



TRINITY HOUSE

# **Minutes of Trinity House Lighthouse Board**

## **22 October 2025 – Trinity House, Harwich**

### **Present**

Captain Lance Batchelor (Lighthouse Board Chair) (LB)

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

Captain Andy Holt (Director of Operations) (AH)

Captain Des Donworth (Director of Navigational Requirements and Policy) (DD) By Video link

Alan Moore (NED) (AM)

Curtis Juman (NED) (CJ) By Video link <sup>Items 1 – 4.4</sup>

### **Present (non-voting)**

Damien Oliver (Director of Major Projects) (DO) By Video link

Michael Barnett (Interim Director of Business Services) (MB) By Video link

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

### **In attendance**

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

Barry Nunn (Head of Finance and Risk Management) (BN)

Steve Keddie (Head of Engineering and Operations) (SK) <sup>Item 4.3</sup>

Matt Cutting (Senior Building Surveyor) (MC) <sup>Item 4.3</sup>

## **1. ADMINISTRATION**

### **1.1 Welcome by Chair**

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LB welcomed those present to the meeting and explained that this meeting's agenda was focussed on two main priorities; approval of the Corporate Plan 2026-31 and the Annual Reports and Accounts 2024-25.

## 1.2 Apologies

CJ apologised for the fact that he would have to depart at a particular point in the meeting.

## 1.3 Declarations of Interest

AM declared his neutrality as JSB Chair in relation to item 6.2 (JSB Matters).

## 1.4 Minutes of Lighthouse Board – 28 May 2025

The Minutes of the Lighthouse Board meeting held on 30 September 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

The CEO's report described the key topics for discussion at the meeting as related by the Chair in his introductory remarks and introduced the other items on the agenda. The regular directorate reports were not on the agenda due to proximity with the previous meeting and the next meeting in November. The Board would also be invited to approve various policies and to give its endorsement to the Civil Estate 10 Year Plan, and would be invited to note and endorse progress with the Futures Afloat PSQ Evaluation and Moderation. Other priorities of the meeting would include noting of the Director of Navigational Requirements' Opinion on the wreck of the Sailing Vessel ALIUNDE, and discussion of the approach to the Joint Strategic Board meeting.

IL asked the Board to note that the draft Annual Report and Accounts (ARA) was currently being reviewed by the National Audit Office in connection with the GLF Accounts and NAO comments were expected soon. He was satisfied that the ARA was in a sufficiently mature state to be considered by the Board today.

IL advised that the Corporate Plan outlines the new approach to risk management, a detailed presentation of the on-going Risk Review will be presented to the ARAC in December.

Trinity House has continued to work with the Department for Transport in relation to the Arm's Length Body (ALB) Review and is awaiting feedback. The Board discussed

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matters of governance which have been looked at in the ALB Review recognising that TH is a separate legal entity and performs a function which cannot readily be replicated by government.

### **3. STRATEGIC PRIORITY – DELIVER SAFELY**

#### 3.1 Health and Safety Scorecard

The Board noted the H&S Scorecard for the months of August and September. DO reported that there were no particular concerns during this period. There have been no Lost Time Injuries in the reporting period. The Stop Work (SW) Authority procedure has been invoked twice in the last two months.

The Scorecard is under review and in future it will be presented using Power BI which will make underlying data accessible to those who wish to see it.

Progress is being made with the Action Plan and an update will be presented to the Board in January.

AM praised the reports and requested further visibility on progress with the Action Plan and close-out of recommendations from incident reports.

**[Action - DO to provide further visibility on progress with the H&S Action Plan and close-out of recommendations from incident reports]**

#### 3.2 H&S Committee Minutes 30 September 2025

AM presented the minutes of the H&S Committee meeting on 30 September 2025, as Chair of the Committee. The Board noted the content.

#### 3.3 ALIUNDE Wreck

The Board noted the opinion of Commander Nigel Hare before his retirement in relation to the wreck of the Sailing Vessel ALIUNDE in the Solent. The wreck remains a hazard and is being marked by TH appropriate to the shallowness of the water. The Secretary of State's Representative (SoSRep) has served notice on the owner to remove the hazard. The Board discussed the possibility of Trinity House being directed to remove the hazard should the owner fail to do so and the subject of recoverability of the costs involved.

### **4. STRATEGIC PRIORITY – ORGANISATIONAL FITNESS**

#### 4.1 Annual Report and Accounts 2024-25

IL presented the Annual Reports and Accounts (ARA) and pointed out some minor textual amendments which he intends to make. The Board welcomed the new presentational style of the report, which looks highly professional and reflects the energy abounding in the organisation. The ARA is felt to reflect our history and highlights what we are doing as a modern General Lighthouse Authority.

On Local AtoN Inspections, the Board noted that although the target was 100% only 95% had been achieved and discussed the reasons for this which relate to the practical difficulties of the task. At the same time the Board took comfort from the fact that all

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of the high risk inspections had been completed. The Board discussed potentially changing the target to 100% over two years and asked DD to present a proposal for consideration.

**[Action - DD (via the Executive Committee) to submit a paper on future approach to Local AtoN inspections]**

The consolidated General Lighthouse Fund Accounts have yet to be laid before Parliament. After this has happened, the Trinity House ARA will be published on Trinity House's website.

The Board **APPROVED** the Annual Reports and Accounts 2024-25, subject to (a) minor edits and (b) comments from the National Audit Office.

#### 4.2 Corporate Plan 2026-31

IL and MB presented the Corporate Plan 2026-31 explaining the key features of it. A discussion followed on the most impactful ways in which the Plan can be used to advance our objectives in terms of vessel replacement. This will include showing very clearly the consequences of any delays in approvals in the process.

The Board **APPROVED** the Corporate Plan 2026-31, subject to the outcome of conversations with the Department for Transport on 24 October.

*(Minute Note: the Department for Transport requested two minor amendments to the figures in the Corporate Plan.)*

#### 4.3 Civil Estate 10 Year Plan

SK and MC joined the meeting. SK introduced the 10 Year Civil Estate Plan explaining how it represents a shift from condition-based maintenance (reactive) to preventative maintenance. MC presented the Plan outlining the benefits in terms of cost of repairs and condition of the estate and allocation of resources. The Building Services Team, together with the Estates Team has been undertaking a cataloguing exercise over the past year on the composition and condition of the civil estate. MC explained the new Asset Priority Ratings, Asset Condition Ratings, Defect Reason Ratings and Defect Priority Ratings which have been allocated to each built asset. These ratings are used together with the Property and Condition Matrix to determine the priority for allocation of resources. A Civil Maintenance Standards document is being developed to support the 10 Year Civil Estate Plan.

The Board welcomed the work being done on the Plan and probed into the overall objectives of the plan and the strategy for the estate. The Board recognised that the importance of the Asset Priority Ratings to help to make strategic decisions about the future of the estate.

The Board **ENDORSED** the 10 Year Civil Estate Plan and the direction of travel.

AM recommended making legal obligations as clear as possible in the asset ratings.

#### 4.4 Business Services Dashboards

MB presented the Financial Performance, Procurement Performance and Information Technology Performance dashboards.

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Of note, there is an expected underspend on CapEx due in large part to delays in providing required specifications to the Procurement Team. In relation to IT, the organisation is continuing to implement actions to obtain the Cyber Essentials accreditation and on the Cyber Security Improvement Plan.

## 5. STRATEGIC PRIORITY – SUSTAINABLE FUTURE

### 5.1 Futures Afloat

Evaluation and moderation of the Futures Afloat PSQ has been completed since the previous Board meeting. The Lighthouse Board was represented in an observing capacity by Alan Moore on the moderation panels for the technical aspects of the questionnaires returned. Members of the Department for Transport's Commercial Assurance Board (CAB) were observing throughout. As were colleagues from the Irish Department of Transport and Irish Lights in order to learn lessons for the ILV Granuaile ship replacement. The Board welcomed the spirit of transparency and openness shown by this. The feedback from CAB members observing was overwhelmingly positive.

Fifteen PSQs were received. The assessment was conducted solely on the basis of submitted material. The process has been run in a legally compliant manner as verified by Trinity House's independent legal counsel who were also present throughout all moderation panels

DO advised that the Programme Board's intention will be to take through ten compliant yards to the next stage of the process.

The Board discussed the potential political ramifications of eliminating yards from the process but was content that there were very robust grounds for doing so.

The Board discussed the future organisation of the Programme Board for the next stage of the procurement process. The Programme Board's decision on which yards to down-select will be considered from a procurement compliance point of view by the DfT CAB on 31 October. Outcome letters will be issued on 3 November assuming the CAB is content with what they see and hear from the Programme team

The Board **ENDORSED** the approach and recommendations on which yards to take through and which to down-select, noting the thoroughness of the process and soundness of the reasons.

## 6. STRATEGIC PRIORITY – PROFILE AND PARTNERS

### 6.1 Chief Executives' Committee (CEC) - 20 October.

IL reported that the CEC had taken place on 20 October. Reports had been received from each of the Inter-GLA Committee chairs. The JSB Meeting Agenda and JSB Strategic Agenda had been reviewed and finalised.

### 6.2 Joint Strategic Board (JSB) Matters.

The next JSB meeting will be hosted by Irish Lights on 10-11 November. The Meeting Agenda and Strategic Agenda have been finalised by the CEC. The focus of the meeting will be on the GLA and GRAD Corporate Plans.

### 6.3 Government Engagement Matrix

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The Board reviewed the matrix and updated it to reflect that the DfT Director General Maritime is departing shortly for another department.

## **7 ANY OTHER BUSINESS**

### 7.1 Board Effectiveness Review

Board members were invited to return completed questionnaires to TA as soon as possible.

**[Action: Board to return completed Board Effectiveness Self-Assessments to TA]**

### 7.2 NED Nomination

The Board noted that Garrett Copeland had been nominated by the Secretary of State to join the Lighthouse Board. The nomination will be presented to the Court at its next meeting on 4 November. Upon appointment by the Court Mr Copeland's first meeting will be 27 November. The Board welcomed the nomination with enthusiasm.

### 7.3 People and Culture

The Pay Business Base 2024-25 has now been settled and back-pay will be paid in the October payroll. The Pay Business Case 2025-26 will be an ordinary business case.

The Employee Engagement Survey will be launched in November.

An impact assessment is being undertaken by People Services on the impacts of the Employment Rights Bill.

### 7.4 Policies for Approval

The Board **APPROVED** the:

Health and Safety Policy,

Environmental Policy,

Water Safety Management Policy (subject to an adjustment in relation to the appointment of an Appointed Responsible Person by the TSL Board). The Lighthouse Board considered that it did not have the ability to appoint officers on behalf of the TSL Board.

**[Action TA - Adjust the Water Safety Management Policy in relation to the appointment of an Appointed Responsible Person by the TSL Board to reflect the fact that the right to make such an appointment is the privilege of the TSL Board and not the Lighthouse Board]**

### 7.5 Disposal of 37 Fronks Road, Dovercourt.

The Lighthouse Board confirmed its out of committee decision to APPROVE the disposal of 37 Fronks Road. DfT approval has also been obtained in accordance with the Framework Document.

*(Post meeting note – the sale completed on 24 October)*

## 8 Forthcoming meetings

Court – 4 November (Tower Hill)

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JSB – 10-11 November (Dun Laoghaire)

LHB – 27 November (Tower Hill)

ARAC – 16 December (Tower Hill)

### **Record of Decisions**

4.1	The Board APPROVED the Annual Reports and Accounts 2024-25, subject to (a) minor edits and (b) comments from the National Audit Office.
4.2	The Board APPROVED the Corporate Plan 2026-31, subject to the outcome of conversations with the Department for Transport on 24 October.
4.3	The Board ENDORSED the 10 Year Civil Estate Plan and the direction of travel.
5.1	The Board ENDORSED the approach and recommendations on which yards to take through and which to eliminate, noting the thoroughness of the process and soundness of the reasons
7.4	The Board APPROVED the: Health and Safety Policy, Environmental Policy, Water Safety Management Policy (subject to an adjustment in relation to the appointment of an Appointed Responsible Person by the TSL Board).
7.5	The Lighthouse Board confirmed its out of committee decision to APPROVE the disposal of 37 Fronks Road.