



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

15 July 2025 – Harwich

Present

Captain Lance Batchelor (Lighthouse Board Chair) (LB) *Items 1 to 2.8.2*

Rear Admiral Iain Lower (Deputy Master/ Chief Executive) (IL)

Captain Andy Holt (Director of Operations) (AH)

Commander Nigel Hare (Director of Navigational Requirements) (NH) *by Webex*

Valerie Owen (NED) (VO) *Chaired items 2.9 to 5*

Alan Moore (NED) (AM)

Curtis Juman (NED) (CJ)

Present (non-voting)

Damien Oliver (Director of Major Projects) (DO)

Michael Barnett (Interim Director of Business Services) (MB)

Michelle Major-Butler (Director of People and Culture) (MM-B)

In attendance

Russell Dunham (Senior Advisor - Legal & Data Protection) / Minute Clerk (MC)

1. ADMINISTRATION

1.1 Welcome by Chair

LB welcomed MM-B to Trinity House and to the Board as the new Director of People and Culture.

LB Chaired the meeting for items 1 to 2.8.2 (inclusive). LB was not present for items 2.9 to 5 (inclusive) due to the need to attend a separate teleconference.

VO Chaired the meeting for items 2.9 to 5 inclusive.

LB summarised the main priorities of the meeting and the topics for discussion by the Board.

1.2 Apologies

Apologies were received from the Board Secretary.

1.3 Declarations of Interest

IL declared an interest as Deputy Master of Trinity House pursuant to its charitable undertaking in relation to item 1.3 (Action 3 – lighthouse cottage estate) and item 2.7.2 (Update on TSL Cottages Reconfiguration).

There were no other declarations of interest.

1.4 Minutes of Lighthouse Board – 28 May 2025

The Minutes of the Lighthouse Board meeting held on 28 May 2025 were **Approved**, subject to the correction of a minor typo in respect of item 2.7 in relation to the reference to the West Coast Workboat Contract.

[Minute Note: the Minutes of the previous meeting were updated by MC to capture the required amendment].

1.5 Log of Board Actions

MC reported that the Log of Board Actions had been reviewed and updated by the ExCo at its meeting on 9th July to assist the Board's visibility on progress.

The Board reviewed the Log of Board Actions and made further updates to it consequent to the discussions arising, as follows.

Action 1: AH to update the Board on the various steps that are being taken to identify the condition of the estate and the way ahead consequent to this.

Status: (open) AH reported that work had continued to be progressed on this matter and the action remained on target for close out by 1 September.

Action 2: AH to lead work done by ExCo to consider which KPIs should be reported to the Board with particular emphasis on eliminating repetition between the KPI report and individual directorate reports.

Status: (closed) Reported under item 2.4 below.

Action 3: TD to convene a working group including an NED to develop options for the Board's consideration on possible future arrangements for the cottage estate without compromising delivery of the statutory function, nor being a drain on public finances,

*nor overly complicating maintenance. VO to serve on cottage estate working group.
Action transferred to TA.*

Status: (ongoing) MC stated that the matter was being progressed by the Head of Legal and Estates.

Action 7: NH to circulate the Annual Report to the Secretary of State on Local AtoN Inspections and Offshore Structures to Board prior to submission.

Status: (ongoing) Reported under item 2.6.2 below.

Action 8: *AH/MB to capture the contingency in the 2026-31 Corporate Plan, in relation to what would happen if a vessel went out of service.*

Status: (ongoing).

Action 9: *AH/MB - Align the Finance and Ops Reporting around capex including highlighting the key takeaways. Use the same reports for ExCo and LHB.*

Status: (closed). The Board **Noted** that the action had been completed.

Action 10: *DO to take forward with the Futures Afloat Team ten actions from The Village Hotel meeting on 27 May.*

Status: (closed) The Board **Noted** that the action log arising from the Futures Afloat Programme Deep Dive held on 27 May at the Village Hotel, Swansea had been submitted to the Board at its meeting on 14 July. A progress statement was also included on the implementation of the respective actions.

It was agreed to close the Board action accordingly.

[The matter was reported further under item 2.9.1. below (Futures Afloat Update Report and Appendices)].

Action 11: *ExCo to develop a programme for the risk review session at the away day.*

Status: (closed) The pre-read material for the risk review session on 16 July had been promulgated to the Board by IDBS by email on 11 July. It was agreed to close the action accordingly.

Action: 13 *TA to liaise with CEO and propose venues for some meetings to be held outside of London in 2026.*

Status: (Ongoing) MC reported that the action was being progressed by the Board Secretary and that the matter was in hand.

1.6 Matters Arising

There were no matters arising.

2. **PERFORMANCE AND STRATEGY**

2.1 Chief Executive's Report

IL provided a high-level summary and briefed the Board on the headline topics included in the CEO's report. To assist the Board's visibility and understanding of their correlation to the delivery of the Strategy the respective matters had been itemised

under the four strategic priorities of *Deliver Safely, Organisational Fitness, Sustainable Future, and Profile and Partners*.

Deliver Safely

- Work had continued to improve the health & safety culture and incident reporting process within TH. Progress had also continued to be made through provision of more focused and refined Management information and a new health & safety dashboard. IL further emphasised the Executive Leadership Team had continued to prioritise and focus on health & safety, supported by the Senior Management Team.

Organisational Fitness

- Key matters of note had included progress on the resolution of the Pay Business Case 2024/25, development of the reporting mechanism for the Strategy Implementation Plan and the Financial position Year to Date.

Sustainable Future

- Positive progress had continued to be made on the delivery of the Futures Afloat Programme.

Profile and Partners

- IALA World AtoN Day had been successfully delivered and positive feedback received. From a reputational perspective, this high-profile event had delivered beneficial outcomes and had helped to raise the profile of TH.

[The above matters were more fully reported under the individual Directorate reports, as reported below].

CEO's LHB Risk Review Report

IL outlined that the strategic view of risk was broadly captured under four key pillars.

These encompassed:-

Pillar 1: Risks that impact Reputation.

Pillar 2: Risks that impact People.

Pillar 3: Risks that impact on Governance and Compliance.

Pillar 4: Risks that impact on Organisational Resilience over the long term.

Emerging Risk Issues

Government Review of ALBs: IL and DO provided further insight on the topic, highlighting the importance of TH maintaining its profile and relevance amongst its key stakeholders to help inform and shape outcomes from the anticipated review process. A view endorsed by the Board collectively.

In response to a suggestion by LB, the Board further concurred that a watching brief should continue to be maintained as to any potential implications for TH as regards its activities as a GLA. Albeit no immediate areas of concern were anticipated.

The Board **Noted** that an update was also awaited from the DfT on the matter.

2.1.1 CRR Report and Dashboard

The principal updates to the Corporate Risk Register (CRR) had included:-

- a) Disruption to supply chain caused by Geopolitical Turmoil. This reflected an increasing risk trend due to the ongoing impact of world events, and resultant uncertainties, upon supply chains upon which TH relied.
- b) Capital & Revenue – Financial Delivery. This had reflected a downward trend in terms of impact following the allocation of budgets for the new financial year.

No new risks had been escalated to the CRR.

The Board **Noted** the CEO's Risk Review.

2.2 Health and Safety Report and Appendices

DO presented a Report setting out the various steps being taken by TH to improve its health & safety, in its capacity as a GLA, across the operational, tactical and strategic domains.

Several initiatives were continuing to be advanced in this regard. These included (i) the restructuring of incident reports to align to HSE best practice; (ii) the provision of new Management information reports that sought to distil key health & safety data/identifiers and (iii) the introduction of a new Target Operating Model (TOM) for health and safety.

The Board **Noted** the Health and Safety Report and the new TOM for health and safety.

The Board reviewed the Incident Investigation Reports (IIR) in respect of the LV02 break adrift and the Harwich Pier immersion into water [*submitted at Annexes B and C respectively*].

LV02 Break adrift

An IIR had been commissioned by TH and undertaken by Mercator Marine Consultancy Ltd (MMC) following the break adrift of LV02 on 24 November and its subsequent successful recovery the next day when the LV was taken under tow.

The Board reviewed the IIR and discussed its implications and findings. It was noted that the follow up on aspects relating to the preventative maintenance regime for LVs, and the failure of the mooring in the case of LV02 during heavy weather, were continuing to be addressed as part of operational delivery.

The Board further observed that there were, however, aspects within the IIR that required clarification and confirmation as to the factual accuracy of several of the conclusions drawn by MMC. Particularly, as regards the response to the incident from a navigational safety perspective, which TH contended had been exemplary. Noting in this regard that no collision incident or subsequent marine casualty arose due to the LV being out of position. Neither was any significant damage caused to the LV02 beyond the failure of the mooring.

MMC had also alluded in its IIR to various hypothetical outcomes in relation to the incident, which did not materialise and were largely based on limited evidence and speculation. Conversely, whilst recognising that there were some improvement actions arising, the emergency response initiated by TH had proven effective in mitigating the risk and had been executed in a considered, well thought manner during a rapidly evolving situation.

In summary, to further inform its understanding of the position, the Board **Resolved** that NH would be asked to provide commentary on the IIR from a navigational safety perspective.

AH would be asked to include a preventative maintenance KPI as part of future reporting to the Board on Operational matters.

[Action: NH to provide comments on the findings and conclusions of the LV02 Incident Investigation Report for review by the Board at its meeting in September]

[Action: AH to include a preventative maintenance KPI metric in the Operations Directorate Report to assist the Board's visibility of the risk of failure and interpretation of organisational data]

Harwich Pier – Immersion Into Water

The Board reviewed the IIR completed by the Head of Health & Safety in respect of the Harwich Pier Immersion into water incident involving a Buoy Yard team member on 6 January. AH provided insight into the operational aspects pertinent to the matter and the principal incident causes. In noting the seriousness of the occurrence, and recommendations arising the Board further observed that the prompt immediate action taken by the crew of THV Galatea and first aid responders to assist the injured party had been commendable.

The Board **Noted** the IIR.

2.3 Discussion on reporting against Strategy Implementation Plan

IL led a discussion on the Strategy Implementation Plan (SIP) and the reporting mechanisms that were being developed to provide better transparency and visibility to the Board on the progress made against the delivery objectives. This included a new SIP dashboard, an initial version of which would be submitted to the LHB in September.

In response to an enquiry by LB regarding the status of the Operational Action Plan (OAP) 2026/27 and the timeliness of its provision, AH explained that a significant amount of work had been undertaken to reinvigorate and enhance the SMT's collective output on this. This had included the Head of Procurement & Contract Management leading the development and refinement of the OAP, in conjunction with the SMT. A more formalised approach to the review process, including formal Minutes of SMT meetings being taken, had been positively embraced by the relevant stakeholders.

2.4 Business Performance (KPIs-Condensed)

NH reported that work had progressed in streamlining the Schedule of Business Performance (KPIs). In particular, the financial metrics had been extrapolated from the Schedule as the status of these were reported on separately under the financial appendices to the Business Services Directorate Update Report.

The Board **Noted** the Schedule of Business Performance KPIs (Condensed).

2.5 Business Services Directorate

2.5.1 Business Services Directorate Update and Financial Appendices

MB presented the Business Services Directorate and 2025-26 Financial Update to the Board. The paper provided an update on the current 2025-26 Financial Update and summary of the headline matters arising from the work of the respective teams within the Business Services Directorate.

High level Summary of Financial Position 2025-26 (as at 30 June 2025)

- The total year to date expenditure was underspent 20%. The full year forecast currently reflected an underspend of 9%.
- Staff costs reflected an underspend of 16% to date. The full year forecast position currently reflected an underspend of 10%.
- Non-Staff costs reflected an underspend of 21% to date. The full year forecast position was currently 8%. Albeit there were a number of variables that would likely impact on the position in this regard; including potential contingency costs due to THV Patricia availability and ongoing equipment obsolescence issues.
- Capital expenditure (Capex) was in line with budget expectations (at end June) with higher costs on some projects offset by other factors. The full year forecast position currently reflected an underspend of 8%.

The Portfolio Progress and Assurance Committee (PPAC) would be meeting in July to discuss the Capex budget and would explore the feasibility of whether any non-staff costs in the Corporate Plan for 2026-27 could be brought forward into the 2025-26 financial year, taking into account the potential variabilities arising from THV Patricia contingency aspects.

2.5.2 Financial Appendices

MB briefed the Board on the financial performance data stated in the Financial Appendices included in his Report. In response to enquiries by the NEDs he further informed the Board's understanding of the position and the main drivers that were contributing to the overall financial underspend.

The Board **Noted** the financial position as at end June 2025.

Business Services (Key headlines)

Across the respective Finance, Procurement, Information Technology, Management Systems and Risk functions, and the work of the teams in respect thereof, the following key matters had arisen during the period under review.

- The ongoing preparation of the Annual Report and Accounts 2024/25 and work on the 2026-27 Corporate Plan.
- The successful close-out of the HMRC review of TH's VAT processing.
- Continued inter-GLA cooperation and dialogue with GLA sister authorities in Scotland and Ireland on high level procurement aspects.

- Preparation for the LHB Strategy (risk review) Away Day and promulgation of relevant materials to help maximise the value of the session, promote open and effective dialogue and realise beneficial outcomes for participants and TH.
- The further strengthening of cyber resilience and threat mitigation controls.
- The development and submission to Board of a new IT dashboard (appendix 5). This was to assist the visibility and LHB's understanding of the current maturity of TH's IT compliance and cyber security position.

Cyber Essentials Accreditation

CJ stated that he welcomed the stipulation of a timeline for TH to achieve Cyber Essentials accreditation and observed that this was a positive development. The Board further noted in this regard that an action plan was to be produced to address any gaps between THs' existing cyber security arrangements and the Cyber Essentials regime. MB confirmed that the output of the gap analysis action plan would be reported to the ARAC at its meeting in September.

2.6 Navigational Requirements

2.6.1 Navigational Requirements Report including Availability Progress Report and Casualty Return

NH briefed the Board on the matters included within the Navigation Requirements Report, including the Availability Progress Report and casualty return for the respective periods under review. The update was noted by the Board.

2.6.2 Annual Report to Secretary of State on Local AtoN and Offshore Structure Inspections

NH reported that the Annual Report to the Secretary of State on Local AtoN and Offshore Structures for 2024/25 had been prepared and would be submitted to the SoS shortly. It was noted that, ahead of this, the finalised outturn of the Report would be circulated to the Board for noting.

[Action: NH to circulate Annual Report to the Secretary of State on Local AtoN and Offshore Structures for 2024/25 to LHB for noting prior to formal submission]

NH would capture any final feedback/comments out of committee, as appropriate, before submission to the SoS.

2.7 Operations Directorate

2.7.1 Operations Directorate Update

AH reported on matters arising within the Operations Directorate during the period under review.

Key matters of note had included:-

- The continuing dialogue in respect of the proposed Hutchinson Ports' development at Bathside Bay, Harwich and the steps being taken to protect TH's operational interests at its Harwich base.

- The successful rollout of the new West Coast Workboat contract in support of TH's marine AtoN maintenance and wreck response capability around Wales and the SW coast of England.
- The ongoing discussions on estate aspects in relation to TH's St Just operations base and the negotiations with the Landlord in this regard.

In relation to St Just, AH amplified various pertinent aspects for the broader awareness of the Board and provided clarification on points arising on the next steps. AH confirmed that he would keep the Board apprised of developments by way of a further update to be provided at its meeting in September.

[Action: AH to update Board in September on St Just Contingency Options]

The Board **Noted** the Operations Directorate Update Report.

2.7.2 Update on TSL Cottages Reconfiguration

AH reported that the various legal, contractual and financial considerations associated with the future management and stewardship of the TSL lighthouse cottages being brought back under GLA control had continued to be progressed. This reflected a substantive piece of work due to the need to unravel the current leasing arrangements with TSL and to de-risk the process from the GLA perspective.

AM highlighted in this regard the importance of the Board having a clear line of sight on any potential liabilities for TH as a GLA in relation to the intended termination of the existing leasing arrangements for the cottages with TSL. Insight into the commercial opportunity that would be presented by the transfer of the properties was also important to inform the Board's broader understanding. CJ and VO endorsed this view articulating further observations and insight as to the potential future restructuring of the arrangements.

AH added that the ongoing work by the Civil Engineering team to identify the condition of the lighthouse estate, and on heritage aspects more broadly across the estate, would help to inform the outcomes from the reconfiguration of the TSL Cottages.

2.7.3 THV Patricia Extended DD&R Impacts

AH presented a paper setting out the operational implications and consequences of the extended Dry Dock and Repair (DD&R) work for THV Patricia and resultant impact on the delivery of TH's statutory duties. The additional work had resulted in Patricia's repair period exceeding the anticipated timeframe by some 98 days. The consequence of this included buoy inspection, maintenance and repair (IMR) work falling behind schedule. A significant number of hydrographic surveys also remained outstanding. The backlog would be unlikely to be ameliorated within an acceptable timeframe and could potentially deteriorate in the absence of an appropriate contingency resource.

The Board noted that the paper had identified that the contract charter of a vessel, on a crewed basis, would enable the IMR backlog and outstanding survey work* [**by enabling existing TH Vessel resources to be deployed to survey tasks*] to be stabilised

and progressively improved. Thereby reducing and managing the risk to within acceptable parameters and in line with TH's risk appetite for statutory delivery.

Albeit, it was acknowledged, that such an approach comprised a stop-gap that was not sustainable, or desirable, over the longer term. Having regard to price volatility, the uncertainty of market capacity and technical/operational factors in relation to the reliance on chartered in tonnage.

The Board was further informed by pertinent insights by the NEDs respectively and by DO on the topic. Clarification was also provided by AH on the continuing risk factors associated with Patricia's reliability and its impact on operational capability. The Board observed that Patricia's extended DD&R was indicative of the likely further cost escalation in the future and representative of the increasing challenges in maintaining an ageing ship.

The Board **Resolved** that a concise business case in support of the chartering of a Vessel capable of lifting type 2 buoys and undertaking IMR would be prepared and submitted for the review and approval by the LHB out of committee. The Court would also be updated on the position.

2.8 People and Culture Directorate

2.8.1 People and Culture Update Report and Dashboard

DPC reported on the headline themes arising from the work of the People and Culture (P&C) Directorate during the period under review.

These had included, *inter alia*, improvements in SVS and shoreside staff turnover rates, an *improvement* in time to hire, and a notable reduction in sickness absence days. All metrics continued to be closely monitored. Support was also provided to Managers by the P&C team to facilitate staff wellbeing and business outputs.

Work on the implementation of the new HR Information System had also continued to be progressed in conjunction with the supplier.

The Board **Noted** the People and Culture Update Report and Dashboard.

2.8.2 Progress with Implementation of Pay Business Case 2024/25

MM-B briefed and updated the Board on progress with the implementation of the Pay Business Case (PBC) 2024/25. The pay offer had been presented to the three Unions and ballots had closed on 30 May. The pay offer had been accepted by Prospect representing shore-based staff and rejected by Unite and Nautilus representing SVS personnel. Dialogue had continued to be progressed with relevant stakeholders.

A brief discussion followed with various related themes explored. Insight was provided by the Chair and by IL to further inform the NEDs', and the Board's, collective understanding of the various strands to the Pay Business Case 2024/25, and broader strategic aspects. MM-B added that negotiations on the 2025/26 PBC could not begin until the 2024/25 PBC was concluded.

The Board **Noted** the current position with the implementation of the Pay Business Case 2024/25.

2.9 Futures Afloat

2.9.1 Futures Afloat Report and Appendices

DO presented a paper updating on the status of the Futures Afloat Programme. A Contract Notice had been issued on 10 July following Cabinet Office approval for TH to proceed with the Procurement. Several ship builders and equipment suppliers had registered their interest on the procurement platform and the market response had been very encouraging to date.

A Placemat and Dashboard illustrating the key data, insights and milestone steps of the Futures Afloat Programme had been submitted to the Board at Appendix A and B respectively.

In response to an enquiry by CJ, DO confirmed that he would continue to update the action log (Appendix C) arising from the Futures Afloat Deep Dive [*undertaken on 27 May 2025 at the Village Hotel, Swansea*]. A project condition log sheet would also be maintained to assist the Board's visibility as the procurement progressed.

A CEO's briefing pack was also being prepared by the lawyers engaged by the Programme team to help ensure alignment and consistency of message on the headline themes throughout the process and at critical phases of the procurement.

[Action: DO to prepare a project condition log sheet]

The Board **Noted** the update on the Futures Afloat Programme.

3. GOVERNANCE

3.1 ARAC Meeting 30 June Report

CJ reported on matters arising from the Audit & Risk Assurance Committee Meeting (ARAC) held on 30 June, highlighting the salient aspects of note.

These had included:-

- Audit Opinion

The Head of Internal Audit's assurance statement for the year ended 31st March 2025 would reflect a *moderate* opinion overall. CJ observed that TH had continued to improve and perform well in this regard. In addition, in several respects, the outcome was more analogous to *substantial* assurance or one which was close to that.

- GLA Purchasing and Travel Cards

The ARAC had considered a report identifying that controls in respect of TH's use of purchasing and travel cards largely relied on detective (after the event), rather than preventative measures, in terms of identifying and reducing the risk of fraud.

The Board discussed the matter and observed that along with the financial risk associated with the inappropriate use of purchasing and travel cards, [*of which the report had not indicated any evidence of such having been identified*] there were also reputational considerations having regard to *Managing Public Money* principles.

The Board noted that the use of TH purchasing and travel cards had been added to the cyclical internal audit plan. Internal auditors would examine, and report on, the extent of alignment to Central Government guidance and best practice in relation to purchasing and travel card usage as part of their work.

[Action: The Board to review the outcome of the audit into the use of GLA procurement and travel cards for alignment with Central Government guidance and best practice]

The Board **Noted** the verbal update by the ARAC's Chair accordingly.

3.2 Recruitment Update – DNRP

IL briefed and updated the Board on the status of the recruitment process for the new Director of Navigational Requirements and Policy (DNRP) consequent to the forthcoming retirement of Commander Nigel Hare (DNR) from the LHB.

IL stated that an appointment, in respect of the new position of DNRP was expected to be confirmed shortly once the Court procedures had been satisfied. No obstacles were anticipated in this regard. The Board noted the position accordingly.

3.3 NED Recruitment Update

The Board **Noted** the latest position with the recruitment of a new NED.

3.4 Engagement Matrix

MC reported, on behalf of the Board Secretary *in absentia*, that the Engagement Matrix had been reviewed and updated. IL additionally highlighted the appointment of Jo Shanmugalingham as Permanent Secretary, DfT.

The Board **Noted** the updated Engagement Matrix and collectively observed the usefulness of the document.

4. ANY OTHER BUSINESS

4.1 Reminder to set date for annual Directors' RemCom

The Board **Noted** that the matter was in hand and that a date was to be set shortly for the annual Directors' Rem Com.

4.2 Away Day and Risk Review Workshop

The Board **Noted** the arrangements for the LHB Away Day on 16 July, encompassing the Risk Review Workshop. The Workshop was being led by an external facilitator - Expert Partners.

5. Dates of Forthcoming Meetings

Noted.

- LHB Away Day 16 July
- Court 29 July
- ARAC 9 September

- LHB 30 September

Record of Decisions

2.7.3	The Board approved the development of a concise business case, for its consideration and approval out of committee, that supported the chartering of a Vessel due to THV Patricia's Extended DD&R Impacts.
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