



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

27 November 2025 – Tower Hill

Present

Mr Lance Batchelor (Chair) (LB)

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

Captain Andy Holt (Director of Operations) (AH)

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

Mr Garrett Copeland (NED) (GC) by Webex

Mr Alan Moore (NED) (AM)

Mr Curtis Juman (NED) (CJ)

Present (non-voting)

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

Mrs Michelle Major-Butler (Director of People & Culture) (MMB)

Mr Damien Oliver (Director of Major Projects) (DO)

In attendance

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

Mr Nick Kelly (NK) PPL item 2.3

Mr Vish Valivety (VV) PPL item 2.3

Ms Soyan Daniel (SD) PPL item 2.3

1. ADMINISTRATION

For publication

1.1 Welcome by Chair

LB welcomed GC to his first Lighthouse Board meeting and recorded his thanks to Valerie Owen, his predecessor.

1.2 Apologies

None.

1.3 Declarations of Interest

None other than as already recorded on the Register of Members' Interests.

1.4 Minutes of Lighthouse Board – 22 October 2025

Approved.

1.5 Log of Actions/Matters Arising

The Board reviewed and updated the Log of Actions.

2. CEO'S REPORT, RISK AND PERFORMANCE

2.1 Chief Executive's Report & Risk Review

IL outlined the priorities of the meeting.

The Board will be invited to confirm its approval of the relatively minor changes to the 2026-31 Corporate Plan following the JSB and further engagement with the GLF Accountant, in support of this he presented a new printed edition of the Corporate Plan 2026-31 reflecting minor changes.

The Board will be invited to endorse the principles that will underpin engagement with the DfT on their desire for a strengthened Sponsorship function and evolved JSB.

The Board will be invited to note the Multilateral meeting's deliberations on the Corporate Plan; progress with the ISIT stage of Futures Afloat; the contents of the Board Effectiveness Review Report; latest position on the DDAT commission; and the TSL cottage Plan to Plan.

The Board will also be invited to review the Lead NED Terms of Reference and appoint a new Lead NED and Deputy Chair, roles which had become vacant following the end of Valerie Owen's term of office.

IL's report also focused on Safety, Finance and Procurement. The fraud risk has reduced by 30% due to reduction in numbers of T&S and procurement cards and reduced spend limits.

The Board discussed resilient PNT and the funding arrangement for the Anthorn transmitter. At the Royal Institute of Navigation conference the previous week an announcement of funding of eLoran by Government had been made. DD will report to the Board on this in section 4.1 below.

CJ reported engagement he had had with NAO recently in his capacity as ARAC Chair and the good relationship which exists.

For publication

2.2 IALA KPIs

The Board received the KPI report detailing AtoN availability performance against IALA standards for October. The Directional Light Category 1 is below the target primarily due to 2023/24 Hurst Point PEL system failures which have now been fully resolved. The Sector Light Category 1 is below target due to the Eddystone light controller failure in 2023/24, this issue has now been fully resolved by replacement of the system.

2.3 DDAT Project Update

The Board was joined by Nick Kelly, Soyan Daniel and Vish Valivety of PPL who made a brief presentation on recent progress with the DDAT project outlining the work they have been doing across 5 key priorities for change:

- An affordable, digital-first approach, mindset, and way of working
- Optimised for data as a strategic asset for “evidenced-based decision-making”
- A modern, resilient and secure technology architecture that meets our future needs
- Process & Governance
- People & Partnership

PPL also presented a level of estimated resource investment over 5 years and over 10 years for full benefits realisation.

The Board **NOTED** the current position. The Board considers that it is now time to develop the Project Brief to allow decision-making about whether this project should proceed and on what basis. The Brief work will need to include the human resourcing needs and the way in which it is going to be managed. There is a need to be clear on the scope and to clearly identify the problem which the project is designed to address.

The project will be IT enabled, rather than led. This programme of work is looking at how IT can be configured to best support Operational Technology recognising the interplay.

The Board discussed workflows and interactions between Navigation and Operations.

It is important to make sure that the staff are brought into this work. The majority of change management should be led by the people who are doing the work and using the technology.

It is important not to underestimate the amount of culture change required and to factor this in and budget for it appropriately.

The necessary conditions for success are to start with user insight and inspirational change.

There is a need to make our IT infrastructure as adaptable as possible so that it can work with other Operational Technologies which we may procure in future including the systems on the new ships delivered by the Futures Afloat Project.

[Action: DO to develop a DDAT Business Plan and detailed mobilisation plan for presentation to the March LHB]

2.4 Arm's Length Bodies Review

For publication

IL presented a paper on the ongoing ALB Review. The subject has been discussed by the DfT Executive Committee and it is understood that the DfT Sponsorship Team had recommended a strengthening of the sponsorship relationship and reform of the Joint Strategic Board. The paper looks at these two distinct areas.

IL believes that the ALB Review should be looked at as presenting opportunities for TH particularly in terms of risk escalation. JSB reform is a separate subject from sponsorship strengthening.

These topics were discussed by the JSB earlier in the month, subsequent to which the GLA Chief Executives have developed proposals for JSB reform. Any reform must build on the strengths of the JSB and make sure that the considerable benefits of the JSB construct are not lost.

The meeting discussed the prospect of working even more closely with the other GLAs on matters such as common ship design and rock tower re-engineering frameworks.

In the longer term there may be risks associated with calls from the LAC to work more closely and the introduction of a Sponsorship Board and an independent chair of the JSB.

The Board discussed the resilience narrative and how the GLAs can contribute to the national resilience capability.

DO believes Sponsorship Boards can be very useful with an engaged suitably senior DfT Chair.

The Board **ENDORSED** the principles underpinning engagement with the DfT in relation to the ALB Review and JSB evolution.

[Action: Chief Executive to present proposals for a strengthened sponsorship relationship to the LHB in January]

3 DELIVER SAFELY

3.1 H&S Report & Placemat & 3.2 H&S Committee (24 November) Report

DO presented the H&S report and Placement. Leading and lagging indicators were noted.

The Board discussed the general culture in the organisation in relation to safety and understands that the SVS captains are well invested in the drive to improve safety.

The Board feels that there is more to do but the raw materials are there on the deck and on the buoy yard floor. The culture at the front end is solid. The Board has seen that there are some very good examples of dynamic risk assessment at sea. Work is being done to ensure that the culture at the front end is joined up with the culture at the corporate level. The establishment of the H&S Committee is a step in this direction.

There has been an issue between silos at the front end of the business not sharing enough information and best practice but this too is being addressed, for example through middle manager away days.

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AH noted that the frequency rates are not being included in the report; this is an important metric. This should be an area of specific focus and should be transparent to the Board.

The Board believes that the leadership culture is sound. This is a journey, but real progress is being made and there is no room for complacency.

4. ORGANISATIONAL FITNESS

4.1 Navigation Requirements and GRAD Update Report

DD reported on plans for the owner of the SV ALIUNDE wreck to raise it. Whilst it remains a navigational hazard TH will continue to mark it. It is expected to be raised around the neap period of 14 December.

DNRP will attend the wash-up meeting in relation to the wreck of the FV FAITHFUL in December and will ask why it was scuttled.

Trinity House is developing a letter with the MCA, NLB, IL and UKHO with intention of seeking to agree cooperation on the need and development of S-100/S-200 and to understand each other's roles.

The Government has announced £155m funding for resilient PNT. Of which £71m will go to eLoran as a navigational system and £13m for monitoring of a PNT interference system. The Board understands that this will not translate into any new liabilities for the GLAs but that GRAD will be involved in the development of elements that are of benefit to the mariner. DNRP will conduct further reports on these elements as they develop

4.2 Business Services Update Report

The Board noted the total year to date expenditure at the end of September 2025 was an underspend versus budget of 18%. The latest full year forecast shows a total underspend of 8% because of shortfalls in staff costs, non-staff costs and capital expenditure, including due to fuel cost assumptions and sensitivity around charterparty costs.

Underspend on CapEx will be less than in the previous year but will be between 5% and 20%.

The new and updated risk register will be presented to the ARAC in December.

Progress is being made by IGC6 and consultants Marsh with the Tri-GLA Triennial Risk Management Review (TRMR). Initial results will be presented to Executive Committee in February and then to the Chief Executives' Committee in March.

Cyber risk continues to be significant and a lot of work is being done in this space including to obtain Cyber Essentials accreditation.

4.3 People and Culture Update Report

The 2024/25 SVS Pay Case has been closed with back pay paid in October.

The 2025/26 Pay Case is now being progressed on the basis of the standard submission. Priorities include shoreside pay progression and key role challenges. The deadline for submission to DfT is the end of January 2026.

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The 2025 Staff Engagement Survey was launched on 21 November and will run for a month. There has been a 35% completion rate to date.

The HRIS Replacement Project Board met in September; “critical friends” were added for oversight. Pilot testing for payroll system transfer runs will happen through November. Two payroll parallel runs will inform a recommendation to Executive Committee in January.

SVS and shoreside retention rates are reducing.

The Board discussed mandatory training and the Organisation’s appetite for risk.

[Action: MMB to provide clarity on the risk associated with failure to complete mandatory training and the definition of mandatory training]

4.4 Operations Directorate Update Report

AH presented the Operations Directorate report. Helipad surveys are underway, THV GALATEA is in a planned maintenance period, the completion rate of BSL is catching up. BSL has fallen behind due to the ship sharing protocol and the need for TH to cover for NLB since the old NLV POLESTAR was sold out of service 9 months ago. Once the new NLV POLESTAR has been delivered TH will be able to catch up on BSL even further.

There followed a discussion on the increasing obsolescence of the GLA fleet of ships.

Engineering and Estates staff will host a site meeting with the Environment Agency later this week to inspect the Harwich Buoy Yard Sea Wall and discuss collaboration in relation to necessary repairs.

New legal advice has been received in relation to the wood dust nuisance at Swansea Depot. The Executive Committee will be briefed.

4.5 TSL Cottages Leases

TSL leases 37 cottages at 13 sites under the terms of 13 lease agreements from the Corporation of Trinity House and is looking to wind up the leases before the contractual end date in 2032. Termination formalities will need to include condition surveys and a settlement to satisfy dilapidations claims at an agreeable level. Upkeep and direct management of the cottages will be absorbed into the GLA estate with the Civil Estate Categorisation Tool allowing appropriate decision making. A Commercial Business Plan dealing with the management of the cottages once they have returned to the GLA is in development. Decisions on transfer of sub-tenancy agreements, booking agent agreements, utilities, forward bookings and other matters will need to be addressed. Timing of lease termination events will need to be agreed, likely to correspond with the beginning of the financial new year, or to be on a regional basis. Other than in the broadest of terms, engagement with DfT and LAC has not yet happened.

The Board **NOTED** the Plan to Plan for the return of the cottages to GLA management.

It is important to understand that the cottages appear on the GLF balance sheet.

The Board asked for clarity on funding of the transfer and priorities for the Operations team particularly in terms of the statutory function, the concern being that resources

For publication

are finite and TH must ensure that it does not risk prioritising a commercial income stream (cottage income) ahead of delivery of the statutory function.

[Action: CEO to divine the DfT and LAC's attitude to the termination of the TSL leases and return to GLA management]

[Action: DOps to provide reassurance to the Board that the GLA is ready to receive the TSL cottages back for GLA management]

5 SUSTAINABLE FUTURE

5.1 Futures Afloat Update Report and 5.2 Futures Afloat Dashboards

The Board **NOTED** progress with the Futures Afloat project.

British entities code named Godrevy and St Catherines have formally withdrawn from the competition. Eight bidders remain in the competition, one of which is British. However, code name Pendeen is showing signs that it might withdraw [*Post meeting note: Pendeen subsequently formally withdrew*].

The Futures Afloat team have had face to face meetings with each of the remaining yards. It was clear that they were all taking the opportunity very seriously and were very interested.

Next steps – the Invitation to Submit Initial Tender (ISIT) deadline is 4th December. ISITs will give a more precise idea of cost and timing.

The Programme Board has been reconstituted.

A seminar for bidders will happen in the New Year focussing on The Futures Afloat team's ideas for UK content.

The Board noted that the Chancellor of the Exchequer's budget speech yesterday in Parliament included measures designed to promote UK shipbuilding and maritime skills.

6 PROFILE AND PARTNERS

6.1 JSB Meeting Debrief (10-11 November)

The main focus of the meeting was to discuss GLA and GRAD Corporate Plans. The GLF Accountant's view was that the plans were within expectations based on the previous year's plans. The spending increases on the horizon (due mainly to vessel purchases, complex rock station modernisation projects and potential increases in the pay budget) were within tolerance.

The JSB was content for the GLF target reserve to remain at £20m.

The JSB agreed that the key themes to raise at the Multilateral meeting were Tri-GLA collaboration, sustainability and vessel replacement.

The JSB received a brief from DfT on the potential changes to the JSB Terms of Reference stemming from the ALB Review.

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The LAC Chair *designate* has been approved by the Chamber of Shipping and will take over in January.

Resilience was a key theme of discussion in terms of GLA contribution to national resilience and improving internal organisational fitness.

Vessel replacement updates were submitted. NLV POLE STAR is undergoing sea trials. Futures Afloat is at the ISIT stage. Irish Lights' VRP project initiation remains under discussion with the Irish Department of Transport. A high degree of sharing of knowledge and best practice continues between the GLAs.

TH/NLB Aviation Services Procurement continues and is on target for contract award in 2026 and to commence in 2027. Irish Lights are in discussions with another semi-state body in relation to potentially a shared contract in Ireland.

Other GLA procurement opportunities were reviewed. Despite legal obstacles to UK-Irish joint procurement a high degree of collaboration continues demonstrated by the Triennial Risk Management Review commission.

The recently appointed Shipping Minister, Keir Mather MP, has an expanded portfolio. The DfT's new Maritime Strategy will be launched in the Spring.

6.2 Multilateral Meeting Debrief (27 November)

The Board **NOTED** that the DfT had hosted the Multilateral meeting earlier in the day at which the GLA and GRAD Corporate Plans had been discussed. The LAC delegation noted the upcoming large spending commitments of the GLAs and commented that after a long period of modest or no light dues increases a new era was ahead in which increases would be necessary.

Presently, relations with the LAC are cordial and congenial. The GLAs and LAC expressed an earnest intent to preserve a good relationship in the years ahead.

There was also discussion about the expiry and non-renewal of the Note Verbale (NV). The LAC was strongly in favour of calls to reissue the NV if it would result in procurement efficiencies.

6.3 Government Engagement Matrix

Noted.

7 ANY OTHER BUSINESS

7.1 Review of Lead NED Terms of Reference. Appointment of new Lead NED and Deputy Chair

The Board undertook the triennial review of the Lead NED Terms of Reference and requested one change to say that the Lead NED shall also serve as a Deputy Chair of the Lighthouse Board.

[Action TA: Update Lead NED ToRs to say that the Lead NED is also the LHB Deputy Chair]

The ToRs were **APPROVED** on that basis.

The Board **APPOINTED** Alan Moore as Lead NED and LHB Deputy Chair.

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7.2 Board Effectiveness Review Report

Board members had been invited to complete an annual Board effectiveness questionnaire. The Board **NOTED** the analysis of the results.

The Board recalled that the GIAA had also completed a Board Governance Review earlier in the year and had awarded a '*Substantial*' opinion.

In line with good governance practice the Board will commission and externally conducted effectiveness review in 2026 including a review of the Chair's effectiveness.

[Action: TA in 2026 carry out an externally conducted Board effectiveness and a review of the Chair's effectiveness]

7.3 Final Corporate Plan 2026-31

The Board confirmed its out of committee **APPROVAL** of the final version of the Corporate Plan 2026-31.

8. Dates of Forthcoming Meetings

16 December – ARAC (London)

28 January – LHB (London)

Record of Decisions

2.3	The Board NOTED the latest position update relating to the DDAT project.
2.4	The Board ENDORSED the principles underpinning engagement with the DfT in relation to the ALB Review and JSB evolution.
4.5	The Board NOTED the Plan to plan for the return of the TSL cottage estate to GLA management.
5.2	The Board NOTED that the Futures Afloat project has progressed to the ISIT stage.
6.2	The Board NOTED the nature of discussions at the Multilateral meeting.
7.1	The Board APPROVED the Lead NED Terms of Reference subject to a minor modification.
7.1	The Board APPROVED the appointment of Alan Moore as the Lead NED and Deputy LHB Chair.
7.2	The Board NOTED the outcomes of the Board Effectiveness Review 2025
7.3	The Board APPROVED the final Corporate Plan 2026-2027