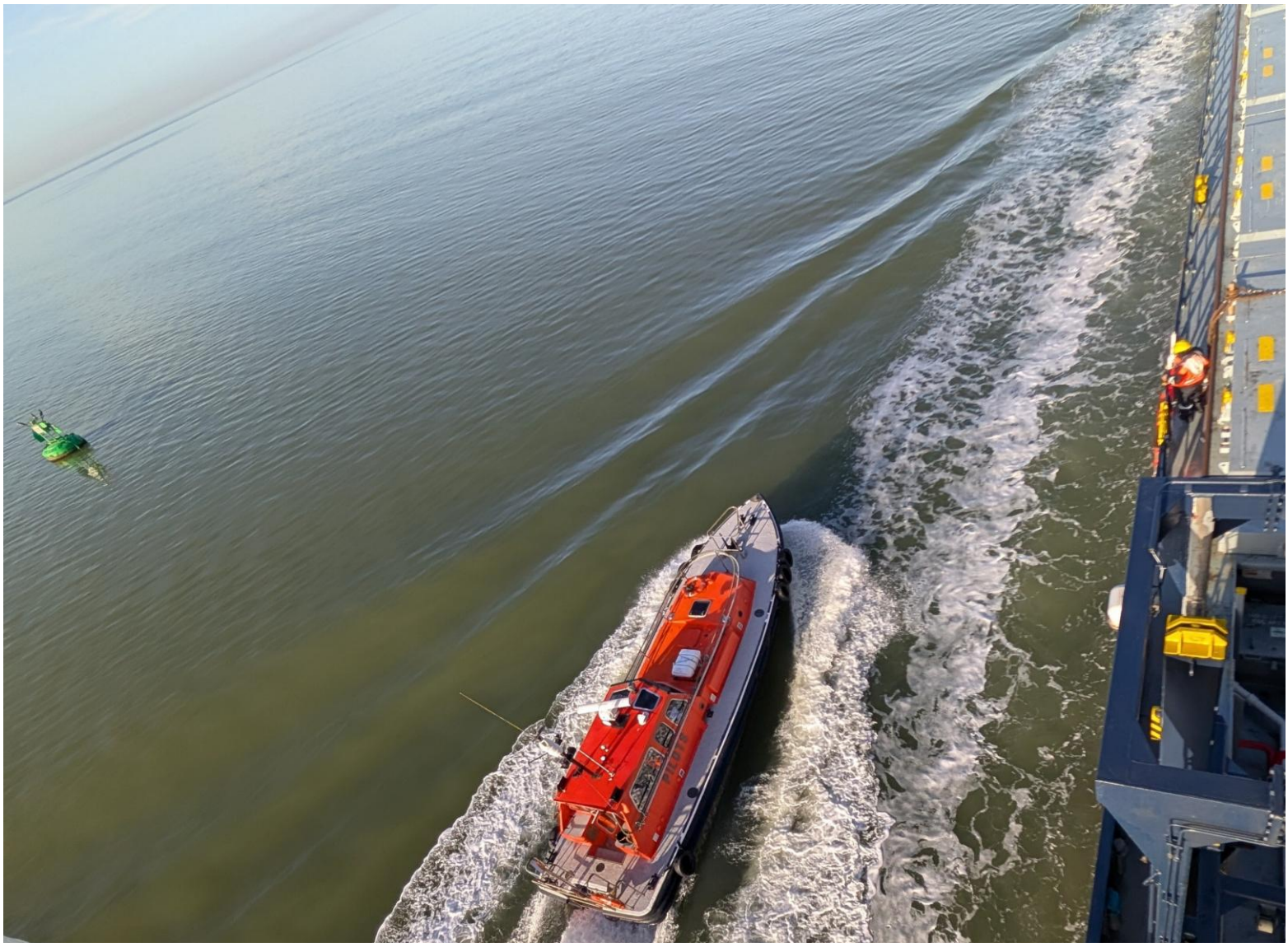
KING'S LYNN CONSERVANCY BOARD

Annual Review

2026

Delivering Safe Navigation Through Continuous Change



Serving the Port of King's Lynn and The Wash since 1897



Chairman's Foreword

Every year presents new challenges for a statutory harbour authority, and 2025 was no exception.

Throughout the year, King's Lynn Conservancy Board continued to deliver its statutory responsibilities with professionalism, resilience and an unwavering commitment to marine safety.

While commercial trade remained below historic levels, our focus never changed.

The Board continued to ensure that commercial shipping could navigate safely to and from the Port of King's Lynn.
These critical activities are often unseen by the wider public, yet they are fundamental to the safe and efficient operation of the harbour.

One of the defining moments of the year was KLCB's contribution to the Maritime and Coastguard Agency's response to the *MV Solong* and *MV Stena Immaculate* incident.
The deployment of our vessels, equipment and experienced personnel demonstrated the value of maintaining capable local harbour resources and reflected the professionalism for which KLCB is recognised.

Alongside our core functions, we continued to invest in the future of the organisation.
Progress was made on the possibility of the redevelopment of the Harbour Office, significant investment was directed towards maintaining our fleet and equipment, and we remained committed to developing our people through structured training and apprenticeships.
These investments strengthen our ability to serve the Port of King's Lynn well into the future.

On behalf of the Board, I extend my sincere thanks to the Harbour Master, Deputy Harbour Master and every member of staff. Their commitment, professionalism and willingness to respond to changing operational demands ensure that KLCB continues to deliver the high standards expected of a modern harbour authority.

I would also like to thank our Board Members and all stakeholders for their continued support and constructive partnership throughout the year.

As we look ahead, the Board remains committed to maintaining the highest standards of governance, marine safety and environmental stewardship while continuing to support the safe and sustainable operation of the Port of King's Lynn.

Andy Bullen, Chairman

Executive Summary

Delivering Safe Navigation Through Continuous Change

2025 was a year defined by operational resilience. While commercial trade remained below historic levels, King's Lynn Conservancy Board successfully fulfilled all of its statutory responsibilities as Harbour Authority, Conservancy Authority and Competent Harbour Authority. Ensuring reliable access was maintained through our hydrographic programme, pilotage, conservancy operations and the maintenance of critical navigation infrastructure.

Throughout the year, KLCB responded proactively to changing channel conditions, supported commercial shipping, invested in its fleet and infrastructure, developed its people and played an important role in supporting the Maritime and Coastguard Agency's national pollution response following the *MV Solong* and *MV Stena Immaculate* incident.

The Board maintained an excellent safety record, with **no MAIB-reportable commercial shipping incidents** and **no RIDDOR-reportable employee injuries** during the year. Compliance with the Port Marine Safety Code remained central to all operational activities, supported by continual improvement in governance, risk management and operational planning.

As the Port continues to evolve, KLCB remains committed to providing reliable, efficient and sustainable harbour operations that support regional trade, protect the marine environment and deliver value for all harbour users.

2025 Highlights

Marine Safety • Zero MAIB-reportable commercial incidents • Zero RIDDOR-reportable injuries • Continuous compliance with the Port Marine Safety Code	**Navigation** • Continuous hydrographic surveying • Proactive management of changing channel conditions • Navigation aids maintained throughout the year
Pilotage • Safe and efficient pilotage service maintained • Continued support for commercial shipping • Close operational partnership with Associated British Ports	**Emergency Response** • Supported the MCA during the *MV Solong* / *MV Stena Immaculate* pollution response • Local vessels and crews deployed in The Wash • Demonstrated KLCB's emergency response capability
People • Continued investment in training and competence • Apprenticeship programme progressed • Strong operational performance by all staff	**Investment** • Harbour Office redevelopment progressed • Fleet maintenance and improvements completed • Continued investment in operational resilience

2025 IN NUMBERS

Keeping the Port Moving 24 Hours a Day, 365 Days a Year

WHO WE ARE
Established
1897

Status
Trust Port

Statutory Roles
- Harbour Authority
- Conservancy Authority
- Competent Harbour Authority

OUR PEOPLE
15
Dedicated Employees
24-hour Operations
365 Days a Year

OUR FLEET
🚤 **2**
Pilot Cutters

🚢 **1**
Harbour Tug

🛥️ **3**
Workboats

OUR SERVICES
⚓ Pilotage
🌊 Conservancy
📡 Hydrographic Surveying
🛟 Marine Safety
🚢 Harbour Operations
🚨 Emergency Response





OUR HARBOUR

Safeguarding navigation across the Port and The Wash



OUR HARBOUR

King's Lynn Conservancy Board is responsible for managing marine risk throughout the tidal River Great Ouse and its approaches within The Wash. Operating within one of the United Kingdom's most dynamic estuarial waterways, the Board manages a navigation channel that is continually shaped by tides, sediment movement and weather.

Maintaining safe access for commercial shipping and all other harbour users requires proactive conservancy management. These activities ensure that vessels can continue to navigate safely while protecting the unique environmental features of The Wash.

OUR STATUTORY RESPONSIBILITIES

Harbour Authority	Conservancy Authority	Competent Harbour Authority
Regulates marine operations and maintains safe navigation throughout the harbour.	Maintains navigation channels, hydrographic information and aids to navigation.	Provides pilotage services in accordance with the Pilotage Act 1987 to ensure the safe movement of commercial shipping.

OUR AREA OF RESPONSIBILITY

Location: King's Lynn, Norfolk
Waterway: River Great Ouse and The Wash
Jurisdiction: Statutory Harbour Limits
Primary Users:

- Commercial Shipping
- Fishing Vessels
- Commercial Workboats
- Recreational Craft
- Marine Contractors

"Every day our responsibility is simple: to ensure that every vessel can navigate safely through one of Britain's most dynamic tidal waterways."

GOVERNANCE & LEADERSHIP

Strong governance provides the foundation for safe, efficient and accountable harbour management.



GOVERNANCE

King's Lynn Conservancy Board is an independent Trust Port established under the King's Lynn Conservancy Act 1897. The Board provides strategic leadership and oversight, ensuring the organisation fulfils its core functions effectively, efficiently and in the public interest.
Working with the Harbour Master and Executive Team, the Board oversees strategy, finance, risk and compliance with the Port Marine Safety Code, supporting the safe and sustainable management of the Port.

GOVERNANCE FRAMEWORK

Board	Strategic leadership and corporate governance
Harbour Master	Operational leadership and statutory duties
Designated Person	Independent assurance under the Port Marine Safety Code

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OUR PRINCIPLES

Safety
Integrity
Accountability
Professionalism
Continuous Improvement

LEADERSHIP

Chairman - Andy Bullen
Harbour Master & CEO - Captain Patrick Jary
The full Board membership

Our governance ensures that every decision supports safe navigation, protects the harbour and delivers value for the communities and businesses we serve.

OPERATIONS 2025

Keeping the Port Moving – 24 Hours a Day, 365 Days a Year

Every day, the team at King's Lynn Conservancy Board delivers the essential services that keep the Port operating safely and efficiently. Whether providing pilotage, maintaining navigation aids, or responding to marine incidents, our staff work around the clock to fulfil the Board's harbour authority functions.
The following pages showcase the people, expertise and operational capability that underpin safe navigation throughout the harbour.



2025 Operational Highlights

24/7	Harbour operations and emergency response
365 Days	Pilotage and conservancy services available year-round
Safe Navigation	Continuous management of the navigation channel and aids to navigation
Professional Service	Supporting commercial shipping, leisure users and harbour stakeholders

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"Every tide presents a different challenge. Every day our commitment remains the same — to provide a safe, efficient and professionally managed harbour for all who use it."

SAFE NAVIGATION

Maintaining a safe and efficient navigation channel for all harbour users



OUR ROLE

Every commercial vessel entering King's Lynn depends upon accurate information. Operating within a constantly changing tidal estuary requires continuous monitoring, competent judgement and proactive harbour management.

Throughout 2025, our teams carried out regular hydrographic surveys, inspected and maintained aids to navigation, monitored channel conditions and provided timely navigational information to mariners. These activities ensured that commercial shipping and other harbour users could navigate confidently and efficiently throughout the year.

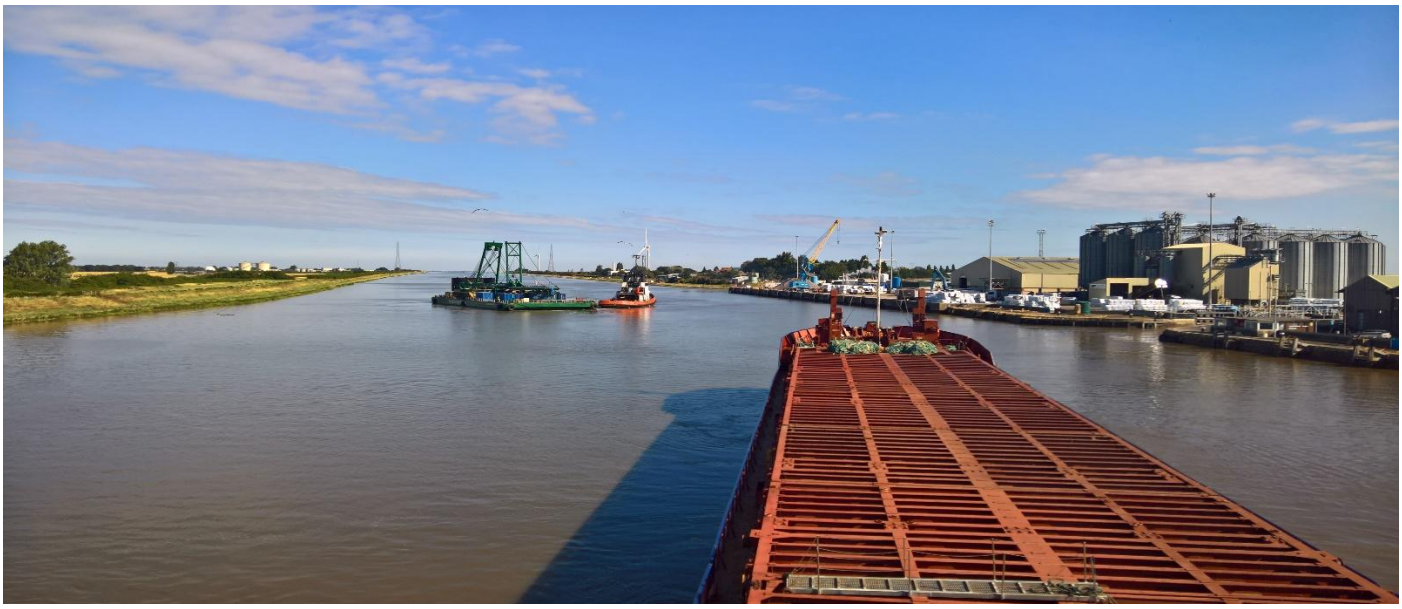
HOW WE KEEP THE HARBOUR SAFE

Hydrographic Surveys Regular surveys monitor the changing seabed and confirm safe navigable depths.	**Aids to Navigation** Buoys and beacons are routinely inspected and maintained to provide reliable navigation.
Conservancy Patrols Routine inspections identify hazards and ensure the navigation channel remains safe.	**Navigational Information** Notices and local information keep mariners informed of changing conditions.

"Safe navigation is achieved through continuous monitoring, local knowledge and professional expertise."

PILOTAGE SERVICES

Professional expertise. Safe passage. Every movement.



PROFESSIONAL PILOTAGE

Every pilotage act represents decades of local knowledge combined with high-quality judgement. Our pilots combine extensive local knowledge with years of practical experience, ensuring vessels are safely navigated. Every movement is carefully planned and undertaken in close cooperation with vessel masters, tug crews and port stakeholders.

Throughout 2025, pilotage remained at the heart of KLCB's commitment to maintaining resilient and efficient shipping operations.

PILOTAGE BY THE NUMBERS – 2025

Pilotage Acts	Commercial Vessels	Pilot Transfers	Safety Record
352	**173**	**352**	**0 MAIB reportable incidents**

WHAT OUR PILOTS DELIVER

✓ Safe Navigation	✓ Local Knowledge
Every vessel movement is planned and executed safely.	Detailed understanding of tides, currents and channel conditions.
✓ 24/7 Availability	**✓ Professional Service**
Supporting shipping whenever vessels require pilotage.	Working closely with Masters, tug crews and port operators.

"Competent pilotage depends upon experience, preparation and local knowledge — qualities that continue to define KLCB's pilotage service."

MARINE OPERATIONS

Professional capability delivering safe harbour operations every day



MARINE OPERATIONS

Behind every vessel movement is a team maintaining the harbours infrastructure and marine assets. Working throughout the year in all conditions, the team undertakes a wide range of activities to maintain the navigation channel, harbour infrastructure and marine assets.
From buoy maintenance to vessel maintenance, inspections and emergency preparedness, these operations ensure the Port remains safe, professional and ready to support commercial shipping.

MARINE OPERATIONS – 2025

Hydrographic Survey Days	Navigation Aids Maintained	Emergency Exercises / Responses
36	51	16 exercises/ 1 response

OUR OPERATIONAL ACTIVITIES

Hydrographic Surveying	Monitoring channel depths and seabed movement to support navigation.
Navigation Aid Maintenance	Inspection and maintenance of buoys, beacons and harbour marks.
Harbour Maintenance	Supporting the upkeep of marine infrastructure and operational assets.
Emergency Preparedness	Maintaining vessels, equipment and crews ready to respond when required.

"Effective marine operations are built on preparation and a commitment to keeping the harbour safe every day."

SAFETY, TRAINING & PROFESSIONAL STANDARDS

Investing in our people to deliver safe harbour operations



OUR PEOPLE ARE OUR GREATEST ASSET

Marine safety begins long before a vessel leaves the berth. Harbour operations depend upon competent, well-trained and capable people. Throughout 2025, KLCB continued to invest in staff development, operational training and safety management to ensure every member of the team had the skills, knowledge and confidence to undertake their role safely.

Training covered certification, pilotage, vessel operations, emergency response, first aid and continuous professional development. Regular drills and exercises ensured crews remained prepared to respond effectively to routine operations and unexpected incidents.

TRAINING & SAFETY – 2025

Training Courses Completed	Emergency Exercises	Competency Assessments	Reportable Injuries
18	16	12	0

OUR COMMITMENT

- ✓ Continuous professional development
- ✓ Competency-based training
- ✓ Safe systems of work
- ✓ Regular emergency exercises
- ✓ Learning and continuous improvement

"Safety is created by competent people making good decisions every day."

SUPPORTING TRADE & THE LOCAL ECONOMY

Providing safe access to one of East Anglia's most important commercial ports



KEEPING KING'S LYNN OPEN FOR BUSINESS

Without safe access, trade cannot reach the Port.

As Harbour Authority, King's Lynn Conservancy Board provides pilotage and conservancy services that enable commercial shipping to operate efficiently throughout the year. Every vessel movement contributes to local employment, business growth and investment within the region.

Although 2025 presented continued challenges for the maritime sector, KLCB remained committed to delivering a reliable and consistent harbour service, ensuring the Port remained open and ready to support trade.

PORT PERFORMANCE 2025

Cargo Throughput	Gross Tonnage
398,432 tonnes	390,161

OUR IMPACT

- Supporting regional and national supply chains.
- Enabling safe and efficient commercial shipping.
- Helping sustain employment across the port community.
- Protecting the long-term future of the Port of King's Lynn.

"Every safe vessel movement strengthens the Port's contribution to the economy of King's Lynn and the wider region."

LOOKING AHEAD

Building resilience for the future of the Port.



PREPARING FOR THE FUTURE

The maritime industry continues to face significant challenges, including changing trade patterns, evolving regulation, environmental expectations and increasing financial pressures. Against this backdrop, King's Lynn Conservancy Board remains committed to operational excellence for all who depend upon it.

Looking ahead, the Board will continue to focus on maintaining high standards of marine safety, investing in its people and assets, strengthening operational resilience and working collaboratively with stakeholders to support the long-term success of the Port.

By remaining adaptable and forward-thinking, KLCB is well placed to meet future challenges while continuing to fulfil its legal responsibilities.

OUR PRIORITIES FOR 2026

Marine Safety	Continue to deliver full compliance with the Port Marine Safety Code.
Navigation	Maintain safe access through proactive conservancy and hydrographic surveying.
People	Invest in training, competence and professional development.
Commercial Resilience	Work with stakeholders to support trade and the long-term sustainability of the Port.

OUR COMMITMENT

To provide a safe, expertly managed and financially sustainable harbour that supports trade, protects the environment and serves the communities of King's Lynn and The Wash.

OUR COMMITMENT

Serving the Port of King's Lynn and The Wash since 1897



A HARBOUR WITH A PROUD HERITAGE

For more than 125 years, King's Lynn Conservancy Board has safeguarded one of the United Kingdom's most distinctive tidal waterways. Throughout changing industries, evolving technology and economic uncertainty, our purpose has remained unchanged — to keep the harbour open, protect the harbour environment and support the continued success of the Port.

The achievements highlighted throughout this Annual Review reflect the dedication and commitment of our Board Members, employees and partners. Together, they ensure that KLCB continues to deliver high standards of marine safety, operational excellence and public service.

As we look ahead, we remain committed to investing in our people, maintaining our assets and working collaboratively with stakeholders to ensure the Port continues to serve future generations.

THANK YOU

King's Lynn Conservancy Board extends its sincere thanks to:

- Our dedicated employees and marine crews
- Board Members
- Commercial customers
- Associated British Ports
- Shipping agents and vessel operators
- The Maritime and Coastguard Agency
- The Department for Transport
- Norfolk County Council, Borough Council of King's Lynn & West Norfolk and our emergency service partners
- All harbour users and stakeholders who contribute to the safe operation of the Port

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"Working together to protect, manage and develop the Port of King's Lynn for the benefit of today's users and future generations."

ANNEX A
OPERATIONAL PERFORMANCE STATISTICS 2025
A summary of the operational performance of King's Lynn Conservancy Board during the reporting period.

1. Harbour Traffic

Indicator	2024	2025
Commercial Vessel Calls	170	173
Gross Registered Tonnage (GT)	379,452	390,161
Cargo Throughput (Tonnes)	363,128	398,432
Average Vessel Size (GT)	2232	2255

2. Pilotage

Indicator	2024	2025
Pilotage Acts Conducted	342	352
Pilotage Licence Holders	5	5
MAIB Reportable Pilotage Incidents	0	0

3. Marine Operations

Indicator	2024	2025
Hydrographic Survey Days	34	36
Navigation Aids Inspected	51	51
Navigation Aids Maintained	44	46
Local Notices to Mariners Issued	25	27

4. Fleet Availability

Vessel	Operational Availability
Pilot Cutter **St Ann**	86%
Pilot Cutter **United**	97%
Workboat **Ardenfast**	100%
Tug **Conservator**	100%
Conservancy Vessel **St Edmund**	98%

5. Safety Performance

Indicator	2025
Reportable Marine Incidents	0
Reportable Injuries	0
Lost Time Injuries	0
Emergency Exercises	16
Training Courses Completed	14

6. Environmental Performance

Indicator	2025
Pollution Incidents	1
Environmental Complaints	0
Waste Oil Disposed Correctly	✓
Harbour Environmental Inspections	12

7. Financial Snapshot

Indicator	2025
Harbour Revenue	1,266,839
Operating Expenditure	1,435,431
Operating Surplus / (Deficit)	(168,592)

Operational Summary

Throughout 2025, King's Lynn Conservancy Board continued to deliver its statutory responsibilities across pilotage, conservancy and marine operations while maintaining high standards of safety and operational resilience. The performance indicators above provide a summary of the Board's operational activity and demonstrate its continued commitment to safe navigation, professional harbour management and support for commercial trade.

ANNEX B

CORPORATE & STATUTORY INFORMATION

ABOUT KING'S LYNN CONSERVANCY BOARD

King's Lynn Conservancy Board (KLCB) is an independent Trust Port established under the **King's Lynn Conservancy Act 1897**. The Board is the Statutory Harbour Authority, Conservancy Authority and Competent Harbour Authority for the Port of King's Lynn and is responsible for ensuring the safe management of navigation within its statutory harbour limits.

The Board is committed to the highest standards of corporate governance, financial stewardship and marine safety, operating in accordance with the principles of the **Port Marine Safety Code**.

CORPORATE INFORMATION

Organisation	**King's Lynn Conservancy Board**
Established	1897
Status	Independent Trust Port
Statutory Functions	Statutory Harbour Authority • Conservancy Authority • Competent Harbour Authority
Registered Office	Harbour Office, Common Staithe, King's Lynn, Norfolk, PE30 1LL
Telephone	01553 773411
Email	pilots@kingslynnport.co.uk
Website	www.kingslynnport.co.uk

STATUTORY FRAMEWORK

The Board operates under, and complies with, the requirements of:

- **King's Lynn Conservancy Act 1897**
- **Pilotage Act 1987**
- **Harbours Act 1964 (as amended)**
- **Port Marine Safety Code**
- **Merchant Shipping legislation**
- **Health and Safety at Work etc. Act 1974**
- **Applicable environmental legislation**

BOARD GOVERNANCE

During 2025 the Board met regularly to oversee the strategic direction, financial performance and statutory responsibilities of the organisation. Matters considered included marine safety, pilotage, conservancy, financial management, asset investment, risk management and compliance with the Port Marine Safety Code.

Board Member	Position	Attendance
Mr M.A. Bullen	Chairman	**10/11**
Cllr P. Kunes	Vice Chairman	**2/2**
Cllr B. Ayres	Board Member	**2/2**
Cllr M. de Whalley	Board Member	**7/11**
Cllr T. de Winton	Board Member	**4/11**
Captain M. Dunn	Board Member	**2/9**
Mr J. England	Vice Chairman	**7/11**
Mrs S Gipson	Board Member	**5/11**
Cllr J. Kirk	Board Member	**9/11**
Dr P. Richards	Board Member	**2/2**
Mrs J. Bennett	Board Member	**6/8**
Cllr. S. Bearshaw	Board Member	**4/8**
Mr A. Kerr	Board Member	**7/8**
Mr D. Heley	Board Member	**7/10**
Capt. M. Martins	Board Member	**2/2**
Captain Patrick Jary	Harbour Master & Chief Executive	**11/11**

The Board held 11 **scheduled meetings** during 2025. Attendance is shown as the number of meetings attended against the number of meetings held during each Member's period of office.