrical object sits on a stand. The background shows the ship's superstructure and a clear blue sky. The scene is set on a ship's deck, with various pieces of equipment and structures visible.

“despite difficult trading conditions, the Authority succeeded in attracting new cargo volumes into Pembroke Port during 2009”

At a glance (based on 2009)

Pembroke Port

Ferry Passengers:	311,000
Ferry Freight:	69,000 Ro Ro units
Cargo handled at Pembroke Port (Quay 1):	58,000 tonnes

Milford Docks and Marina

Fish landed:	2,840 tonnes
Marina Berths:	360
Marina accreditations:	4 Gold Anchors (Yacht Harbour Association)

Quayside Estates

Total Property Portfolio:	619,000 sq ft
External Lets:	410,000 sq ft
Internal Lets:	209,000 sq ft

Milford Haven Ship Repairers

Dry Dockings:	16
Vessels Serviced:	146 (alongside repairs)

Jetty or Quay	Quay Length	Max. Length of Vessel	Design Depth
Pembroke			
GATE 1 Quay 1	180m	168m	8.1m
GATE 1 Quay 2	100m	96m	6.1m
GATE 1 Quay 3	60m	30m	2.0m
GATES 2 & 3 Pembroke Dock Ferry Terminal	190m	185m	6.8m
Milford Docks (Lock entrance 21m Beam)			
Dry Dock	180m	(19m Beam)	3 - 7.5m
GATE 4 Slipway 1	78m	(18.5m Beam)	
GATE 4 Slipway 2 (cradle) SWL 150 tonnes	88m	(9m Beam)	
GATE 4 Carr Jetty	2 berths	151m	5.2 - 9.7m

For up to date information regarding available water depths, please contact the Port Manager.

Pembroke Port (Gates 1 to 4)

Recently Pembroke Port, Gate 1 has been involved in the high profile development of the Haven's two LNG terminals. Now the Port is gearing up to providing the Port infrastructure and storage required to support the development and construction of the new Pembroke gas fired power station being built by RWE npower.

The announcement by Government in January of the successful bidders for UK Round 3 offshore wind generation zones, including the Bristol Channel zone, has given further impetus to the potential for Pembroke Port and indeed the Waterway as a whole to provide support for offshore wind farm development and on-going maintenance. This is in addition to the use of Gate 1 as an import and transhipment base for onshore wind turbines.

The Port has established a firm base in existing cargoes such as sand and aggregate shipments. A new long-term trade in animal feed imports commenced in September and shipments in support of local farmers and processors are growing in line with expectations.

The storage of animal feed cargoes is also bringing a new use to one of the refurbished Flying Boat hangars, which were also used as film sets early in 2009.

Pembroke Port, Gate 4 (the former RMAS site) continues to support Smit International and houses Svitzer's Pembrookeshire tug operations base. Svitzer have considerably strengthened their operations on the Haven in support of the LNG and oil operations over the last year. Milford Haven now has the largest Svitzer fleet in the UK with tugs up to 110 tonne bollard pull.

The Gate 4 site also offers substantial areas of storage, laydown areas and workshop space which have proved popular with clients from some of the largest fabricators in Wales to the smallest enterprises.

Pembroke Dock Ferry Terminal

The recession did affect overall throughput at the Ferry Terminal during 2009 and the trading environment in 2010 remains challenging.

For the second year, Irish Ferries' 'Isle of Inishmore' was replaced by the 'Oscar Wilde' on her annual three week break from service ensuring the continuation of a seamless service between Pembroke Dock and Rosslare.

Milford Docks & Marina

Milford maintains its position as the largest fishing port in Wales with almost 3,000 tonnes of a wide variety of fish being landed in 2009. The Docks continues to support other



commercial trades, including construction vessels, provision of facilities for ship repair, and lay-by facilities for a variety of vessels from tankers to tugs and rope runners to barges.

Fishing vessels from Milford, other local ports and overseas; primarily Spain and Belgium, continue to land at the dock and utilise our facilities, such as provision of flake ice, fresh water; fuel and excellent shelter. The pontoon outside the lock provides access for landing fish, taking stores and crew change at low water; when the lock is closed, and has proved popular with local vessels.

Milford Haven Port Authority continues its involvement with the British Ports Association's Fishing Ports Working Group, bringing influence and sharing expertise amongst fishing ports around the UK and works closely with the south and west Wales fishing communities.

Major infrastructure work continues at Milford Dock, safeguarding the walls of the dock and other essential structures for the future. Major work is scheduled for the lock gates during 2010.

Milford Marina

Milford Marina retained its prestigious 4 Gold Anchor award from the Yacht Harbour Association in 2009; a similar grade to a 4 star hotel.

A marketing campaign amongst swinging mooring holders doubled the number of winter only marina contracts this year; and a higher profile campaign will aim to increase this further in the 2010/2011 winter; when many of our permanent berth holders will have their boats ashore.

Milford Marina continues as a successful marina and as a showcase venue for Pembrokeshire events such as the opening weekend of Pembrokeshire Fish Week, RNLI Safety Road show days, and is looking forward to Seafair Haven 2010 in July when the Haven will be a sea of sails as over 200 vessels - from sail and oar, gigs, old gaffers and an array of classic vessels, join the Parade of Sail.

Quayside Estates

Against the backdrop of a difficult economic climate, Quayside Estates maintained its market position during 2009. Quayside Estates was one of the few property providers in West Wales able to meet this demand, following suitable accommodation being added to the division's portfolio with the Authority's purchase of the former RMAS base at Pembroke Dock - Gate 4.

Further to the recent acquisition of this site, additional land acquisitions are being pursued. Such purchases will enable

expansion of the Ferry Port facilities and support the development of a possible second Ro-Ro service.

Management of environmental issues were a key focus during 2009, with Quayside Estates driving initiatives being established by the Authority's Environmental Management Committee; developing policies that will see environmental gains both in-house and in tenanted properties.

A 5% increase in occupied premises across the estate during 2009 was matched by the average rent levels per square foot also increasing; a pleasing result where present market conditions remain difficult due to a surplus of supply over demand across all rented property sectors. Quayside Estates has the benefit of a strong balance sheet as a property company and is well placed to participate more extensively in property development activity.

During this year, Quayside Estates will increase both investment and resource in property repairs and maintenance across its portfolio. Structural and remedial improvements will be undertaken.

A comprehensive condition survey of all property will also be completed during 2010, which will lead to an improved planned maintenance programme, giving current and future tenants further efficiency in the level of service provided.

Milford Haven Ship Repairers

Despite the ongoing economic downturn and difficult trading conditions during 2009, the start of this current year has been exceptionally busy for Milford Haven Ship Repairers.

Dry dockings during 2009 were slightly fewer in number than the previous year; but MHSR continued to service the bespoke needs of long term clients Trinity House, James Fisher Everard, and the Jubilee Sailing Trust. Investment in new docking arrangements meant that Svitzer's LNG tugs were able to be accommodated- providing a valuable resource within the Haven and a service that is continuing into 2010.

Also continuing during this year will be a programme of scheduled in-house facilities maintenance work for the Authority's Marine division and the ferry terminal at Pembroke Port.

External Marketing activity for MHSR during 2010 will focus on the slipway facilities at Pembroke Port, and securing increased levels of refit work to Pilot boats and work boats.





“benefitting from a recent facelift Milford Marina continues as a successful venue for Pembrokeshire events”



“the process of developing a Port Master Plan is now underway and will include stakeholder consultation at a number of different stages”

During 2009, the Engineering Division continued to progress the infrastructure planned maintenance programme which evolved from the comprehensive condition surveys carried out in 2007.

The majority of the work was in repairs to the dock and lock walls in Milford Haven and at Pembroke Port where most of the infrastructure is over 125 years old. A planned maintenance programme with an annual budget of over £1.5m will be implemented over the next ten years.

The majority of work was the continuation of the remedial/repair works to the entrance lock and quay walls in Milford Docks. There is a continuous programme of work to be carried out over the next few years to complete the repairs to all of the walls within the impounded dock. The works are generally planned around the winter period to minimise the operational disturbance in the summer months.

A contract to repair the face stonework of the quay walls at Pembroke Dock was completed although further work will be required in forthcoming years.

Initial use of one of the slipways at the Pembroke Port Gate 4 site, purchased in April 2008, resulted in movement of the lower slabs and urgent repair work was carried out to replace the slabs and the support structure. The work was carried out late in 2009 with support funding from the Heritage Lottery Fund.

Remote monitoring of water levels and weather at various locations along the Haven was carried out during the course of the year. Installation of further equipment is planned to provide more detailed information on infrastructure condition.

During the course of 2009 the Engineering Division developed the Authority's Risk Management Plan which encompasses all the existing emergency plans together with additional business interruption risks. The Plan is scored in terms of likelihood, impact and control in order to obtain a risk level for every event. Action plans are to be developed to reduce the higher risk levels. The Risk Register has now been finalised and is being incorporated into the Authority's overall risk management plan.

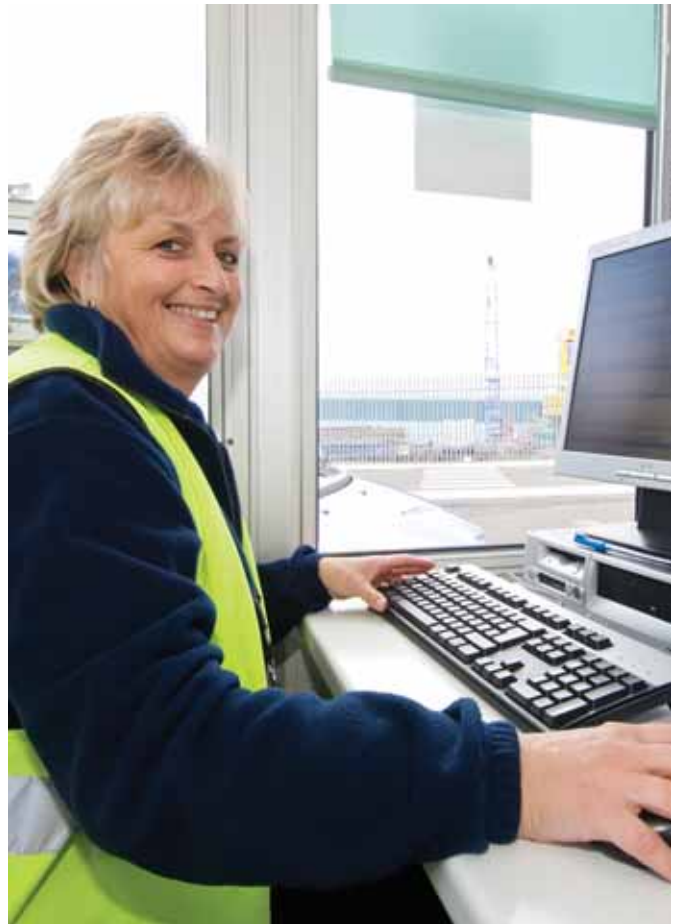
The process of developing a Port Master Plan is now underway and will include stakeholder consultation at a number of different stages. It is anticipated that the first draft of the plan will be published towards the end of 2010. The plan will look forward at the Port's possible infrastructure needs over the next 20 to 30 years.

“there is a continuous program of work to repair, maintain and improve Port infrastructure for future generations”





“the Authority is fully committed to continuous improvements in health and safety performance throughout its business and operations”



Security

The Authority's operations continued to maintain compliance by Transec under the International Ship and Ports Facility Security (ISPS) code during 2009. Announced and unannounced visits by Transec officers proved an ongoing commitment by the Authority to maintain a high level of security procedures, meeting all of the necessary legislation.

MHPA has been selected by Transec as a first tranche Port to implement the Port Security Regulations. Initial scoping meetings have been initiated with the full implementation of the Regulations by 2012.

Health & Safety

2009 saw a continuation of the downward trend of all accidents across the Authority. Only eight accidents occurred throughout the year compared with nine in 2008. The Authority's accident target rate for 2009 was 1 accident per 100 employees. Much of the Authority's low accident rate during 2009 can be attributed to increased reporting as a result of a raised level of Health and Safety awareness.

The ongoing involvement of line managers, safety representatives and use of the staff newsletter helped reinforce key safety messages and maintain accident levels below the industry norm. The effectiveness of these systems was highlighted in an external Audit of the Authority's Safety Management System, by Highgate Management Services.

The consultants commented on the ability of the Authority's Senior Management Team to demonstrate a good understanding of key Health and Safety issues, as well as a commitment to continuous improvement.

Two corrective actions were found necessary as a result of the Audit, including several observations by the consultants that have served to improve existing systems. A programme of continuous improvement will continue during 2010 with regular reviews being carried out by the relevant Directors.

People Excellence

In 2009 an average of 210 people were employed throughout the Authority. The ongoing commitment to the development of employees remained a key focus. The diversity of activities in which the Authority is involved demands a broad range of skill sets and in recognising this, MHPA has, and continues to pursue a programme of development for its employees.

The following section summarises the main activities during 2009.

Management Development

In 2009, the Authority ran its first Development Centre for aspiring managers and supervisors. 9 employees participated in the event which consisted of individuals participating in a range of activities and which resulted in them obtaining feedback on their performance (using the Authority's existing Management Competencies framework) as well as them developing a Personal Development Plan. Following positive feedback from the evaluation of the event, a further Development Centre is planned for 2010.

Investors in People (IIP)

MHPA had a successful formal assessment in 2009 which confirmed we were still maintaining the IIP standard. Our next assessment is due by March 2012.

Pensions

MHPA underwent a major review of its pension provision in 2009 as a result of increasing concerns over the rising costs and deficit within one of its pension schemes as well as its aim to harmonise provision across the

Authority. Following an extensive consultation process with employees, changes were implemented on 1st January 2010. The organisations main pension scheme is now a Defined Benefit Career Average Revalued Earnings (CARE) scheme.

Sickness

Absence rates continue to act as the main Key Performance Indicator (KPI) for the HR team. In 2009, MHPA set itself a target of no more than 3% sickness absence. Our sickness absence rate for the year was 2.9% which as well as meeting our target is also below the national average of 3.3% (as reported by CIPD, 2009).

Internal Communications remain a high priority. Throughout 2009 the Authority continued to use a number of methods to ensure all employees had the opportunity to understand the numerous activities and developments taking place within the organisation.

These channels of communication included; regular team briefing sessions, regular email updates including corporate e-newsletters, notice boards and bi-monthly editions of the employee magazine *The Informer* is posted directly to home addresses thus ensuring a high level of communication across all of the Authority.

In terms of promoting openness and encouraging dialogue and involvement with employees, one of the main events staged annually is the Staff Briefings. Each year after the event an employee survey is conducted and from the feedback received, the format for the following year is adjusted in order to improve its format.

Organised and staged by the Marketing Division, the event continually evolves and improves and sees greater levels of interaction amongst senior managers and employees.

Environment

2009 saw a plethora of emerging environmental legislation and consultations with significant implications for ports such as Milford Haven who operated within a designated marine conservation site. The Authority continues to participate in Liaison Groups and responds to Defra and DfT consultations, although there remain many uncertainties as to how much of this powerful legislation will be implemented, particularly in Wales.

Such legislation includes:

The Marine and Coastal Access Bill received by Royal Assent in November 2009. This legislation will establish the Marine Management Organisation (MMO) in England, to be operational by April 2010, but in Wales, the Welsh Assembly Government will absorb the MMO responsibilities and duties within existing WAG departments.

There still remain uncertainties as to how Act will be implemented within Wales, the resourcing and the timing of the transfer of powers. The Act will also introduce a network of Marine Conservation Zones (MCZ) by 2010. Milford Haven Port Authority represents the ports sector within the MCZ Stakeholder Group for Wales, the Stakeholder and Citizen Engagement Group, and the North West England Ports within the Irish Sea Conservation Zones project Stakeholder Group.

Emerging from the M&CA Act will be a Marine Planning System for all UK areas. It is still early days concerning the development of marine planning policy and structure.

It could be argued that the development of a network of MCZ's before the Marine Planning System is established is premature, as marine conservation is one of many overlapping pressures upon coastal and marine resources.

Water Framework Directive

The transposition of the WFD led to the issue in December 2008, of the draft Western Wales River Basin District Management Plan (WWRBDMP). The publication of the document occurred in December 2009.

Under the WWRBDMP Programme of measures, included within the Transitional and Coastal (TRaC) waterbodies is the development and use from 2012 of the Navigation Dredging Project Guidance Framework to help those involved in carrying out the regulation of dredging and disposal activities to ensure compliance with WFD, including the Priority Substances Directive. There remain uncertainties as to the agreed definition of some fundamental terminology (e.g. temporary effects), the availability of sufficient information upon TRaC water body condition from the Environment Agency, the practicalities of application and the integration of the, as yet unconfirmed, threshold levels for the Daughter Directive substances.

The concern is that this will amount to a significant additional consenting burden for Competent Authorities progressing dredging campaigns within their port. To quote from the draft Framework Document "Statutory Harbour Authorities exercising statutory dredging or licensing powers will need to consider whether they have the expertise, resources and transparency of administration required to deliver compliance with the WFD".

The Climate Change Act 2008 makes the UK the first country in the world to have a legally binding long-term framework to cut carbon emissions. Within the Act is the obligation for a range of Statutory Authorities for Adaptation Reporting - a 10 million tonne per annum freight threshold captures and requires Statutory Port Authorities (including MHPA) to report on what adaptation strategies and plans they have to address risk to their operations presented by climate change.

Guidance has been issued by Defra, although there remains uncertainty as the reporting expectations particularly in respect to extensive estuarial ports, such as Milford Haven, with numerous terminals operated by third parties. There will of course be overlaps, especially with the Authority's own Business Risk Management Plan and with the coastal flood risk aspects of climate change within the development of the MHPA Master Plan.

The assessment of risk will be guided by the work conducted by the Environment Agency on coastal flooding risk, and also by the revision of Shoreline Management Plans for Swansea and Carmarthen Bays which include the shorelines of the lower Waterway. These will be reinforced by the Flood and Coastal Erosion Risk Management obligations under the Flood and Water Management Bill which is presently progressing its way through Parliament.

Internally, a number of environmental matters progressed during 2009.

Licensing

As a competent Authority issuing licences within a Natura 2000 site, our environmental obligations under the Conservation (Natural Habitats) Regulations 1994, require that before we issue any consent we conduct Screening for Likely Significant Effects, and where necessary, appropriate assessment for plans and projects to ensure these do not adversely affect the integrity of the conservation site. The year was dominated with the dredging, and other peripheral projects associated with the new gas fired Power Station which is now under construction.

Environmental Management System

The refinement of the EMS will receive a boost during this coming year as the Authority will have a Cardiff University placement student with us for the summer months, specifically to align the Authority's EMS with the ECO PORTS model promoted by the European Sea Ports Organisation (ESPO).



people, places and promotion



“we work closely with a wide range of stakeholders, organisations, trade and public bodies, government departments and the media”

Without doubt the eyes of the world were focused upon Milford Haven in March 2009, with the long awaited arrival of the first LNG carrier, 'Tembek' to the South Hook LNG receiving terminal.

Working closely with colleagues at South Hook LNG as well as our other 'energy partners', a co-ordinated, planned and extensive media relations exercise was undertaken to accommodate the global media interest, which resulted in wide ranging and positive media coverage for the Port - in the UK and internationally.

This media spotlight continued throughout the year as two further major milestones occurred. These included the inauguration of South Hook LNG involving the British and Qatari royal families and the commissioning of Dragon LNG operations as LNG shipping became a normal part of the Port's daily life.

On average around 500 - and growing - media enquiries are handled by the department annually, ranging from simple requests for photographs and interviews through to location filming, joint media opportunities, quotes and detailed statements on more contentious and serious industry and port topics. Unsurprising, given the strategic importance of the Port and its significance to the UK's economy and energy needs.

The role and responsibility of the division is reflected by the diverse nature of the Authority's activities and can be summarised in the following way:

Strategic development in ensuring corporate synergy between all activities that are being undertaken. This includes;

- Setting the marketing and communications plan in line with MHPA corporate and business objectives
- Market research and managing annual promotional activities and events
- Media and public relations - corporate, commercial and community
- Ensuring a consistent brand and visual identity through all media channels and promoting the Authority's core values and key messages
- The design and production of all the Authority's publications
- Digital communications, database management, emarketing and website development and maintenance
- Support to strategic developments
- Wide ranging stakeholder engagement and communications
- Specific campaign support for projects and grants
- Cruise marketing and development
- Community development and support

Each request that we receive requires analysis as to any wider implications that may unfold, whilst of equal importance is the extensive monitoring of press activity and reports; acting as the eyes and ears of the Authority. This enables us to

provide a prompt, appropriate and considered response to all media enquiries.

We are committed to building successful working relationships with media representatives and journalists from local to international level, to facilitating media visits and providing timely and relevant responses to a wide range of subjects and audiences who are interested or involved in MHPA operations.

Our internal capability continued to grow in digital communications with increasing use of targeted e-marketing campaigns, corporate e-newsletters and their design and delivery, as well as ongoing central database development and maintenance.

We actively campaign and encourage signing up to our newsletters as part of our commitment to open communication with all of our publics. Our website continues to evolve and develop and during 2009 we received a total of 249,999 hits from 166 countries.

The department is also responsible for supporting grant funded projects, hosted organisations and delivery of the Community Programme. Through these as well as cruise development, the marketing department works closely with numerous organisations, trade and public bodies and government departments throughout Wales, Ireland and beyond.

Cruise Marketing and Development

Cruise calls continue to increase into Milford Haven and Wales. In 2009 the Port had six confirmed bookings with one cancellation due to severe weather conditions. A new line - Phoenix Reisen visited for the first time and is booked to return again in 2010.

From the five calls in 2009 over 3,000 passengers and crew came ashore at Milford, providing benefit to local businesses and tourist attractions within the County.

Overall and as a result of individual and collaborative marketing, the Port and destination Wales is beginning to see positive results with significant increases in cruise calls due from 2011 onwards.

Marketing activities included attendance at high profile industry exhibitions and conferences in the UK and overseas, as well as working closely with key stakeholders (PCC and Visit Wales). We continue to be an active member within Cruise Wales acting as Chair and Secretariat, Cruise Europe, Cruise Britain and most recently Celtic Wave - Interreg 4A Ireland Wales programme.

The Celtic Wave project was launched to Cruise Europe in Hamburg in September 2009 and to the American market in Miami early in 2010. MHPA is a principle partner working together with the ports of Waterford, Cork, Dublin, Swansea and Holyhead to raise the profile and promote the benefits of Irish Sea ports.

Benefits include our common Celtic heritage, the close proximity in steaming times between the member ports and the ensuing environmental benefits with associated cost savings.



Image credit: Phoenix Reisen

To date five calls are planned for 2010 (anticipated passengers and crew will be double that of 2009). Significantly the arrival of P&O Cruises' vessel Artemis in August 2010 will be a significant milestone for both MHPA and Cruise Wales as it will be the first time that P&O has included any Welsh port on their itinerary.

This vessel alone will bring 2,000 passengers and crew with her and a successful call will potentially herald the start of many more ships from this major operator.

Public Benefit and Community Programme

The most important benefit we can deliver as a port is to be a successful business able to sustain continuing investment in our core port operations. However in addition we engage pro-actively with our local communities and other stakeholders.

2009 was very much about introducing change to the way we deliver public benefit to our broad range of stakeholders. Building upon the refocusing of our activity started in 2008, when the Community Team reviewed our allocations and shifted the emphasis from solely financial support towards a blend of contributions and in kind support. Whilst maintaining existing funding commitments, the team also began to work with organisations to assist them in moving towards sustainability.

Hand in hand with this supportive activity, began an extension of MHPA's interaction with the community, either by visiting or assisting with projects or events, or inviting groups to come and find out more about the day to day running of the Port.

Projects

Scholarship Scheme

Since its introduction in 2003, MHPA's annual Scholarship Scheme has now financially assisted and encouraged thirty two undergraduates and five postgraduate students in their pursuit of higher education qualifications.

The standard of applicants is always impressive, with a diversity of academic studies and aspirations. This year, four undergraduate awards were made to Pembrokeshire students who exemplified the qualities the panel was looking for. One postgraduate award was made to a student whose unique research work linked to the activities of the Authority.

2009's winners were:

- Owain Gwynn - a former pupil of Ysgol y Preseli who is in his second year studying Acting and Stage Combat at Essex University.
- Camilla Lewis - a third year student at Exeter University studying English Literature - formerly a pupil of Sir Thomas Picton School.
- Anwen James - a former Ysgol y Preseli student, who is currently in her first year study at Cardiff University, studying Dentistry.
- Joshua Taylor - a Mechanical Engineering student, and former pupil at Pembroke Comprehensive School who is in his second year of study at Cardiff University.
- Valerie Morse - the postgraduate award went to Valerie is in her sixth year of studying Marine Biochemistry at Cardiff University.

Waterway Schools Project

Following evaluation of the 2008 pilot project and consultation with the schools, this programme was developed into a field trip with a classroom based follow up workshop, examining the geology, history and usage of the Milford Haven Waterway. Both activities were designed with National Curriculum orders at their core and were delivered by the educational arm of the Darwin Centre (an MHPA supported organisation). Three schools took part in 2009, with around 80 pupils learning about and producing work relating to the Waterway.

Children's Holiday Scheme

In an exciting new partnership for 2009, MHPA teamed up with the charity CCHF All About Kids to give severely disadvantaged children from London the opportunity to experience the fun and diversity of the Haven Waterway.

The twenty eight children, all from disadvantaged backgrounds, spent a week at the Pembrokeshire Adventure Centre, taking part in a programme of events that included canoeing, raft building and abseiling. For many, it was the first time that they will have had the opportunity to experience the fun of coastal environments. Plans are already underway for 2010's activities.

As well as the above MHPA led projects, the Community Team provided support for the following:

- **Torch Theatre** the team were instrumental in drawing down funding from Arts & Business for the Torch Theatre Summer Dance Project
- **Havenlink Waterbus** financial and in kind support as a partner in development of the second pilot scheme
- **Waterway In Focus Days** commissioned by MHPA and delivered by the Pembrokeshire Coastal Forum, these days provided information and an activity to encourage local people to learn more about their Waterway
- **Voyage of a Lifetime** Ten applicants enjoyed voyages on traditional vessels, with an additional two being deferred to the Summer 2010

Events

MHPA was also directly involved in 48 events in 2009, not including those funded by the Community Support Committee (detailed below). This was either through direct funding or through 'in-kind' support. A representative from Milford Haven Port Authority attended all of these events.

Supported Organisations

As well as providing sponsorship for events, MHPA also continued to financially support and assist organisations based on and benefiting the Waterway. Groups such as the Pembrokeshire Coastal Forum, the Special Area of Conservation Officer, Darwin Science Research and the Maritime Volunteer Service are all hosted by MHPA, enabling them to benefit from accommodation and central services whilst retaining their independence. The Authority also plays host to Grant Funded Projects; The Flying Boat Interpretation Centre, Seafair Haven and Rising Tide.



“the Authority actively supports the community through various programmes, projects, sponsorships and donations”



In addition to these hosted groups and projects, Milford Haven Port Authority also significantly financially supported organisations in 2009. These include the Waterfront Gallery, Milford Museum, Haven Credit Union, the Torch Theatre and Pembrokeshire Business Initiative.

Time

A large amount of the Community Team’s time in 2009 was spent giving advice and information and assistance with Project Development. Working with PAVS and Pembrokeshire County Council’s Community Regeneration Team, the team ensured they were giving groups the appropriate level of support without duplication. This support was anything from the identification of appropriate grants and advice on applications, to business plans and information about marketing projects or groups.

In 2009 MHPA also became the largest organisation in Pembrokeshire to launch an initiative to encourage employees to take up volunteering roles with local community groups.

The Employer Supported Volunteering Scheme reflects MHPA’s commitment to active citizenship in the community. MHPA is also committed to the development of employees within the organisation through volunteering. MHPA developed the scheme with assistance from Pembrokeshire Association of Voluntary Services (PAVS).

Grants

During 2009, the Authority’s Project Development Officer was successful in securing over £1,143,000 of grant funding for Rising Tide (www.rising-tide.eu) a European (Interreg IVA) project.

Led by MHPA the three year Wales/Ireland project aims to support community regeneration and help people at risk of social exclusion by focusing on a range of activities including training in boat building and events that celebrate our maritime identity.

In addition to this, a diverse range of local organisations and groups were helped to source and apply for grant funding using the Project Development Officer’s guidance and expertise.

Community Support Committee (CSC)

Another facet of the Authority’s programme is the Community Support Committee, which is made up of volunteers from departments across the organisation. Organisations Pembrokeshire - wide benefited from small amounts of grant funding for projects, equipment and events. During 2009 the Committee funded ninety Pembrokeshire organisations, with several receiving further in kind support. One of the organisations supported by the community team financially and in kind was the voluntary group of environmental divers, NARC (Neptune’s Army of Rubbish Collectors) who recently picked up a National Award for the most inspirational Volunteer group through the WCVA after being nominated by the Community Team.

Plans for 2010

Throughout the coming year, the Community Team will expand on relationships with voluntary and community groups and impart information to schools and the wider community about the work of MHPA.

The community programme will have a more formalised, transparent process in terms of financial allocations, with opportunities for groups and organisations to apply for small amounts of grants in four rounds spread throughout the year.

Overall, we aim to continue to foster positive relationships with organisations based in our immediate surrounding areas.

Pembrokeshire Coastal Forum

Pembrokeshire Coastal Forum (PCF) is a partnership organisation promoting a sustainable approach to all aspects of the coast, including the inland waters and maritime areas and has a membership of nearly 1000. The purpose of the Forum is to act as an unbiased, independent organisation to bring together all people who impact on our coast's management to ensure that it is safe-guarded not just for now but for future generations.

The Forum acts as the catalyst to encourage open discussion and debate on current issues affecting the Pembrokeshire Coast. An example is the 'marine litter' debate organised by the PCF, where talks on legislation and management of marine litter brought together coastal managers and stakeholders and provided a forum for exchange of best practice. It also provided an opportunity to raise awareness for local community initiatives to encourage more involvement. In the summer/autumn of last year, the Forum were sponsored by the Authority to run a series of Waterway days along the Haven, raising awareness of the value of the natural and historic environment, the importance of the industrial development of the port to the local economy, as well as providing information on opportunities for leisure and volunteering within the coastal and maritime sector. The PCF has also engaged in work for the Wales Spatial Plan Delivering Steering Group in relation to Marine Renewable Energy.

Managed by the PCF are the Pembrokeshire Outdoor Charter (POC) and Pembrokeshire Marine Code projects, which continued to go from strength to strength during 2009, ensuring that adventure activities and wildlife watching tours in Pembrokeshire remain sustainable for the environment. All major activity centres operating within the County are now members of the POC group and all relevant businesses are signed up to follow the voluntary Pembrokeshire Marine Code.

The South West Wales Coastal Recreation Audit is another project managed through the PCF. The development of a GIS web mapping system during 2009 is already proving a valuable tool for recreation, conservation and tourism managers throughout the region, whilst the data has also been used by the private sector looking to deploy Marine Renewable Energy devices.

Further information is available from the Forum team on 01646 696171.

www.pembrokeshirecoastalforum.org.uk
www.pembrokeshireoutdoors.org.uk
www.pembrokeshiremarinecode.org.uk

Pembrokeshire Marine Special Area of Conservation (SAC)

2009 saw the Relevant Authorities Group SAC Partnership (all the authorities with statutory duties to contribute to the SAC's conservation management) coming to grips with the SAC action plan agreed during 2008. Gradual implementation of these actions is the crux of the SAC management scheme. Many SAC actions are dependent on sufficient resources (both in terms of finance and personnel) and so not realistically accomplished in the short-term: they instead provide an aspiration to work towards. Some actions

rely on adequate powers in order to be achieved. The Marine and Coastal Access Bill received Royal Assent in November 2009 and the resulting Act will enable new powers to be introduced and make some changes to the existing regime. These changes will no doubt affect management of the SAC and will start to be felt during 2010.

Two training seminars were run in 2009 to help raise awareness of the legislation underpinning the SAC (Habitats Directive and Habitats Regulations), and to guide practitioners through the processes involved in meeting their statutory obligations with regard to the needs of the Directive. The sessions also served to highlight how the routine decisions and methodologies connected to the many plans and projects proposed with the site (predominantly occurring within the Milford Haven Waterway) are so very important to the overall state of the SAC. All who are involved in providing information for or authorising such plans and projects have a part to play in keeping the underwater wildlife of the area amongst the best in Europe.

The SAC continues to be hosted by Milford Haven Port Authority and works on behalf of all of the relevant authorities for Pembrokeshire Marine Special Area of Conservation implementing the management scheme for the site.

Additional information is available on 01646 696108
www.pembrokeshiremarinesac.org.uk

Rising Tide

During 2009, the Authority was successful in accessing funding through the European Regional Development Fund's Interreg IV programme, and became the lead partner in a €2.2 million project. 'Rising Tide' is a development of a previous Interreg Project - Celtic Maritime Connections - and aims to continue the promotion and preservation of maritime heritage over its three year life.

Included in Rising Tide's multi-facets are; regeneration of coastal communities, the building of a strong body for maritime heritage in Wales and Ireland, as well as providing training and development opportunities. Rising Tide covers a geographical area of 6 counties on the west Wales coast, with a similar geographical area in south east Ireland. By investing in 6 maritime events in towns within these areas, over the 3 year period of the project, it is hoped that this will bring a positive effect on those local economies, whilst also creating some sustainability for the future.

The Maritime Heritage of both Wales and Ireland is sadly neglected and Rising Tide is setting out to change this by creating a strong unified body that will bring attention to the areas whilst securing the associated culture and stories for the future. Through this unification, participation in UK and European Maritime Heritage forums will provide the support and information necessary to improve interpretation and highlight the maritime history.

Pembrokeshire and Milford Haven Port Authority have already led the way here and in conjunction with the West Wales Maritime Heritage Society, they have started to highlight the area's maritime history and the heritage associated with it.





Delivered through Pembrokeshire College's MITEC Centre in Wales and Wexford Local Development in Ireland, the training aspect of Rising Tide takes groups of people who are not in full time employment, education or training, offering them an opportunity to gain marine skills. Royal Yachting Association (RYA) based courses will provide practical on-water skills, followed by Open College Network (OCN) courses in traditional boat building and marine engineering. This will provide trainees with the necessary background to go further in their training.

The Sunderland Trust

Flying boats are 'airborne' again around the Milford Haven Waterway, thanks to a new, exciting and very unique centre which opened in 2009 with support of the Authority.

Pembroke Dock's Flying Boat Centre, located in a beautifully refurbished former locomotive shed in Pembroke Port, has already made its mark as a local tourist attraction, with over 3,000 visitors in its first six months of opening.

Fifty years after the majestic Sunderland flying boats finally left the Haven for well earned retirement, Pembroke Dock's major military aviation role is high profile at the new centre. The Trust's plans to recover a wartime Sunderland, which sank in the Haven in 1940, continue to forge ahead. Already an engine and many other parts for this aircraft are on display.

Part interpretation centre, part workshop, the centre tells some of the stories of Pembroke Dock and its many roles, in peacetime and in the forefront of the Battle of the Atlantic during World War II. It also tells, in particular, the story of Sunderland T9044 which sank 70 years ago and the airmen who flew it. One Pilot, Wing Commander Derek Martin, is Patron of the Sunderland Trust and was chief guest at the centre's official opening in September 2009.

All volunteer run, the centre has an enthusiastic team of over 40 people who take on many roles including welcoming visitors and restoration work in the well equipped workshop. Another volunteer team has an educational focus and an archive and conservation group is also being set up. The Trust already has one of the foremost collections on maritime aviation and is adding to this regularly with many generous donations.

The Trust also has its own Dive Group of 20 members dedicated to supporting the project. They regularly monitor the Sunderland site and plan to carry out further surveys of the aircraft and to recover a second Pegasus engine.

The new centre represents an important and very significant step in the wider interpretation of Pembroke Dock's remarkable history and its unique links with all three Armed Services. These initiatives are being led by the Sunderland Trust with the support of partner organisations, principally Milford Haven Port Authority.

New volunteers are most welcome and should contact the Sunderland Trust www.pdst.co.uk

The Flying Boat Centre project is funded through the Rural Development Plan for Wales 2007 - 2013 which is funded by the Welsh Assembly Government and the European Union and administered locally by Pembrokeshire County Council

about the Port



“Milford Haven is the third largest port in the UK by cargo volume”

“around 3000 tonnes of fish are landed at Milford Haven each year”



“the Authority is responsible for around 1200 leisure moorings throughout the Waterway”



“the LNG terminals at Milford Haven are currently meeting about 25% of the UK's gas needs with potential to supply up to 30%”

“in 2009 the Pembroke to Rosslare ferry route handled 311,000 passengers and 69,000 units of freight”

What are our main activities?

- Our core responsibility is to ensure the safe and efficient navigation of the port for all users. The main hub of the port is our control room, Port Control from where all of the shipping movements are regulated.

Our Marine teams provide a variety of services including:

- Port Control operations
- Pilotage
- Laying down the conditions required for ship movements e.g. the number of tugs required, time of movements etc.
- Conservancy- channel surveys, navigational aids, dredging
- Activation of port emergency and pollution plans

Commercial Activities

Milford Haven Port Authority has an extensive operational portfolio that includes the successful ownership and operation of several commercial areas:

- Milford Docks - around 3000 tonnes of fish are landed each year (the largest fishing port in Wales)
- Milford Marina - 360 leisure berths
- Milford Haven Ship Repairers - dry dock and slipway facilities, alongside repairs and 'flying squads'
- Pembroke Port - general cargo port
- Pembroke Dock Ferry Terminal - all on-shore operations for our main customer, Irish Ferries
- Quayside Estates - management of West Wales' fastest growing commercial property portfolio

Leisure/Recreation

In addition to our commercial activities, we are also responsible for the recreational use of the Haven - around 22 miles of Waterway. Milford Marina is the only marina on the Haven that is wholly owned and operated by the Authority, but we maintain responsibility for the entire recreational use of the Haven. This includes around 1200 moorings throughout the Waterway.

Our Customers

- The Haven's two oil refineries - Chevron and Murco, process approximately 220,000 and 100,000 barrels of crude oil per day respectively.
- Chevron produces 10 million litres of petrol a day for UK consumption - sufficient to fully fuel 200,000 cars a day.
- Chevron supply 14% of UK petrol supplies alone.
- Largest vessel to enter the Port - "Sea Song" (357,023 DWT)
The deadweight of 357,023 tonnes is the approximate carrying capacity of the ship when fully loaded - however, this vessel was only partly loaded with crude oil when handled at Milford Haven.
- The largest vessels which we handle fully laden are around 290,000 tonnes deadweight with an arrival draft of 68 feet or 20.7 metres.
- An Oil Storage Facility - owned and operated by SemLogistics with a storage capacity of more than 8.5 million barrels - the largest such facility in the UK.
- Since the first commissioning cargo of LNG arrived at South Hook in March 2009, the port has welcomed the world's largest LNG carrier 'Mozah', as well as successfully and safely receiving the single largest cargo of LNG, with South Hook currently the only facility globally able to accommodate the 'Bu Samra's' 260,000 cubic metre capacity - converted back into gas this cargo is sufficient to supply the whole of the UK for one day.

- LNG vessels are smaller than the VLCC's (Very Large Crude Carriers) that bring crude oil to many of the refineries around the UK, which are typically 330m long, 58m wide and have a 21m draft when fully laden.
- The LNG terminals at Milford Haven are meeting about 25% of the UK's gas needs currently with potential to supply up to 30%.
- At full capacity South Hook LNG can supply 20% and Dragon LNG 10% of UK's needs.
- Ferry Operator Irish Ferries - in 2009 the Pembroke to Rosslare route handled 311,000 passengers and 69,000 units of freight.
- Work has started on the construction of RWE npower's 2,000 MW gas-fired power station - the largest in the UK - on the south side of the Haven.
- The 5 x 400MW generating units have a combined ability to power 3 million average homes. Approximately 8% of the UK housing stock or 2% of UK energy.
- The Power Station will sustain 100 long term jobs and is estimated to contribute £10m into the local economy.
- Gas to the power station will be supplied from the LNG terminals via the now completed pipeline under the Haven. The pipeline is 2km long and is a 16" diameter hole some 30 metres below the river bed.
- The site is close to a major National Grid installation currently with up to 5 gigawatt surplus capacity.

How does the Port Industry contribute to the UK's economy?

- The maritime industry in general is a hugely significant sector in terms of its overall contribution to the UK's economy. 95% of all international trade comes through UK ports, making it the largest ports industry in Europe.
- The Industry supports around 500,000 jobs and contributes approximately £25 billion to the UK economy.

Milford Haven is the third largest port in the UK by cargo volume.

The top six ports in the UK:

Grimsby & Immingham	54.7 million tonnes
London	45.4
Milford Haven	39.3
Tees & Hartlepool	39.2
Southampton	37.1
Forth	36.7

(The DfT figures exclude ship bunkers which we include in our published stats of 39.4 million tonnes released earlier in the week)

Ports in Wales

- The industry in Wales handles just under 10% of total UK throughput
- Equivalent to 18 tonnes cargo per person (England is 8 tonnes per person)
- A recent study by the National Trust put some figures to the economic value this generates as follows;
- 52,000 people are directly employed in coastal/marine activity
- A further 40,000 employed indirectly
- Ports in Wales generated £4.8bn in direct income
- £2bn in indirect and induced activity contributing £1.5bn in GDP to Wales

Central Services

Senior Management Team - Alec Don

Mark Andrews	Harbourmaster
Joe Besch	Commercial Director
Alec Don	Chief Executive
Alan Furlong	Safety & HR Director
Andrew Langlands-Brown	Engineering Director
Richard Pugh	Finance Director

Numbers employed: 6

Accounts & ICT - Richard Pugh

Joe Beavis	Team Leader - Payroll
Nicola Cargill	Team Leader - Purchase Ledger
Pauline Coyle	Accounts Assistant Sales Ledger
Clare Evans	Accounts Assistant - Purchase Ledger
Phil Evans	Management Accountant
Karen Fawcett	Accounts Assistant - Payroll
Laura Furlong	Accounts Assistant Sales Ledger
Caroline Griffiths	Accounts Assistant - Purchase Ledger
Suzanne Horton	Accounts Assistant Sales Ledger
Louise Howard	Assistant Management Accountant
Dave Robinson	Team Leader - Sales Ledger
Alex Langlands-Brown	Technical Systems Administrator

Numbers employed: 12

Engineering - Andrew Langlands-Brown

Lynn Holloway	Assistant Engineer
Kristian John	GIS/ IT Technician
Jason Lay	Maintenance Assistant
Grayham Passmore	Maintenance Supervisor

Numbers employed: 4

General Office - Kim Phillips

Ria Gratten	Administration Assistant
Emma Hutchings	Senior Administrator
Melanie Jenkins	Administration Assistant
Judith Laxton	Administration Assistant
Kim Phillips	Office Supervisor
Helen Scourfield	Receptionist/ Administration Assistant

Numbers employed: 6

HR, Safety & Environment - Alan Furlong

Carole Fletcher	HR Assistant
Vikki Holmes	HR Assistant
Dave Levell	Environment Manager
Vidette Swales	HR Manager

Numbers employed: 4

Marketing, Communications & Community Development - David Griffin

John Arcus	Seafair Haven Project Co-ordinator
Sue Blanchard-Williams	Cruise & Events Co-ordinator
David Griffin	Marketing & Communications Manager
Diana Harries	Project Administrator - Sea Fair Haven
Stella Hooper	Project Development Officer
Richard James	Project Co-ordinator Rising Tide
Anna Malloy	Digital Marketing Co-ordinator
Claire Palmer	Head of Community Development

Numbers employed: 8

Marine

Marine Management - Mark Andrews

Mike Burgoyne	VTS Supervisor
Bill Hirst	Deputy Harbourmaster
Tom Lester	Assistant Harbourmaster - Planning
John Littleton	Assistant Harbourmaster - Conservancy

Numbers employed: 4

Conservancy - John Littleton

Iain Andrew	Leading Seaman
Paul Coe	Leading Seaman
Malcolm Connolly	Senior Marine Fitter
Robert Davies	Coxswain
Steve Doughty	Coxswain
Richard Eastop	Leading Seaman
Glyn Evans	Leading Seaman
Robert Evans	Coxswain
Barrie Gale	Senior Coxswain
John Hannaford	Leading Seaman
Peter Harteveldt	Coxswain
Paul Jenkins	Marine Fitter
Brian Johnson	Leading Seaman
Andrew Johnson	Leading Seaman
Gwyn Jones	Apprentice
Andrew Kerrison	Senior Coxswain
Robert Nichols	Coxswain
William Owens	Leading Seaman
Glyn Phillips	Coxswain
Nicky Picton	Leading Seaman
Phil Scale	Coxswain
Sammy Simpson	Senior Coxswain
Jeff Sinnett	Leading Seaman
Robert Smith	Leading Seaman
Gary Solomon	Coxswain
Chris Tambling	Jetty Hand/ Relief Seaman
Billy West	Senior Coxswain
Graham Wood	Seaman

Numbers employed: 28

Pilotage - Mark Andrews

Will Allen	Pilot
Neil Bevan	Pilot
Andy Darlington	Pilot
Mike Davies	Pilot
Richard Evans	Pilot
Chris Harding	Pilot
John Haughey	Pilot
Andy Hillier	Pilot
Gareth Jones	Pilot
Ed Neale	Pilot
Phil Owen	Pilot
John Owens	Pilot
John Pearn	Pilot
David Phillips	Pilot
Paul Pullen	Pilot
Ian Swales	Pilot (Current Chairman of Pilots)
Mark Szymura	Pilot
Trevor Woods	Pilot

Numbers employed: 18

Planning, Pollution & Leisure - Tom Lester

Alex Edge	Assistant Water Ranger
Phil Thomas	Coxswain/ Engineer
John Warnford	Water Ranger

Numbers employed: 3

Port Control - Mike Burgoyne

Mike Arnold	Marine Officer
John Clark	Marine Operator
Tim Gardener	Marine Officer
Ian Jenkins	Marine Operator
Karen Smith	Marine Operator
Brian Stewart	Marine Officer
Fraser Turvey	Marine Operator
Julian Walker	Marine Operator
Keith Walker	Marine Officer
Ian Yeomans	Marine Officer

Numbers employed: 10

The Port - Current Employees

Commercial

Commercial Projects - Joe Besch

Catherine Smith Research and Development Officer
Numbers employed: 1

Milford Docks & Marina - Mike Ashworth

Dave Barrett Marina Operative
Wayne Busby Marina Operative
David Clark Senior Marina/ Docks Operative
John Davies Marina Operative
Daniel Devine Marina Operative
Melanie Durney Operations Administrator
David Elliott Docks Operative
Andreas Filz Marina Operative
Eira Griffiths Marina Administrator
Neal Hotchkiss Marina Operative
Kevin John Marina Operative
Ryan Jones Marina Operative
Roger Leay Senior Dock Chargehand
Ronnie Lee Marina Operative
Malcolm Lewis Docks Operative
Richie Morgan Marina Co-ordinator
Huw Williams Marina Operative

Numbers employed: 17

Milford Haven Ship Repairers - Tudor Symmonds

Steven Barrett Senior Supervisor
Geoff Barrett Skilled Ship Repairer - Mech. Fitter
Simon Brown Foreman
David Codd Skilled Ship Repairer - Crane Driver
Neil Cross Assistant Manager - MHSR
Mark Davies Chargehand
Richard Devonald Skilled Ship Repairer - Fitter/Turner
Tom Doncaster Apprentice
Ivor Goffin Semi Skilled Ship Repairer
Peter Jones Skilled Ship Repairer - Crane Driver
Gareth Jones Apprentice
Gemma Jordan Administration/ Invoicing Clerk
Barrie Lewis Skilled Ship Repairer - Mech. Fitter
David Ling Workshop Foreman
Jeff Mills Estimator
David Oughton Semi Skilled Ship Repairer
Stuart Panton Chargehand
Paul Phillips Purchasing/ Job Costing Clerk
Tudor Symmonds Manager - Milford Haven Ship Repairers

Numbers employed: 19

Pembroke Port inc. Pembroke Dock Ferry Terminal - Mike Ashworth

Gareth Adams Security Operative
Mike Ashworth Port Manager
Craig Asparassa Freight Searcher
Nigel Brace Port Operative
Kevin Brown Port Operative
Craig Bunyan Terminal Operative
Mark Burke Freight Operative
Kath Butland Cleaner
Clive Butland Rampman
Brenig Cook Freight Operative
Alan Dando Terminal Operative
Gwei Darbyshire-Robert Security Operative
Geoffrey Davies Security Operative
Glynn Davies Security Operative
Jonathan Davies Freight Operative
Andy Edmundson Port Operative
Jim Elford Security Operative
Stephen Elliott Security Operative
Tony Frost Freight Operative
William Goodridge Security Operative
Suzanne Graham Search Team Operative
Sheila Hallett Terminal Operative

Denis Hough Security Operative
Gordon Jackson Security Operative
Dennis James Security Operative
David Jones Security Operative
Brian Kelly Freight Operative
John Kenniford Assistant Rampman
David Kidd Security Operative
Peter Kitts Freight Operative
Anna Kral Freight Searcher
Dale Lewis Terminal Operative
Mike Lewis Rampman
Nathan McConville Port Operative
Robert McDonald Freight Operative
John Mitchell Terminal Operative
Stephen Nicholls Freight Operative
Richard Oldham Freight Operative
Paul Paddick Security Operative
Colin Phillips Freight Operative
Val Phillips Administration Assistant
David Pinkess Search Team Operative
Graham Reynolds Transport Manager
Dean Reynolds Port Operative
Martin Roberts Freight Operative
Michael Rowlands Security Chargehand
Keith Russant Port Operative
Tom Russell Search Team Operative
Jonathan Strand Freight Operative
Emma Talman Freight Searcher
Lesley Varley Search Team Operative
Sherell Williams Security Operative
Trystan Williams Freight Operative
Paul Williams Port Operative
George Worrall Operations Supervisor
Numbers employed: 55

Quayside Estates - Jeff Teague

Jon Dalziel Estates Assistant
Clare Stowell Estates Assistant
Peter Swales Caretaker
Jeff Teague Development and Property Manager
Numbers employed: 4

Funded Projects

Pembrokeshire Coastal Forum - Tonia Forsyth

Tonia Forsyth Coastal Network Manager
David Jones Network Officer
Tom Luddington Activities Liaison Officer
Joanna McHugh Administration Support Officer
Numbers employed: 4

Pembrokeshire Marine SAC - Sue Burton

Sue Burton Pembrokeshire Marine SAC Officer
Numbers employed: 1

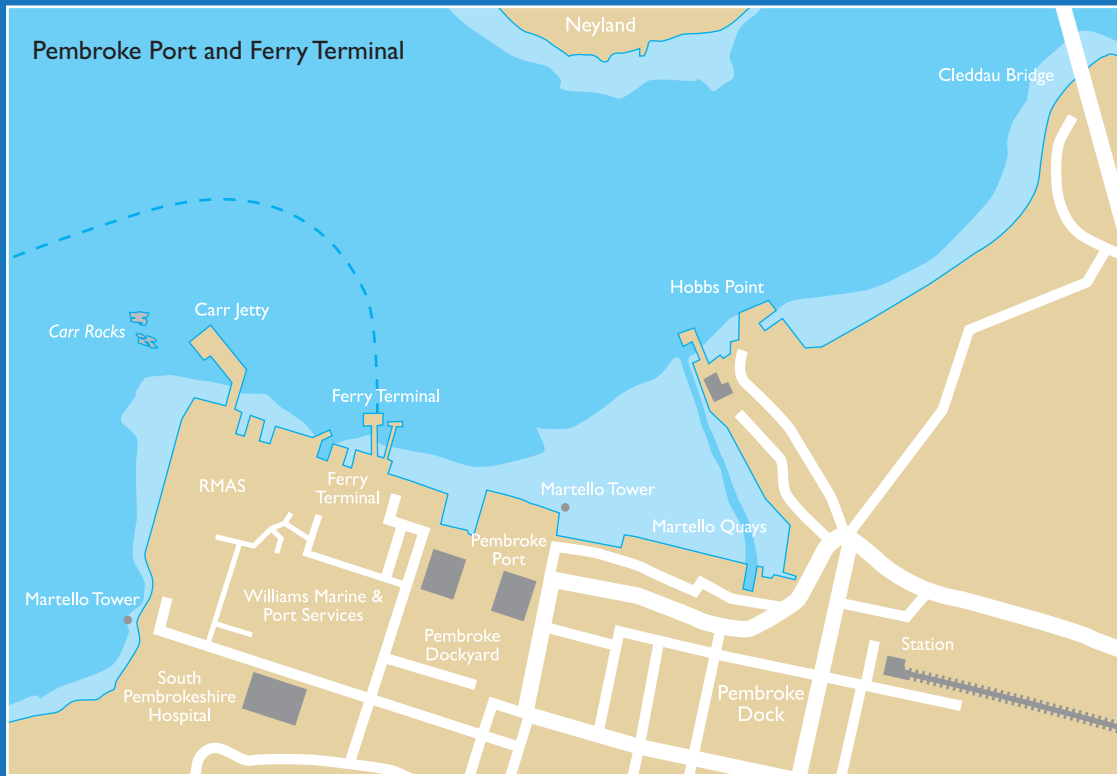
Sunderland Trust - John Evans

Judith Davies Project Administrator
John Evans Project Manager
Numbers employed: 2

Total Number employed: 207 (includes 10 employees who are either funded through a grant project or a Partnership Funding Agreement)

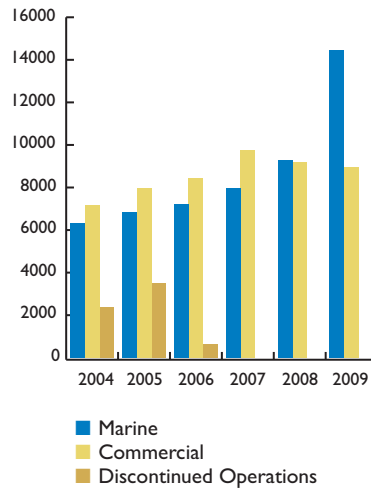
Data as at 01/06/2010



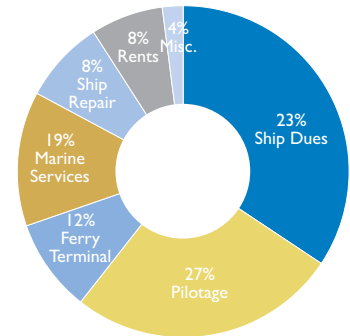


The Port - Statistics

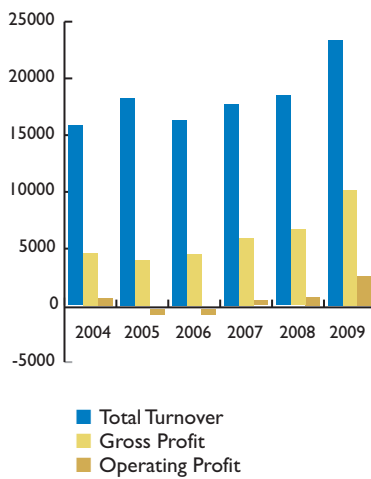
Turnover £000



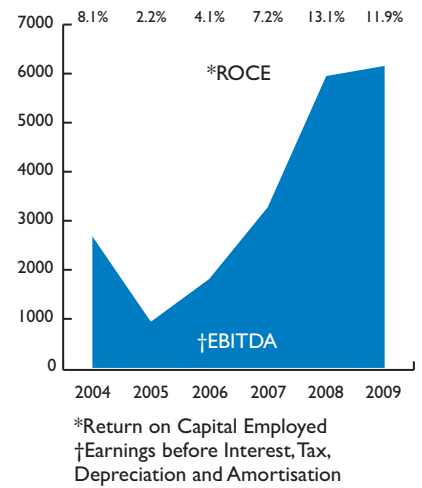
Turnover Analysis



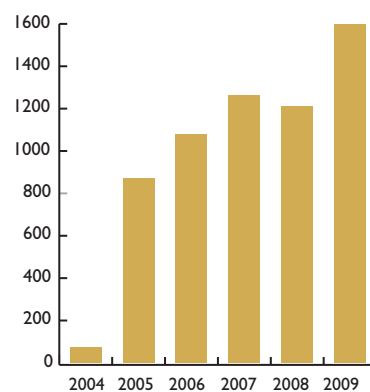
Operating Profitability £000



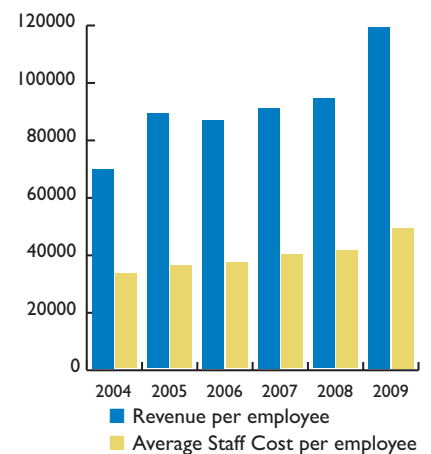
Profitability £000



Infrastructure Spend £000



Employee Ratios



Vessel descriptions

	VESSEL (a)	VESSEL (b)
Type	Coaster	Crude carrier
GT	4,107	79,592
DWT	7,559	146,273
CARGO	6,600	123,000
	loading only	discharging only

Comparison of conservancy charges with other ports

PORT:	TARIFF DATE:	VESSEL (a)	VESSEL (b)
Milford Haven	01/01/2010	431.24	18,981.27
London	01/01/2010	1,801.24	42,859.00
Sullom Voe	01/04/2010	2,915.97	56,510.32
Tees	01/01/2010	9,172.16	96,550.88

Report of the Board and Accounts 2009

Authority Members

Chairman

D G Benson

Vice Chairman

D Fellows

Members

R Rankmore

J Allen-Mirehouse

A Hughes

J Reed

T Kovar (Retired 31st March 2010)

F Birt-Llewelin

G E Lynn

P Walsh

A E Sangster (Retired 1st March 2010)

A JWD Don (Appointed 1st March 2010)

Captain M C Andrews

R L Pugh

Chief Executive

A JWD Don

Harbourmaster

Captain M C Andrews

Finance Director

R L Pugh

Constitution, Business Review and Principal Activities

Milford Haven is a trust port - an independent commercial business, run for profit but not dividend, there being no shareholders. Like all ports, the Authority has statutory responsibilities for the Port of Milford Haven, including ensuring safe navigation for port users and conservancy of the harbour as well as growth and development of the port in accordance with normal commercial principles. Milford Haven Port Authority is accountable for its activities to its stakeholders which include port users, customers, employees and the local community. The Authority's ongoing objective is therefore to reinvest profits in commercially driven infrastructure maintenance and development, to ensure the longevity of the port and the area's economic success.

The Milford Haven Port Authority Act 2002 provides for a Board consisting a non-executive Chairman and up to 9 other non-executive members and up to 3 executive members (the Chief Executive, the Harbourmaster and the Finance Director). The Board safeguards the strategic development of the Authority, ensuring that its core responsibility of maintaining the safe navigation and operation of the port is done so in accordance with the requirements of the Port Marine Safety Code.

Currently, the Authority has 210 employees, working across a range of operational activities.

The financial results for Milford Haven Port Authority, during 2009, show Group turnover was £23.4 million with an operating profit of £2.569 million and for the Authority operating profit of £2.718 million.

Business Environment

Milford Haven Port Authority is responsible for the biggest port in Wales, and the third largest port in the UK, handling almost 60 million gross tons of shipping during 2009 and 39.3 million tonnes of cargo throughput.

Two Liquefied Natural Gas (LNG) facilities began operating on the waterway during 2009, with a potential 30% of the UK's gas requirements now capable of being processed through the Port. With 25% of the UK's petrol and diesel provisions already being handled on the Waterway by the port's two refineries and the UK's largest petroleum product storage facility, Milford Haven has consolidated its position as the new energy capital of the UK. Other major customers include Irish Ferries with their twice daily service between Pembroke and Rosslare. Work has now also started on the construction of RWE npower's 2,000 MW gas-fired power station on the south side of the Waterway, adjacent to a major National Grid Installation currently with substantial multi-gigawatt surplus capacity. This spare capacity, together with Milford Haven's status as an easily accessible deep water port, is also expected to make Milford Haven an attractive location for the emergent renewable energy sector.

The Authority's diverse operating portfolio includes a range of other activities, including a dry dock and ship repair division, a general cargo port at Pembroke which currently handles project cargoes, sand, timber, marine aggregates and agricultural materials and the ferry terminal utilised by Irish Ferries. The Authority also owns and operates Milford Marina and Docks where around 3,000 tonnes of fish are landed each year, as well a large commercial property portfolio.

In addition to its marine and commercial operations, the Authority is responsible for the Waterway's recreational use. With over 1,200 moorings along the Waterway's 23 miles, two marinas, and a number of boat yards and slipways significant emphasis is given to ensuring the co-existence of commercial shipping and leisure craft.

Strategy

Milford Haven Port Authority's principal aim is to generate sustainable long term growth in its business and in the local economy. Underpinning the drive to achieve this, are the following key strategies:

- Ensuring safety and environmental protection at all times
- Providing a high level of service to customers to minimise time in port
- Investing in infrastructure to maximize overall port efficiency
- Being innovative and entrepreneurial
- Maintaining strong relations with all stakeholders

Principal Risks and Uncertainties

The Authority, in common with other competent harbour authorities, has been made aware of a significant deficit in the Pilots National Pension Fund (PNPF). There is currently ongoing litigation in respect of the recovery of this deficit, the outcome of which is uncertain.

Milford Haven Port Authority acknowledges that the management of operational and business interruption risks is a prime responsibility. The Authority is determined to ensure that, so far as is reasonably practical, any risks to our operations, our staff, our customers and our stakeholders are pro-actively managed.

Milford Haven Port Authority is committed to the best risk management practice, and for this purpose the Authority has implemented a Risk Management Plan for both marine and land based operations. The Plan is monitored by reporting to each meeting of the Audit Committee, and to every other meeting of the Main Board.

The management of Milford Haven Port Authority, through the organisational structures that are in place, will take all reasonable practical steps to ensure that:

- Risks to all of the Authority's operations are properly assessed
- External business interruption risks are assessed
- Action plans are in place both to minimise determined risks and to define the action to be taken if a risk is realised

Authority Members' statement as to disclosure of information to auditors

The Authority's members confirm that so far as they are aware, there is no relevant audit information of which the Authority's auditors are unaware. They have taken all the steps that they ought to have taken as Authority members in order to make themselves aware of any relevant audit information and to establish that the Authority's auditors are aware of that information.

Reappointment of Auditors

Llewelyn Davies have expressed their willingness to be reappointed as the auditors of the Authority.

D G Benson

Chairman
28th May 2010

Statement of Authority Members' Responsibilities

The Authority's Members are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Current law requires the Authority's Members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Authority and of the profit or loss of the Authority for that period. In preparing those financial statements, the Authority's Members are required to:

- a) select suitable accounting policies and then apply them consistently;
- b) make judgements and estimates that are reasonable and prudent;
- c) follow applicable accounting standards, subject to any material departures disclosed and explained in the financial statements;
- d) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Authority will continue in business.

The Authority's Members are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Authority and to enable them to ensure that the financial statements comply with the Harbours Act 1964 as amended by the Transport Act 1981.

They are also responsible for safeguarding the assets of the Authority and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Authority's Members are responsible for the maintenance and integrity of the corporate and financial information included on the Authority's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

D G Benson

Chairman
28th May 2010

Independent Auditors' Report to the Members of Milford Haven Port Authority

We have audited the Milford Haven Port Authority (Group) financial statements for the year ended 31st December 2009 which comprise profit and loss accounts, balance sheets, statements of total recognised gains and losses, a cash flow statement and the related notes, which have been prepared under the historical cost convention, and the accounting policies set out in note 1.

Respective responsibilities of Authority Members and Auditors

The Authority members' responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Principles) are set out in the Statement of Authority Members' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland). This report, including the opinion, has been prepared only for the Authority's members as a body and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

We report to you our opinion, as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Harbours Act 1964 as amended by the Transport Act 1981. We also report to you if, in our opinion, the Report of the Board is consistent with the financial statements, if the Authority has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Authority members' remuneration and transactions with the Authority is not disclosed.

We read other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the Authority members in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Group's and Authority's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion the financial statements

- give a true and fair view in accordance with United Kingdom Generally Accepted Accounting Practice of the state of the Group's and the Authority's affairs as at 31st December 2009 and of the Group's and the Authority's profit for the year then ended;
- have been properly prepared in accordance with the Harbours Act 1964, as amended by the Transport Act 1981 and;
- the information in the Annual Report for the year ended 31st December 2009 is consistent with the financial statements.

Llewelyn Davies

Chartered Accountants, Registered Auditors
Bank House, Narberth
28th May 2010

Profit and Loss Account

For the year ended 31st December 2009

	Notes	Group		Authority	
		2009 £000	2008 £000	2009 £000	2008 £000
Turnover					
Continuing Operations	2	23,417	18,488	23,417	18,488
Cost of sales		13,263	11,806	13,263	11,806
Gross Profit		10,154	6,682	10,154	6,682
Operating expenses (excluding exceptional item)		7,585	5,918	7,436	5,918
Operating Profit (before exceptional item)		2,569	764	2,718	764
Exceptional item	3	1,395	-	1,395	-
Operating Profit (after exceptional item)	4	3,964	764	4,113	764
Profit on sale of share of associate		-	12	-	106
Profit on disposal of tangible fixed assets		135	9	135	9
Share of operating profit in associates		(29)	3,555	-	-
Dividends received from associates		500	223	500	223
Profit on Ordinary Activities before Interest		4,570	4,563	4,748	1,102
Interest receivable & similar income	7	41	143	9	65
Other Finance Income	21	(227)	91	(227)	91
		4,384	4,797	4,530	1,258
Interest payable & similar charges	8	145	115	133	69
Profit on Ordinary Activities before Taxation		4,239	4,682	4,397	1,189
Tax on profit on ordinary activities	10	807	1,176	693	117
Profit on Ordinary Activities after Taxation	20	3,432	3,506	3,704	1,072

In order to assist in understanding the Group's and Authority's results for the year, and in view of the materiality of the exceptional item to the current year's results, the Board believe that it is appropriate to show the operating profit of the Group and Authority before the exceptional item on the face of the profit and loss account as additional information.

The notes on pages 62 to 74 form part of these financial statements.

Statement of Total Recognised Gains & Losses

For the Year Ended 31st December 2009

	Notes	Group		Authority	
		2009 £000	2008 £000	2009 £000	2008 £000
Retained profit for financial year	20	3,432	3,506	3,704	1,072
Actuarial (loss) on pension:					
actuarial (loss)/gain on present value of scheme liabilities		(4,831)	3,219	(4,831)	3,219
actuarial gain/(loss) on scheme assets		1,987	(4,945)	1,987	(4,945)
	3	(2,844)	(1,726)	(2,844)	(1,726)
Movement on unrecognised surplus on MDCSBS pension scheme		118	(183)	118	(183)
Movement on deferred tax relating to pension liability	21	315	428	315	428
Unrealised gains on revaluation of fixed assets		-	141	-	141
Total recognised gains and losses relating to the year		1,021	2,166	1,293	(268)

Note of Historical Cost Profits and Losses

For the Year Ended 31st December 2009

	Group		Authority	
	2009 £000	2008 £000	2009 £000	2008 £000
Reported profit on ordinary activities before taxation	4,239	4,682	4,397	1,189
Difference between historical cost depreciation charge and the actual depreciation charge for the year calculated on the revalued amount	(273)	(344)	(273)	(344)
Historical cost profit on ordinary activities before taxation	3,966	4,338	4,124	845
Historical cost profit on ordinary activities after taxation	3,159	3,162	3,431	728

The notes on pages 62 to 74 form part of these financial statements.

Balance Sheet 31st December 2009

	Notes	Group		Authority	
		2009 £000	2008 £000	2009 £000	2008 £000
Fixed Assets					
Tangible fixed assets	11	46,141	46,006	46,141	46,006
Investment in subsidiaries	12	-	-	1,436	1,436
Investment in associates	12	2,463	2,765	110	140
		48,604	48,771	47,687	47,582
Current Assets					
Stocks	13	69	97	69	97
Debtors	14	4,974	3,720	4,974	3,720
Cash at bank & in hand		3,495	1,000	3,484	995
		8,538	4,817	8,527	4,812
Creditors - amounts falling due within one year	15	5,400	3,178	5,366	3,146
Net Current Assets		3,138	1,639	3,161	1,666
Total Assets Less Current Liabilities		£ 51,742	£ 50,410	£ 50,848	£ 49,248
Creditors - amounts falling due after more than one year	16	1,887	2,068	3,382	3,567
Provisions for Liabilities and Charges	18	1,876	1,884	1,876	1,884
Accruals and Deferred Income	19	5,959	6,350	5,959	6,350
Pension Liability	21	4,293	3,402	4,293	3,402
Reserves					
Revaluation Reserve	20	10,841	10,841	10,841	10,841
Profit and loss account	20	26,859	25,838	24,497	23,204
		51,715	50,383	50,848	49,248
Minority interests		27	27	-	-
		£ 51,742	£ 50,410	£ 50,848	£ 49,248

The financial statements were approved by the Authority members on 28th May 2010, and signed on their behalf by:

D G Benson

Chairman

A J W D Don

Chief Executive

The notes on pages 62 to 74 form part of these financial statements.

Group Consolidated Cash Flow Statement

For the Year Ended 31st December 2009

	Notes	Group	
		2009 £000	2008 £000
Reconciliation of operating profit to net cash inflow from operating activities			
Operating profit (before exceptional item)		2,569	764
Depreciation charges (net of grants released)		1,588	1,387
Decrease/(increase) in stocks		28	(9)
(Increase)/decrease in debtors		(1,254)	1,095
Increase/(decrease) in creditors		1,716	(456)
Provision for write down in value of investments		149	-
Difference between pension charge and cash contributions		(352)	(150)
Net cash inflow from operating activities		4,444	2,631
Dividends received from associate		500	223
Returns on investments and servicing of finance	24	(126)	(7)
Taxation		(194)	(282)
Capital expenditure and financial investment	25	(1,979)	(5,155)
Acquisitions and disposals	26	-	116
Cash inflow/(outflow) before financing		2,645	(2,474)
Financing	27	(139)	3,917
Increase in cash	28	£ 2,506	£ 1,443

The notes on pages 62 to 74 form part of these financial statements.

I. Accounting Policies

a) Basis of accounting

The financial statements have been prepared in accordance with the Harbours Act 1964, as amended by the Transport Act 1981 and subsequent legislation, and in accordance with applicable Accounting Standards and under the historic cost convention. The principal accounting policies, which the Authority's members have adopted, are listed below.

b) Basis of consolidation

The consolidated financial statements include the financial statements of the parent Authority and its subsidiary company for the year to 31st December 2009, together with the Group's share of its associate companies results accounted for under the equity method for the accounting period.

An associate is an undertaking in which the Group has a long term participating interest and over which it exercises significant influence.

c) Asset Revaluation

As permitted under FRS 15 'Tangible Fixed Assets' the Authority has adopted a policy of revaluation in respect of its investment/owner occupied property assets and specialised marine assets. Interim valuations are undertaken in year 3 with full valuations undertaken every 5 years by independent qualified valuers.

d) Depreciation

The provision for depreciation has been computed as follows:-

Capital dredging

The policy of the Authority is to depreciate capital dredging on a straight-line basis over a 20 year term.

Investment property

In accordance with SSAP 19 the policy of the Authority is not to depreciate investment property.

Owner occupied property

The cost of buildings is being depreciated on a straight-line basis over a period of 10 – 50 years.

Freehold land

Freehold land is not depreciated.

Other assets including specialised marine assets

Other assets are depreciated on a straight-line basis at rates between 2% and 33.3%

e) Investments in subsidiary undertakings and associates

In the Authority's financial statements, investments in subsidiary undertakings and associates are stated at cost less any provision for impairment.

f) Leases

Rentals payable under operating leases are charged to the profit and loss account as incurred.

g) Grants

Grants on capital expenditure are credited to a deferred revenue account and credited to the profit and loss account over the life of the asset. Grants relating to revenue expenditure are credited to the profit and loss account in the year to which the expenditure relates.

h) Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for any obsolete or slow moving items. Net realisable value is based on estimated selling price less further costs expected to be incurred to completion and disposal. Cost is based on purchase price plus attributable overhead if appropriate.

i) Deferred taxation

In accordance with FRS 19, full provision is made for deferred taxation in respect of all material timing differences. Deferred taxation assets are recognised to the extent that it is regarded as more likely than not that they will be recovered. Deferred taxation assets and liabilities are not discounted.

j) Pension Costs

The Group operates a number of pension schemes providing benefits for its employees. Contributions in respect of the Group's defined contribution scheme are charged to the profit and loss account for the year in which they are payable. Costs in respect of the Group's defined benefit schemes are accounted for in accordance with FRS 17 'Retirement Benefits' (note 21).

2. Turnover

Turnover comprises the invoice value of goods and services supplied by the Group within its ordinary activities exclusive of value added tax and intra-group transactions. The analysis of turnover is as follows:-

	Group & Authority	
	2009	2008
	£000	£000
Ship, passenger and goods dues	10,199	6,492
Marine services	4,975	4,982
Pilotage services	6,178	4,966
Rents	1,608	1,388
Miscellaneous income	457	660
	£ 23,417	£ 18,488

3. Exceptional Item

As a result of the change in the MHPARBS defined benefit pension scheme (see note 21c) a past service credit has arisen which has been credited against operating expenses. The past service credit represents the reduction in the value of the pension scheme liabilities resulting from the transition to the new Career Average Revalued Earnings (CARE) arrangement from 1st January 2010, where accrued benefits are assumed to be related to future RPI rather than expected (higher) salary increases. This substantially mitigates the net actuarial loss of £2,844,000 suffered on the present value of the scheme assets and liabilities which appears in the Statement of Total Recognised Gains & Losses.

4. Operating profit is stated after charging/(crediting):

	Group & Authority	
	2009	2008
	£000	£000
Staff costs (note 6)	9,613	8,067
Depreciation of tangible fixed assets (note 11)	1,979	1,942
Deferred revenue (note 19)	(391)	(555)
Hire and operating leasing charges	106	39
Auditors' remuneration		
- audit of Authority and consolidated accounts	34	33
- audit of Authority pension scheme	2	2
- other services – Authority	1	1
- audit of Milford Docks Company pension scheme	1	1

5. Authority Members' Remuneration

	Group & Authority	
	2009	2008
	£000	£000
Fees - Non-Executive Board members	83	77
Aggregate emoluments (excluding defined benefit pension contributions) - Executive Board members	478	299
	£ 561	£ 376

The number of Board members to whom retirement benefits are accruing under defined benefit schemes is 3 (2008 – 3).

	Group & Authority	
	2009	2008
	£000	£000
Highest paid Board member	203	131

The accrued pension of the highest paid Board member under the MHPARBS defined benefit pension scheme at 31st December 2009 was £53,994 per annum (2008 - £49,531).

6. Staff Costs

	Group & Authority	
	2009	2008
	£000	£000
Wages and salaries	7,481	6,193
Social security costs	711	569
Other pension costs	1,421	1,305
	£ 9,613	£ 8,067

This includes amounts paid to Authority members as disclosed in note 5.

The average monthly number of employees during the year was as follows:

	Group & Authority	
	2009	2008
	Number	Number
Operational staff	132	132
Office staff	65	65
	197	197

7. Interest Receivable and Similar Income

	Group		Authority	
	2009	2008	2009	2008
	£000	£000	£000	£000
Profit on redemption of 3.5% debenture stock	2	-	-	-
Interest receivable from associates	-	63	-	63
Share of associates' interest receivable	30	78	-	-
Other interest received	9	2	9	2
	£ 41	£ 143	£ 9	£ 65

8. Interest Payable and Similar Charges

	Group		Authority	
	2009	2008	2009	2008
	£000	£000	£000	£000
Bank overdraft and loan	133	69	133	69
3.5% debenture stock	2	3	-	-
Share of associates' interest payable	10	43	-	-
	£ 145	£ 115	£ 133	£ 69

9. Pilotage

The revenue and expenditure relating to pilotage can be summarised as follows:

	Group & Authority	
	2009	2008
	£000	£000
TURNOVER		
Providing pilotage services	6,142	4,928
Issue and use of pilotage exemption certificates	36	38
	£ 6,178	£ 4,966
EXPENDITURE		
Providing the services of a pilot	2,301	1,929
Providing, maintaining and operating pilot boats	1,802	1,710
Administration and other costs	268	157
	£ 4,371	£ 3,796

10. Tax on Profit on Ordinary Activities**a) Analysis of charge in period**

	Group		Authority	
	2009 £000	2008 £000	2009 £000	2008 £000
Current tax				
UK corporation tax on profit for the year	710	204	710	204
Adjustment relating to previous years	(9)	(2)	(9)	(2)
Share of associates' UK corporation tax	114	1,059	-	-
Total current tax charge	815	1,261	701	202
Deferred tax				
Origination and reversal of timing differences	(8)	(85)	(8)	(85)
Tax on profit on ordinary activities	£ 807	£ 1,176	£ 693	£ 117

b) Factors affecting tax charge for period

Group/Authority

The tax charge (excluding share of associates' tax) for the current and prior periods is lower than the corporation tax rate applicable to the Authority.

The differences are explained below:

	Group		Authority	
	2009 £000	2008 £000	2009 £000	2008 £000
Profit on ordinary activities before tax (excluding share of associates operating result)	3,748	967	4,397	1,189
Profit on ordinary activities multiplied by the applicable Group /Authority rate of corporation tax of 28% (2008 - 28.5%)	1,049	276	1,231	339
Depreciation in excess of capital allowances	41	27	41	27
Pension cost relief in excess of pension cost charge	(425)	(69)	(425)	(69)
Permanent differences	45	(30)	(137)	(93)
Adjustment in respect of previous periods	(9)	(2)	(9)	(2)
Share of associates' tax	114	1,059	-	-
Current tax charge for the period	£ 815	£ 1,261	£ 701	£ 202

c) Factors that may affect future tax charges

The Group/Authority has tax allowances available to claim against future profits. The Authority makes a significant claim in respect of Industrial Buildings Allowances which are in the process of being phased out. 2011 will be the last year in which the Authority can make such a claim against taxable profits and as a result of the loss of these allowances, future taxable profits may be higher.

Deferred taxation is disclosed in note 18.

11. Tangible Fixed Assets**Group & Authority**

	Investment/owner occupied property assets and specialised marine assets £000	Plant & Equipment £000	Dredging Works £000	Total £000
Cost or Valuation				
at 1st January 2009	40,444	10,564	2,038	53,046
Additions	111	2,435	-	2,546
Disposals	-	(1,123)	-	(1,123)
At 31st December 2009	£ 40,555	£ 11,876	£ 2,038	£ 54,469
Depreciation				
at 1st January 2009	-	5,896	1,144	7,040
Charge for the year	1,212	665	102	1,979
Disposals	-	(691)	-	(691)
At 31st December 2009	£ 1,212	£ 5,870	£ 1,246	£ 8,328
Net book value				
At 31 December 2009	£ 39,343	£ 6,006	£ 792	£ 46,141
At 31st December 2008	£ 40,444	£ 4,668	£ 894	£ 46,006

Included in the net book value of investment/owner occupied property assets and specialised marine assets is £210,000 (2008 - £210,000) in respect of long leasehold property.

Investment/owner occupied property assets were valued by DTZ on the basis of market value in accordance with the Royal Institute of Chartered Surveyors Appraisal and Valuation Standards. Atkins valued specialised marine assets on the basis of depreciated replacement cost in accordance with industry specific indexes and guidelines. Both DTZ and Atkins are suitably qualified external valuers. The last full valuation was on 31st December 2005.

If the revalued assets were stated on the historical cost basis, the net book value of those assets would be £26,689,781 (2008 - £27,942,053).

12. Fixed Asset Investments**Group**

a) Subsidiary companies

Name	Proportion	Nature of business	Country of incorporation
Milford Marine Services Limited	100% owned by Milford Haven Port Authority	Marine contractor	Great Britain
Milford Docks Company	98.2% owned by Milford Haven Port Authority	Dock operator	Great Britain

The above holdings consist of ordinary shares. Neither subsidiary traded through the year and Milford Marine Services Limited was dissolved on 24th March 2009.

b) Associate companies

Name	Nature of business	Year End	Shareholding
Ledwood Mechanical Engineering Limited	Mechanical Engineering	31st August	26.60%
Williams Marine and Port Services Limited	Marine Services and Vessel Hire	30th September	50%

12. Fixed Asset Investments (continued)

	2009	2008
	£000	£000
Share of net assets of associates		
At 1st January	2,765	2,109
Share of retained (loss)/profit for the year after dividend received	(123)	2,532
Disposal of investment in associate	-	(106)
Redemption of preference shares	-	(200)
Repayment of loan stock	(30)	(1,570)
Provision for the write down of investments	(149)	-
At 31st December	£ 2,463	£ 2,765

The following information has been extracted from the financial statement of the associated companies.

	2009	2008
	£000	£000
Share of turnover	4,861	19,904
Share of profit before tax	489	3,715
Share of taxation	114	1,058
Share of profit after tax	374	2,656
Share of fixed assets	981	884
Share of current assets	3,050	5,121
Share of current liabilities	(913)	(2,875)
Share of liabilities due after more than one year	(220)	(384)

Authority

c) Subsidiary companies

	2009	2008
	£000	£000
Investment in group companies		
At 1st January	1,436	1,486
Write off of investment in Milford Marine Services Limited	-	(50)
At 31st December	£ 1,436	£ 1,436

d) Associate companies

	2009	2008
	£000	£000
Investment in associate companies		
At 1st January	140	1,920
Repayment of loan stock	(30)	(1,570)
Redemption of Preference Shares	-	(200)
Disposal of ordinary shares	-	(10)
At 31st December	£ 110	£ 140

13. Stocks

	Group & Authority	
	2009	2008
	£000	£000
Work in progress	27	53
Stock of fuel	42	44
	£ 69	£ 97

14. Debtors

	Group & Authority	
	2009	2008
	£000	£000
Trade debtors	4,008	2,967
Amounts owed by associated undertakings	31	-
Other debtors	473	264
Prepayments and accrued income	462	489
	£ 4,974	£ 3,720

No amounts fall due after more than one year.

'Other debtors' include £237,000 (2008 - £224,000) in respect of taxation.

15. Creditors - amounts falling due within one year

	Group		Authority	
	2009	2008	2009	2008
	£000	£000	£000	£000
Bank overdrafts	8	19	8	19
Trade creditors	414	942	414	942
Amounts owed to associated undertakings	9	-	9	-
Social security	237	184	237	184
Other creditors	15	12	2	-
Accruals and deferred income	3,830	1,652	3,809	1,632
Secured bank loan	176	166	176	166
Corporation tax	711	203	711	203
	£ 5,400	£ 3,178	£ 5,366	£ 3,146

16. Creditors - amounts falling due after more than one year

	Group		Authority	
	2009	2008	2009	2008
	£000	£000	£000	£000
Amounts owed to group undertakings	-	-	1,578	1,586
3.5% debenture stock	83	87	-	-
Secured bank loan:				
- between one and two years	186	176	186	176
- between two and five years	625	591	625	591
- after five years	993	1,214	993	1,214
	£ 1,887	£ 2,068	£ 3,382	£ 3,567

The 3.5% debenture stock is secured on the undertakings of Milford Docks Company and is not subject to repayment. In accordance with section 3 of The Milford Docks Act 1972, the 3.5% debenture stock can be purchased and cancelled by Milford Docks Company at the discretion of the directors.

17. Loans & Borrowings

a) The Authority was authorised as at 31st December 2009 to borrow sums not exceeding £50 million.

The Authority has provided a guarantee by way of general debenture to its bankers over all its assets.

Secured bank loan

The Authority entered into a loan agreement secured on the property known as Pembroke Port Gate 4 in Pembroke Dock.

b) Under The Milford Docks Act 1981, the Milford Docks Company is empowered to raise finance by the creation and issue of share capital, or by loans or mortgage of the undertaking, or by the creation and issue of debenture stock, or wholly or partly by one or more of those modes up to a maximum of £20 million. The amount raised by the company at 31st December 2009 under these provisions was made up as follows:

	£000
Ordinary shares - paid up amount	1,463
3.5% debenture stock	83
	£ 1,546

In addition to its power to raise finance by the issue of capital and loans, the company is also empowered by The Milford Docks Act 1981 to incur temporary loans not exceeding £5 million.

18. Provisions for Liabilities and Charges

	Group & Authority £000
Provision for Deferred Taxation:	
Balance as at 1st January 2009	1,884
(Credit) to profit and loss account	(8)
Balance as at 31st December 2009	1,876

The components of deferred taxation are as follows:

	Group & Authority 2009 £000	2008 £000
Accelerated capital allowances	1,876	1,884
	£ 1,876	£ 1,884

As regards the Group and the Authority, deferred taxation unprovided for amounted to £ Nil (2008 - £ Nil).

19. Accruals and Deferred Income

Deferred capital grants

	Group & Authority 2009 £000	2008 £000
Balance brought forward	6,350	6,880
Grants received/transferred in year	-	25
Released to profit and loss account	(391)	(555)
	£ 5,959	£ 6,350

20. Statement of Reserves

	Group		Authority	
	Profit & Loss Account £000	Revaluation Reserve £000	Profit & Loss Account £000	Revaluation Reserve £000
Balance brought forward	25,838	10,841	23,204	10,841
Profit for the financial year after taxation	3,432	-	3,704	-
Actuarial loss on pension schemes	(2,844)	-	(2,844)	-
Movement in deferred tax on pension	315	-	315	-
Movement on unrecognised surplus on MDCSBS pension scheme	118	-	118	-
Balance carried forward	26,859	10,841	24,497	10,841

21. Pension Commitments

The Group/Authority operates a number of pension schemes providing benefits for its full-time employees as follows:

- a) A defined contribution scheme where the assets of the scheme are held separately from those of the company in an independently administered fund. Pension contributions payable to the fund amounted to £115,000 (2008 - £87,000). There were no outstanding contributions payable to the fund at the end of the year (2008 - £nil).
- b) A defined benefit pension scheme (MDCSBS) providing benefits based on final pensionable pay for its full-time staff. The most recent actuarial valuation on this scheme was as at 1st July 2008. The assumptions, which have the most significant effect on the results of the valuation, are those relating to the return on investments, the rate of increase in salaries and the rate of mortality. It was assumed that the investment returns would be 5% per annum, that salary increases would average 6.2% per annum and that the rate of mortality be based on the A67/70 and PA90 mortality tables.

The pension charge for the year was £17,000 (2008 - £19,000). There were no outstanding contributions payable to the fund at the end of the year (2008 - £nil).

The most recent actuarial valuation showed that the scheme's assets amounted to 105% of the value of the liabilities of the scheme as they fall due. The Authority expects to contribute £30,000 to this scheme during the year to 31st December 2010.

- c) A defined benefit pension scheme (MHPARBS) for its staff. During the year the Board made the decision to change this scheme with effect from 1st January 2010 to provide benefits based on either Career Average Revalued Earnings or final pensionable pay. Benefits provided up to 31st December 2009 were based on final pensionable pay. The assets of the scheme are held separately from those of the Authority, being invested in unitised pension scheme investment companies. Contributions to the scheme are charged to the profit and loss account so as to spread the cost of pensions over employees' working lives with the Authority. The contributions are determined by a qualified actuary on the basis of triennial valuations. The most recent valuation was as at 1st January 2007. The assumptions which have the most significant effect on the results of the valuation are those relating to the return on investments and the rate of increase in salaries and pensions. It was assumed that the investment returns would be 8% per annum, that salary increases would average 5% per annum and that pension increases would average 3% per annum.

The pension charge for the year was £1,200,000 (2008 - £1,090,000). There were no outstanding contributions payable to the fund at the end of the year (2008 - £nil).

The most recent actuarial valuation showed that the value of the scheme's assets amounted to 91% of the value of the liabilities of the scheme. The Authority expects to contribute £1,496,000 to this scheme during the year to 31st December 2010.

- d) In addition to the above schemes some operational pilots are members of the Pilots National Pension Fund (PNPF). Contributions payable to the PNPF amounted to £84,000 (2008 - £71,000).

This is a multi employer defined benefit scheme and the Authority is unable to identify its specific share of the scheme's assets and liabilities. In accordance with FRS 17, this scheme may be accounted for as a defined contribution scheme, the amounts being charged in the financial statements being the contribution payable to the scheme in respect of the year.

FRS 17 Retirement Benefits

The most recent actuarial valuations of the Authority and Milford Docks Company defined benefit schemes have been updated to take account of the requirements of FRS 17 in order to assess the liabilities of the scheme at 31st December 2009. Scheme assets are stated at their market value at 31st December 2009.

21. Pension Commitments (continued)

The main assumptions used to calculate scheme liabilities under FRS 17 are:

	2009		2008	
	MHPARBS	MDCSBS	MHPARBS	MDCSBS
Inflation rate	3.7%	3.5%	2.7%	2.7%
Discount rate for scheme liabilities	5.7%	5.5%	6.4%	6.4%
Rate of increase in salaries	n/a	5.0%	4.2%	4.2%
Rate of increase for deferred pensions and pensions in payment	3.5%	3.5%	2.7%	2.7%
Care Revaluation	3.3%	n/a	-	-

The mortality assumptions used were as follows:

Longevity in years at age 65 for current pensioners:				
- Men	22.0	17.3	22.0	17.3
- Women	25.1	21.7	25.1	21.7
Longevity in years at age 65 for future pensioners:				
- Men	23.1	17.9	23.1	17.9
- Women	26.0	22.4	26.1	22.4

Reconciliation of present value of scheme liabilities

	2009		2008	
	MHPARBS £000	MDCSBS £000	MHPARBS £000	MDCSBS £000
1 January	22,206	1,084	23,598	1,217
Current service cost	845	20	930	32
Member contributions	23	-	13	-
Interest cost	1,422	69	1,331	73
Benefits paid	(833)	(88)	(617)	(68)
Actuarial loss/(gain)	4,510	321	(3,049)	(170)
Past service costs/(credit)	(1,395)	-	-	-
31st December	26,778	1,406	22,206	1,084

The value of the assets in the scheme were:

	Value at 31st December 2009		Value at 31st December 2008	
	MHPARBS £000	MDCSBS £000	MHPARBS £000	MDCSBS £000
Equities	14,203	310	10,995	269
Bonds	2,509	1,241	2,380	1,078
Cash	3,525	-	3,560	-
Annuity Contracts	415	-	365	-
Property	83	-	69	-
Total market value of assets	20,735	1,551	17,369	1,347
Present value of scheme liabilities	(26,778)	(1,406)	(22,206)	(1,084)
(Deficit)/Surplus in the scheme	(6,043)	145	(4,837)	263
Unrecognised surplus	-	(65)	-	(183)
Related deferred tax	1,692	(22)	1,378	(23)
Net pension (liability)/asset	£ (4,351)	£ 58	£ (3,459)	57

The overall expected long term rates of return on the scheme assets are 6.2% (2008 – 6.73%) (MHPARBS) and 5.5% (2008 – 6.4%) (MDCSBS).

The overall expected return on assets has been derived by considering the long term expected rate of return for each asset class and taking the average of these rates weighted by proportion invested in each asset class at year end.

21. Pension Commitments (continued)

Reconciliation of market value of scheme assets

	2009		2008	
	MHPARBS £000	MDCSBS £000	MHPARBS £000	MDCSBS £000
1st January	17,369	1,347	20,321	1,405
Expected return on scheme assets	1,182	82	1,411	84
Actuarial gains/(losses)	1,794	193	(4,849)	(96)
Benefits paid	(833)	(88)	(617)	(68)
Members contribution	23	-	13	-
Contributions paid by employer	1,200	17	1,090	22
31st December	20,735	1,551	17,369	1,347
Actual returns on scheme assets in the year	2,976	77	(3,438)	79

Analysis of amounts charged to the Group and Authority's profit and loss account:

	2009		2008	
	MHPARBS £000	MDCSBS £000	MHPARBS £000	MDCSBS £000
Current service costs - (operating expenses)	845	20	930	32
Past service cost/(credit) - (exceptional item)	(1,395)	-	-	-
Expected return on pension scheme assets	(1,182)	(82)	(1,411)	(84)
Interest of pension scheme liabilities	1,422	69	1,331	73
Other finance income	240	(13)	(80)	(11)
Total	(310)	7	850	21

Actuarial gains and losses

The cumulative amount of actuarial losses recognised in the Group Statement of Total Recognised Gains and Losses is £5,971,000 (2008 - £3,245,000)

Amounts for current and previous four years (MHPARBS and MDCSBS):

	2009 £000	2008 £000	2007 £000	2006 £000	2005 £000
Defined benefit obligations	(28,184)	(23,290)	(24,815)	(24,453)	(22,945)
Plan assets	22,286	18,716	21,726	19,956	18,344
(Deficit)	(5,898)	(4,574)	(3,089)	(4,497)	(4,601)
Experience adjustments on plan assets:	1,789	(4,854)	43	432	1,711
Experience adjustments on plan liabilities:	(534)	(218)	(46)	75	(961)
Total actuarial gains and (losses) recognised in the Statement of Total Recognised Gains and Losses:	(2,726)	(1,909)	1,241	383	(2,748)

22. Capital Expenditure

Capital expenditure contracted for as at 31st December 2009 but not provided for in the financial statements amounted to £nil (2008 - £nil).

23. Related Party Transactions

The following summarises the Group's transactions, all of which were on an arms length basis, to its associated undertakings:

	2009	2008
	£000	£000
Services provided to associated undertakings	119	279
Services received from associated undertakings	107	104
Interest receivable from associated undertakings	-	63
Preference dividend receivable from associated undertakings	-	98
Dividend receivable from associated undertakings	500	125

Details of investments in associated undertakings and amounts owed by associated undertakings are set out in notes 12, 14, 15 and 16.

24. Returns on Investments and Servicing of Finance

	2009	2008
	£000	£000
Interest received	9	65
Interest paid	(135)	(72)
	£ (126)	£ (7)

25. Capital Expenditure and Financial Investment

	2009	2008
	£000	£000
Payments to acquire tangible fixed assets	(2,546)	(5,228)
Receipts from sales of tangible fixed assets	567	48
Grants received thereon	-	25
	£ (1,979)	£ (5,155)

26. Acquisitions and Disposals

	2009	2008
	£000	£000
Receipts from sale of interest in associate	-	116
	£ -	£ 116

27. Financing

	2009	2008
	£000	£000
3.5% debenture stock repaid	(2)	-
Repayment of preference shares by associate	-	200
Repayment of loan stock by associates	30	1,570
Bank loan introduced	-	2,160
Capital repayments in respect of bank loan	(167)	(13)
	£ (139)	£ 3,917

28. Analysis of Changes in Net Debt

	At 1st January 2009 £000	Cash Flows £000	Other non-cash changes £000	At 31st December 2009 £000
Cash at bank and in hand	1,000	2,495	-	3,495
Bank overdraft	(19)	11	-	(8)
Net cash	981	2,506	-	3,487
Debt due within one year - bank loan	(166)	-	(10)	(176)
Debt due after one year - bank loan	(1,981)	167	10	(1,804)
Debt due after one year - 3.5% debenture stock	(87)	-	4	(83)
Net debt	£ (1,253)	£ 2,673	£ 4	£ 1,424

29. Reconciliation of Net Cashflow to Movement in Net Debt

	2009 £000	2008 £000
Increase in cash in the year	2,506	1,443
Cash inflow from increase in debt – bank loan	-	(2,160)
Cash outflow from decrease in debt (capital repayment)	167	13
Change in net debt resulting from cash flows	2,673	(704)
Other non-cash changes	4	-
Net debt at 1st January	(1,253)	(549)
Net debt at 31st December	£ 1,424	£ (1,253)

30. Post Balance Sheet Events

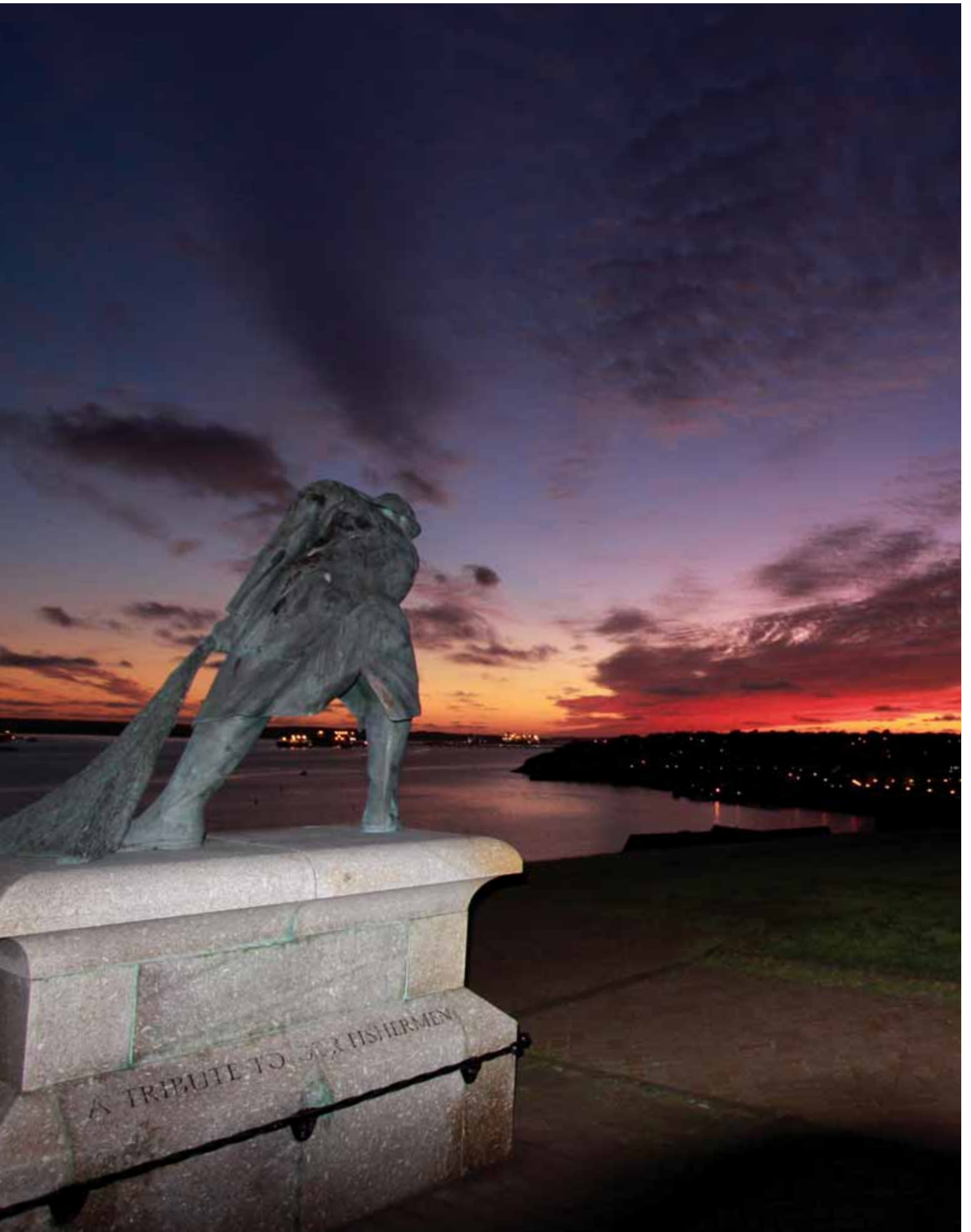
During April 2010 the Group and Authority disposed of its investments in Ledwood Mechanical Engineering Limited and Williams Marine & Port Services Limited for a combined consideration of £2,550,000.

31. Contingent Liability

The Authority, in common with other competent harbour authorities, has been made aware of a significant deficit in the Pilots National Pension Fund (PNPF). There is currently ongoing litigation in respect of the recovery of this deficit, the outcome of which is uncertain.

32. Comparatives

Certain corresponding figures have been amended to make them consistent with current year disclosure policies.





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Chairman

- 1958** The Lord Dynevor, CBE MC
1963 The Hon R Hanning Philipps, MBE
1976 T S Roberts
1982 Raymond Cory, CBE
1994 R C Hastie, CBE
2000 D R S Clarke
2007 D G Benson

General Manager

- 1959** J A Sullivan, OBE
1983 R C Livesey, CBE
1987 M J Hyslop MBE

Chief Executive

- 2003** A E Sangster
2010 A J W D Don

Harbourmaster

- 1959** Capt G Dudley, OBE
1986 Capt J E Frost, MBE
1995 Capt M C Andrews

