



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

30 September 2025 – Tower Hill

Present

Captain Lance Batchelor (Lighthouse Board Chair) (LB) *Items 1 to 2.3 and 3.1 to 8*

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

Captain Andy Holt (Director of Operations) (AH)

Commander Nigel Hare (Director of Navigational Requirements) (NH)

Captain Desmond Donworth (Director of Navigational Requirements and Policy) (DD)

Alan Moore (NED) (AM) Chaired item 2.4. Recused for part of item 7.2

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

Thomas Arculus (Head of Legal and Estates/ Board Secretary) (TA)

Nick Kelly, Vish Valivety (PPL) *Item 2.4*

1. ADMINISTRATION

1.1 Welcome by Chair

LB welcomed DD to Trinity House and to the Board as the new Director of Navigational Requirements and Policy who was currently in a period of handover with NH whose

final meeting this was before retirement. LB thanked NH for his significant and valuable contributions to the life and work of Trinity House over the course of five years on the Board.

LB Chaired the meeting for items 1 to 2.3 and 3.1 to 8 but was not present for item 2.4 due to the need to attend a separate teleconference.

AM Chaired the meeting for item 2.4.

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

The Board noted that Valerie Owen (NED) had stepped down on 13 September and her successor had not been appointed yet. The Board satisfied itself that it was quorate for this meeting.

1.2 Apologies

None.

1.3 Declarations of Interest

CJ declared an interest as the Chair of TSL in relation to item 3.4 (Bull Point Cottage incident).

AM declared an interest in the recruitment of his successor at item 7.2 and removed himself from the chamber during this discussion.

1.4 Minutes of Lighthouse Board – 28 May 2025

The Minutes of the Lighthouse Board meeting held on 15 July 2025 were **Approved**, subject to minor textual amendments.

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

1.5 Log of Board Actions

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

1.6 Matters Arising

There were no matters arising.

2. CHIEF EXECUTIVE'S REPORT, PERFORMANCE AND STRATEGY

2.1 Chief Executive's Report

IL tabled his CEO's report covering the period since the last meeting. The report described the key topics for discussion at the meeting and described the priorities of the meeting as: approval of the revised Examiners' Committee Terms of Reference and

the Gender Pay Gap Report 2025, endorsement of the Corporate Plan 2026-2031 Key Assumptions and Financial Outline, noting of the results of H&S Climate Survey and endorsing the next steps of the improvement journey, noting the Data, Digital and Technology (DDAT) Roadmap 'Project Horizons' Update and endorsing the direction of travel, and noting the draft Annual Report and Accounts 2024-25 (for approval at the next meeting), noting the Designated Person Ashore Annual Report, noting the LV02 Break Adrift Final Report, noting the Update on the Bull Point Boiler Incident, and noting the St Just Base Contingency Options and the Status of Futures Afloat procurement.

IL also introduced the following topics which would be discussed in greater detail in individual directorate reports: Year to Date Finances, Pay Business Case progress, Evolution of the Corporate Risk Register.

IL reported on the success of the recent Safety Workshop with ExCo, Senior and Middle Managers featuring Dr Richard Jones explaining safety-related concepts and techniques adopted by the medical and aviation sectors.

IL had had the honour of introductions to the Secretary of State for Transport, Heidi Alexander MP, and the new Maritime Minister, Keir Mather MP, at London International Shipping Week earlier in the month. The Board Resolved that IL should write a letter of introduction to the Minister outlining the challenges faced by Trinity House and celebrating progress made over the past 18 months.

[Action: IL write a letter of introduction to the Minister outlining the challenges faced by Trinity House and celebrating progress made over the past 18 months.]

CEO's LHB Risk Review Report

Following the Strategy Away Day in July corporate risk is under review. IL presented the CEO's strategic view of risk providing a line of sight of TH's corporate risks across four key pillars, namely:

- Pillar 1 – Risks that impact our Reputation.
- Pillar 2 – Risks that impact our People.
- Pillar 3 – Risks that impact our ability to demonstrate strong Governance & Compliance.
- Pillar 4 – Risks that impact our long-term Organisational Resilience

Risks of concern include:

Health & Safety where, despite good work there is much to do including in relation to timely conclusion of post-investigation actions. Management Information is being refreshed, a maturity survey has been commissioned and a new operating model for the H&S function has recently been endorsed by the ExCo.

Recruitment and Retention of Staff. Seafarer turnover is improving, now at 14% (vs 29% at its height). Use of agency staff is reducing. The priority is settling the Pay BC with the Trade Unions.

IL outlined the position with regard to:

St Just Forward Operating Base. The Landlord is treating with TH on the basis of a lease extension to March 2027. Contingency planning is underway in relation to the longer term future of TH's South-West base.

Swansea wood dust. The situation remains unresolved, legal advice being sought pending discussion on next steps. At the current time the issue is not considered to present a health and safety hazard.

Government review of Arm's Length Bodies. TH has completed and submitted a Cabinet Office governance self-assessment and is awaiting DfT feedback.

2.2 CRR Report and Dashboard

The Board noted the update on work undertaken on risk management since the July Strategy Day with the Board and Senior Management Team at which 8 risks were identified and have subsequently been examined and articulated.

New formats for the CRR and Dashboard have been developed and have been presented to the Audit and Risk Assurance Committee and ExCo. Further refinements are currently being made.

Further work remains to agree the management action to better manage these risks and complete the assessment of the corporate risks and agree how these should be reported.

[Action: MB/IL to frame the 'Changing Political Landscape' risk on the Corporate Risk Register.]

2.3 Key Performance Indicators

AH presented the KPI report and described continuing work being done to improve KPI reporting including reducing duplication with figures in directorate reports.

The Board noted that the IALA KPIs for Category 1,2 and 3 Availability were all green. Work is in hand to drill down into other areas where improvement is possible and to identify which other useful KPIs which the Board would want to see, such as leading KPIs.

IL described the work ongoing to improve the standardisation of departmental performance dashboards.

2.4 Digital, Data and Technology Roadmap (DDAT) Project Horizons

The Board received an overview by VV and NK (PPL) of the work being done by the PPL consultancy on the Digital First aspirations of the organisation. They are currently in the *discovery* phase conducting interviews and surveys in order to gain an appreciation

of the current state of affairs. Through interviews with senior managers they have already detected an appetite to improve the digital picture at TH and have seen areas of fragmentation where improvement is necessary.

Following *discovery* the next phase will be to create a comprehensive, cohesive plan and approach to developing the DDAT Roadmap including key principles and governance, programme structure, change management plan and success measures. This will be delivered by the end of November.

The Board wished to enquire about which constraints would be built into the Roadmap and the perils of being overambitious at the risk of underdelivering as a consequence. For this reason it is imperative to precisely define the scope of the project at this stage and what it can do and will not do. Effective communication of the expectations and benefits of the project is also essential.

The Board noted that this is a major project and should not be viewed as uniquely an IT Department concern. The Board **Endorsed** the direction of travel.

3. STRATEGIC PRIORITY – DELIVER SAFELY

3.1 Designated Person Ashore Annual Report

AH presented the DPA Annual Report following the recent ISM Document of Compliance Audit of the organisation's safety management system. The audit had been handled with great professionalism by the Marine Operations Team and the SVS and had resulted in only three observations, and no non-conformities.

3.2 Health and Safety Report and Appendices

DO presented a Report including the new H&S Scorecard.

The new H&S scorecard highlights clear trends in health and safety performance. There have been no Lost Time Injuries in the reporting period. A recent incident involving a gas bottle lift has been investigated, with actions identified and now moving into implementation.

There has been an increase in the use of Stop Work (SW) Authority, with two of the four SWs reported in Evotix in the last two months. One SW arose from THV Patricia regarding the work boat launch, and one from Swansea concerning a lifting eye testing rig.

The Mental Health Campaign has been postponed from September into October to better align with World Mental Health Day on 10 October. The focus instead for September is on the rollout of the new H&S Action Plan.

The Board noted the report and appendices.

The Audit and Risk Assurance Committee had previously received the report of the Annual Management Review (AMR) meeting. The NEDs would be invited to attend the AMR meeting next year.

[Action: MB to invite NEDs to Annual Management Review meetings in 2026.]

[Action: TA: Board papers to include H&S Committee Minutes going forward.]

3.3 H&S Climate Survey

Over the summer, the H&S Team ran a Health and Safety Climate Survey for six weeks. Engagement was positive, with around a third of the organisation (127 responses) taking part. The outputs and finer detail have already been shared with Senior Managers and further sessions are planned with middle managers.

The survey has also directly informed our H&S priorities, which will provide clear focus for the months ahead. A separate Action Plan seeks to provide amplification around the steps the H&S team will take to operationalise these priorities over a 12-month horizon.

The Head of Health, Safety and Environment, has agreed to step aside from her current role to focus on the implementation of this plan. DO will provide direct management of the H&S team in the meantime.

The Board **Noted** the findings from the H&S Climate Survey and **Endorsed** the next steps.

3.4 Bull Point Sherrin Cottage Boiler

CJ declared an interest as Chair of TSL and presented the report on the gas boiler malfunction incident and follow up. The issue is correctly being dealt with by the TSL Board but was being presented to the Lighthouse Board in the context of reputational risk.

[Action: AH/ TA to present a paper to the November LHB outlining the intended management practices of the estate once the TSL leases have been terminated.]

3.5 Navigational Requirements Report

The Board **Noted** the report covering the period 3rd July 2025 to 8th September 2025.

NH reported on the steps taken in relation to the wreck of the 57ft sailing vessel ALIUNDE in the Solent including the decision to mark it.

[Action: NH to submit his opinion paper to Board (via DD) on the wreck of the ALIUNDE].

The Risk Response Criteria are being reviewed by IGC5. Recommendations will be delivered to the Chief Executives' Committee.

3.6 LV02 Break Adrift

The external report into the excursion of light vessel 2 on 24 November 2024 had been presented to the Board on 15 July 2025. The Board had noted the report and sought clarification of some findings and greater visibility of the actions arising.

The Board now received a report from NH providing clarification on various aspects.

AM opined that NH's report identifies the systematic underlying issues. AH confirmed that the Board would be given visibility of deferred maintenance decisions in the new reporting format.

3.7 Examiners' Committee Terms of Reference.

NH had undertaken a review of the Examiners' Committee ToRs, the first comprehensive review since 2013. The Committee reports to the Lighthouse Board but cannot be overruled by it on matters of navigational fact and opinion.

Under the reviewed ToRs, conditions are set that will enable the Committee to remain as current as possible by adjusting the balance of membership between Elder and Younger Brethren and by making clear the conditions under which Elder Brethren can, if required, remain on the Committee once they have left the Corporate Board.

Other revisions include clearer lines of accountability, administration of stipend and expenses, and management of conflict of interest between the statutory function and the commercial element of the Corporation.

The revised ToRs will also foster the improvement of organisational resilience and business continuity while retaining accountability by enabling DNRP to delegate the responsibility for the immediate response to new wrecks and dangers to another Mariner Assistant on the Committee who has suitable experience and training.

They introduce a link between the response to a new wreck or danger and the GLA Business Continuity Plan/Crisis Management Team, and make clear the importance of the Committee considering the safety of the mariner first and the cost of service delivery second, while recognising and respecting that the Merchant Shipping Act 1995 requires the GLA to deliver an 'efficient' service.

The Board **Approved** the Examiners' Committee Terms of Reference subject to consideration of membership and possible ways to increase the accessibility of membership of the Committee to a more diverse pool of talent through, for example, remunerating Associate Members and allowing child care costs to be claimed as allowable expenses, whilst exercising care to ensure a distinction between members who may vote and make decisions and invitees who may be asked to offer an opinion for consideration.

[Action: DNRP to consider adjustments to the Examiners' ToRs' to facilitate accessibility to a more diverse pool of talent whilst maintaining the distinction between members who may vote and make decisions and invitees who may be asked to offer an opinion for consideration. Adjustments may include adjustment of the expenses and stipend provisions.]

3.8 Operations Directorate Update

The Board received the Operations Directorate Update. Key subjects included:

Marine Assets and Services

- THV Patricia crane breakdown remediation is ongoing with new frames and parts being fabricated
- Light vessel 22 DD&R programme is fully underway
- Risk response all above target
- Floating IMR 29% below target – 183 tasks of 258 completed
- SVS light inspections far ahead of target as THV Patricia without a crane has been put to these tasks.
- THV Patricia re-commenced helicopter operations, the first time in a number of years due to the repairs undertaken in the dry dock.

Engineering and Operations

- Better Working Spaces (Harwich Office) project continues
- HVO trial underway for LH engines – test bed in Swansea in operation
- Historic Pendeen Optic has been despatched for shipment to Republic of Korea on a 10 year loan – 2 colleagues will travel to install and support the reassembly
- Coquet Lighthouse modernisation project has commenced
- Progress against the new buoy yard plan
- Work conducted by the Building Services team is maturing – the 10 Year Civil Engineering Plan is nearly complete alongside Heritage Policy and survey programme.
- Initial phase of Harwich Pier climate risk study has been completed
- Harwich energy consumption monitoring is progressing – buoy yard solar generation compared with overall consumption data is being collected and reviewed. Harwich office solarisation project under way
- Work ongoing to identify next steps in the Swansea wood dust case
- Skerries modernisation is on track for November completion
- Wolf Rock modernisation is proceeding.

Planning and Commercial

- The Commercial team has been obliged to decline a substantial commercial opportunity due to the need prioritise statutory work.

[Action: AH, S Keddie and team to present Civil Estate 10 Year Plan to October Board.]

3.9 St Just Contingency Options

The Board **Noted** ongoing work in relation to St Just contingency options. An extension of the existing lease to March 2027 has recently been agreed in principle but a longer term arrangement is required in order to allow significant investment/improvement. The project to consider feasibility of alternative sites for long term security of the base is underway. A meeting is set with the landlord to discuss preferred options around the aerodrome site. *[Post meeting note: the Landlord has subsequently*

and identified alternative sites on the aerodrome, particularly one at the south-eastern extremity of the aerodrome, which TH will investigate the feasibility of].

4. STRATEGIC PRIORITY – ORGANISATIONAL FITNESS

4.1 Business Services Update and Year to Date Results

The Board **Noted** current underspend and key causes of this. Underspend predicted to be 6% at FYE. The Board also noted the dashboard on Finance, IT and Procurement and welcomed the new format.

4.2 Annual Report and Accounts 2024-25 Update

The Board **Noted** progress with the preparation of the Annual Report and Accounts (ARA) 2024-25 which are currently being audited prior to submission to the Board in October for approval (subject to audit completion). The ARAC reviewed the ARA on 7 September and is content not to see it again unless material changes are made. The Board noted the new presentational style with appreciation recognising the significant work on that front by the Communications Manager.

[Action: IL to draft CEO and Chair’s Forewords to ARA.]

4.3 Corporate Plan 2026-31 Key Assumptions and Financial Outline

The Board **Endorsed** the Corporate Plan 2026-31 Key Assumptions and Financial Outline. A discussion followed concerning the delta between the current plan and the new plan’s running costs budget which is largely due to staff costs and inflation. The plan includes four new roles which are necessary in order to deliver the Strategy.

The Board will be requested to approve the Corporate Plan in October.

4.4 Audit and Risk Assurance Committee (ARAC) Meeting Report

CJ made an oral report on the conduct of the ARAC meeting on 7 September noting the ‘*substantial*’ opinion awarded by the Government Internal Audit Agency (GIAA) in the Corporate Governance Review and the successful familiarisation visit of the National Audit Office and GIAA teams to Harwich and THV Galatea.

The recent data security breach of one of TH’s marine suppliers had been noted by the ARAC, as had the Annual Management Review meeting report.

No reports of fraud, whistleblowing or bribery had been received.

4.5 People and Culture Directorate Report

The Board **Noted** in relation to the Pay Business Case 2024-25 that Unite the Union had voted to approve the offer. Nautilus was expected to follow suit but had not declared yet.

[Post meeting note 6 October - Both Unite and Nautilus unions accepted the 2024/25 pay offer for SVS, payment calculations are now ongoing and work on the 2025-26 Business Case has commenced.]

The roll-out of the new HR Information System is progressing in phases.

MMB reported that the change journey will represent a big challenge for the year ahead particularly in the field of workforce planning due to a significant cohort of staff being eligible for retirement in the next five years, creating a challenge around knowledge transfer.

Mandatory anti-sexual harassment training for all staff has been launched.

The People Dashboard is displaying improving trends.

4.6 Gender Pay Gap Report 2025

The Board **Approved** the Gender Pay Gap Report 2025 for publication subject to minor textual refinements being made. The median pay gap had increased slightly. Several areas to reduce the pay gap are being explored.

[Action: MMB to make minor textual changes to the Gender Pay Gap Report in relation to targeting females for higher paid positions, to ensure that the language used is not inadvertently discriminatory against others.]

5. STRATEGIC PRIORITY – SUSTAINABLE FUTURE

5.1 Futures Afloat

The Futures Afloat PSQ is currently being evaluated, moderation will commence the week commencing 6 October. Colleagues from the Irish Department of Transport and Irish Lights will observe in order to learn lessons for the ILV Granuaile ship replacement.

Fifteen yards have responded to the PSQ. The Project Board understands that the National Shipbuilding Office regards the approach of the Futures Afloat project to UK content as exemplary.

6. STRATEGIC PRIORITY – PROFILE AND PARTNERS

6.1 London International Shipping Week Update

London International Shipping Week had been a success earlier in the month with Trinity House hosting a number of high profile events.

6.2 IALA update

The next IALA Council meeting will take place in December in Mumbai. The DfT has recently transferred a substantial donation to the Worldwide Academy (WWA) in fulfilment of the Minister's pledge at World AtoN Day. The money has been gratefully received by the Dean of the WWA.

6.3 Joint Strategic Board (JSB)

The next JSB meeting will be hosted by Irish Lights on 10-11 November. The agenda is in development via the Chief Executives' Committee.

6.4 Chief Executives' Committee (CEC)

The CEC will take place by virtual media on 20 October.

6.5 Parliamentary Update/ ALB Review

Discussed under 2.1 above.

6.6 Government Engagement Matrix

The Board reviewed the matrix and updated it in relation to the Chief Executive's introductory overture to the new Maritime Minister.

7 ANY OTHER BUSINESS

7.1 Board Effectiveness Review

Board members were invited to return completed questionnaires to TA before the next meeting on 22 October.

[Action: Board to return completed Board Effectiveness Self-Assessments to TA before 22 October.]

7.2 Nominations and Governance Committee

The Board availed itself of the opportunity to conduct the Nominations and Governance Committee meeting as part of the Board meeting. This part of the meeting is minuted separately.

The Board agreed that LB would request a 12 months' extension of AM's nomination after his second term ends on 30 November 2026. During this conversation AM recused himself and left the chamber.

[Action: LB to request a 12 months' extension of AM's nomination after his second term ends on 30 November 2026]

7.3 Meeting Venues 2026

The Board expressed a wish to meet on one of the vessels in 2026 and would be enthusiastic to meet off site on a separate occasion. Suggested venues included the Maritime Museum (Greenwich), Royal Yacht Squadron (Cowes), UKHO (Taunton) and MCA (Southampton).

8 Forthcoming meetings

CEC – 20 October (Virtual)

LHB – 22 October (Harwich)

JSB – 10-11 November (Dun Laoghaire)

LHB – 27 November (Tower Hill)

Court – 4 November (Tower Hill)

Record of Decisions

2.4	The Board ENDORSED the direction of travel in relation to the Digital First Roadmap
3.3	The Board noted the findings from the H&S Climate Survey and ENDORSED the next steps.
3.7	The Board APPROVED the Examiners' Committee Terms of Reference subject to minor amendments

4.3	The Board ENDORSED the Corporate Plan 2026-31 Key Assumptions and Financial Outline.
4.6	The Board APPROVED the Gender Pay Gap Report 2025 for publication subject to minor textual refinements being made.
7.2	The Board RESOLVED to seek the re-nomination of Alan Moore for 12 months after his second term ends on 30 November 2026.