





CENTRAL LONDON

- Signed agreement with Crossrail that will see more than five million tonnes of tunnelling materials and further volumes of bulk construction materials moved on the river.
- Contributed actively to the London Mayor’s River Concordat, which is set to see river passenger services expand substantially.



PLA OPERATIONS

- First of new class of river patrol launches, Lambeth (above), successfully completed trials, further vessels ordered.
- Developed Denton Wharf base with expansion of paved area, increasing capacity for PLA and third party work.



PORT

- Trade fell by 14% to 45.4 million tonnes, the lowest level since 1987.
- Development of London Gateway Port underway (above).

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PLA OPERATIONS ON THE RIVER

The Port of London Authority (PLA) is a self-financing Trust. Its prime responsibility is for safety of navigation and conservancy on the Thames from Teddington in west London out to the sea – a distance of 95 miles – where there are more than 30,000 commercial vessel and 200,000 leisure craft movements a year.





SAFETY

- Developed and launched the Passenger Boat Code, a best practice guide for safety of passenger boat operations on the tidal Thames.
- Awarded Auriol Kensington Rowing Club the annual Rowing Code of Practice prize.



ENVIRONMENT

- Completed Conservation Management Framework, working in partnership with the RSPB.
- Recovered over 400 tonnes of materials from the river; supported more than 50 Thames21 foreshore clean-up events.



CENTENARY

- Celebrated our centenary with many different groups, raising over £30,000 for charity.



The Port of London is at the centre of one of Europe's most prosperous markets, with over 23 million people living within a three-hour drive of the Port. The Port continues to play a crucial role in the economy and wellbeing of the south east region, as well as regions further afield. Not only is it the UK's second largest port and the biggest in the south by volume, but it is the largest port in the UK for non-fuel cargoes.

The Port of London plays a pivotal role in thousands of supply chains, with a huge variety of cargoes handled by over 70 independently-operated wharves, terminals and port facilities along the tidal River Thames. Research shows the Port of London's economic contribution to the capital and surrounding regions amounts to over 46,000 full-time jobs and £3.7 billion to the economy each year.



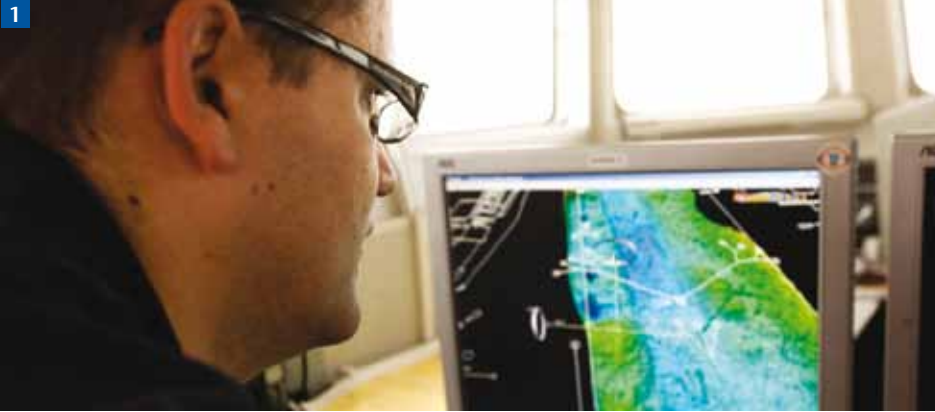
Thames Barrier
Navigational Control
Centre

Port Control,
Gravesend



Marine
Services
base,
Denton





PRINCIPAL STATISTICS 2009

Port trade

Tonnage of goods handled in Port	45.4 million tonnes
No of ship arrivals	9,237

PLA financial

Turnover	£43.6 million
Operating profit	£1.8 million



- 1 Surveying operations
- 2 Barge traffic on the river keeps over 175,000 lorries off London's roads



All along 95 miles of river we are working alongside people, companies, groups and clubs as partners with a shared purpose of increasing the safe use of the tidal Thames. With 100 years' expertise on the Thames we are well placed to help bring innovative new schemes to life. Our principal job is to ensure a safe environment for the growing use of the river.

I was proud to join the PLA Board as a non-executive director in June 2009 and take over as Chairman on 1 January 2010. My commitment is to support the organisation in furthering our established reputation for safety and partnership working and strengthening our commitment to creating the conditions for use of the river to flourish.

FINANCIAL REVIEW

The PLA was not immune to the effects of the worst recession for some 30 years. During 2009 trade declined by 14.2% to 45.4 million tonnes from 53.0 million tonnes in 2008. There were knock-on effects on both ship numbers (down 14.6% to 9,237 from 10,814 in the previous year) and on acts of Pilotage which fell 16.2% to 10,501 from 12,538 in 2008.

This reduction in activity fed through into a £2.0 million or 4.4% revenue reduction over the prior year. Such a fall in revenue is unwelcome in any organisation but in an undertaking such as the PLA, with a very high level of fixed costs, it is particularly difficult to deal with. Nevertheless management and staff worked hard to reduce and contain costs and I am pleased to report that the organisation managed to report an operating profit of £1.8 million, which was just £0.4 million lower than 2008.

THE PORT OF LONDON AUTHORITY (PLA) SERVES THE MANY USERS OF THE RIVER THAMES FROM INTERNATIONAL COMPANIES MOVING CARGO THROUGH THE UK'S SECOND BIGGEST PORT TO ROWERS AROUND PUTNEY, AND COMMUTERS AND TOURISTS IN ONE OF THE WORLD'S MAJOR CITIES.

Maintaining profitability and keeping a watchful eye on working capital allowed the PLA to maintain investment in infrastructure. During the year the PLA invested £2.7 million in upgrading and improving its assets.

In common with many other organisations the main defined benefit pension fund operated by the PLA has fallen into significant deficit. In accounting terms using the methodology set out in the standard FRS17 there was a deficit of £28.1 million before deferred tax at the 2009 year end. The PLA has agreed in principle with the Trustees on a recovery plan for the fund. The PLA is also involved in litigation linked to the Pilots National Pension Fund.

PORT DEVELOPMENT

Last year the majority of operators on the river battered down and weathered the economic storm. Nevertheless, there were positive developments, notably the opening of the new £49 million Cemex cement grinding plant at Tilbury and Tilbury Container Services ordering new cranes.

Throughout last year the principal development project in the port, the London Gateway container terminal project on the Essex side of the river, remained on hold. However, in January this year it was announced that development of the essential infrastructure for the new port would be proceeding in order that DP World has the flexibility to develop the project 'in line with market demand'. Dredging started in March 2010. This is very good news for the port and we will be providing a number of services for DP World as they bring the development forward.

The estuary continued to be a focus for developments during the year. The development of the large London Array windfarm is progressing and due to start construction in early 2011. We are working to ensure safety of navigation while it is built and once it is fully operational.

Discussions about prospects for an estuary airport also continued. We have offered to share our expertise on the estuary with the Thames Estuary Airport Steering Group. Our goal is to ensure that any development is appropriately planned, bearing in mind the many existing uses and environmental designations of what is a dynamic estuary environment.

THE RIVER IN LONDON

The prospects for use of the river through central London are exciting. Expansion of passenger operations are being addressed in a co-ordinated way and freight movements on the river are set to grow rapidly. We have been working closely with City Hall as part of the River Concordat, a working group including the Mayor's transport advisor, ourselves, London River Services (owners of most of the major piers) and passenger boat operators. Prospects for continued growth are strong, with commitment to the much needed expansion of Tower Pier and the addition of 'Oyster' ticketing on the main commuter route. This development of passenger operations should see the Thames playing an increasing role in people's daily lives and ready for a major part in the 2012 Olympic Games.

Prospects for increasing the use of the river for moving goods and materials – with the benefits of reduced carbon emissions and



keeping lorries off the capital's roads – are even stronger. Our work with Crossrail shows the potential: over the next five years we will be helping them to move over five million tonnes of earth from tunnelling operations out of the capital for reuse. With further movement of tunnel construction materials likely, this project alone is going to keep over half a million lorries off London's busy roads.

Other projects set to make use of the river include the Thames Tideway Tunnels and Cory's Waste to Energy facility at Belvedere. This growth underlines the importance of reactivating safeguarded wharves such as Peruvian Wharf in East London.

RECREATION

The river continues to be the crucible for British rowing talent and serve a vibrant recreational community. Events on the river during the year included the University Boat Race, Heads of the River races and the Great River Race. We continue to support this important community on the river.

POLICY

The year saw further government policy and guidance affecting ports and harbour authorities. We actively contributed to the development of the Department for Transport's updated Port Marine Safety Code (PMSC), which was published in October. The new edition provides improved guidelines and principles for each port's Safety Management System, which identify risks and steps needed to eliminate or keep them to a minimum.

The Marine and Coastal Act was passed during November. Amongst the changes it brings is the creation of the Marine Management Organisation (MMO), which will take over functions including the approval of Harbour Revision Orders. We look forward to working with the MMO.

ENVIRONMENT

The Thames is an important environmental resource. We are pleased to partner with the RSPB on the management of the many protected sites in the estuary which have international importance for over-wintering birds.

THE BOARD

At the end of 2009 Simon Sherrard retired from the PLA's Board having served for nine years as Chairman. Simon made a substantial contribution to the PLA in that time. He was the catalyst for the transformation of the PLA into a service-oriented organisation, an evolution that continues today. He leaves with our thanks and admiration for his committed service.

Joanna Kennedy also retired from the Board. For most of her nine years with the PLA, Joanna was chair of the licensing committee and latterly became Vice Chairman of the Board. We are very grateful for her contribution to the work of the PLA. Scott Steedman, a widely experienced civil and consulting engineer joined the Board in her place.



OUTLOOK

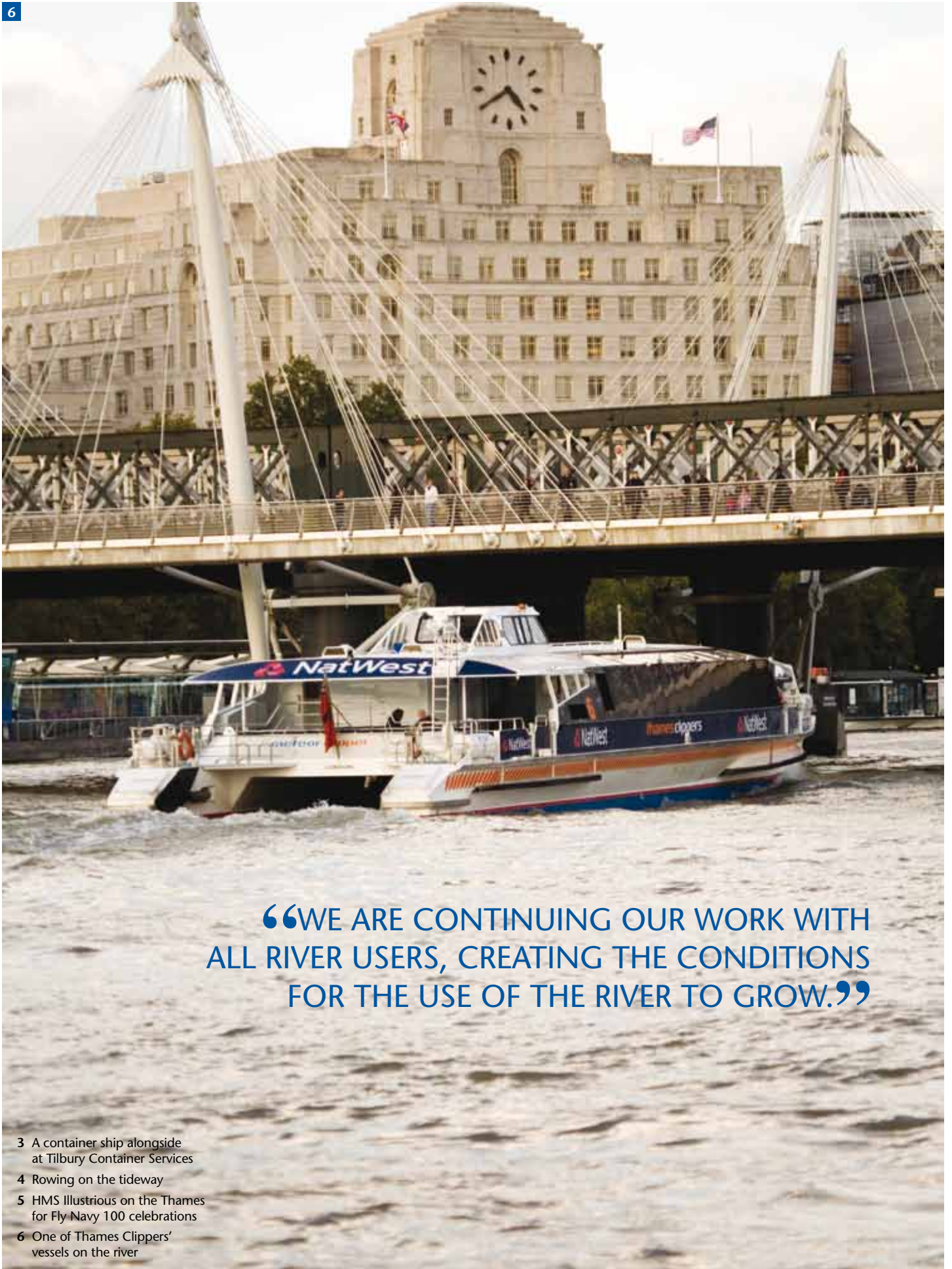
During 2009 the port experienced a significant downturn in trade, unparalleled in more than 20 years. We have adjusted to the new, lower level of trade. The fundamental attractions of the river as a destination for trade into the South East remain strong and will underpin what we expect to be a long haul back to the level of throughput seen for the previous eight years.

In contrast, prospects for use of the river through London for passengers and freight look very promising indeed. We are looking forward to continuing our work with all river users, creating the conditions for use of the river to grow.

The safe and smooth running of the river is delivered through the hard work of the 350 dedicated people who work for PLA. On behalf of the Board, and the many river users they help every year, thank you.

HELEN ALEXANDER, CHAIRMAN
APRIL 2010

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“WE ARE CONTINUING OUR WORK WITH ALL RIVER USERS, CREATING THE CONDITIONS FOR THE USE OF THE RIVER TO GROW.”

- 3 A container ship alongside at Tilbury Container Services
- 4 Rowing on the tideway
- 5 HMS Illustrious on the Thames for Fly Navy 100 celebrations
- 6 One of Thames Clippers' vessels on the river



OPERATIONAL STATISTICS 2009

Pilotage Service

No of pilotage acts	10,501
Pilotage delays	60
Percentage of total pilotage acts delayed	0.6%

Personal Health & Safety

Lost time accidents	9
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- 1 Marine trainee, Sarah Kember
- 2 Vessel passing Gravesend
- 3 Vessels off Tilbury Lock entrance
- 4 Driftwood II, one of PLA's salvage vessels lifting a sunken barge



2009 COULD HAVE BEEN SIMPLY ABOUT SURVIVAL. FOR US IT WAS MUCH MORE THAN THAT. WE REACTED TO THE DECLINING ECONOMIC SITUATION, BUT ALSO CONTINUED TO DEVELOP OUR STRUCTURE AND MAKE INVESTMENTS IN THE LONG-TERM ASSETS THE ORGANISATION NEEDS.

FINANCE

Our financial performance at the operating level was extremely good, given the economic circumstances. In a demanding business environment our employees rose to the challenge of reduced income, radically cutting costs, without compromising on the essential safety service that we provide.

PEOPLE

The importance of the work we do is easily overlooked – prompt recovery of obstructions from shipping channels or expert navigational advice all helps keep the UK's second biggest port and busiest inland waterway moving. All of this is down to our 350 skilled and committed employees. My thanks, again, for a job well done.

One of the biggest disappointments of the year was the increase in Lost Time Accidents. After two years' close focus on improving occupational Health & Safety this was a great disappointment. I am confident that we have the building blocks for improvement in place, particularly following the formal certification of our Health and Safety Management System to the standard OHSAS 18001.

OPERATIONAL IMPROVEMENTS

The continued development of our operations during the year spanned Vessel Traffic Services, boats, piers and our marine services base.

Our VTS system, which we run for the estuary operation at Gravesend and central London at Woolwich, is due to have its first upgrade since a major overhaul in 2004. The focus is on simplicity in operating and managing including automatic control of CCTV and significant modernisation of the interface and user controls. While the software changes will be common to both locations, Woolwich is set to benefit from a physical upgrade so that it is ready to deliver the increased support that will be needed during the 2012 Olympic Games.

Summer 2009 saw the introduction into service of Lambeth, the first of a new class of harbour patrol launches. At sea trials, the new vessel demonstrated better than expected performance, in terms of reduced fuel consumption and exhaust emissions and smaller wash waves, in comparison with our existing launches. We have now placed the order for a further three such boats with an option on a fourth. Once all the boats have been delivered, we will have a standardised fleet which will be easier to maintain and operate.

We completed the acquisition of Barrier Garden Pier and the adjoining Unity House at Woolwich early last year. This will provide a new base for PLA vessels operating in central London. It also provides space for vessel maintenance. Work to prepare the facility for our operations is nearing completion.

Development at Denton Wharf, our main marine operational base on the river, continues. The extension of the inner quay hard standing will enable us to lift out more boats – both our own and customers' – for inspection, maintenance and repairs. The latest investment effectively completes the development of our existing land holdings at Denton; we remain committed to seeing the area develop as a centre of marine excellence, supporting the growing use of the Thames.



PORT EFFICIENCY AND COMPETITIVENESS

The improved commercial dialogue we have developed with terminal operators, shipping lines and agents proved invaluable in managing our reaction to the downturn. It enabled us to manage our resources and particularly our longer term recruitment, appropriately.

The PISCES (Port Information System for Coordinating End-to-End Services) system went live in August 2009. We developed it after a port-wide operational review in 2007, to help co-ordinate services for ships in the port. Currently it is used for booking PLA pilots; in the longer term it has scope for use across other services such as towage. Over the coming year we will be working to increase the number of people using the system.

To help support our customers through the economic recession, we have frozen our main charges at 2009 levels.

LONDON GATEWAY PORT

After the best part of a year on hold, the London Gateway project team has started work developing the essential infrastructure for the new port in order to have the flexibility to develop the project 'in line with market demand'. This is the most significant development in the port in over a century.

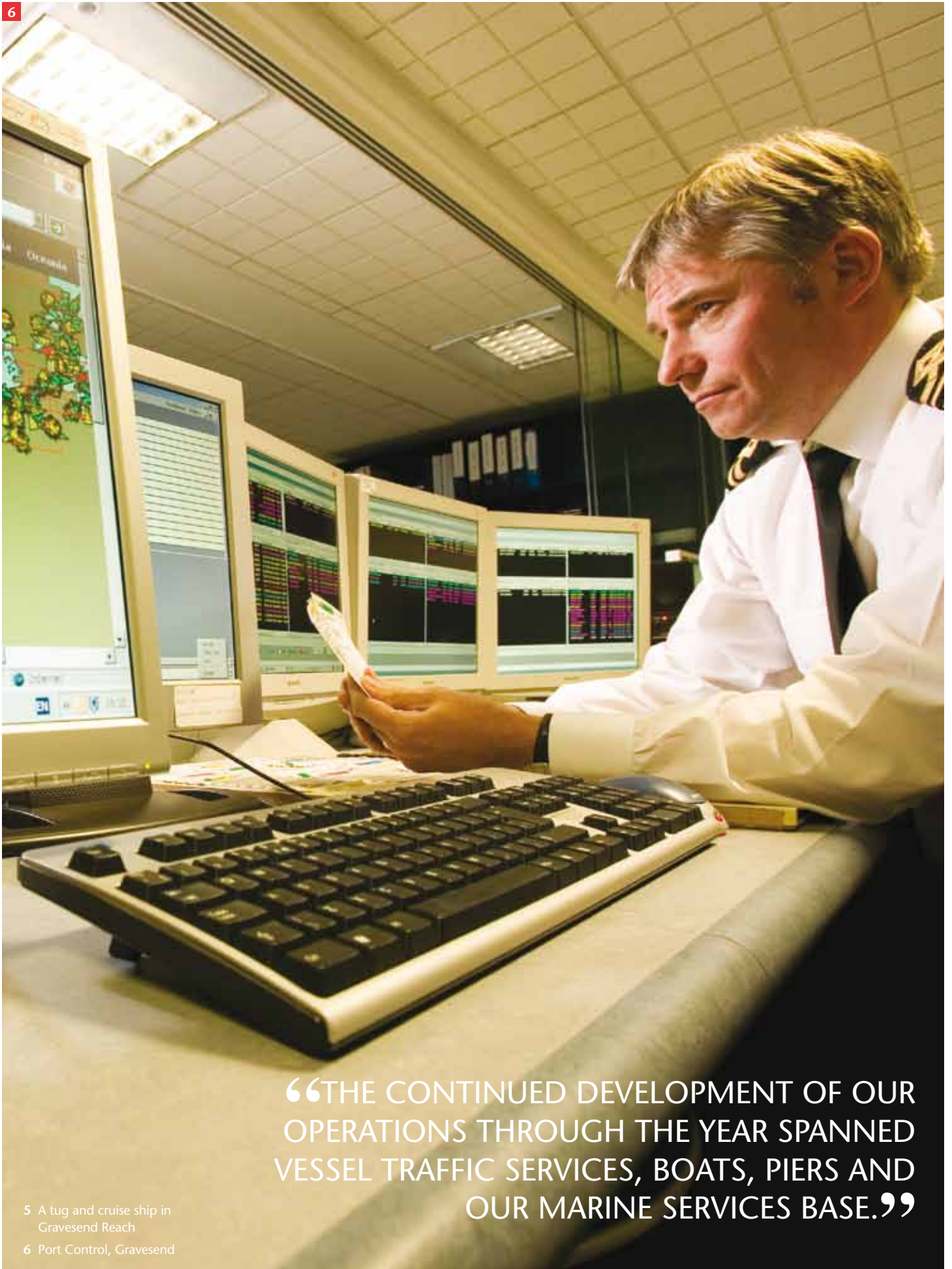
We anticipate that the project will make significant demands on the PLA through its development phase. Our work includes assessing, approving and enforcing the conditions on Tidal Works Approvals. We will also be providing services including hydrography, channel clearance/wreck removal and channel marking.

FUTURE

In recent years we have made significant progress in engaging more effectively with our customers and other stakeholders in the PLA operation and the life of the river. As we adjust to the new economic environment, continued development of these relationships will be a key priority for us and will support the continued growth in use of the river.

RICHARD EVERITT
CHIEF EXECUTIVE
APRIL 2010

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“THE CONTINUED DEVELOPMENT OF OUR OPERATIONS THROUGH THE YEAR SPANNED VESSEL TRAFFIC SERVICES, BOATS, PIERS AND OUR MARINE SERVICES BASE.”

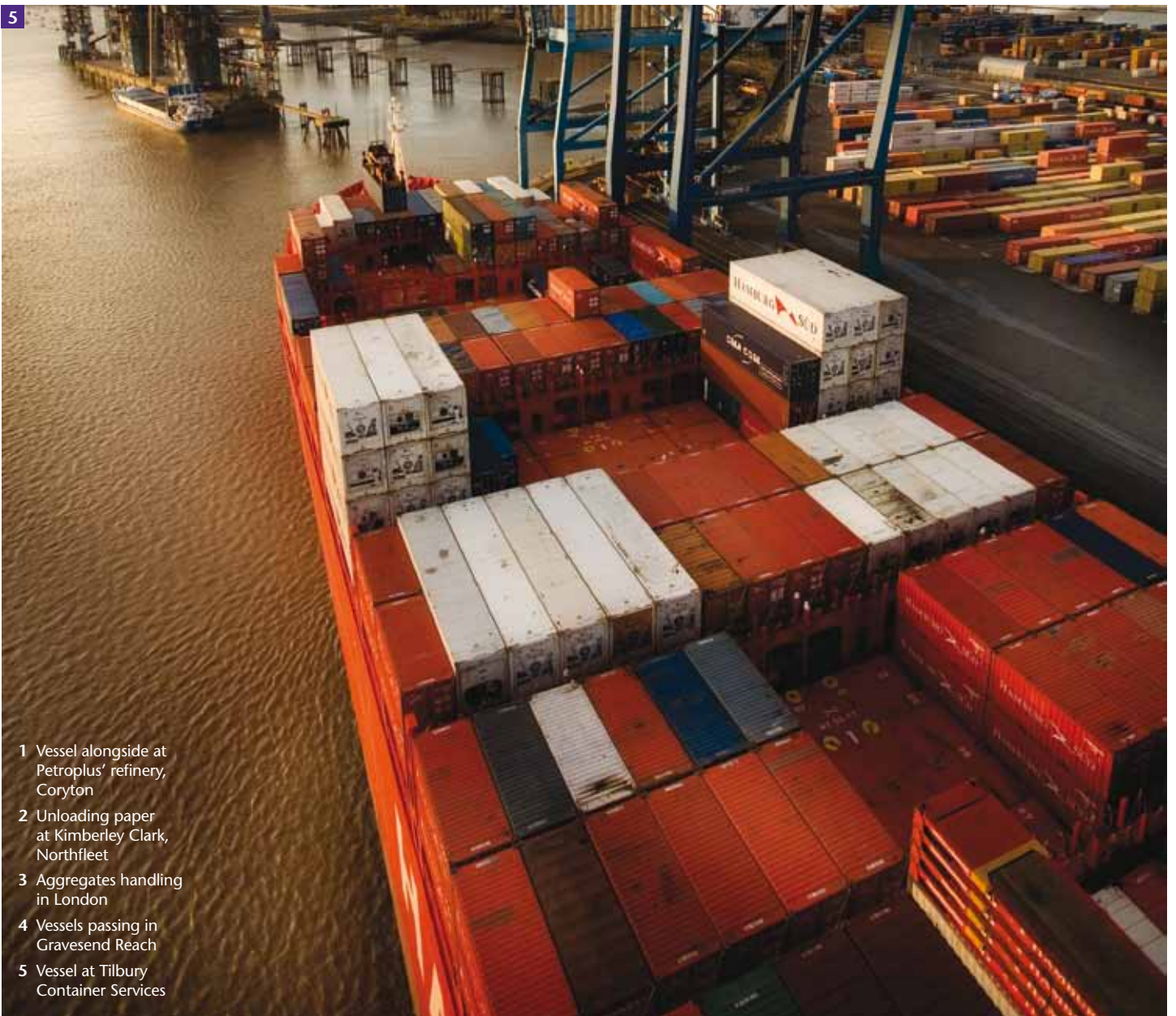
5 A tug and cruise ship in Gravesend Reach
6 Port Control, Gravesend

PORT DEVELOPMENT – TRADE AND TRENDS



■ THE PORT OF LONDON HANDLED 45.4 MILLION TONNES IN 2009, THE LOWEST LEVEL SINCE 1992

■ CONTINUED STRONG USE OF MAIN SOUTHERN APPROACH, PRINCES CHANNEL, FOLLOWING DREDGING PROGRAMME



1 Vessel alongside at Petroplus' refinery, Coryton

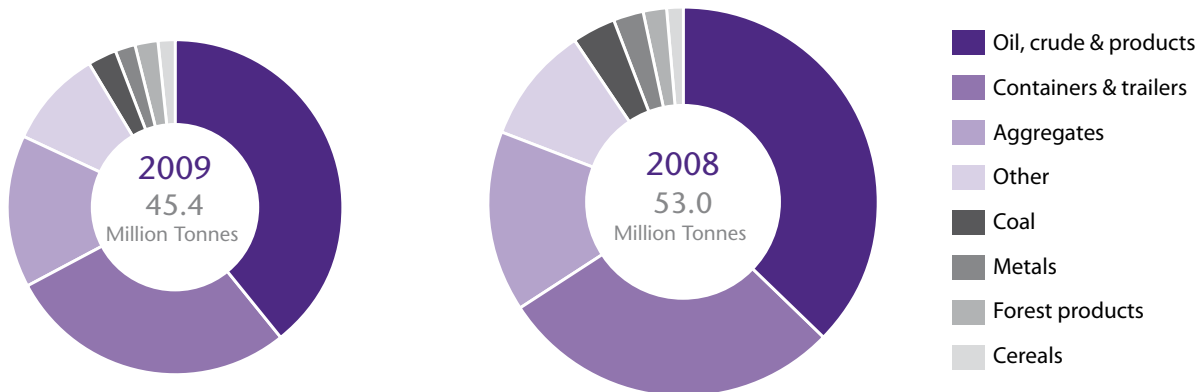
2 Unloading paper at Kimberley Clark, Northfleet

3 Aggregates handling in London

4 Vessels passing in Gravesend Reach

5 Vessel at Tilbury Container Services

PORT TRADE - 2009 COMPARED TO 2008



THE PORT OF LONDON HANDLED 45.4 MILLION TONNES OF CARGO IN 2009. THIS WAS DOWN 14% (7.52 MILLION TONNES) COMPARED TO THE PREVIOUS YEAR. TRADE THROUGH THE PORT DECLINED RAPIDLY AS ECONOMIC ACTIVITY FELL OFF IN THE LATTER MONTHS OF 2008; DURING 2009 TRADE STABILISED AT A LOWER LEVEL.

In tonnage terms, the most significant decline was in unitised trades which were down by 2.45 million tonnes, with oil products and aggregates declining by in excess of a million tonnes each.

FUEL

Overall fuel traffic declined in 2009 by 2.58 million tonnes (11.9%) to 19.13 million tonnes.

Oil and petroleum products

Crude oil throughput was 4,976,000 tonnes, down 640,000 tonnes on the previous year, this was in part due to a planned shutdown for maintenance at the Petroplus oil refinery.

Petroleum products throughput was down by 1.26 million tonnes (8.9%), compared to 2008. Terminal operators handling increased tonnages during the year included Vopak, TDG and Oikos.

Coal

Coal traffic fell by 35%, following reduced generation at Tilbury Power Station, partly due to an industry wide switch to gas fired production.

BUILDING MATERIALS – AGGREGATES AND CEMENT

Aggregates and cement trade volumes continued to be affected by reduced construction activity. The tonnage of aggregates handled fell by 1.3 million

tonnes to 6.7 million tonnes (-17%). Only two terminals – Cemex's Northfleet Wharf and Ringway Roadstone's Dagenham facility – handled increased throughput in 2009.

Cement tonnages fell by 23% to 586,000 tonnes compared to 2008.

UNITISED TRADES – ROLL-ON/ROLL-OFF; CONTAINERS

Unitised traffic passing through the port in 2009 was 12.7 million tonnes, down 16.3% (2.45 million tonnes) on 2008. Trade through the Port of Tilbury increased mainly due to the expansion of the P&O ferry operation.

AGRICULTURAL PRODUCTS

Cereals throughput in 2009 was 710,000 tonnes, 49,000 tonnes (7.4%) above the previous year. The tonnage of sugar handled was 1.14 million tonnes, which was 147,000 tonnes down on 2008.

Vegetable oils and oil seed tonnages in 2009 totalled 712,000 tonnes, up 74,000 tonnes (11.6%) on 2008; the trade grew by a similar amount in 2008.

FOREST PRODUCTS

The tonnage of forest products handled declined by a further 57,000 tonnes (5.4%) in 2009, to 993,000 tonnes.

METALS – STEEL AND SCRAP

The total tonnage of metals passing through the port fell to 881,000 tonnes. Steel volumes were 192,000, a decrease of 127,000 tonnes on the previous year. Other metals, which are mostly scrap, were 689,000 tonnes in 2009, a decrease of 315,000 tonnes on the previous year.

CHEMICALS

Chemical trades saw a small decline to 512,000 tonnes, down just 7.4% on a year earlier.

CRUISE

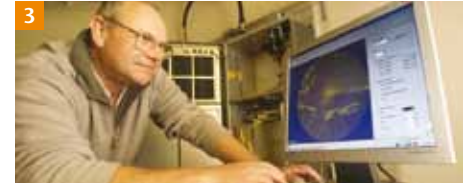
Sixty-one cruise vessels visited the Port during 2009, calling at Tilbury, the PLA's mid-stream moorings at Greenwich and alongside HMS Belfast.

INTRAPORT TRADE

The River Thames continues to be the UK's principal inland waterway for the movement of freight. The 2.17 million tonnes of materials moved on the river in 2009 helped keep more than 175,000 lorry movements off the south east's congested roads.

New projects, including Crossrail and the Thames Tideway Tunnels, are set to make extensive use of the river for their construction needs. They could bring up to four million tonnes more to the river every year, which combined with the existing tonnage, could save almost half a million lorry movements a year.

A SAFE AND SECURE RIVER



■ AWARDED AURIOL KENSINGTON ROWING CLUB THE £1,000 ANNUAL ROWING CODE OF PRACTICE PRIZE

■ PLANNED £1 MILLION UPGRADE FOR VESSEL TRAFFIC SERVICES AND RADAR SYSTEMS

■ SUPPORTED NEW COURSES FOR TRAINEES TAKING THAMES LOCAL KNOWLEDGE ENDORSEMENT EXAM



- 1 Vessel inspection
- 2 PLA radar on estuary windfarm
- 3 Radar equipment inside wind turbine
- 4 PLA pilot (right) on board HMS Illustrious
- 5 PLA patrol boat, Lambeth
- 6 Ships bridge simulator, Gravesend

THE PLA'S MAIN RESPONSIBILITY IS TO MANAGE MARINE OPERATIONS EFFECTIVELY AND TO HELP RIVER USERS MAKE THE MOST OF THE TIDAL THAMES SAFELY. WE DO THIS BY REGULARLY REASSESSING THE RISKS INVOLVED IN NAVIGATION AND PUTTING IN PLACE SUITABLE SAFETY MEASURES. WE ALSO HAVE STAFF ON DUTY 24 HOURS A DAY, 365 DAYS A YEAR AT OUR CONTROL CENTRES IN GRAVESEND AND WOOLWICH.

We continue to invest in our technological capabilities. During 2009 and into 2010 this included:

■ **Vessel Traffic Services (London VTS)**

– The development of the latest upgrade package for our Vessel Traffic Services (VTS), making it more intuitive and simpler to operate and manage. These changes will apply across the two centres which use the system – Gravesend and Woolwich – and will be incorporated towards the end of the year. The Thames Barrier Navigation Centre at Woolwich will benefit from further work readying it for the increased activity likely on the river over the coming years and especially in 2012.

■ **Ships' bridge simulator** – The

simulator was upgraded during 2009. Improvements include superior graphics, taking the system even closer to a real life representation. The system continues to be used for pilot training and increasingly by port customers simulating and testing potential terminal designs.

■ **VTS radar network** – Development of our VTS radar network is virtually continuous. During the year a major new radar station was developed at Allhallows – this is due to come on line in the early months of 2010. Further work includes the planned development of a new radar at Foreness Point.

Initiatives to improve safety continue as technology develops and best practice evolves. To ensure that we have a robust operation, ready to respond to emergencies we continue a programme of emergency management training and regular emergency exercises.

THAMES BYELAWS 2009

The new draft Thames Byelaws are currently with the Department for Transport, ready for the start of a statutory, formal consultation. The draft reflects stakeholders' input through a series of informal consultation exercises we ran in 2009.

While the majority of byelaws remain the same, several new byelaws are proposed in support of continued safety improvements. These include an extension of the mandatory speed limit below Wandsworth to Margaretness, introduction of diving permits and a local knowledge endorsement requirement for operators not covered by the Boatmasters Licence.

DREDGING

We periodically dredge the river to ensure that the necessary channel depths are maintained for vessels using the river. In July 2009, Diver Shoal, Gravesend Reach, was dredged to maintain the required depth of 9 metres in the channel. Work at Tilburyness will be completed next.

PORT MARINE SAFETY CODE

During 2008 and 2009 we supported the Department for Transport and industry associations as they worked to complete an updated version of the Port Marine Safety Code (PMSC). The launch of the updated Code and supporting Guide to Good Practice was hosted in London during October.

NAVIGATIONAL INCIDENTS

Incidents in the port during the year included several occasions of inappropriate navigation, a number of contacts during berthing/un-berthing manoeuvres and several minor collisions. There were no major navigational incidents during the period.

We were concerned by an emerging trend of incidents involving small leisure craft, particularly high-powered speed boats and unpowered rowing boats. These were largely attributed to the difficulty of seeing small vessels on a busy tidal river and speeding. Our work to improve the situation will have many strands. Current activities include the publication last year of the new Recreational Users' Guide to the River, meeting recreational users to brief them

on the hazards present on the tidal Thames and development of a series of films to help occasional or new leisure users of the river better understand its challenges.

Every incident is investigated by the district harbour master, so that the causes can be identified and lessons learnt to reduce the likelihood of it happening again. This is a core element of our work to support and facilitate navigational safety.

SAFETY ON A BUSY RIVER

Over the next five years the Thames is likely to become increasingly busy, with major schemes planned along the riverbanks. Developments that will increase river use include the London Gateway project, movement of materials linked to Crossrail and the London Olympics in 2012.

To address these challenges our Harbour Service, which patrols the entire 95 miles of the river at least once a day, has been significantly upgraded. Each of the launches is now under the command of a Marine River Inspector with wide responsibilities for safety, enforcement of regulations and generally keeping an eye on things.

We maintain a vigilant, supportive watch on all new river users and projects. For DP World's London Gateway scheme our twin goals through the construction phase are to see the project move ahead promptly, within the terms of its licences, and for the development not to impact on the busy shipping channels into and out of the Port. We will continue supporting the development of Crossrail's river operations as the project moves ahead. For the Olympics, the immediate work involves engagement with the relevant partners and agencies on marine safety and security matters; in time this will turn to day-to-day operational matters.

ENVIRONMENTAL STEWARDSHIP



■ COMPLETED CONSERVATION MANAGEMENT FRAMEWORK, WORKING IN PARTNERSHIP WITH THE RSPB

■ RECOVERED OVER 400 TONNES OF MATERIALS FROM THE RIVER

■ SUPPORTED MORE THAN 50 THAMES21 FORESHORE CLEAN-UPS



1 PLA patrol launch, Lambeth
2 - 4 Views of the estuary
5 An avocet at Two Tree Island

DURING 2009 WE MADE PROGRESS WITH THE TWO MAIN ENVIRONMENTAL ELEMENTS THAT WE COVER: MANAGING ASPECTS OF THE RIVER'S MARINE ENVIRONMENT; AND WORKING TO IMPROVE THE ENVIRONMENTAL PERFORMANCE OF OUR OPERATION.

RSPB PARTNERSHIP

The partnership agreement signed with the RSPB in 2008 bore fruit in 2009, with the delivery of a detailed Conservation Management Framework (CMF).

The CMF, put together with the RSPB's conservation manager for the south east region, built on a range of existing commitments. An overarching framework, it helps us carry out our operations and functions in the best way for conservation.

The CMF is a valuable pillar for our environment work, with the Thames being home to the UK's second biggest port, together with 50 species of waterfowl, including 12 that are internationally important, and up to 300,000 over-wintering birds each year. The partnership itself is of great long-term importance as it gives us a relationship where we can each challenge, explore and develop an understanding of our respective approaches.

CLEANING THE RIVER

During 2009 our driftwood operation recovered more than 438 tonnes of material from the river. Of this, 25 tonnes of metal was recycled and 17 tonnes of wood was sent to community projects for re-use.

In addition we continued to support the environmental charity Thames21. During the year, PLA vessels deployed equipment and collected cages filled with rubbish at over 50 riverside clean up events along the river bank.

DREDGING

As the licensing authority for dredging operations on the tidal Thames, we work with organisations such as the

Environment Agency, Natural England, the RSPB, the Kent and Essex Sea Fisheries Committee and the Thames Estuary Partnership. We come together in a unique Dredging Liaison Group to discuss and agree planned dredging operations on the river, to ensure that dredging is carried out in a manner which minimises impacts on the environment whilst meeting the operational and navigational requirements of the port.

An updated Dredging Spatial Information System launched in 2008 is working well, with information regularly updated by the PLA and other partners in the group.

THE "GRESHAM SHIP" PROJECT

The "Gresham Ship" Project – developed to catalogue an Elizabethan wreck found ahead of dredging operations in Princes Channel – continued through 2009. The main seminar in the programme took place at Gresham College in May last year.

LONDON GATEWAY

We have been extensively involved in regulating the marine environmental aspects of DP World's plans for its London Gateway Port scheme. For example, we are working closely with DP World in the development of its extensive marine monitoring regime and in the creation of a new area of intertidal mudflat to replace habitat that will be lost in the development.

TOSCA

We run the Thames Oil Spill Clearance Association (TOSCA) on behalf of all the river's oil terminal operators. TOSCA provides an immediate response to any incidents or spills in the Thames of either mineral or vegetable oil. The Association is funded through a levy on all oil imports and exports in the Port. There were no

reportable spills during the year; there were six call outs after reports of spills, three false alarms and three minor oil sheens. Three live oil spill exercises were completed at Thames Refinery (Tate & Lyle), Shellhaven and Dartford Creek (with Kent County Council).

IMPROVING OPERATIONAL PERFORMANCE

Improvement programme

Over the last three years we have worked through a programme of improvements to the environmental performance of our buildings, with the installation of solar panels, more efficient gas boilers and movement sensitive lights.

Having completed that programme of work we will be completing a detailed environmental performance audit in early 2010, and looking to set out the improvement programme for the next three years. This will include, for the first time, the performance of our fleet of 40 or so boats.

New patrol launch

Our new patrol launch, Lambeth, is the first in a potentially five-strong fleet of specially-designed catamarans which will replace seven heavier, older vessels. In trials, the launch, developed by us in conjunction with experts at Newcastle University and built by Alnmaritec in Northumberland, delivered substantially reduced exhaust emissions, lower fuel consumption and smaller wash waves.



- LAUNCHED UPPER RIVER TOWPATH TREE MANAGEMENT PROGRAMME
- REACHED MORE THAN 1,500 SCHOOL CHILDREN THROUGH EDUCATION PROGRAMME
- PUBLISHED NEW RECREATIONAL USERS' GUIDE TO THE TIDAL THAMES
- LAUNCHED NEW GUIDE FOR PADDLERS IN CENTRAL LONDON
- PUBLISHED SECOND EDITION OF THE CODE OF PRACTICE FOR ROWING ON THE TIDEWAY



- 1 Richmond Lock & Weir
- 2 Pupils at Singewell Primary School, Gravesend
- 3 Rowers on Putney Hard
- 4 The Tudor Pull

WE CONTINUED ACTIVELY TO ENGAGE WITH THE RIVER COMMUNITY AND WIDER PUBLIC DURING THE YEAR. OUR IMMEDIATE FOCUS IS REVERSING AN EMERGING TREND OF INCREASED INCIDENTS INVOLVING RECREATIONAL RIVER USERS.

Further development of the long-term plan for managing trees and vegetation along an eight-kilometre stretch of tow path and riverbank upstream of Putney was completed, with the first replanting of trees started in early 2010.

RECREATIONAL RIVER USERS

2009 saw a number of incidents involving recreational users of the river. We have developed a focused effort to help improve the situation. An improved, easy-to-use recreational users' guide to the river was published during the year. This will be complemented this spring by a series of films being developed to help occasional or new leisure users of the river better understand its challenges.

PADDLERS' AND ROWERS' GUIDES

A guide to paddling and night navigation in central London was published as part of our work to improve the safety of recreational vessels in the middle district. The guide was developed in conjunction with Canoe England and local club representatives.

The Rowing Code of Practice, a collaborative development between the PLA and the rowing community was launched in 2006. During 2009 a second edition, which takes into account lessons learnt from the previous version, was developed in a similar way and published.

TREE MANAGEMENT PROGRAMME

During the year the Towpath Tree Management Plan, developed in consultation with the London Borough of Richmond upon Thames and a range of local groups, was agreed and the implementation of its recommendations started.

The plan covers the riverside revetment wall and tow path that we own between Beverley Brook, Putney and Ferry Lane, Kew on the south side of the river. The priority work on trees identified as posing the greatest risk to the public and river users was completed in the spring of 2009. Work on a small number of remaining priority trees, which on expert advice were left out of the first phase, will be completed this spring and the programme of replanting, which has involved the London Borough of Richmond upon Thames and local groups, will start.

RIVER EVENTS

The Thames played host to an array of traditional and new events during the year, ranging from the University Boat Race to the Tudor Pageant held to mark the 500th anniversary of King Henry VIII's coronation. The 21st Great River Race saw the event run in the opposite direction to normal, with crews starting at Greenwich and racing up to Ham. Our crew in the TOW Barge Race marked the PLA's centenary by taking victory for the fourth year in succession.

STAKEHOLDER ENGAGEMENT

During the year we continued with our programme of public meetings with events along the river at Putney, Museum in Docklands, Canvey Island and Gravesend.

EDUCATION

Education programme

Work on our education programme with Thames Explorer Trust continued. In its first year, the programme saw more than 1,500 children aged seven to 11, from schools along the river between

Richmond and Gravesend, enjoy lessons about the Port. Developed and delivered by the Trust, the lessons cover the Port's history and its continued importance providing people across London and the south east with life's essentials from food to fuel, cement to cars.

Riverside Code

Our Riverside Code safety trailer was present at seven Junior Citizen and six promotional/support events during 2009. These events included the RSPB Open Day and the Tower of London National Archaeological Weekend. More than 8,000 children visited the trailer during the year.

Since the original development of the safety trailer concept in 1999, over 100,000 school children along the River Thames corridor have experienced this unique resource under the auspices of the National Junior Citizen and Safety in Action events alone.

CHARITABLE DONATIONS

Charitable donations during the year, which included the education programme, support for various river based charities and the Seafarers Centre in Tilbury amounted to over £85,000.



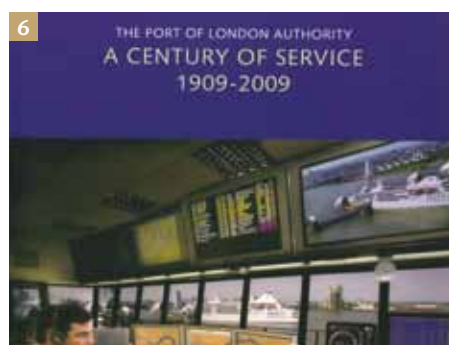
A NUMBER OF EVENTS WERE HELD THROUGH THE YEAR TO GIVE EMPLOYEES PAST AND PRESENT AND THE WIDER RIVER COMMUNITY AN OPPORTUNITY TO CELEBRATE OUR CENTENARY. THE MAIN EVENTS ARE COVERED ON THESE PAGES.





Opposite page

- 1 Port/river community dragon boat race
- 2 PLA float in the 2009 Lord Mayor's Show
- 3 PLA pensioners' party - Tilbury Cruise Terminal
- 4 Three-week exhibition at the Museum of London Docklands
- 5 Employee gatherings
- 6 Book on the history of the PLA
- 7 Centenary concert at Cadogan Hall in aid of the RNLI
- 8 Three Peaks Challenge



FUND RAISING

One of the goals of our centenary programme was to facilitate raising of money for charitable and worthy causes. Through the year in excess of £30,000 was raised through events including:

- Port/river community dragon boat race
- Centenary concert at Cadogan Hall
- Centenary cycle ride between PLA 'stones'
- Three Peaks Challenge



PERFORMANCE INDICATORS

	2007	2008	2009
OPERATIONAL STATISTICS			
Pilotage Service			
No of pilotage acts	12,117	12,538	10,501
Pilotage delays	124	207	60
Percentage of total pilotage acts delayed	1%	1.7%	0.6%

- The number of pilotage acts during 2009 dropped in line with the fall in the number of ships visiting the port. Delays also fell due to the fall in demand and continuing operational improvements.

HEALTH & SAFETY			
Personal Health & Safety			
Lost time accidents	9	5	9

- Lost time accidents increased from five in 2008 to nine in 2009. Work continues to improve personal health and safety awareness and performance in the organisation.

NAVIGATIONAL SAFETY STATISTICS			
Navigational Safety			
Navigational safety incidents	22	20	31
Navigational occurrences	8	24	18
Hydrographic Surveys			
Hydrographic surveys completed	328	315	292
Diving Operations			
Diving operations	139	151	178

- Incidents included several occasions of inappropriate navigation, a number of contacts during berthing/un-berthing manoeuvres and several minor collisions. There were no major navigational incidents during the period.
- The number of surveys completed fell slightly from the number completed in 2008; the main surveys continued to be completed on time.
- The number of diving operations rose during 2009 with further activity linked to the London Gateway development.

COMMUNITY ACTIVITY STATISTICS			
Riverside code trailer			
No of events attended by Riverside Code Trailer	14	15	13
No of children through Riverside Code Trailer	9,000	9,000	7,000
Public meetings			
No of public meetings held	3	4	3
No of people attending public meetings	140	211	111

- Community engagement continued through the year; attendance at public meetings fell as there were fewer pressing issues stakeholders wanted to discuss.

	2007	2008	2009
ENVIRONMENTAL STATISTICS			
Energy efficiency (kilowatt hours)			
Electricity	1445350	1499047	1466565
Gas	355143	269354	290935
Dredging licences issued			
Dredging licences issued	15	12	19
Waste generation and recycling (tonnes)			
Pre-segregated recyclable	10.87	19.34	18.75
General waste	38.17	30.48	32.27
Hazardous waste	4.16	3.80	7.4
Driftwood recovered (tonnes)			
Tonnage of material recovered from the river	471	493	438

■ Electricity consumption fell in 2009 compared to 2008, while gas consumption increased. A second Carbon Trust survey has been commissioned to identify how we can improve performance.

■ Waste generation was slightly higher during the year due to Health & Safety-linked clearance exercises.

TOSCA STATISTICS			
Call outs	20	10	7
Reportable spills	0	0	0
Oil encountered (including sheen)	7	3	3
False alarms (nothing found)	9	7	3
False alarms (eg spill contained)	2	0	0
Other call outs (safety of life, etc.)	2	0	0

■ We run the Thames Oil Spill Clearance Association (TOSCA) on behalf of all the river's oil terminal operators. TOSCA provides an immediate response to any incidents or spills in the Thames of either mineral or vegetable oil. The Association is funded through a charge on all oil transshipments in the Port. There were no reportable spills during the year; there were seven call outs after reports of spills, but on each occasion nothing more than sheen was found.

BOARD AND COMMITTEES

THE PORT OF LONDON AUTHORITY IS OVERSEEN BY A 10-MEMBER BOARD MADE UP OF THREE EXECUTIVE MEMBERS AND SEVEN NON-EXECUTIVES, PLUS THE SECRETARY TO THE BOARD. BOARD MEMBERS SIT ON SIX COMMITTEES.

The members of the Board and the membership of the committees (as at 7 April 2010) are listed below.

CHAIRMAN:

H A Alexander, CBE

VICE CHAIRMAN:

J F Mills, CBE

NON-EXECUTIVE MEMBERS:

P K Sarwal
P J Matthews, OBE
W D Everard, CBE
R D M Lenthall
R S Steedman

EXECUTIVE MEMBERS:

R L Everitt (Chief Executive)
B Chapman (Chief Financial Officer)
Rear Admiral D G Snelson, CB, FNI
(Chief Harbour Master)

SECRETARY TO THE BOARD:

R D Crighton, AMNI, MCMI, Barrister

COMMITTEES OF THE BOARD

AUDIT COMMITTEE

P K Sarwal, Chairman
J F Mills
W D Everard

LICENSING COMMITTEE

P J Matthews, Chairman
R S Steedman
R D M Lenthall
R L Everitt
D G Snelson

REMUNERATION COMMITTEE

H A Alexander, Chairman
J F Mills
W D Everard

CHARITABLE DONATIONS COMMITTEE

J F Mills, Chairman
R D M Lenthall
R L Everitt

PENSIONS COMMITTEE

W D Everard, Chairman
R D M Lenthall
R S Steedman
P J Matthews
R L Everitt
B Chapman

NOMINATIONS COMMITTEE

H A Alexander, Chairman
J F Mills
P K Sarwal

The chairman and vice chairman are ex-officio members of all committees.





THE FOLLOWING PAGES CONTAIN THE STATUTORY FINANCIAL STATEMENTS FOR THE FINANCIAL YEAR ENDING 31 DECEMBER 2009. THE ANNUAL REPORT AND ACCOUNTS ARE AVAILABLE IN FULL VIA THE PLA WEBSITE (WWW.PLA.CO.UK).

STATEMENT OF MEMBERS' RESPONSIBILITIES

The members are responsible for preparing the Annual Report and Accounts in accordance with applicable law and regulations.

The members of the Port of London Authority are required 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 members are required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Authority will continue in business, in which case there should be supporting assumptions or qualifications as necessary.

The members confirm that they have complied with the above requirements in preparing the financial statements.

The members are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Authority and

enable them to ensure that the financial statements comply with Section 42 of 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 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.

CONSOLIDATED PROFIT AND LOSS ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2009

	2009 £000	2008 £000
Turnover including share of joint venture	43,594	45,646
Less: share of joint venture	526	615
Turnover excluding share of joint venture	43,068	45,031
Operating expenditure	41,394	42,973
Operating profit	1,674	2,058
Share of operating profit of joint venture	83	141
Operating profit including joint venture	1,757	2,199
Previously unrecognised retained loss accrued for Port of London Properties Ltd during period of non-consolidation	0	(6,689)
Net interest	394	1,185
Other financial costs (other pension costs)	(3,592)	(774)
Loss on ordinary activities before taxation	(1,441)	(4,079)
Taxation	461	(953)
Loss for the financial year	(980)	(5,032)

All results are in respect of continuing activities.

There is no difference between the loss on ordinary activities before taxation and the retained loss for the financial year stated above and their historical cost equivalents.

CONSOLIDATED STATEMENT OF TOTAL RECOGNISED GAINS AND LOSSES (STRGL)

FOR THE YEAR ENDED 31 DECEMBER 2009

	2009 £000	2008 £000
Loss for the financial year	(980)	(5,032)
Actuarial loss on pension schemes	(23,564)	(4,434)
Current UK corporation tax on defined benefit pension schemes	0	162
Movement in deferred tax relating to pension schemes	2,760	1,079
	(21,784)	(8,225)
Previously unrecognised gains and losses accrued for Port of London Properties Ltd during period of non-consolidation	0	27,175
Share of actuarial loss on joint venture defined benefit pension scheme	(433)	(105)
Total recognised (losses)/gains relating to the year	(22,217)	18,845
Prior year adjustment	0	(15,964)
Total recognised (losses)/gains since last annual report	(22,217)	2,881

The PLA also has an unrecognised loss of £1,518,000 for the year ended 31 December 2009 (2008 loss of £4,449,000) in relation to a pension scheme which has an irrecoverable surplus.

BALANCE SHEET
AS AT 31 DECEMBER 2009

	CONSOLIDATED		PLA	
	2009 £000	2008 £000	2009 £000	2008 £000
FIXED ASSETS				
Intangible assets	267	274	267	274
Tangible assets	25,880	25,686	25,880	25,686
Investments	0	0	2	2
Joint venture:-				
Share of gross assets	940	864	0	0
Share of gross liabilities	(237)	(203)	0	0
Share of pension deficit	(589)	(176)	0	0
	114	485	0	0
	26,261	26,445	26,149	25,962
CURRENT ASSETS				
Stocks	155	159	155	159
Debtors – amounts due less than and more than one year	19,990	20,631	7,110	7,740
Liquid resources	15,000	16,351	8,758	9,849
Cash and bank balances	18,983	16,416	18,983	16,416
	54,128	53,557	35,006	34,164
CURRENT LIABILITIES				
Creditors: amounts falling due within one year	5,886	5,779	5,820	5,644
Net current assets	48,242	47,778	29,186	28,520
Total assets less current liabilities	74,503	74,223	55,335	54,482
Creditors: amounts falling due after more than one year	629	643	629	643
Provisions for liabilities and charges	17,199	17,666	17,199	17,666
	17,828	18,309	17,828	18,309
Net assets excluding pension deficit	56,675	55,914	37,507	36,173
Pension deficit	(24,075)	(1,097)	(24,075)	(1,097)
Net assets including pension deficit	32,600	54,817	13,432	35,076
RESERVES				
Profit and loss account	32,600	54,817	13,432	35,076

These financial statements, which comprise the consolidated profit and loss account, the consolidated statement of total recognised gains and losses, the consolidated and PLA balance sheets, the consolidated cash flow statement and the related notes were approved by the Board of Members on 7 April 2010 and were signed on its behalf on 26 April 2010 by:-

H A ALEXANDER
Chairman

R L EVERITT
Chief Executive

B CHAPMAN
Chief Financial Officer

CONSOLIDATED CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 DECEMBER 2009

	2009		2008	
	£000	£000	£000	£000
Net cash inflow from operating activities		3,525		2,995
RETURNS ON INVESTMENT AND SERVICING OF FINANCE				
Interest received	401		1,320	
Interest paid	<u>0</u>		<u>(1)</u>	
Net cash inflow from returns on investments and servicing of finance		401		1,319
TAXATION				
U.K. Corporation tax paid	<u>(344)</u>		<u>(230)</u>	
		(344)		(230)
CAPITAL EXPENDITURE AND FINANCIAL INVESTMENT				
Purchase of tangible fixed assets	(2,671)		(3,260)	
Sale of tangible fixed assets	<u>31</u>		<u>32</u>	
Net cash outflow from capital expenditure and financial investment		(2,640)		(3,228)
Cash Inflow from Port of London Properties Ltd at 17 December 2008		<u>0</u>		<u>7,625</u>
Net cash inflow before use of liquid resources and financing		942		8,481
MANAGEMENT OF LIQUID RESOURCES				
Decrease in short term investments		<u>1,351</u>		<u>3,813</u>
Increase in cash in the year		2,293		12,294

TRADE AND FINANCIAL HIGHLIGHTS

FOR THE YEAR ENDED 31 DECEMBER 2009

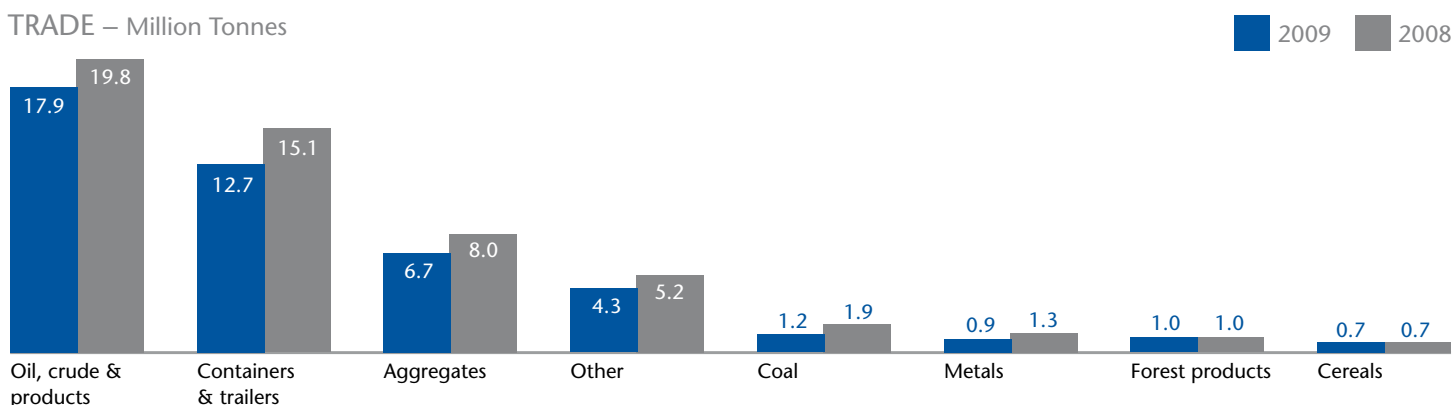
TRADE	2009 million tonnes	2008 million tonnes
Imports	38.5	43.9
Exports	6.9	9.1
Total	45.4	53.0

UNITISED TRAFFIC – (INCLUDED IN ABOVE TONNEAGES)	2009 thousand TEUs	2008 thousand TEUs
Imports	850	1,020
Exports	822	987
Total	1,672	2,007

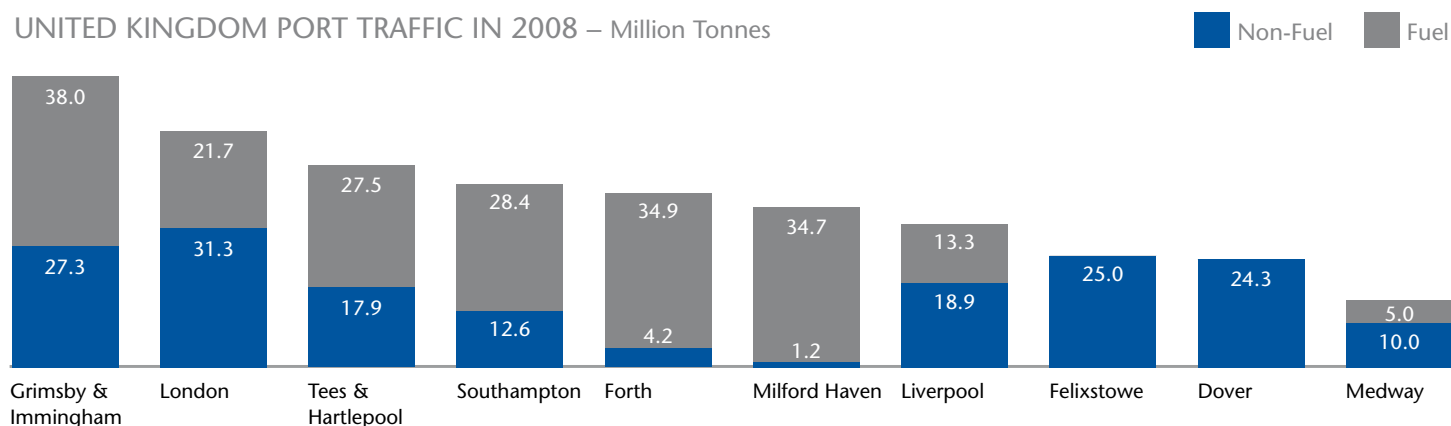
Number of chargeable vessel arrivals to the Port of London	9,237	10,814
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FINANCIAL HIGHLIGHTS	2009 £m	2008 £m
Turnover	43.6	45.6
Operating profit	1.8	2.2
Net cash inflow from operating activities	3.5	3.0

TRADE – Million Tonnes



UNITED KINGDOM PORT TRAFFIC IN 2008 – Million Tonnes



Source: Department for Transport

WORKING IN PARTNERSHIPS

TO ACHIEVE MAXIMUM EFFECTIVENESS, OPENNESS AND TRANSPARENCY WE HAVE SET UP A NUMBER OF CONSULTATIVE AND LIAISON GROUPS AND COMMITTEES WITH CUSTOMERS AND STAKEHOLDERS AND ACTIVELY PARTICIPATE IN A LARGE NUMBER OF PARTNERSHIPS.

PLA CONSULTATIVE AND LIAISON COMMITTEES

Major Customers Forum
PLA/PetroPlus Marine Liaison Group
PLA/Environment Agency (EA) Liaison
PLA/London River Services (LRS) Liaison
PLA/Maritime and Coastguard Agency (MCA) Liaison
PLA/Medway/Harwich Tripartite Group
PLA/Metropolitan Police Liaison
PLA/London Port Health Authority Liaison
PLA/Watermen and Lightermen's Company Liaison
Port of London Health and Safety Liaison Group
Port Security Committee
River Users Consultative Forum (Estuary)
River Users Consultative Forum (Lower)
River Users Consultative Forum (Upper)
River Users Strategic Advisory Panel
Thames Oil Spill Clearance Association (TOSCA)
Thames Strategy Group

PLA REPRESENTATION ON OUTSIDE BODIES

Allhallows Business Houses Council
Association of Diving Contractors
Association of Inland Navigation Authorities
Association of Police Health & Safety Advisors
(London & South East Group)
Bexley Emergency Planning and Liaison Group
Central London Local Resilience Forum
Cleanaway Havering Riverside Trust
Cliffe Conservation and Community Partnership Steering Group
Committee on Shipping Hydrography (MCA)
Cory Environmental Trust in Thurrock
Cross River Partnership
Defra/DfT Marine Consents Liaison Group
Defra Water Framework Directive Stakeholder Groups
Defra Ports Liaison Group
District Marine Safety Committee
Dredging Liaison Group
Emergency Planning Society Oil Pollution Professional Interest Group
Essex Resilience Forum
Freight by Water
Gravesham Chamber of Commerce
Gravesham Local Business Partnership Steering Group
Greater London Authority (GLA) Working Groups
Greenwich Emergency Planning and Liaison Group
Havering and Thurrock Riverside Environmental Strategy Group
Health and Safety Executive and Statutory Harbour
Authorities Committee (HESHA)
IMarEST Small Ships Group Integrated Coastal
Hydrography Steering Group (UKHO)
International Association of Lighthouse Authorities
International Association of Ports & Harbors
International Harbour Masters Association
Kent and Medway Oil Pollution Group
Kent Resilience Forum
London Borough of Richmond Emergency Planning Forum
London Borough of Southwark Emergency Planning Forum
London Chamber of Commerce and Industry
London Emergency Services Liaison Panel (LESLP)

London Home and Water Safety Council
London Regional Resilience Forum
London Resilience Media Group
London Resilience Transport Group
London & SE Port Welfare Committee
London Waterways Commission
Maritime Advisory Group
Maritime London
Maritime Olympic Safety Forum
MCA/DfT MARPOL Consultative Panel
MCA Hire Boat Licensing Working Group
MCA Inland Waterways Freight Vessel Standards Technical
Working Group
MCA Seagoing and Inland Waterways Commercial Vessel
Regulatory Working Parties
MCA Sunk Users Group
Medway Partners Emergency Planning Group
National Inland Waterways Freight Standards Steering Group
National Marine Safety Co-ordinating Committee
National Maritime Security Committee (Ports Panel)
National Offshore Renewable Energy Liaison Group
National Sea Training Trust
North Central London Local Resilience Forum
North East London Local Resilience Forum
North Kent Chamber of Commerce
North West Kent College Training Trust
North West Kent College Corporate Board
ODA Transport Security Working Group
OFCOM/MCA Maritime Advisory Technical Committee
Olympic Safety, Security and Resilience Strategy Committee
Olympic Transport Regulators Forum
Parliamentary Maritime Group
PLA Harbour Masters Recreation and Navigational Group
Port Skills and Safety Limited
River Basin Liaison Panel
River Users Health & Safety Forum
SITPRO Ports and Borders Group
South East London Local Resilience Forum
South Essex Environmental Protection Group
South West London Local Resilience Forum
Thames21
Thames Counter Terrorism Partnership
Thames Estuary Partnership
Thames Estuary Research Forum
Thames Estuary Standing Environment Group
Thameside Partners
Thames Landscape Strategy Hampton – Kew
Thames Strategy Kew – Chelsea
Thames Traditional Rowing Association
Thurrock District Association of Industries
UK Delegation to International Maritime Organisation (IMO)
UK Harbour Masters Association
United Kingdom Major Ports Group
UKMPG/BPA Environmental Policy Group
University College London Geomatics Faculty
Westminster Biodiversity Action Plan Steering Group





ABOUT THIS REPORT

We prepare our Annual Review to provide an accessible summary of our activities each year.

In line with Department for Transport guidance for Trust Ports, we include in it the main statistics on PLA financial and port trade performance, together with indicators of our service provision and performance. Our performance reporting will continue to evolve. If you have any comments on this report and how we might improve, please let us know at: corporateaffairs@pla.co.uk

Readers and stakeholders in the business may also wish to read our Strategic Framework Summary. For this publication and other information on the Port of London Authority and its operations, visit our website: www.pla.co.uk or call the Corporate Affairs team on **01474-562364**.

Copies of this Annual Review and the full Annual Report & Accounts can be downloaded from our website.

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