

Annual Report



Welcome



Strategic Plan 2022–2027

PURPOSE

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

VALUES

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

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

VISION

In five years, Cowes Harbour Commission will ensure that:

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

MISSION

Cowes Harbour Commission will:

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

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

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

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

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

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

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

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

Support and develop marine employment.



Chair's Review

Looking back over 2025, Cowes Harbour Commission has continued to build on its strong foundations, with good progress made across all areas of the business and important steps taken towards securing the harbour's future.

Safety remains our highest priority. During the year, we established a new Safety and Regulatory Compliance Group to oversee all health, safety and regulatory matters across the organisation. We also successfully completed our Port Marine Safety Code audit and are now working closely with harbour stakeholders to ensure compliance with the updated Code, which now includes marine infrastructure as well as marine operations.

Financially, we have delivered another positive result, generating a surplus of £276,000 despite significant investment in harbour improvements and the development of our new marina. We also benefited from a particularly strong events season, with the Royal Thames Yacht Club's 250th Anniversary celebrations attracting additional visitors and activity to the harbour. These results demonstrate the resilience of the harbour and provide a solid foundation for future investment.

We were also pleased to welcome two new Commissioners during the year. Giles Peckham has joined the Board with responsibility for marketing, while Jackie Riley has brought valuable expertise in finance. Their knowledge and experience will help strengthen the Commission as we continue to deliver our long-term objectives.

The Cowes Harbour Advisory Committee continues to play an important role in ensuring effective communication between harbour users and the Commission. Under the leadership of Mark Southwell, the Committee has provided valuable feedback and insight. I am also pleased that the Committee's constitution has been updated to introduce term time limits for stakeholder representatives, helping to bring fresh perspectives and new ideas into the discussion.

Looking at our five-year strategy, we are making strong progress across all key objectives. Significant improvements have been delivered in safety management, environmental performance, harbour development and marketing.

With the current strategy due for renewal in 2027, we have already begun planning the next phase of our journey, ensuring that Cowes Harbour remains safe, sustainable and prosperous for future generations.

Thank you to our staff, stakeholders, harbour users and Commissioners for their continued support throughout the year.

Phil Hagen

Phil Hagen
Chair



“Cowes Harbour Commission has enjoyed another busy and productive year, with significant investment across the harbour and continued progress on the key projects and long-term objectives set out in our Five-Year Strategic Plan.



NEW COWES HARBOUR MARINA DEVELOPMENT

145 planned berths

A £23 million economic benefit for our community

8

Chief Executive's Review

This year has been another busy and productive one for Cowes Harbour Commission, with significant investment across the harbour and continued progress on several key projects.

One of our most important developments is the new marina project. Dredging works are continuing and are scheduled to be completed shortly. The detailed design of the pontoons, lighting layout and marina services is also nearing completion. At the northern end of the marina, substantial wave-breaking pontoons will be installed to provide protection during harsh weather conditions and ensure a safe and secure environment for berth holders. We are currently awaiting the outcome of both our planning application and MMO development licence, and we remain on track to complete the marina in 2027.

At Kingston Boatyard, preparations are underway for the first phase of development works, which will commence shortly. During 2025, we also increased our storage capacity through the acquisition of the circular pier adjacent to the Kingston site, creating additional opportunities to support local marine businesses and customers.

Across the harbour, we have continued our rolling programme of investment and improvement. During the year, we invested more than £750,000 in new pontoons, infrastructure upgrades and dredging works. We also purchased a new hoist for Kingston Boatyard and created a dedicated harbour maintenance role to oversee the upkeep of the many assets we manage throughout the harbour. To support this work, we acquired a specialist maintenance vessel, improving both efficiency and responsiveness.

We are also continuing to develop Cowes as a destination for cruise ships. Working closely with operators and itinerary planners, we have received extremely positive feedback on visits to Cowes and the wider Isle of Wight. Recent changes to the anchorage now allow us to accommodate cruise ships of up to 210 metres in length, creating further opportunities to bring visitors and economic benefits to our community.

Together, these investments and developments are helping to ensure that Cowes Harbour continues to thrive, supporting our maritime community while preparing for the future.

A handwritten signature in white ink that reads "Gary Hall".

Gary Hall
Chief Executive

9

Six Clear Goals for the future

1. SAFETY & SECURITY

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

PROGRESS SO FAR:

Completed the Trinity House Aids to Navigation and Compliance audits and our Department for Transport Port Security audit.

A major oil spill response exercise at Kingston Boatyard was completed, in partnership with the Maritime and Coastguard Agency and Newport Harbour.

2. ENVIRONMENT & SUSTAINABILITY

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

PROGRESS SO FAR:

Installation of dedicated fishing line and tackle bins at Trinity Landing and Town Key.

Introducing a new No Wash area at Town Quay.

Achieving the Platinum Award through the Isle of Wight Council's Green Impact Scheme for the very first time.

3. PORT & HARBOUR DEVELOPMENT

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

PROGRESS SO FAR:

Cowes Harbour Marina, dredging works commenced.

£211k invested in pontoon and piling works.

£288k spent on harbour dredging works.

£387k invested in new equipment, including a 50T hoist for Kingston Boatyard and new fuel pumps.

£51k spent on general harbour upgrades.

4. HUMAN RESOURCES MANAGEMENT

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

PROGRESS SO FAR:

£12k invested in training employees.

Employees health and welfare scheme introduced.

First CHC Merchant Navy cadet appointed in partnership with Trinity House.

A new policy was introduced to ensure pay rates are maintained at a defined margin above National Minimum Wage, reinforcing our commitment to fair and competitive pay.

5. FINANCIAL MANAGEMENT 6. MARKETING & BUSINESS DEVELOPMENT

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

PROGRESS SO FAR:

In 2025 CHC invested £1m in fixed assets as part of its ongoing commitment to support the continued delivery of safe, efficient and commercially sustainable harbour operations.

In addition, in 2025 CHC returned a surplus and continued to plan for future developments based upon sound financial planning, budgets and forecasting.

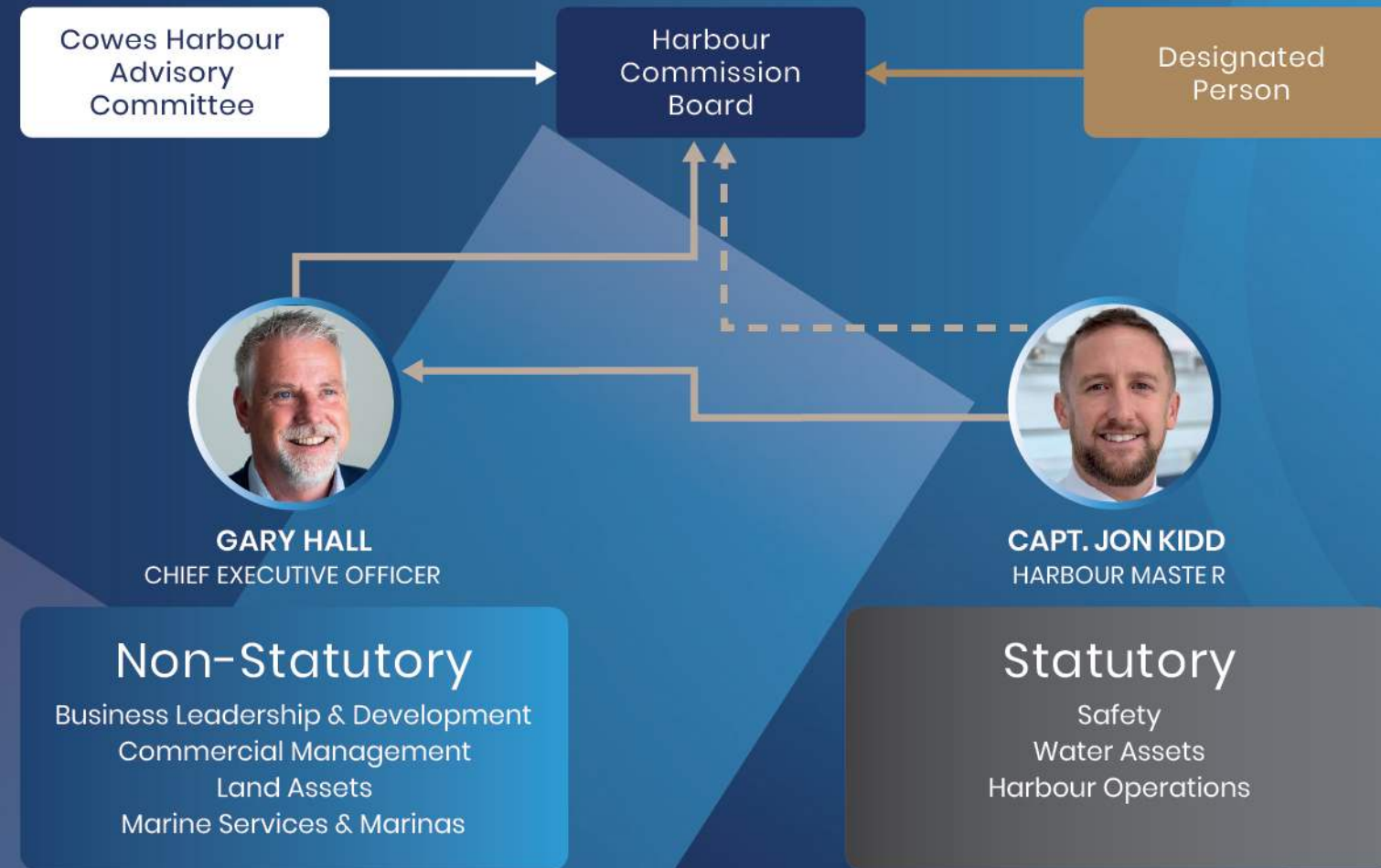
Create long-term value by aligning our business development activities, key stakeholder relationships and communications strategy with our strategic goals.

PROGRESS SO FAR:

The new marketing strategy has been developed and implemented, strengthening the consistency of the Cowes Harbour Commission brand and increasing the promotion of its commercial opportunities.

Greater focus has also been placed on stakeholder engagement, digital communications and developing new cruise and business opportunities for the harbour.

Cowes Harbour Commission Structure



Board of Commissioners



Meet the Team

Cowes Harbour Commission (CHC) employs 34 people including a leadership team that has the necessary skills and experience to ensure Cowes Harbour is managed in a safe, sustainable, and commercially viable manner for the benefit of harbour users and the wider community.



Gary Hall – Chief Executive

Gary was appointed as CEO in February 2021 and is responsible for providing strategic leadership of all CHC's operations. He is also a Commissioner on CHC's Board.

He is responsible for the long-term strategic development of Cowes Harbour, driving growth, change, innovation and improvement, whilst building and developing effective relationships with our highly valued customers and broad ranging stakeholders.



Captain Jon Kidd – Harbour Master

Jon has over 25 years' experience in the marine industry, from stewarding on small passenger vessels to Captain on our local Red Funnel ferries. He has also been a Cowes Pilot for many years. Jon was previously a Deputy Harbour Master in Cowes and rejoined us in January 2024 from Trinity House, where he was the Inspector of Seamarks.



Roger Parrott – Finance Director

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

Senior Leadership Team



Jeremy Smither – Boatyard and Commercial Services Manager

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



Jennie Smith – Deputy Harbour Master

Jennie joined the team in September 2021 from Falmouth Harbour, where she was Harbour Master Assistant, having previously been a 2nd Officer with Disney Cruise Line. Jennie acted as HM Designate in all statutory related matters, such as marine safety and harbour legislation from mid 2023 until the arrival of Jon Kidd as HM in January 2024.



Rachael Hardiman – Marketing Manager

Rachael Hardiman joined the team in the summer of 2024. She is responsible for communications and marketing internally and externally plus development and delivery of the marketing strategy. Her main objectives are to raise the profile of the Commission's work and to promote Cowes Harbour as a destination to visitors, enhancing the customer experience with a focus on cruise ships and other visitor opportunities.



Ann Cromie – Quality Assurance & Environment Officer

Ann first joined Cowes Harbour Commission in February 2024 as a seasonal team member at the marina, before progressing to the role of Harbour Patrol Officer in May 2025. After completing the season in November, Ann was appointed as the Commission's Quality Assurance & Environmental Officer, where she now plays a key role in maintaining and improving environmental practices and operational standards across the harbour estate.

The People Behind the Harbour



Cowes Harbour Advisory Committee

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

“CHAC is fully supportive of the new harbour marina project. It has the potential to bring more visitors and increased economic activity to both Cowes and East Cowes, further strengthening the area’s appeal as a leading destination. Cowes is a destination in its own right, and this development will help us build on that reputation for the future.”

Mark Southwell
Chair of CHAC

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

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

Regular agenda items in 2024 included harbour safety, the General Directions, stakeholder benefits, slipways, water taxis, harbour development and sustainability. Minutes from Advisory Committee meetings are available on the Cowes Harbour Commission website.

Overview from the Chair:

The new harbour marina is the big news of 2025. CHAC members fully support the plans and encourage all harbour users’ businesses and the people of Cowes and East Cowes that there will be clear benefits for many in attracting more visitors to Cowes Harbour, after all that’s what Cowes Harbour is, a destination to be enjoyed.

I came here in 1982 as one of the ports customs officers and have taken a great interest in the harbour developments since then. Under Gary and Jon’s leadership, the harbour is in good shape, they and all CHC staff have run it in a friendly and informative way.

Throughout 2025 CHC made many improvements, some small like bins for fishing gear and bigger ones, Whitegates pontoons is a good example. They are thinking of both towns, visitors, local shops, small businesses and industry where they can and our committee both understand and appreciate the efforts. They take safety and environment to heart with innovation and pragmatism. We think creation of the lido adjacent to watchhouse slip is a prime example of that ethos.

Our committee meetings are of great benefit to both sides, with detailed reports from CHC and honest and usually positive feedback from us, I know we are being listened to.

We are in 2026 now, the marina is up for planning consent and CHC have already introduced their own harbour taxi service, users have told me it’s wonderful and again CHC have put their thinking caps on to provide zoned fares and group discounts, an indication there’s no let-up in the clear strategy they have for the harbour and it being implemented.

MARK SOUTHWELL

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

All of our agendas and minutes can be viewed on the CHC website, together with a list of stakeholder groups and committee members.
[cowes.co.uk/about-us/cowes-harbour-advisory-committee](https://www.cowes.co.uk/about-us/cowes-harbour-advisory-committee)

Contact the Advisory Committee chair by email chac@cowes.co.uk

Harbour Safety

During 2025, Cowes Harbour Commission (CHC) were subjected to audits from the Department for Transport (DfT), the General Lighthouse Authority (Trinity House) and an internal PMSC audit with our Designated Person.

Cowes Harbour Master, Capt. Jon Kidd said:

“By remaining fully compliant with all the requirements set by the regulatory bodies, Cowes Harbour Commission continues to demonstrate its commitment to providing a safe harbour for all our harbour users and for our local maritime community. The results and observations from these audits can further inform our safety management plans for the future.”

Incidents

There was a total of 146 incidents recorded in 2025. Failure of propulsion in leisure vessels was the most recorded category. CHC, in conjunction with the other Solent Ports will again be promoting a campaign to educate and remind boat owners of the importance of preparing and maintaining their vessels appropriately.

There was a serious commercial vessel incident due to an unforeseen engine failure on a vessel inbound for Median Wharf. The Pilot and Master did all they could to arrest the movement of the vessel, but it made contact, causing significant damage to two leisure vessels and a section of pontoon. There were no injuries, no pollution and all vessels stayed afloat.

The harbour patrol officers made 41 interventions – just over 50% of which were in relation to speeding and wash. We will review how best to promulgate our rules on speeding and wash for 2025.

Education is the first step in engaging with people who contravene the General Directions, and this is usually sufficient.

Top 3 incidents 2025

Failure – Propulsion	44
Collision / Allision	10
Medical Incidents	8

Top 3 interventions in 2025

Speeding / Wash	21
Swimming	5
Chain Ferry	5

Top Three Near Misses 2025

Close Quarters Situations	10
Disruptive navigation	1
Vessel taking on water	1

The harbour patrol officers were tasked with focussing on speed / wash interventions and near miss reporting. We saw an overall decrease in speed / wash incidents in the later part of the year (in comparison to the previous year) and an increase in near miss reporting, thanks to their efforts.

Navigation Aids

The biennial audit of our records and systems took place in March and the annual inspection of aids to navigation (AtoN) took place in September 2025 by Trinity House as the General Lighthouse Authority (GLA) and all CHC AtoN were operational and found to be in good order.

An availability of nav aids of 99.78% was achieved in 2025, exceeding the IALA & GLA target of 97%.

Port & Harbour Development

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

We have replaced 180m of Folly B pontoons this year and upgraded our fuel pumps. We also now have approval to increase our anchorage ability to now accept vessels up to 200m on the outside of the breakwater. We have also submitted plans for a new 145 berth walk-ashore marina.



Marine Safety Management Plan, Summary of Objectives and KPI Results – 2025

✓ Objective achieved

SERVICE PROVISION / ACTIVITY ✓

Objective: Provide a safe and navigable harbour for all users.

Result: No major incidents or Tier 2 oil spills.

SERVICE PROVISION / ACTIVITY ✓

Objective: Provide a safe working environment for all employees.

Result: No incidents resulting in time off work.

SERVICE PROVISION / ACTIVITY ✓

Objective: Provide management and /or support in any emergency within the harbour or close to its boundaries.

Result: Large oil spill response exercise carried out in conjunction with the Maritime Coastguard Agency (MCA), Newport Harbour and our Tier 2 responders – Adler and Allen.

SERVICE PROVISION / ACTIVITY ✓

Objective: Provide safe and cost-effective marine services for the benefit of all stakeholders and harbour users.

Result: Hydrographic annual survey completed; 99.78% availability for navigation aids (target 97%); all notices to mariners issued on time.

SERVICE PROVISION / ACTIVITY ✓

Objective: Provide a safe, efficient and effective pilotage service.

Result: Full pilot roster maintained; pilotage directions reviewed and updated; one pilot-related incident but was proven through investigation, to be beyond the pilot's control.

SERVICE PROVISION / ACTIVITY ✓

Objective: Employ suitably qualified managers and staff, in an effective structure to the benefit of all stakeholders and harbour users.

Result: Internal audit found staff competencies were in full compliance with the revised Port Marine Safety Code. We also created a Safety and Regulatory Compliance Group, to review the high-level policies and safety management within CHC.

SERVICE PROVISION / ACTIVITY ✓

Objective: To ensure that empowering legislation available to CHC is appropriate and fit for purpose.

Result: Annual legal review completed with two amendments to the General Directions. (Towing and Taxi licencing). All NRAs reviewed with the Stakeholder Hazard ID group.

Protecting our Harbour Sustainability and Environment

CHC remains committed to the sustainable management and conservation of the harbour, estuary and surrounding environment.

Working closely with harbour users, our local community and statutory authorities, we continue to balance the needs of a busy working harbour with the protection of the natural environment, while taking practical steps to improve sustainability, water quality and the long-term resilience of the harbour.

Over the past year, Cowes Harbour Commission has continued to strengthen its commitment to protecting the harbour environment, improving water quality and encouraging greater environmental responsibility across the harbour community.

Protecting Our Marine Environment

Dedicated fishing line and tackle recycling bins have been installed at Trinity Landing and Town Quay, providing anglers with a safe and convenient way to dispose of used equipment. This helps reduce the risk of entanglement to birds, fish and marine mammals, while encouraging more responsible fishing practices.

Improving Water Quality

At Town Quay, a new No Wash area has been introduced to prevent boat washing and scrubbing activities that could allow oils, paints, detergents and other contaminants to enter the harbour. The initiative supports improved water quality and helps protect the marine habitats and wildlife that rely on a healthy harbour environment.

Working with Our Community

Community engagement has also remained an important part of our environmental programme. Our first collaborative community litter pick brought together local businesses, volunteers and members of the community to help tackle litter in Cowes. The initiative demonstrated the positive impact of partnership working and reinforced the shared responsibility we all have for protecting our town and harbour.

Keeping the Harbour Clean

Our Harbour Patrol teams have been equipped with fishing nets, enabling officers to remove floating litter and debris encountered during routine patrols. This provides a simple and effective way to respond quickly to marine litter and prevent waste from spreading throughout the harbour.

Recognising Our Commitment

Our ongoing commitment to sustainability was recognised through the achievement of Platinum status in the Isle of Wight Council's Green Impact scheme for the first time. This prestigious award reflects the collective efforts of colleagues across the organisation and demonstrates that environmental considerations are becoming increasingly embedded within our day-to-day operations and decision-making.

Tackling Marine Litter

At Shepards Marina, a Seabin has been installed to continuously collect floating litter, debris and microplastics from the water. By capturing waste before it can disperse further, the Seabin provides an additional practical measure to improve the cleanliness of the marina and support the long-term health and resilience of the marine environment.

Together, these initiatives demonstrate Cowes Harbour Commission's continued commitment to practical, measurable environmental action and to working collaboratively with our staff, customers, businesses and wider community to create a cleaner, healthier and more sustainable harbour for the future.



Summary Financial Statements

Statement of Comprehensive Income For the Year Ended 31 December 2025

	2025	2024
	£000	£000
Turnover	3,895	3,687
Cost of sales	(2,970)	(2,803)
GROSS SURPLUS	924	884
Administrative expenses	(792)	(773)
OPERATING SURPLUS	133	110
Interest receivable and similar income	103	93
Other finance income	62	25
Interest payable and similar expenses	(21)	(37)
SURPLUS/(DEFICIT) BEFORE TAX	276	191
Tax on surplus	(31)	(68)
SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR	245	122
OTHER COMPREHENSIVE INCOME		
Actuarial gain/loss on pension scheme	(89)	539
Income tax relating to other comprehensive income	22	(146)
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	178	515

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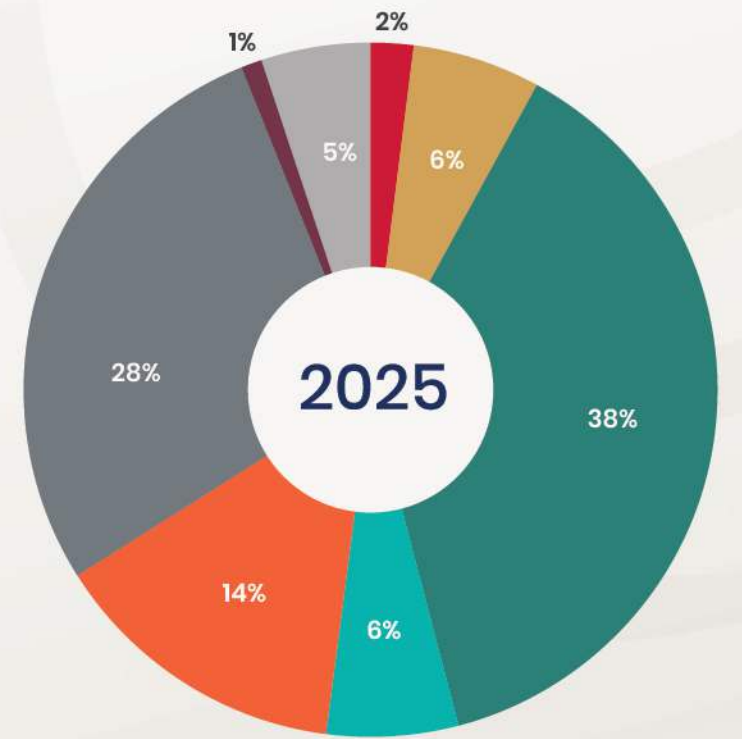
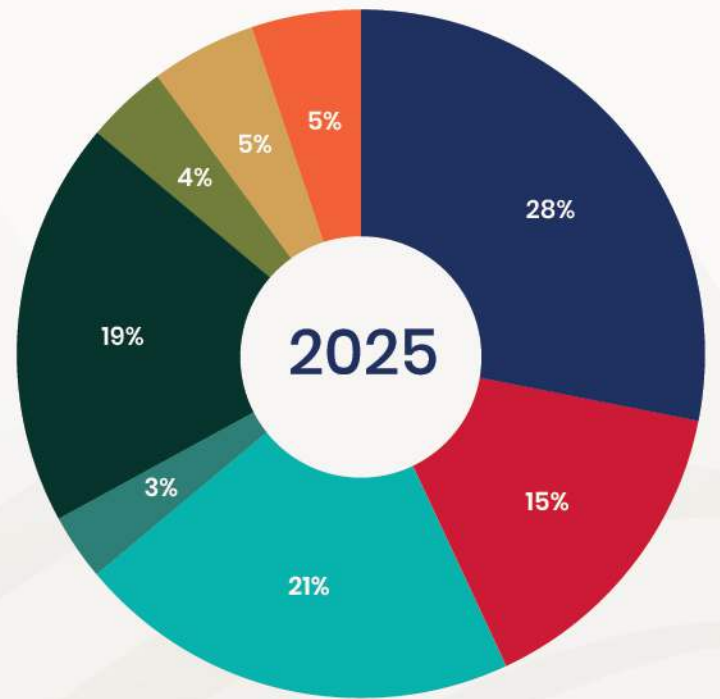
The Financial Statements are a summary of the information taken from the full financial statements. These summary financial statements may not contain sufficient information to allow a full understanding of the financial affairs of the Commission. For further information, the full financial statements,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

Statement of Financial Position For the Year Ended 31 December 2025

	2025	2024
	£000	£000
FIXED ASSETS	11,335	10,621
CURRENT ASSETS		
Stocks	35	22
Debtors	360	324
Investments	996	982
Cash at bank and in hand	1,424	2,395
	2,815	3,723
CREDITORS		
Amounts falling due within one year	(1,179)	(1,151)
NET CURRENT ASSETS	1,636	2,572
FIXED ASSETS LESS CURRENT LIABILITIES	12,971	13,193
CREDITORS		
Amounts falling due after more than one year	(2,493)	(2,957)
PROVISIONS FOR LIABILITIES	(1,021)	(984)
PENSION ASSET	1,104	1,131
NET ASSETS	10,562	10,383
RESERVES		
Retained earnings	10,562	10,383

Income 2025

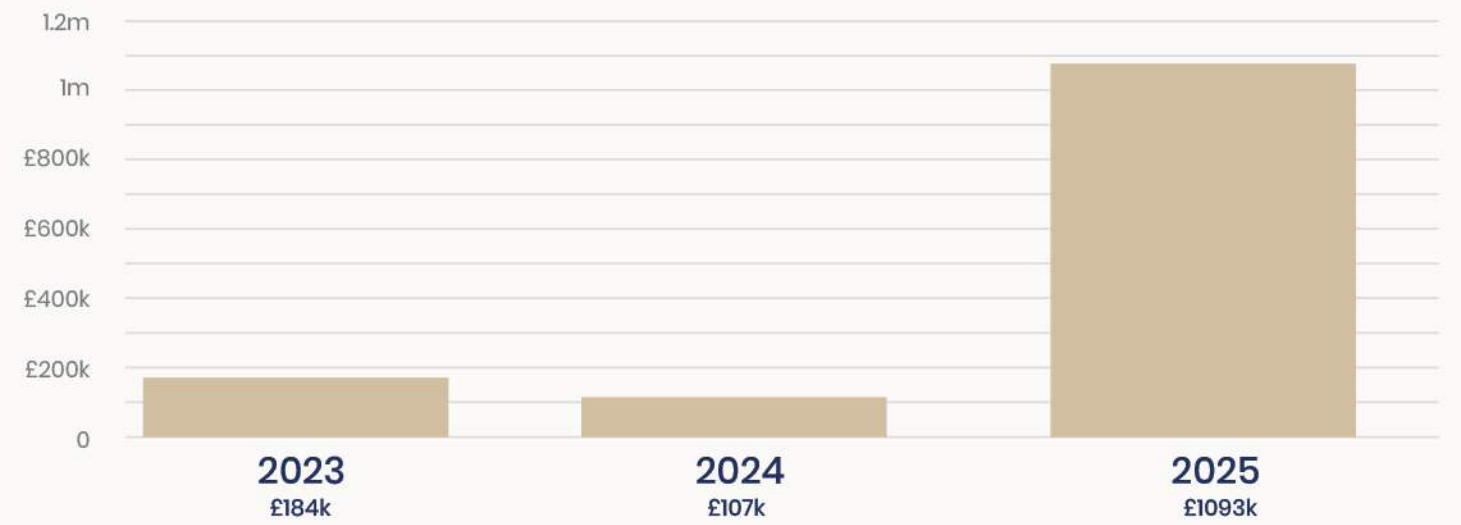
- Harbour Dues
- Harbour Moorings
- Shepards Marina
- Pilotage
- Kingston Boatyard
- Commercial Marine Services
- Net Fuel Sales
- Other Income



- Direct Costs
- Administration Expenses
- Staff and Contractor Costs
- Other Expenses
- Maintenance
- Capital Expenditure
- Stakeholder Benefits
- Development Fees

Expenditure 2025

Capital Spend

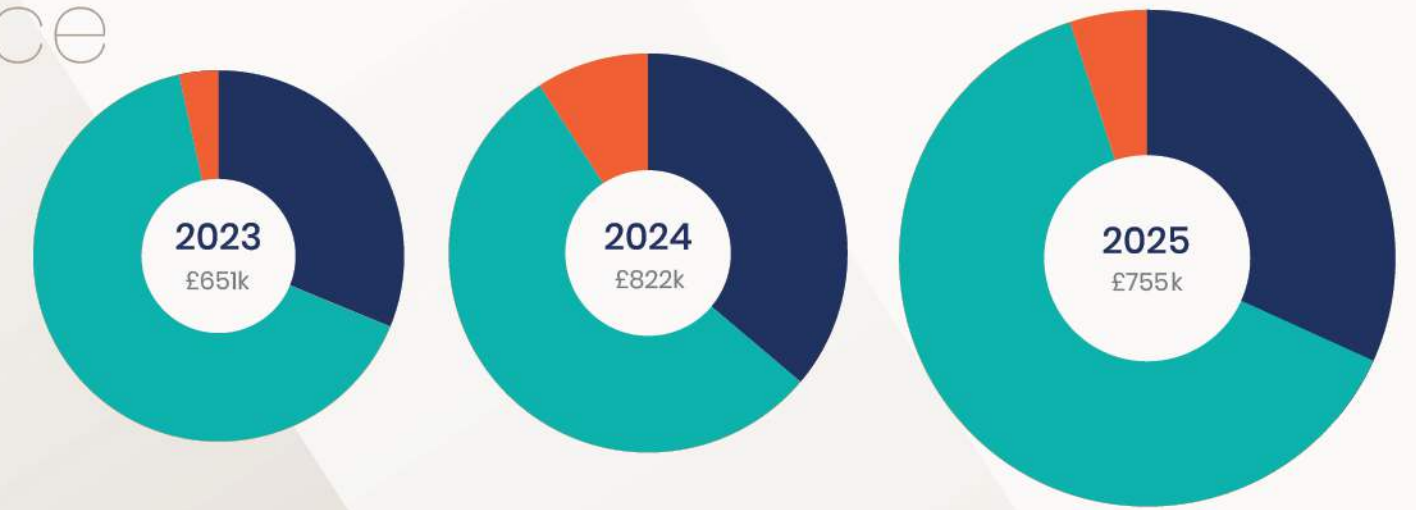


During 2025, CHC invested £1,093k in fixed assets as part of its ongoing commitment to maintaining and improving harbour infrastructure and operational capability.

Maintenance

(Harbour, vessels, premises, and dredging)

- Harbour and Vessel Repairs
- Premises Repairs
- Dredging



Annual Mooring & Fuel Sales Statistics

Total Annual Mooring Income (Harbour and Marina)

2025	£549k
2024	£548k
2023	£520k

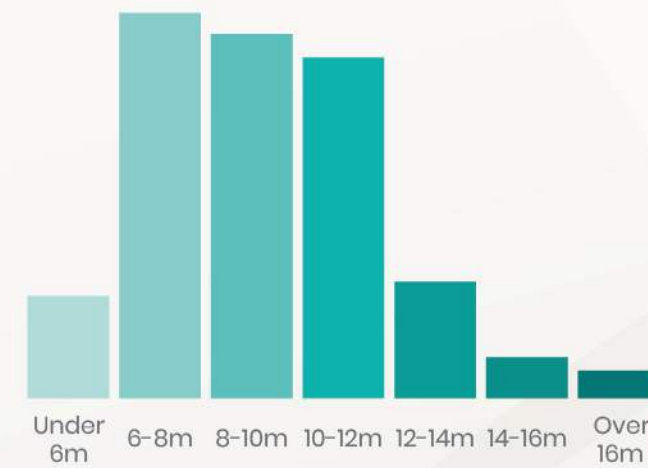
Total Fuel Sold (ltrs)

2025	675k
2024	655k
2023	743k

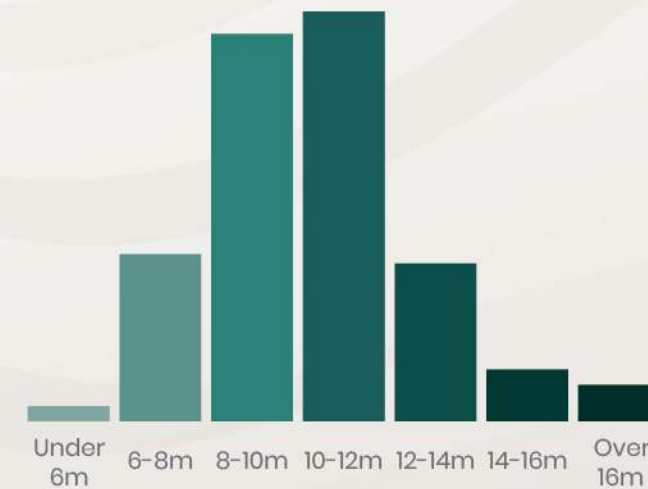


Customer Statistics

Resident Moorings (No. of berths)
Average Boat Lengths



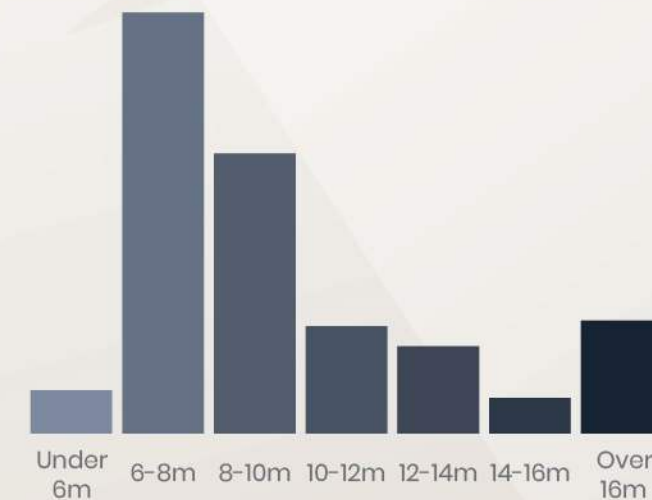
Shepards Marina Visitors
Average Boat Lengths



Change of Mooring Occupancy



Main Harbour Visitors
Average Boat Lengths

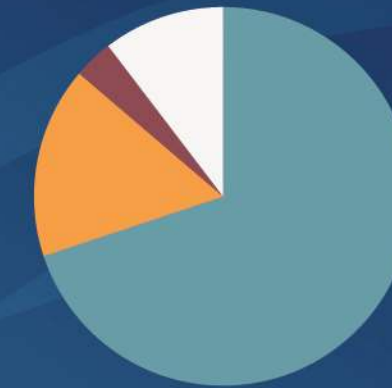


Pilotage Acts

2025	71
2024	95
2023	103

Commercial Vessel Pilotage Acts

- Cargo
- Cruise
- Passenger
- Private Yacht



Ferry Traffic - Red Funnel Vehicle Ferries

2025	12,960
2024	13,036
2023	13,433

Total of over 2.7m passengers, 592k cars (not including vans) and 44k lorries

Commercial Shipping

"Commercial shipping remains an important part of Cowes Harbour's operations and its contribution to the local economy. While we have seen a gradual decline in commercial vessel movements in recent years, reflecting wider changes in the freight industry, the harbour continues to support a diverse range of commercial activity."

Alongside traditional commercial traffic, we are welcoming cruise ships and an increasing number of large private yachts, helping to bring visitors and economic benefit to Cowes and the wider Isle of Wight."

CAPT. JON KIDD

Ferry Traffic - Hi-Speed Red Jet

2025	14,024
2024	13,567
2023	15,014

Innovation and future development

FUTURE DEVELOPMENT:

Significant progress has been made on the new Cowes Harbour Marina, with dredging works underway and detailed design progressing across the pontoons, lighting and marina services. The proposed 145-berth walk-ashore marina represents a major investment in the harbour and is expected to deliver an estimated £23 million value to the local community.

INNOVATION:

Digital innovation continues to transform how we communicate with our customers and visitors. During 2025, we strengthened our digital presence across our marketing channels, delivering more engaging and targeted content while continuing to reduce reliance on traditional print. Our digital platforms provide accessible, high-quality information to both water and shore-based visitors, supporting a more connected and modern harbour experience.

MARKETING

2025 marked a significant step forward in the evolution of CHC's marketing and communications. With a clear focus on strengthening the CHC brand, we have elevated the way the harbour, its facilities and its wider commercial opportunities are presented to existing and new audiences.

Our digital channels have continued to grow in reach and engagement, supported by a more consistent, high-quality visual identity and a stronger programme of strategic content. Marketing activity has also increasingly focused on showcasing Cowes as a destination, supporting the growth of cruise, visitor and commercial opportunities and strengthening relationships across the maritime and tourism sectors.

Through a more integrated approach to digital communications, website content, social media, PR and stakeholder engagement, marketing is increasingly positioned as a key driver of business development. This provides a stronger platform for CHC to build its reputation, attract new opportunities and promote the long-term economic value of the harbour to Cowes and the wider Isle of Wight.

EXPLORE THE BEST OF COWES

The free CHC Web App has essential information and local insights to enhance your experience on the water. Explore the town with visitor information and business directory – app.cowes.co.uk





COWES

HARBOUR

A THRIVING PORT | FIT FOR THE FUTURE

HARBOUR OFFICE, TOWN QUAY, COWES, ISLE OF WIGHT, PO31 7AS
01983 293952 | chc@cowes.co.uk | cowes.co.uk

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

Cowes Harbour Commission includes Kingston Boatyard and Shepards Marina