



TRINITY HOUSE

Strategy

The strategy for Trinity House, in its capacity
as a General Lighthouse Authority



**Lighting
The Way**
TO 2035

Welcome

From the Chair

On behalf of the Trinity House Lighthouse Board, welcome to our new strategy: *Lighting the Way to 2035*.

First, can I take this opportunity to thank colleagues from Trinity House, the Northern Lighthouse Board, Irish Lights, the UK Government, in particular the Department for Transport, the International Organization for Marine Aids to Navigation (IALA), the Lights Advisory Committee and many other partner organisations across the maritime sector for their engagement, ideas and support.

In determining our vision, purpose, mission, values, strategic priorities and goals—how we deliver our statutory responsibilities and how we might deliver them differently in the future—we have taken a long, hard look at the challenges and opportunities that lie ahead. It is worth me stating upfront that these are highly changeable times, and we should be under no illusion about what that means.

The strategic challenges are well-documented and within this context of ever-increasing complexity comes both threat and opportunity. Greater collaborative working and organisational resilience will be essential ingredients for Trinity House to succeed alongside our closest partners in the Northern Lighthouse Board and Irish Lights. We must, in summary, continue to deliver safely today, forge a sustainable future for tomorrow and deepen our partnerships.

That said, we at Trinity House are starting from a position of strength; we have a long history of adaptation and our people are very often authorities in their own right in their area of expertise. What we do matters, both to the mariner and to the nation. Our service is essential to keep trade flowing. We are trusted to deliver, but we must not be complacent. As life at sea becomes increasingly digital, our physical aids to navigation must be developed and adapted. We must not stand still.

I look forward to working with the Lighthouse Board to pursue our new Strategy for the good of not only the General Lighthouse Authority's employees but also the mariners who rely on Trinity House for their safety.



Lance Batchelor

Chair of the Lighthouse Board

From the Chief Executive

In 2035, the UK's prosperity will continue to depend upon the sea. The need for aids to navigation will endure. Noting that over 95% of UK's trade is, and will continue to be, transported in ships through the major ports of England and Wales—and that those ships are kept safe by the aids to navigation maintained by Trinity House—it follows that our purpose is for our highly skilled and committed people to help safeguard our island nation's prosperity and security, protect our marine environment and save lives. At all times and in all conditions.

We must continue to adapt to the rapidly changing strategic context, and I look to the future with confidence. The remarkable story of Trinity House is one of innovation and adaptation, over hundreds of years. Simply put, if our forebears had not innovated we would not have survived, and that spirit of innovation remains a strong part of our culture today.

Our people are the most important part of our organisation, and we will be an even stronger, fitter and more impactful organisation as a result of this strategy. The ambition in this strategy reflects our considerable expertise in aids to navigation, from setting and reviewing the navigational requirement to delivering the service to mariners, to internationally renowned research and development.

So, to realise our vision for the waters of England, Wales, the Channel Islands and Gibraltar to be the safest to navigate anywhere in the world, this strategy will be delivered through four strategic priorities: delivering safely today, forging a sustainable future, increasing our profile and deepening partnerships and by improving organisational fitness. Environmental, social and governance considerations will be integrated into all that we do.

We are all incredibly proud to be part of Trinity House and to have the very great honour to continue to serve the mariner and our island nation. I am excited by *Lighting the Way to 2035*, its vision and its ambition.

This is our strategy, owned by all of us, and our approach will be led by our new WAVE values and be one of continuous improvement—an evolution rather than a revolution but an evolution with ambition—to ensure we continue to safely discharge our mission: to deliver a reliable, efficient and cost-effective aids to navigation service for the benefit and safety of all mariners.



Rear Admiral Iain Lower CB

Chief Executive of the General Lighthouse Authority

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Our vision and our purpose

Our vision is for the waters of England, Wales, the Channel Islands and Gibraltar to be the safest to navigate anywhere in the world.

Trinity House works for the benefit and safety of all mariners.

Our Purpose

We are a General Lighthouse Authority, a maritime charity and a fraternity of people, representing the seafaring services and other professions from across the UK's maritime sector.

Trinity House has been lighting the way for mariners for over 500 years. We are proud that we have our own history and heritage and a reputation for quality of service, for permanence and for safety.

At the core of this strategy is the conviction that in 2035 the UK's prosperity and security will continue to depend upon the sea.

Over 95% of UK's trade is—and will continue to be—transported in ships through the major ports of England and Wales. For supermarket and high street shelves to remain stocked and for Britain to trade with the rest of the world, shipping needs to safely transit our waters to and from our ports, day and night, in all weather and, that being the case, the need for marine aids to navigation will endure.

Trinity House—and the mix of aids to navigation we refurbish, upgrade and deploy—helps thousands of mariners annually to do just that, to navigate their way safely around some of the UK's most treacherous waters, including the Dover Strait—one of the world's busiest shipping lanes.

If the worst happens and there is a collision or grounding at sea, then Trinity House's people and ships form part of the emergency response, to locate, survey, warn others and—if necessary—mark the wreck or new navigational hazard, and we are ready to do so around the clock.

Our purpose is for Trinity House's highly skilled and committed people to support our island nation's prosperity and security, protect our marine environment and save lives.

At all times and in all conditions.

Our approach

Our Mission

In our capacity as the General Lighthouse Authority for England, Wales, the Channel Islands and Gibraltar, empowered by the Merchant Shipping Act 1995 and in accordance with the International Convention for Safety of Life at Sea (SOLAS), we today provide over 600 marine aids to navigation, including lighthouses, lightvessels, buoys and beacons. We also superintend over 11,000 local aids to navigation.

Trinity House is a Non-Departmental Public Body and is funded—at no cost to the UK taxpayer—through a hypothecated tax known as Light Dues paid into the General Lighthouse Fund by those shipping companies who use the UK's ports. We have looked closely at our mission; it has stood the test of time, and it is fit for the future.

Our mission will continue to be to deliver a reliable, efficient and cost-effective aids to navigation service for the benefit and safety of all mariners.

Our Partners

We work closely with General Lighthouse Authorities from across the world through the International Organization for Marine Aids to Navigation (IALA).

Our continued support for the committees and working groups of IALA is highly valued by the UK Government and agencies, by the International Maritime Organization and across the global maritime community.

Our partnership with the Northern Lighthouse Board and Irish Lights is a particularly close one and is likely to become more so in the future.

The sharing of best practice, joint procurement projects, joined-up research and development and coordinated management of our fleet of ships and helicopters underpins the effective delivery of our shared mission. The three GLAs working together also fulfil our Coastal State responsibilities to deliver a seamless provision of appropriate aids to navigation around our coasts.

Our Ambition

The remarkable story of Trinity House is one of innovation and adaptation, over hundreds of years. Simply put, if our forebears had not innovated we would not have survived, and that spirit of innovation remains a strong part of our culture today.

Our ambition reflects considerable expertise in the delivery of aids to navigation, from setting and reviewing the navigational requirement to delivering the service to mariners, to internationally renowned research and development.

Not only does our ambition to innovate to continuously improve our service continue, it extends to being more visible and more influential on the national and global stages.

This strategy is therefore about continuity and change, an evolution rather than a revolution *but* an evolution with ambition. Our approach is one of continuous improvement.



Our values

Work together

... as a team—*One Trinity House*—for the benefit and safety of all mariners;
... within a respectful, diverse and inclusive environment.

Achieve excellence

... by taking pride in our work;
... by protecting the environment through working sustainably.

Value each other

... by providing proactive and appropriate support;
... by getting everyone home safe.

Evolve with ambition

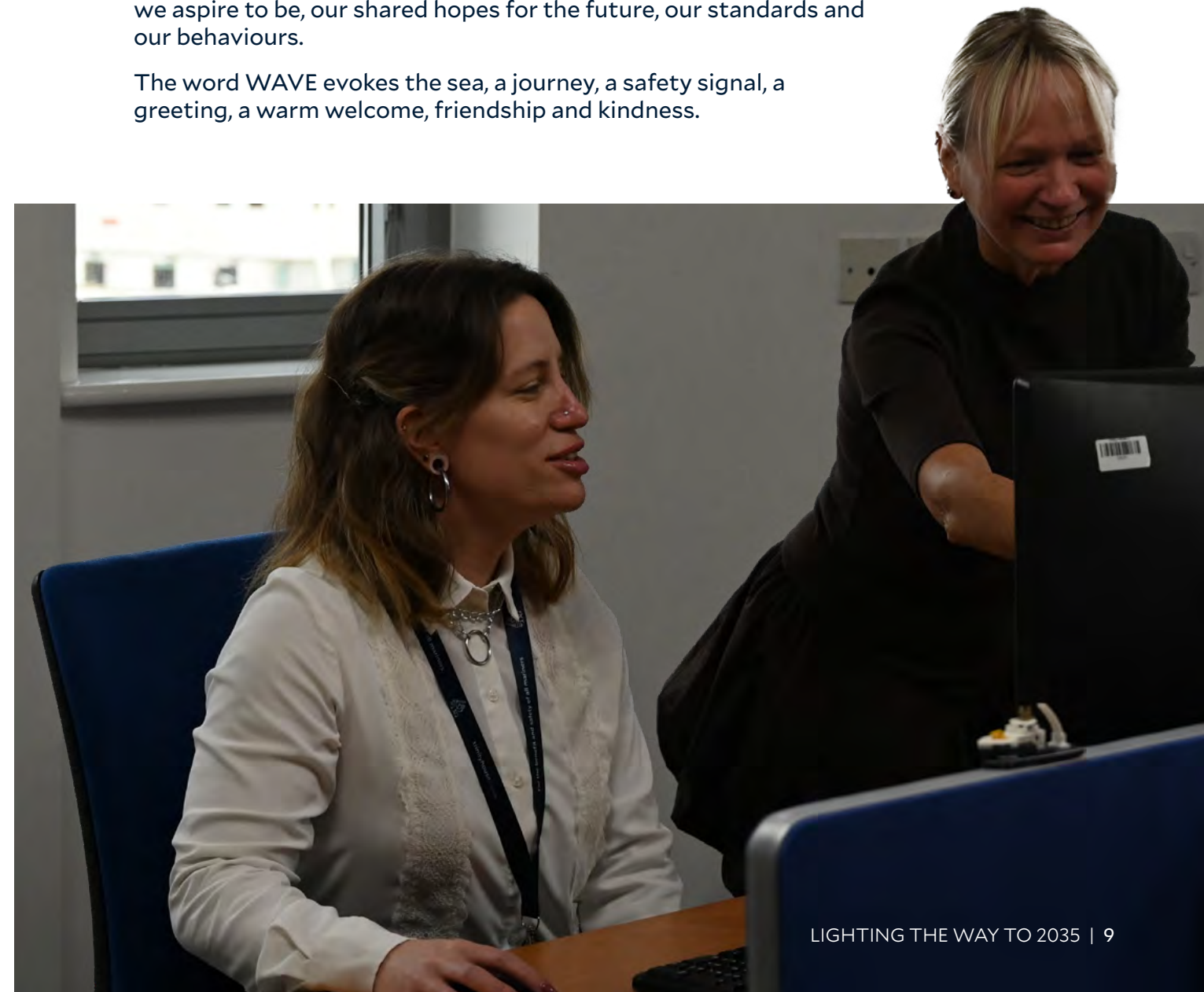
... by embracing innovation and continuous improvement;
... so that everyone can make a positive difference.

Our people are the most important part of our organisation. We are a highly talented, committed and multi-skilled team, and we take great pride—as individuals and as a collective—in working for Trinity House and its mission.

We are the custodians of a heritage that goes back over 500 years, and we are trusted to deliver a critical, modern safety service. To do so we trust each other and strive every day to improve — to leave things better than we found them.

Our new **WAVE** values represent our culture, who we are and who we aspire to be, our shared hopes for the future, our standards and our behaviours.

The word WAVE evokes the sea, a journey, a safety signal, a greeting, a warm welcome, friendship and kindness.



Our strategy



Challenges, Opportunities, Continuity and Change

The strategic challenges we face as a General Lighthouse Authority are well documented in the tri-GLA strategy *Navigating Towards 2040*: geo-political instability and changing traffic patterns; a worsening climate; the blue economy and renewable energy demands driving a shared, more congested sea space; the uncertain economic environment; the changing nature of the future mariner; the shifting regulatory requirement; attracting and retaining a skilled workforce and the impact of rapidly-changing technology, including autonomous shipping, data and digital. At sea, more people will be dependent upon more data; coping with increased data will drive dependence upon communications and bandwidth.

Despite technological advances, the need for aids to navigation will endure, but the mix will change—ashore and afloat, visual and virtual—and they will need to last longer with less impact on the environment.

Visual aids to navigation will be part of a system of systems used by mariners to establish their precise geographical location. Also important will be the rise in automated systems capable of supporting mariners and the emergence of autonomous, lean-crewed and un-crewed vessels at sea that will impose different and more technologically advanced performance requirements on aids to navigation services.

Our thinking around and management of risk will evolve, shifting from preparing for everything that can be predicted towards methods and tools that are better at anticipating unpredictability and handling the unexpected. Our largely rule- and process-driven governance will evolve into a more principle-led approach that allows greater empowerment of our people.

So, to continue to thrive within this context of ever-increasing complexity, we must continue to deliver safely today while forging a sustainable future. We must re-invest in our people, streamline our processes and embrace digital solutions. We will need to place an ever-greater premium on closer partnership working, innovation and resilience.

All will be essential ingredients for Trinity House to succeed in the future.

Visual aids to navigation will be part of a system of systems used by mariners to establish their precise geographical location





Where we are today...

Today, through our valued and dedicated employees, we meet our statutory requirements and achieve high standards.

However...

- We operate ageing, increasingly unreliable, carbon-intensive ships operating from depots not adapted for the climate;
- The cost of maintaining an ageing-estate is increasing;
- While we are *en route* to digitising our data we are not yet digitalised;
- In some critical roles we suffer unsustainable employee turnover with an over-reliance on agency workers;
- There is unrealised potential to grow commercial income;
- There is unrealised potential to shape policy and regulation.

By 2035, we will be:

- **A values-led, well-led, match-fit organisation with people who want to join us, grow with us and advocate for us** — we will foster a culture of inclusivity and ambition through strong leadership and clear vision.
- **Operating an innovative, sustainable mix of visual and virtual aids to navigation ashore and afloat** by including the latest technology, standardised equipment allowing economies of scale and redundancy, and designed to remain at sea for ten or more years.
- **Operating reliable efficient ships** that will reduce response times to new wrecks and dangers and fulfil our buoy servicing requirement while allowing capacity to generate greater commercial income.
- **An influential, authoritative and expert voice within the maritime sector** known for our collaboration by attracting and recruiting the right calibre of person with the right experience, and by drawing on the considerable maritime experience in our staff and from our Fraternity.
- **Optimised for data** with aids to navigation supported by integrated data systems capable of supporting increasing levels of automation and autonomy at sea. Trinity House will be part of the maritime 'Big Data' infrastructure.
- **An organisation with a reduced impact on the environment** in accordance with Government regulations and where possible beyond them.
- **Operating facilities scaled for our future needs and adapted to a changing climate**, using an innovative and more collaborative approach to safeguard our assets while reducing their environmental impact.
- **Achieving sustainable growth in commercial non-statutory income** — increased capacity for buoy work in our new vessels and a more commercial approach to managing our property portfolio will enable us to better offset operating costs.



TRINITY HOUSE

2035

OUR VISION IS FOR THE WATERS OF ENGLAND, WALES, THE
CHANNEL ISLANDS AND GIBRALTAR TO BE THE SAFEST TO
NAVIGATE ANYWHERE IN THE WORLD

DELIVER SAFELY

WE DELIVER OUR STATUTORY RESPONSIBILITIES
EVERYONE HOME SAFE
GROW COMMERCIAL INCOME

PROFILE AND PARTNERS

VALUED, TRUSTED AND INFLUENTIAL
SOLVING COMPLEXITY THROUGH CLOSER COLLABORATION

SUSTAINABLE FUTURE

HONOURING OUR HERITAGE
DATA SAVVY, DIGITAL BY DESIGN
ADAPTING TO AND MITIGATING FOR CLIMATE CHANGE
NEW SHIPS, SMART BUOYS, MODERNISED LIGHTHOUSES

ORGANISATIONAL FITNESS

VALUES-LED AND PEOPLE FOCUSED
FINANCIALLY SUSTAINABLE
STREAMLINED WAYS OF WORKING
ATTRACT, DEVELOP AND RETAIN THE BEST

WORK TOGETHER | ACHIEVE EXCELLENCE | VALUE EACH OTHER | EVOLVE WITH AMBITION

For the benefit and safety of all mariners

The benefits

This photo of THV *Patricia*'s crew carrying out repairs to the Hjordis Beacon was taken by **Captain Paul Vallely**

As an Arm's Length Body of the Department for Transport, our strategy also supports three of the Secretary of State's five priorities, namely: better integrated transport networks, delivering greener transport and transforming infrastructure to work for the whole country and tackling inequality.

The benefits of this strategy must be tangible and clear for all to see and feel. We will be stronger, fitter and more impactful as a result. Environmental, Social and Governance considerations will be integrated into all our work, our values, policies and principles, reflecting our commitment to an inclusive and sustainable future.

The benefits of *Lighting the Way to 2035* are:

- Clarity of purpose, priorities and direction
- Attract, develop and retain great people
- Improved internal communications across *one* Trinity House
- High standards of excellence
- Everyone home safe
- Better working spaces
- Improved ways of working and streamlined processes
- Being more digitally and technologically-enabled
- A modernised operational estate and adapted for a changing climate
- Reduced carbon footprint and waste
- Financial stability
- Increased commercial income
- New, more efficient and greener ships
- Increased partnership working and collaboration
- Increased influence in maritime affairs
- Evidence-based decision-making

Our strategic priorities

Introducing our strategic priorities

Our strategy, to realise our vision for the waters of England, Wales, the Channel Islands and Gibraltar to be the safest to navigate anywhere in the world, will be delivered through four strategic priorities: delivering safely today, forging a sustainable future, increasing our profile and deepening partnerships and by improving organisational fitness.

Deliver Safely

We will continue to deliver a first-class maritime safety service that gets everyone home safe, while increasing, where possible, our commercial income.

Sustainable Future

While honouring our heritage, we will invest in and adapt to a future that meets the economic, social and environmental needs of future generations by operating new vessels, adapting for climate change and harnessing developments in machine learning and artificial intelligence.

Profile and Partners

Greater cooperation and understanding will help us build upon our position at the heart of the UK's maritime sector as a valued and trusted source of expertise, collaborating, advising and engaging with our partners at home and around the world.

Organisational Fitness

We will govern according to our values, re-investing in and empowering our people, embracing innovation and evolving our ways of working.



65 lighthouses
7 lightvessels
450 buoys
18 beacons



We fund and train **10%** of the UK's Merchant Navy Cadets



3 ships
1 helicopter
24/7 emergency response

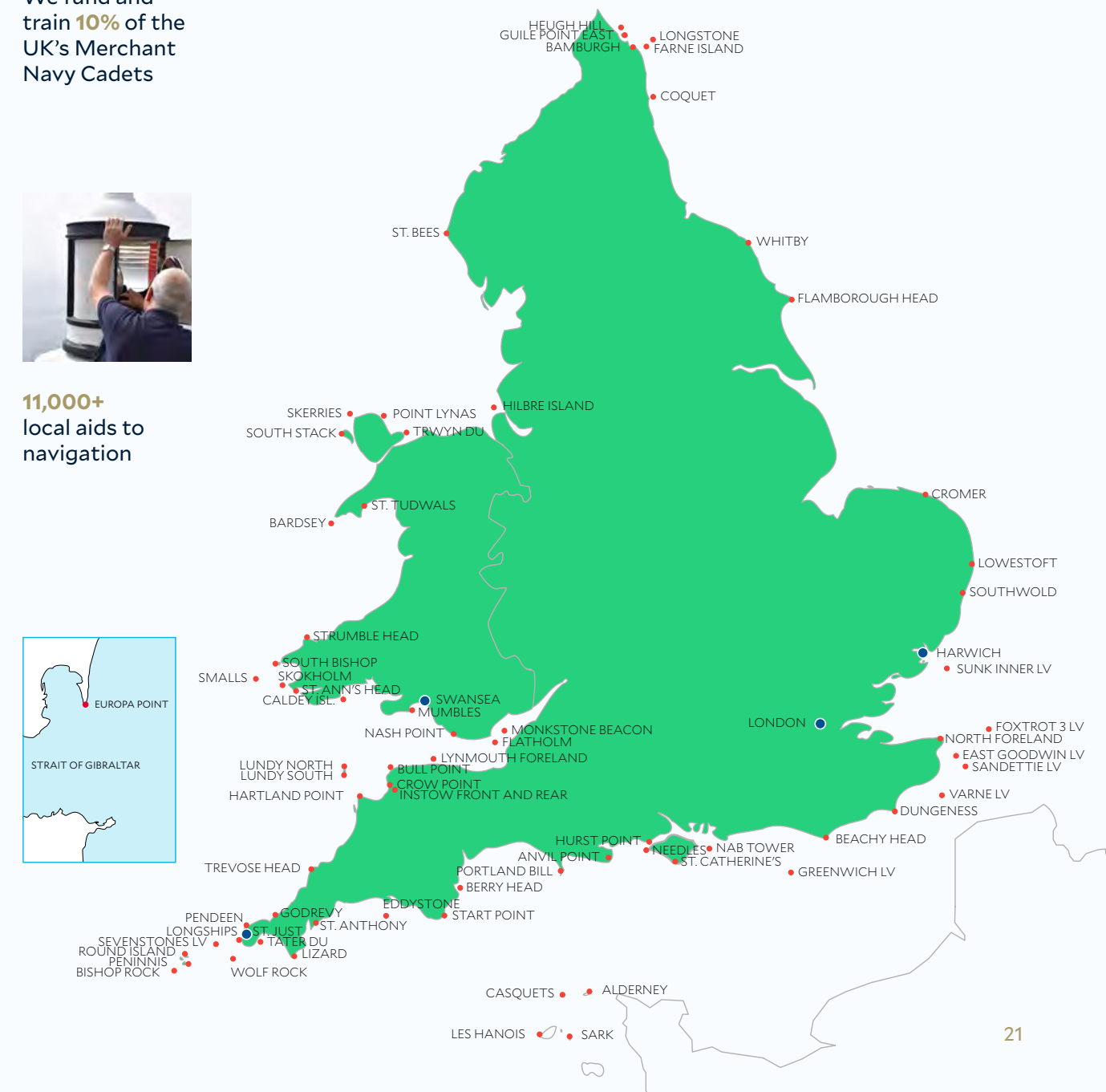


11,000+ local aids to navigation



290 people
3 depots
c.£50m budget, at no cost to the UK taxpayer
£2m income generated

We keep the approaches to UK ports and the Dover Straits open at all times and in all conditions, ensuring the movement of 95% of all UK trade by volume





“Lighthouses are marks and signs within the meaning of the charter.

That there is an authority mixed with trust, settled in that corporation, for the erecting of such lighthouses, and other marks and signs, from time to time, as the accidents and moveable nature of the sands and channels doth require, grounded upon the skill and experience which they have in marine service:

And this authority and trust cannot be transferred from them by law; but as they are only answerable for the defaults, so they are only trusted with the performance; it being a matter of an high and precious nature, in respect of salvation of ships and lives, and a kind of starlight in that element.”

Sir Francis Bacon, 1617

Our goals

Deliver Safely

We will continue to prioritise the safety of the mariner by delivering an effective aids to navigation service, an appropriate response to new wrecks and dangers and through the superintendence and management of local aids to navigation.

This is our core role; to do so, we must first ensure the safety of our own people, many of whom often work in challenging conditions in order to ensure the safety of the mariner.

A careful balance must be struck between our statutory responsibilities and our ability to raise commercial income, within reserve capacity, in accordance with the Merchant Shipping Act 1995 that in turn relieves pressure on the General Lighthouse Fund.

We will...

- **Deliver our statutory responsibilities** to meet internationally agreed IALA standards, our risk response criteria, our buoy servicing requirement and our annual light inspections.
- **Develop a learning culture to get everyone home safe** – to reduce the number of safety-related incidents year on year.
- **Grow commercial income** as the reserve capacity increases as new vessels come online.

Sustainable Future

To meet the challenges of the future we must do so sustainably, by which is meant responsible practices that meet the economic, social and environmental needs of the present without compromising the ability of future generations to meet their needs.

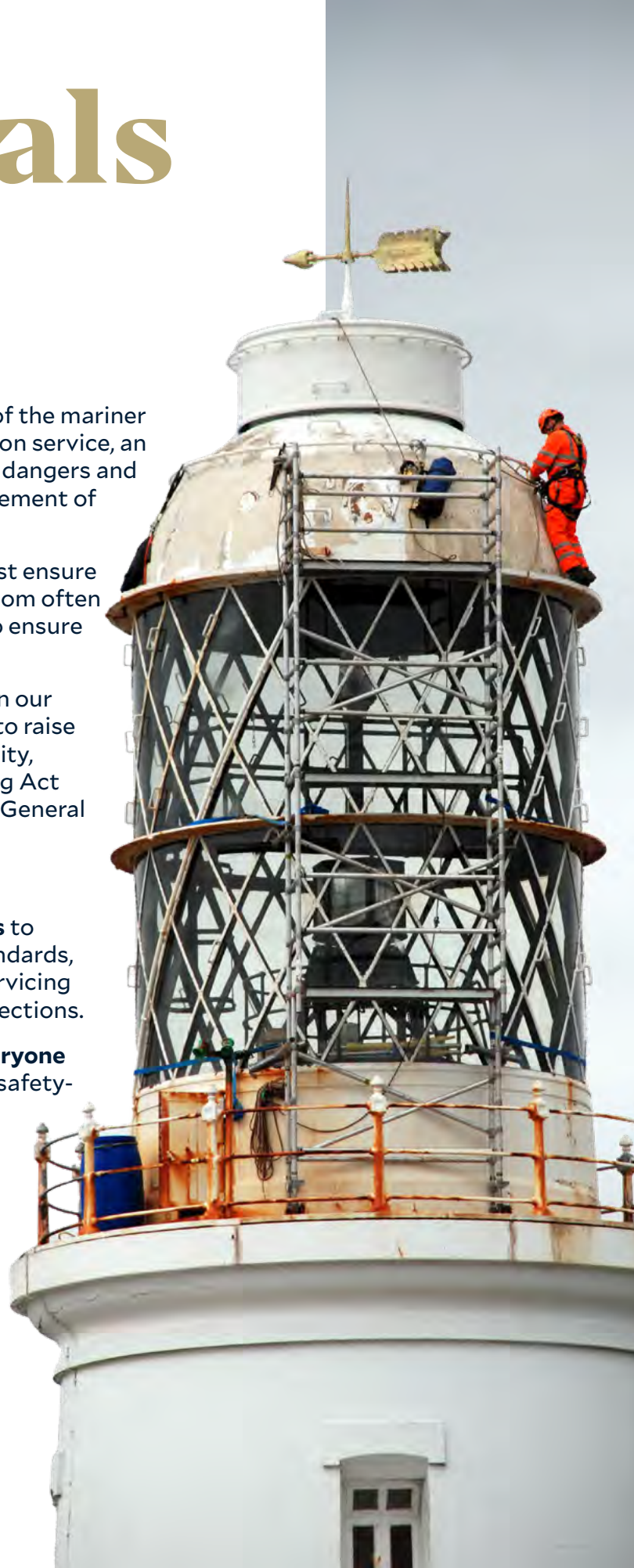
Trinity House has a genuinely impressive track record in this regard and has often assumed a leadership role; one example being the early solarisation of lighthouses. The world, however, is changing rapidly, and we must continue to ensure that our assets and infrastructure—be they on land or afloat, physical or digital, visual or virtual—meet our future needs.

We must therefore continue to adapt for a changing climate, while minimising our impact upon the environment and enhancing the social value of everything we do.

Our aids to navigation will evolve within a wider digital architecture, meaning their use will be more central to a wide range of at-sea activities requiring ever more data transfer. Changing standards mean Trinity House will need to be trusted in managing, fusing, analysing and sharing massive amounts of data.

We will...

- **Embed a sustainability mindset**, governance, reporting framework and plan.
- While honouring our heritage, **invest in and adapt our shore facilities and operational estate** to our future needs.
- Through the Futures Afloat programme, **introduce into service reliable, green, modern ships** with greater buoy handling capacity to meet the statutory requirement, increase potential for commercial work and mitigate our impact on the climate.
- **Be trusted in managing, fusing, analysing and sharing data as aids to navigation evolve within a wider digital system** by investing in data systems and expertise to be ready for the introduction of increasingly digitised aids to navigation services—in particular, S100/200 messaging—and for developments in AI and Machine Learning.
- Develop and operate novel, **high tech, standardised, 10-year, 'smart' buoys** that will be integrated, reconfigurable and fully adapted for autonomous shipping and climate change.





Organisational Fitness

A more unpredictable, changeable and uncertain world requires greater organisational resilience. Our people are the most important part of our organisation. Therefore, to ensure our people, governance and compliance, finances, processes and technology support the delivery of this strategy, we will embark upon a programme of organisational fitness.

We will invest in our people. We will move towards being a more principle-led workplace where staff are encouraged to create, inspire and innovate, to take responsibility and be accountable.

Our aim is for our people to join well, work well and, when the time comes, to leave well. We will be a values-led, well-led, match-fit organisation with people who want to join us, grow with us and advocate for us.

We will...

- **Attract, develop and retain the best by creating a positive and inclusive culture where people feel valued and are empowered.** We will focus on rolling out our new values, a leadership and development programme, a competency-based framework, improving our internal communications, workforce planning, succession management and improving people's working spaces.
- **Deliver an affordable digital-first approach and mindset** by utilising appropriately-scaled digital and technological services to ensure our people have the tools and literacy they need to work securely, efficiently and innovatively.
- **Streamline our ways of working** by running rapid improvement events and adopt a principles-based approach to policy, procedure and processes.
- **Live within our means** by focusing on value for money, sound financial planning, project management and curtailing cost growth.

Profile and Partners

Our deep understanding of the operational environment, the users of our services and the technology, gives Trinity House and our partner General Lighthouse Authorities (GLAs) a unique position from which to help shape the future regulatory and policy environment.

Trinity House is unique in that it brings together, in one institution, the General Lighthouse Authority with one of the largest endowed maritime charities in the UK, and a significant membership body, known as the Fraternity, of leaders from across the UK's maritime sector.

The Corporation of Trinity House, including the General Lighthouse Authority, has a convening authority and therefore a responsibility to influence future thinking. This we can do by providing independent and impartial advice, and through facilitating discussions on a wide range of maritime related issues—including safety, careers, training, environment, technological innovation, diversity and inclusion and standards and certification—and to thereby assist those officials charged with policy formulation.

We will...

- **Be a valued and trusted source of expertise** to the UK maritime sector through thought leadership, partnering and advisory roles on a range of maritime-related issues. We will ensure Trinity House continues the UK's Coastal State responsibility for the provision of aids to navigation through dialogue with the Government.
- **Continue to proactively engage at an international level through IALA.** With colleagues in the Northern Lighthouse Board, we will remain the Government's trusted agent through IALA's transition to Inter Governmental Organisation status and beyond. We will continue to occupy key positions of responsibility and influence within IALA's committees and subsidiary bodies.
- **Continue our close partnership with our partner GLAs** to deliver economies of scale, share best practice, resilience, interoperability and take forward research and development. Of particular note, we will play a critical role in delivering 'Position Navigation & Timing' (PNT) resilience for the UK through the provision of visual aids to navigation and the development of complementary systems including eLoran and VHF Data Exchange (VDES).



Implementation

Our new strategy, Lighting the Way to 2035, has been endorsed by the Lighthouse Board and will be implemented through Corporate Plans and an annually-refreshed high level implementation plan. Progress will be conveyed in the annual Report and Accounts.

This photo of our support vessel THV *Galatea* was taken by Lighthouse Maintenance Engineer **Scott Tacchi**



65 lighthouses / 7 lightvessels / 450 buoys / 18 beacons / 3 ships / 1 helicopter / 24/7 emergency response / 290 people / 3 depots / £59m budget, at no cost to the UK taxpayer / £2m commercial income

We fund and train 10% of the UK's Merchant Navy Cadets

We inspect 11,000+ local aids to navigation

Our highly skilled and committed people support our island nation's prosperity and security, protect our marine environment and save lives.

At all times and in all conditions.

Current state

Today:

Through our valued and dedicated employees, we meet our statutory requirements, we set and achieve high standards.

However...

We operate ageing, unreliable, carbon intensive ships operating from depots not adapted for the climate;

The cost of maintaining an ageing estate is increasing;

While we are en route to digitising our data we are not yet digitalised;

In some critical roles we suffer unsustainable employee turnover with an over reliance on agency workers;

There is unrealised potential to grow commercial income;

There is unrealised potential to shape policy and regulation.

Our Strategic Priorities and Goals

Deliver Safely

We will deliver our statutory responsibilities.
We will develop a learning culture to get everyone home safe.
We will grow commercial income within reserve capacity.

Sustainable Future

We will embed a sustainability mindset, governance, reporting framework and plan.
We will, while honouring our heritage, invest in and adapt our shore facilities and operational estate to our future needs.
We will introduce into service reliable, green, modern ships.
We will be trusted in managing, fusing, analysing and sharing operational data.
We will develop and operate novel, high tech, standardised, 10-year 'smart' buoys.

Organisational Fitness

We will attract, develop and retain the best.
We will deliver an affordable digital-first approach and mindset.
We will streamline our ways of working.
We will live within our means.

Profile and Partners

We will be a valued and trusted source of expertise to the UK maritime sector.
We will continue to proactively engage at an international level through IALA.
We will continue our close relationship with our partner GLAs.

Future state

By 2035 we will be:

A values-led, well-led, match fit organisation with people who want to join us, grow with us & advocate for us;

An influential, authoritative, expert voice within the maritime sector;

Operating an innovative, sustainable mix of physical and virtual AtoNs ashore and afloat;

Optimised for digital;

Operating reliable efficient ships;

An organisation with a reduced impact on the environment;

Operating facilities scaled for our future needs and adapted to a changing climate;

Achieving sustainable growth in commercial non-statutory income.



TRINITY HOUSE

For the benefit and safety of all mariners

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