



BRITISH PORTS
ASSOCIATION

2025 ANNUAL REPORT



Meet the Team



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Chair



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Rhona Macdonald
Senior Sustainability Advisor



George Finch
Senior Policy & Economic Analyst



Zoe Ojo-Earl
Finance & Operations Manager



Jayden Cooney
PA, Events & Programmes Coordinator

About the Association

The British Ports Association is the national membership body for ports in the UK.

We represent the interests of operators that handle 86% of all UK port traffic to Westminster and devolved Governments, and other national and international bodies.

We are an inclusive and progressive association, open to all and committed to the fair treatment of ports up and down the country.

As our membership comprises many ports, terminal operators and port facilities, all of varying size, location and nature, the Association is able to draw upon a wide range of experience and knowledge to represent its members' interests.


We also have a strong network of Associate Members who add much to the value of membership.

[About](#)



2025 in numbers

↑ 411
PORTS & FACILITIES
IN THE BPA
NETWORK



↑ 3K+
FISHING VESSELS
LANDING AT BPA
MEMBER PORTS



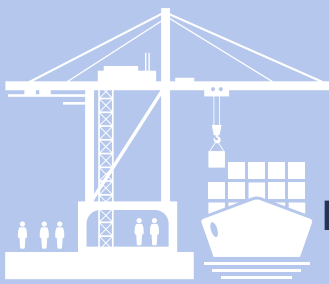
123
ASSOCIATE
MEMBERS



323[↑]
CIRCULARS



362
MILLION TONNES
OF CARGO THROUGH
BPA MEMBER PORTS



↑ 1.1m
ESTIMATED
LEISURE
CRAFT SAILED
THROUGH BPA MEMBER
PORTS



96k INTERNATIONAL
COMMERCIAL SHIP
CALLS INTO BPA
MEMBER PORTS



2k OVER 2K CRUISE
SHIPS CALLING AT
BPA MEMBER PORTS



275,407
LINKEDIN
IMPRESSIONS



BPA SNAPSHOT OPENS
19,500+

2025 BPA Annual Report

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BPA Activity in 2025

1 Representing Members

The British Ports Association (BPA) is the UK port sector's national trade body. Our primary objectives are:

- to represent members' interests and champion the whole of the ports industry
- to provide information to members, particularly political and regulatory developments which could impact their businesses
- to create networks for sharing expertise.

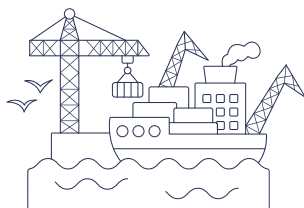


We represent over 120 port and terminal members across the UK that collectively manage more than 400 ports, harbours, and marine facilities. This includes the majority of the country's major ports (ports that handle more than 1m tonnes of freight per year). We also represent all the UK's main energy gateways and passenger facilities, 19 of the top 20 fishing ports, and an extensive network of ports and harbours that facilitate over one million leisure craft and yachts each year. Our membership accounts for 86% of all UK port tonnage and they handle 85% of all vessel visits at UK ports.

We represent port interests and lobby various tiers of government in the UK. We are an inclusive organisation and welcome any type of port to join. Our policy is that all ports, whatever their size, location, or ownership, should have equal representation.

We are also the only organisation to promote the entire ports industry and regularly undertake activities to increase the profile of the sector.

Representing
more than
400



ports, harbours, and marine facilities across the UK



2 The Domestic Agenda

The UK Government, continued to introduce a series of Bills and reforms, aimed at its priority areas of economic growth and clean energy. The government's focus on growth and how to finance and resource infrastructure projects such as offshore wind related schemes, led to the creation of the National Wealth Fund. There were considerations over how this might be directed to ports and the BPA Council prepared an extensive paper on public funding and ports.

Elsewhere across government, we continued to be fully engaged with all tiers of policymakers around the UK on a range of policy and legislative influences on the UK ports industry. From transport and connectivity to marine licensing, and environmental protection, we have continued a programme of activity across the UK. This work is guided by a new prioritisation framework that helps the Association focus its efforts in three areas where we can have the most impact.

Specifically, in 2025 we raised port frustrations around planning delays and consenting for marine licences. Most port operators are aware of the interest in their environmental impacts and are

mindful of new developments and activities being subject to increased assessment and safeguarding standards. We continued to highlight the need for such safeguards to be balanced and proportionate.

One particular ongoing issue for the ports industry in 2025 was delays and challenges for Harbour Orders in England and Wales. This led to a number of discussions with the consenting bodies and particularly the Marine Management Organisation, culminating in a meeting with its board which resulted in the Department for Transport allocating a legal resource specifically to help ease the situation.



3 Environment and Planning

Planning and the environment continue to be a major area of policy interest for the Association. Planning reform formed a central plank of the Labour Party's economic growth election pitch and was a significant area of focus as proposals were developed by government post-election. The BPA has engaged with a series of asks around terrestrial and marine planning and consenting across the UK.

Decarbonisation continues to be a top priority for many ports, and the Association has been working to boost awareness of our members' needs around energy planning and connectivity with both government and energy networks.



We have followed developments around connections reform and strategic energy planning and worked closely with government, energy networks, and members. In October, the BPA was part of a winning bid for Ofgem's strategic innovation fund, with a six month project led by SSE and exploring how to improve long-term energy planning for ports (Project SeaChange).

The BPA has undertaken significant policy work engaging on the expansion of the UK Emissions Trading Scheme and adaptation reporting in England. Other priorities included consenting challenges across the UK, with particular issues in Scotland around wet storage.



4 Net Zero Benchmarking

In 2024, we launched the BPA Net Zero Maturity Assessment Tool and have been working to gather support and responses from member ports to build a sector-wide picture of UK ports progress towards decarbonisation.



This tool was designed, with the support of a ports steering group, to be a robust, self-assessment tool to accurately measure progress in reducing carbon emissions and improving energy efficiency in port operations. Specifically, the tool maps out various parameters and indicators that ports need to adopt for long-term decarbonisation of their operations whilst remaining agnostic to overall emissions and the diverse operational profiles of different ports.

Following the first round of data collection in 2024, a full analysis and Sustainability Report was published during London International Shipping Week in September 2025. Since then, we have continued to work to encourage other UK ports to join the scheme to ensure that the tool captures sufficient data to provide an accurate picture of the sector's progress. The next step is to make the necessary amendments to the tool to launch the second round of data collection this Spring.



5 Skills for Future Maritime Fuels Project

In 2025, as part of the Clean Maritime Demonstration Competition (CMDC 6), BPA, together with Ship Energy, University of Plymouth, International Bunker Industry Association (IBIA) and DFDS, received funding from Innovate UK to develop skills for future maritime alternative fuels course. This is aimed at seafarers and technical and operational personnel on shore to address the skills gaps in the safe handling and storage of alternative fuels in UK ports.

Following a skills gap analysis carried out by the University of Plymouth, the project partners delivered several pilot courses, including a successful in-person training session held at BPA's offices with representatives from UK ports in February 2026.



6 Port Governance

The BPA represents the three main port corporate models: trust, municipal, and private ownership, as well as a collection of some other ports owned by parts of government. The Department for Transport's Ports Good Governance Guidance, published in 2018, continues to be a useful tool for ports as it is focused on corporate governance for all statutory harbour authorities in England, as well as Milford Haven.

It includes information relevant to all types and sizes of organisations that own or manage harbour and port facilities, with specific detailed guidance for trust ports and local authority owned ports. There is also trust port guidance in Scotland, which was published in 2011, and it is expected that this will be reviewed at some point in the coming years. Meanwhile the Welsh Government, which saw ports policy devolved to it from Westminster in 2015, is expected to replicate the UK document but has not been able to find the resource so far. In Northern Ireland in 2025, the NI Executive consulted on a new trust port framework and some provisions on port powers, which could potentially replicate many of the arrangements in place in the rest of the UK and we are awaiting the next steps.



In terms of the BPA, in 2025 we hosted workshops where governance was a key focus and also organised our regular sessions for trust port board members, which we will look to adapt in 2026. Welcomingly, both the Government and our members have reinforced the value of the BPA as the industry standard bearer and highlighted that those handful of ports outside the BPA perhaps have more work to do on improving governance.

For a handful of larger trust ports, the public corporation classification remains an issue, and it is our policy to encourage the Government to remove this designation to help those ports operate without the unhelpful categorisation and associated borrowing constraints. Alongside this, the process, particularly the length of time it can take, for the appointment of certain trust port board members by parts of government remains an issue that we raise with policymakers

7 Navigational Safety

In 2025 we welcomed the publication of the UK Government's newly updated and slightly renamed Ports & Marine Facilities Safety Code (PMSC) and the associated Guide to Good Practice and worked to increase its awareness ahead of the 2026 MCA Compliance Exercise. Also, we were successful in encouraging the MCA to delay Compliance Exercise by six months to enable ports to have time to digest the new arrangements.



Through the year we have continued to organise online PMSC duty holder workshops, which we provide free to BPA member ports but encourage non-members to join for a small fee. These continue to be held in conjunction with the specialists ABPmer.

Separately, we followed wider issues across the maritime community including reports and recommendations promulgated by the Marine Accident and Investigation Branch, particularly in respect of towage and pilot safety issues.



8 Pilots' National Pension Fund

The BPA provides the secretariat for the Association of Participating Bodies of the Pilots National Pension Fund (APBPNPF) which was set up to manage the liability ports have stemming from the transfer of the scheme. The APBPNPF 2025 AGM was held in January 2026 where the Trustees shared a summary of the PNPf liabilities which affect a number of UK ports.

The AGM highlighted a year of strong progress for the PNPf, with the scheme now nearing full funding thanks to significant CHA contributions and favourable market conditions. Trustees reported major improvements in value for money, including halved administration costs and the successful transition away from the previous fiduciary management model to a simpler, more transparent, and lower cost investment structure. The deficit has continued to reduce, and preparations are underway for the 2025 valuation under the new, more stringent regulatory regime.



Members approved the annual accounts, subscription calls, and officer appointments, alongside updates to Trustee Board composition. The meeting closed with a tribute to former Chair Sandy Morrison, and members noted that a further workshop will take place in the autumn once more detail on the valuation process is available.

Members can find an updated version of the Statement of Investment Principles on the BPA website.

We are grateful to Jonathon Storer the Chair of Trustees of the PNPf, and his colleagues for their continued support. In addition, we want to thank the Association's Chair, Richard Everitt, for his efforts, Shaun Kennedy of Associated British Ports, the Deputy Chair, and Peter Swift of Peel Ports, who acts as Treasurer.



9 Port Skills and Safety

Ports Skills and Safety (PSS) is the professional safety and skills membership body for UK ports, with the British Ports Association and UK Major Ports Group acting as quasi-shareholders. Debbie Cavaldoro is the CEO and provides regular updates to the BPA Chief Executive and Council.

In 2025, PSS ran a year-long campaign called A Safer Tomorrow looking at how far the sector has come on safety and what can make this next leap forward for safer ports. Good company and safety culture were strong themes that emerged across the campaign, as was the decisive shift towards learning from positive reporting.

One of the highlights of this campaign was a series of articles examining what those across the industry think a safe port looks like and we work towards a safer tomorrow. These reflections can all be read on our website: www.portskillsandsafety.co.uk. To support the findings of this campaign, PSS will be launching a sector-specific safety culture survey in 2026.



In 2026 PSS will focus on improving container safety, as this is one area where data shows a consistently high level of incidences. As part of this campaign, the lashing charter will be updated and relaunched, we will develop additional materials to support the container handling SiP including toolbox talk guides and information ports, and we will be conducting a series of audit among container handling embers to gather best practice and areas for improvement.

Alongside this, PSS will be developing sector-wide standards, competencies and training requirements for lifting operations



In 2025, PSS released four updated Safety in Ports guidance documents, release eleven new skills resources, and published twelve case studies promoting the range of jobs and entry routes in the sector. In addition, PSS launched its first early careers data collection, providing initial insight into apprenticeships, graduate routes, and other entry pathways across the sector.

Skills resources included the publication of The Education Landscape: PSS Guide for Employers to help members strengthen links with education providers and develop future talent pipelines. The organisation also launched a range of sample assessment templates to support the Competency Management System launched the previous year.

Work also continued to strengthen data-led safety insight, with improvements to incident reporting and the development of analytics capability. The continuous improvement of the data dashboard will see a number of further improvements launched in 2026.

The Fishing Port Safety project, funded by The Seafarers' Charity, launched in in 2025, and a new Safety in Ports guidance document focused on fishing vessels has been launched in draft form for endorsement within the sector.



PSS continues to promote and support Mental Health in Ports Week, Maritime Safety Week and National Apprenticeship Week.

PSS focuses on collaboration to support improved port safety and better skilled port workers. To take part in any of these activities, or to enquire about membership, contact info@portskillsandsafety.co.uk.



10 BPA Conferences

Associated British Ports and Port of Grimsby East jointly hosted the BPA's 2025 conference in the Humber region. It was another sold out conference with 366 delegates, 18 exhibitors, 42 speaks and 108 names on the waitlist.

We once again featured the 'Insight Hub' and the Marine Management Organisation (MMO) delivered an 'MMO surgery' on site, offering free licensing consultations for delegates. Our keynote speakers were David Yelland, former national newspaper editor-turned-PR and crisis management guru and Kier Mather, Maritime Minister with a pre-recorded address.

The social program included a drinks reception sponsored by TT Club on the Tuesday, a 'Party Underwater' at The Deep Aquarium on the Wednesday and our annual Gala Dinner on the Thursday.



The BPA Awards once again featured at the Gala Dinner with 2025 winners being:

- **Inclusive Workplace Award**
Winner: Harwich Haven
- **BPA Industry Award**
Winner: Jacobs
- **Port Development Award**
Winner: Haventus Port of Ardersier
- **SME Port of the Year Award**
Winner: Falmouth Harbour
- **Port Sustainability Award**
Winner: Port of Tyne
- **Individual Contribution** **Exceptional Contribution**
Winner: David Barrett, Port of Milford Haven
- **Team Contribution** **Exceptional Contribution**
Winner: Port of Tyne 2050 Innovation Hub

We would like to express our sincere thanks to the team at ABP and Grimsby East for their excellent support and collaboration, which were instrumental in the success of the event.



BPA Conference

Regional Ports Group - Mini Conference

This year we held our first Regional Port Group Mini Conference kindly hosted by Poole Harbour Commissioners and sponsored by OceanWise.

On the agenda was masterplanning, port development, modern slavery policy, PMSC and more. There was also presentations and updated from Flamouth Harbour, Cornwall, Whitehaven Harbour Commissioners, Fowet Harbour Commissioners, Cattewater Harbour Commissioner sand Cowes Harbour Commissioners.



11 BPA Events

This year's annual lunch was moved to a new location, The Guildhall in the City of London with an attendance of 500 guests, being the biggest Annual Lunch to date. The guest speaker for the lunch was the UK Maritime Minister Mike Kane MP and we were delighted to have law firm Ashford LLP sponsor the event.

The BPA also hosted an array of webinars through the year which where all well attended. 2025 also saw another London International Shipping Week (LISW) and we organised and jointly hosted five different events, including strategy and decarbonation sessions hosted by consultants Arup.

In addition, we delivered four of our 'Introduction to UK Ports' training courses. These sessions were well attended by a mix of industry and government representatives and offered an introductory overview of the sector. The courses were delivered by our colleagues at Port Centric Logistics, and further sessions will be held in 2026.

British Port Association hosted three joint Women in Ports meetings alongside Port Skills and Safety and UK Major Ports Group. The first meeting was held to commemorate International Women's Day, in March, and had over 100 attendees and we then hosted an excellent reception at Trinity House during LISW, where we launched a new mentoring programme.



12 BPA Working Groups

Scottish Ports Group:

Chaired by Sinclair Browne, Port of Inverness

The Scottish Ports Group represents all the major ports in Scotland as well as numerous smaller ports and harbours and is the only industry-led forum in Scotland representing the views of the sector. The group met in person three times in 2025 - in Montrose, Stornoway, and Peterhead.

Welsh Ports Group:

Chaired by Tom Sawyer, Port of Milford Haven

We run this as an all-industry group to which non-Welsh port BPA members and the UKMPG have standing invite. This met twice in 2025 and continued to engage with the Welsh Government on ports strategy, governance and wider energy, marine and transport policy. We also held our annual Welsh Ports reception at the Senedd in Cardiff and will look at replicating in 2026 after the Welsh elections.



Northern Irish Ports Committee:

The Northern Irish Ports Committee includes all ports in Northern Ireland and meets twice per year. The BPA worked closely with the committee to respond to the NI Department for Infrastructure's Review of Trust Ports consultation, and we are following its development closely. In 2026, we plan more engagement at Stormont and are following issues such as the future UK-EU trade arrangements and the formation of the UK Emissions Trading Scheme and the implications on Northern Ireland, closely.

Communications Network:

Chaired by Richard Christian, Port of Dover

The Communications Network is for port PR and communications professionals to share good practice and discuss individual and industry-wide campaigns and issues. From 2025 the ground has a tighter focus on public affairs and policy and support BPA strategy and messaging, which is agreed by Council.

Environment Policy & Sustainable Affairs Group:

Chaired by Alan Tinline, Associated British Ports, and organised jointly with the UKMPG

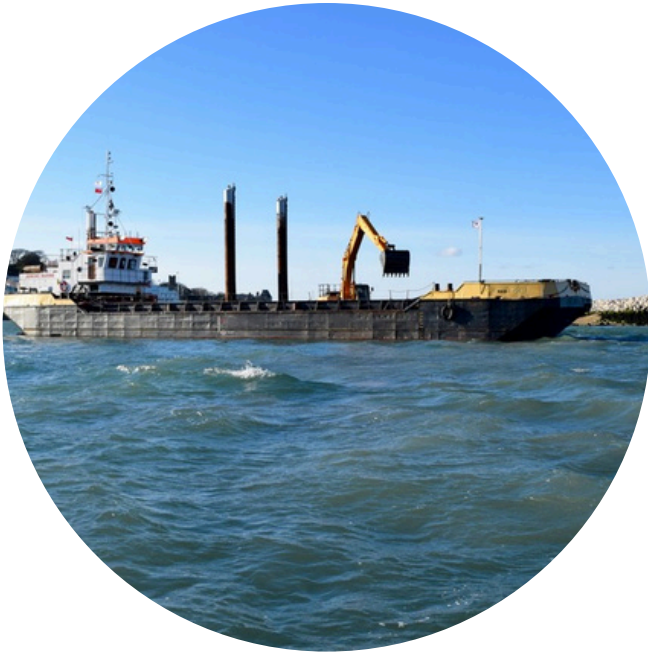
Climate change and the environment are areas with large regulatory burdens attached, so this generates a lot of work for us, and we expect it to do so for the foreseeable future. The group is always well attended by a broad range of ports which helps inform our continued engagement with Government on domestic and international issues. The group aims to meet two or three times a year, alternating between online and in-person meetings.



The group has shaped the Association's position on a number of important issues including the expansion of the UK and EU Emissions Trading Schemes, the implementation of biodiversity net gain in England, terrestrial and marine planning, marine licensing and the electrification of ports and associated energy connectivity. Adaptation and resilience have been another big focus, and the group supported the Association's work on developing an industry wide response to adaptation reporting.

Given the large number of complex topics in this area, the Group has several subgroups that have been established to consider particular topics.





Dredging Sub-Group

The dredging sub-group is a standing group that was established following ill-informed commentary and debate around the nature of dredging and its impacts. A planned campaign for 2024 on dredging was postponed because of the general election and a slight improvement in sentiment and discourse around dredging but is planned for 2025. The group still met twice and has received presentations on innovative practice as well as discussed common areas of concern, particularly emerging licensing practices. The group is increasing supporting joint industry and government efforts to improve processes that support beneficial reuse of dredged material.

Open Loop Scrubbers Sub-Group *(no industry chair, managed by George Finch)*

The open loop scrubbers subgroup was established to monitor developments and impacts of open-loop exhaust gas cleaning systems that were widely adopted by shipping in the wake of the IMO 2020 sulphur regulations. Most individual ports have decided on their approach based on their circumstances and we will continue to support ports in whatever way they choose to manage (or not manage) the use of these systems.



Scope 3 Emissions Group

The scope 3 sub-group was established as a forum for sharing views and agreeing a common approach to scope 3 emissions. The overwhelming majority (95%+) of emissions in most ports come from activity that is not directly from port operations. How ports approach and define scope 3 emissions is open to interpretation and this group has met three times to discuss in detail progress that individual ports have made as well as how other industries with similar characteristics are approaching the issue.

The BPA also supports work led by Harwich Haven Authority with input from a number of ports to develop a series of good practice guides and this work has been ongoing through 2024.



Finance Managers Working Group:

Chaired by Stephen Lockwood, Port of London Authority

The Finance Managers Network serves as a platform that connects finance professionals working across ports throughout the United Kingdom. Its purpose is to foster collaboration, enabling members to explore developing financial issues, share good practice, and exchange ideas that support greater efficiency. The network also provides an opportunity to address shared challenges, consider innovative approaches, and strengthen financial management across the port sector.

The group met on two occasions during the year, with sessions held both in person and online.

Discussions this year revolved around the Autumn and Spring Budget, how to support economic growth as a port authority and AI in Ports Operations.

Presentations were provided by BMT, Smart Pension and Portsmouth International Port.



Ferry Ports Group:

Chaired by Emma Ward, Port of Dover

This group focuses on border control issues for goods and passengers travelling via the UK's network of Ro-Ro ports. In 2025 the group met online and discussed a range of issues including border control posts, immigration controls, and passenger port security issues.

Some ports were preparing for the new EU Entry/Exit System (EES) in readiness for its introduction in late 2025 and roll out in 2026 so this was also a topic of interest. We also held our joint annual meeting with the UK Chamber of Shipping, who represent the ferry and cruise operators.

Fishing Ports Group:

Chaired by Martyn Boyers, Grimsby Fish Dock

The fishing ports and harbours that we represent are sat fairly between catchers and processors, providing an essential part of the supply chain. The group tends to meet at a different port and in 2025 gathered in Fraserburgh. The group continues to monitor policy developments around infrastructure funding, safety, and access to markets. The group has a visit and meeting planned for Shetland in 2026.



BPA Working Groups



HR & Employment Network:

Chair Stuart Balmer-Howieson, Port of Blyth

Made up of HR professionals from ports within the membership, the group meets twice each year. Its purpose is to discuss shared challenges, explore opportunities for collective approaches, exchange ideas, and build a strong network of HR professionals across the sector. Members also contribute to the BPA's annual salary benchmarking report.

Discussions this year have included recruitment and skills, national minimum wage, flexible work requests and whistleblowing protection as well as preparing for the new arrangements under the Employment Rights Act 2025, which was passed toward the end of the year.



Marine Pilotage Group:

*Chaired by Steven Clapperton,
Associated British Port*

This all-industry group is held jointly with UKMPG and aims to provide advice and comment on marine and navigational issues, participate in policy formation on behalf of the association, and act as a forum for the exchange of best practice. It also takes the lead in responding to Marine Accident Investigation Branch (MAIB) reports, when suitable.

Regular contributors to the meetings include representatives from the Maritime Coastguard Agency, MAIB, Port Skills and Safety, and UK Maritime Pilots' Association. They each provide regular updates and discuss issues of mutual interest and concern.

Priority issues continue to be the PMSC and Guide to Good Practice review which was completed in April 2025. Ongoing concerns include Hadrian rails & clipping arrangements, dangerously weighted heaving lines, and ladder compliance.

Following requests from some members, a Pilot Safety Guidance subgroup has been set up to review safety issues, and in particular the Boarding and Landing Code which we as industry collectively updated in the summer of 2025.



Port Infrastructure Group:

Chaired by Brian Rousell, Shoreham Port

This Group is an all industry, non-policy grouping of senior engineers and managers which includes ports outside the BPA umbrella, such as those in the Republic of Ireland. It meets at port locations with a strong emphasis on site visits, infrastructure, planning rules, and port design. Specialist speakers are also invited to every meeting to look at engineering and maintenance challenges.

In 2025 the Group visited the Highlands area with Ardersier Energy Transition Facility and the Port of Cromarty Firth.

Later in the year the group also visited the Port of Barcelona to see newly commissioned shore power for container ships at Hutchison BEST. There were presentations from the terminal operator as well as the port authority on their wider plans for the port, with a particular focus on the technical and infrastructure challenges.



Procurement Subgroup

Chaired by Richard Hopperton, Port of London Authority

The group meets twice yearly with an aim to consider best practice and learn from experiences shared. The group reports to the Finance Managers Group annually.

The group had one online meeting and one hybrid meeting this year, which was hosted by Port of Milford Haven. They gave an update of the current major works taking place at the port and was followed by a port tour for those attending in person.

There were discussions surrounding AI and procurement, Procurement Act 2023, port updates and RTFCs.

Presentations were provided by Shape Associates.

Property Network

Chaired by Glen Smith, Port of Aberdeen

This group was set up to consider the many challenges surrounding port property management and to share experiences, make recommendations, and provide regular updates on port priorities and projects.

The group meets twice yearly, currently via Teams. Discussions included business rates, investments in property, net zero provisions and the Landlord and Tenant Act 1954.

The group ordinarily meets twice a year and holds seminars with speakers on key topics. Policy matters for regional ports discussed this year included abandoned vessels, recreational boat user safety, and how small ports can access public grants.

In 2025 it met twice in-person meeting in Cowes and Poole.

Security & Resilience Group:

Chaired by Lisa Lewis, Port of Plymouth

This group disseminates updates and forms industry-wide positions on security and resilience policy, much of this is sensitive so we do not summarise discussions. The group meets twice a year and has good engagement from across HMG including DfT, NACTSO, and Police Forces.



Regional Ports Group:

Chaired by Richard Allan, Cattewater Harbour Commissioners

The Regional Ports Group is comprised of English and Welsh ports with an annual throughput of fewer than 1 million tonnes and/or with a strong marine leisure focus.





BRITISH PORTS
ASSOCIATION

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