FOR PUBLICATION

TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

2 June 2026 – Trinity House, Tower Hill

Present (voting)

Mr Lance Batchelor (Chair) (LB)
Rear Admiral Iain Lower CB (Deputy Master/ Chief Executive) (IL)
Captain Andy Holt (Director of Operations) (AH)
Captain Des Donworth (Director of Navigational Requirements & Policy) (DD)
Mr James Cook (Chief Financial Officer) (JC)
Mr Garrett Copeland (NED) (GC)
Mr Alan Moore (NED) (AM)
Mr Curtis Juman (NED) (CJ)

Present (non-voting)

Mrs Michelle Major-Butler (Director of People & Culture) (MMB)
Mr Damien Oliver (Director of Major Projects & HSE) (DO)

In attendance

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

1. ADMINISTRATION

1.1 Welcome by Chair

LB welcomed those present to the meeting, welcoming also JC to his first Board meeting since his appointment.

1.2 Apologies

None.

1.3 Declarations of Interest

None.

1.4 Minutes of Lighthouse Board – 25 March 2026

Approved.

1.5 Log of Actions/Matters Arising

The Board reviewed the Log of Actions and made relevant updates.

2. PERFORMANCE AND STRATEGY

2.1 Chief Executive's Report & Risk Review

IL presented his report highlighting areas in which recent progress had been made, challenges and risks faced by the organisation. Contingency planning is being undertaken relating to the economic consequences of the US-Iran conflict. Staff turnover remains steady. The Skerries Lighthouse modernisation project is complete. An externally facilitated business continuity plan exercise has been conducted. Engagement with the Maritime Minister has taken place, the opportunity being used to brief him on the Futures Afloat programme. In addition, there has been positive engagement with the Director General for Aviation, Maritime and Security at the Department for Transport last week.

The contract for the Aviation Services Project led by the Northern Lighthouse Board will be issued shortly. It has now been confirmed that governmental approvals will be handled by the Tier 2 Board. This is a TH-NLB Bi-GLA project. Irish Lights are looking at other separate options.

2.2 Strategy Implementation

IL explained the governance behind delivery of the TH Strategy and demonstrated the new Executive/SMT reporting tracker showing progress with delivery. AH expanded on the details relating to strategic delivery. This tracker tool will develop as the year goes on. The SMT will review and update it monthly.

The meeting discussed the fact that there are a lot of goals on the tracker and questioned whether it was realistic to expect all of it to be deliverable. The goals reflect the organisational strategy and the Executive team's view was that it is manageable when shared across each of the directorates and the SMT.

The NEDs asked whether the way it was presented would have the effect of diluting the importance of safety. IL explained that work will be done to give each of the goals' progress scoring a weighting. The Board discussed levers available to the organisation to incentivise delivery of the Health and Safety objectives. In order to do so it is essential to have a strong fair safety culture.

In terms of the Strategy Implementation tracker, the Board was content that the organisation was moving in the right direction.

CJ requested the cover paper in future to include an assessment view of how the ExCo feels about progress.

[Action: AH – Strategy Implementation progress report cover paper to include an ExCo opinion on progress.]

2.3 Corporate Risk Register (CRR) Update

Presented by JC.

The Board discussed the control effectiveness of H&S and whether the data supports the rating given and tasked the H&S Committee to review the H&S risk.

[Action: JC - H&S Committee to review ratings of H&S risks]

The Board asked the Executive Committee to look again at the risk appetite for 'External Environment' to reflect the less stable geo-political environment.

The Board asked that the 'People' risk reflect the work to response to the Staff Engagement Survey.

In general, the Board was content that the refreshed CRR was driving improvements in risk management and helping to close the gaps between target risk position and current position.

2 DELIVER SAFELY – H&S

3.1 Health and Safety Report

Presented by DO.

DO alerted to the Board to a recent high potential risk incident which had occurred at Swansea Outstation during a lifting operation of a pallet off THV PATRICIA. No one was injured. An investigation has been commenced.

DO confirmed that this incident was not reportable to the MAIB, nor to the HSE under RIDDOR.

3.2 SAFER Programme Update

Presented by DO.

The Board felt that it would be very useful to include more information in the H&S report on the consequences to the business of H&S incidents – the "*so what*" aspects.

The Board discussed concerns relating to use of agency staff on the ships and the safety risks associated with their relative unfamiliarity with TH-specific processes and approaches.

AM was concerned incidents are still occurring despite the interest being taken by the Board in H&S. AH felt that this is a consequence of greater reporting and investigation and feedback.

The focus is now on improving culture, supervision and speed of investigation.

The Board discussed the THV GALATEA Dynamic Positioning incident and agreed it needed a human factors investigation.

[Action JC – H&S Department to conduct a human factors investigation into THV GALATEA DP incident]

In relation to the recent THV PATRICIA asbestos incident – an external expert has been commissioned to look at the potential implications for TH. The incident was reported to the Health and Safety Executive (HSE), there has been no follow-up requested by the HSE.

AM suggested inviting a ship's master to the next H&S Committee.

[Action JC – A ship's master to be invited to attend next H&S Committee]

3. SUSTAINABLE FUTURE

4.1 Futures Afloat

4.1.1 Futures Afloat Update Report and Appendices

Vard is the preferred supplier and has been made aware of its position in the competition.

Discussions have been held with Vard to discuss payment profiling. The GLF Accountant and the DfT were present for that discussion.

The Board was pleased with the progress made by Futures Afloat to get to this stage.

DO is in discussion with senior officials at the DfT in relation to work being done to smooth the payment profile with Vard.

4.1.2 Full Business Case Approval

The Board ENDORSED:

(a) the SRO's assessment that the evaluation and moderation of the Invitation to submit Best and Final Offers as set-out in the commercial case of the Full Business Case FBC has been conducted fairly and in line with the Futures Afloat Procurement Strategy and the Procurement Act 2023;
(b) the FBC which sets out the strategic, economic, commercial, financial and management approach and recommendation to award a contract to the Preferred Supplier;
(c) the SRO's recommendation to proceed in gaining the necessary external approvals for contract award; and
(d) formal ratification of the Single Tender Action to amend Trinity House's contract with its technical advisors (see 4.2 below).

The FBC will now be submitted to the Centres of Excellence, then to Investment Committee on 22 June.

The National Shipbuilding Office (NSO) Chief Executive is supportive and will be present at the Investment Committee to speak in TH's favour.

The Board discussed sequencing of announcements and approvals.

A playbook is being written of lessons learned from the process.

Legal advice has concluded, using the Attorney General's criteria as the basis of that advice, that there is a low risk of legal challenge and a low risk of successful legal challenge.

4.2 Ship Builder Technical Oversight – Formal noting of approval out of committee

For the record, the Board formally APPROVED its out of committee decision to renew the contract with Longitude Consulting Engineers Ltd. for post-contract award oversight of the design, build and delivery of two new vessels via a single tender action. This change had been anticipated and budget provision was made in the Futures Afloat Outline Business Case.

5. ORGANISATIONAL FITNESS

5.1 Business Services Directorate

5.1.1 End of Year position and Business Services Directorate update

JC presented his report.

The Board discussed the organisation's tendency to underspend its total sanction in recent years recognising that overachieving on commercial income is a factor.

CJ recommended a risk and opportunities net position summary as a useful addition to the management information the Board receives. AH explained that this is the first year of a new capital work plan which has been designed to address the underspending problem and that scrutiny is already happening through the Portfolio and Progress Assurance Committee (PPAC).

The Board noted that underspent sanction is retained in the GLF and was being put towards the purchase of new vessels in order to reduce the amount needing to be borrowed.

EXERCISE BEACON had recently taken place in Harwich to test the Business Continuity Plan, supported by external facilitators. The exercise was successfully conducted and the lessons learnt will be used to make further improvements in relation to business continuity planning and resilience.

5.2 People and Culture Directorate

5.2.1 People and Culture Update Report and Dashboard

Presented by MMB.

The pay remit 2025/26 has been implemented. The pay remit 2026/27 is now being considered.

Cascade HR System implementation continues. Work has commenced to implement the H&S Training Matrix. Feedback has been very positive on the roll-out of Cascade from across the organisation.

5.2.2 Strategic Workforce Planning: Issues and Next Steps

MMB explained the ongoing work across the organisation on succession planning. The strategic workforce planning work is being done to address the immediate risk faced by the organisation. Directorates understand where single points of failure exist. This is being captured at organisational level so that succession plans can be developed.

The next phase will be to address the challenges of the future, not least in relation to how the new ships will be crewed, and how the changing environment will impact on the way we work. These conversations will include discussions about SVS shift patterns.

CJ recommended consideration be given to reform the governance of committees to include a People Committee on which NEDs would serve.

[Action: MMB consider and report to the Board on the pros and cons of instigating a People Committee on which selected NEDs would serve]

5.2.3 Employee Engagement Survey (EES) Action Plan Update

Clear actions have been agreed and the leadership team is acting upon them.

There are 4 key delivery areas:

- Communication
- Leadership visibility
- Pay and competencies
- Wellbeing

In time the actions arising from the EES will be mapped across to H&S surveys which happen every two years.

The most challenging part is probably the Competency Frameworks for shoreside. This is a frequently raised issue. The Executive Team recognises the need to address this issue.

5.3 Update on NED Recruitment

LB had formally written to the DfT to request renomination of CJ for a second term and nomination of a specific candidate to succeed AM at the end of his second term. TA had provided supporting information to DfT. TH is awaiting confirmation on progress with Ministerial submissions.

6 DELIVER SAFELY – NAVIGATIONAL REQUIREMENTS AND OPERATIONS AND ENGINEERING

6.1 Navigational Requirements

6.1.1 Navigational Requirements Report

The Annual Report to the Secretary of State on Inspection and Audit of Local AtoN is at final draft for circulation internally prior to publication. The inspection regime encompassed over 96% of more than 11500 local AtoN. The Defect rate (11%) has increased slightly on the prior year. Based on discussions with harbourmasters DNRP believes that harbourmasters will generally welcome publication of the names of underperforming local lighthouse authorities because it may provoke harbour authorities to allocate funding to rectify defective local AtoNs. DD will submit a paper for the Board's consideration discussing the pros and cons of a scheme of publication. A lessons learned report on the container incidents has been completed, with a number of follow-on workstreams identified to strengthen future response and resilience.

[Action DD: Submit a discussion paper to Board on pros and cons of a scheme of publication of the names of underperforming Local Lighthouse Authorities].

The Board welcomed the new management information presented today for the first time.

Survey work is running behind schedule but is being addressed. A discussion followed of TH's survey practices and capabilities.

6.1.2 Wreck of Sailing Yacht ALIUNDE – SOSREP Direction Report

The Board noted the issuance on 5 May 2026 and content of the SOSREP direction to remove the wreck. Following a procurement exercise a diving survey is due to take place next week during the period of neap tides, weather dependent.

DD provided an update on the several ongoing workstreams within TH which are being taken to raise and dispose of the wreck.

Further updates will follow.

6.1.3 TH duties in Gibraltar and Channel Islands

TA presented a paper describing TH's responsibilities in respect of general and local AtoNs and wreck in the Channel Islands and Gibraltar. The paper was noted and a discussion followed. TH will seek an update from the DfT in relation to the subject to local AtoN inspections in Gibraltar.

[Action: TA Gibraltar Local AtoN inspections to be raised with DfT Sponsorship Team]

6.2 IALA KPIs (Statutory)

Noted.

6.3 Operations Directorate

6.3.1 Operations Directorate Report

The Board received an update on the Operations Directorate and noted that a recent review of the Directorate risk register had been completed. Also noted the status of ongoing work in relation to the St Just Depot upgrade and status of planning of the Wormleighton mast decommissioning project,

Buoy IMR and Survey was at 73% completion for the end financial year; achieving 83% of the priority IMR work. A number of casualties had occurred during the period which had reduced the planned work completion figures.

The RRC level fell to 78.88% in the 6 hour period and 85.17% in the 12 hour period. Significant exposure had been observed in the Cromer to Dover area and Portland to Beachy areas for short periods where prioritisation decisions had to be made in relation to casualty response over risk response. During this period Irish Lights provided support on the west coast under the auspices of the Ship-sharing agreement; NLB was unable to support throughout the period due to difficulties with NLV POLESTAR.

6.3.2 TSL Cottages Options Analysis Summary

CJ declared an interest as Chair of TSL.

The Board discussed options for the management of cottages assuming the TSL leases are wound-up before they are due to expire in 2032. TSL is taking legal advice on the winding-up of the leases.

The capital value of the TSL cottage estate is held on the balance sheet of the GLF.

The Board discussed the history of TSL and why the leases were originally granted.

The Board discussed the importance of considering all aspects of the cottage estate when making decisions about the future, including heritage.

Any decision as to the future of the cottage estate must be based on a business case and must not result in a drain on resources.

6.3.3 Update on Resilience Planning in the context of the Middle East Crisis

AH presented a report outlining ongoing work and engagement to strengthen TH's resilience and to protect its ability to continue delivering its statutory function in the face of geopolitical instability, including the wars in Ukraine, Iran and Lebanon.

Germane to this, measures are being taken for the new ships to be more resilient including holding Cyber Class Notation.

A Tri-GLA resilience forum has been set up including MCA and DfT and the other GLAs.

[Action: AH to quantify organisational resilience level against headers such as fuel, chain etc]

7 PROFILE AND PARTNERS

7.1 JSB Actions

Following a comprehensive review, the JSB has been reconstituted with a DfT Chair and DfT secretariat support. The GLA-chaired JSB met for the final time on 6 May to wind-up proceedings and prepare the GLAs' approach to the newly reconstituted JSB on 7 May. The GLA JSB members see value in holding a similar pre-JSB meeting ahead of future JSB meetings to agree lines and ensure a coordinated approach.

The 'new' JSB met on 7 May at NLB HQ, chaired by the DfT Maritime Director. She emphasised the intention to strengthen effectiveness over time through continuous feedback and improved Tri-GLA-wide insight. The JSB should provide Ministers with confidence that decisions are informed by coordinated Tri-GLA level thinking.

The DfT is proposing to organise the next JSB meeting in November, and proposing that the leaders of the Lights Advisory Committee will be invited as members.

7.2 Approach to Sponsorship Board and ToRs

The Board reviewed and discussed the draft ToRs for the Sponsorship Board and the draft meeting agenda. Risk, Governance, Controls and Assurance will be key discussion areas.

The GLAs are oriented towards helping the DfT to demonstrate that the new bilateral sponsorship boards (TH-DfT and NLB-DfT) can deliver value.

7.3 Government Engagement Matrix

Noted.

7.4 IALA Update

Council 04 will be held at IALA HQ next week. The Chief Executives of TH and NLB will represent the UK as co-councillors accompanied by a member of the DfT Safety Policy, Maritime People and Safety department. A pre-meeting with MCA and DfT has been arranged to coordinate the national approach.

Immediately prior to the Council meeting will be a meeting of the UK-chaired Finance and Audit Group. The upcoming major expense will be the project to move the headquarters to a different and larger building in St Germain-en-Laye, the Organization having outgrown its current premises.

The IALA membership has now reached 50 Member States, with more expected to join in the near future. This is acclaimed as a great success although some influential former National Members of the old Association, notably the USA, have not become Member States of the IGO.

The UK remains very supportive of IALA and is well represented on the committees and subsidiary bodies.

The Sec-Gen has announced that he will not stand for re-election at the General Assembly in Mumbai in 2027. The UK may wish to consider fielding a candidate for the position.

8 ANY OTHER BUSINESS

8.1 ARAC meeting 12th March Draft Minutes

CJ presented the draft minutes of the ARAC on 12 March which were duly noted.

He also outlined changes to the audit treatment of the TH Annual Report and Accounts (ARA). NAO has previously audited the ARA but has not award an Opinion. From 2026/27 this will change and NAO will award an Opinion in future. A paper on this change will be presented to the ARAC at its next meeting on 17 June.

8.2 Legislation Monitoring and Assurance

TA presented a paper outlining the ways in which the organisation ensures compliance with new legislation including monitoring of developing new legislation, responding to consultations and maintaining registers of legislation. Duly noted.

8.3 Approach to Strategy Away Day – 15 July.

IL proposed that the day should be divided into two distinct parts, both involving the SMT.

> Part 1 –Discussion on strategy implementation delivery aligned to control and risk.
>
> Part 2 –Facilitated discussion on Culture asking what does good look like and where are we now? Where do we want to get to? How do we get there? What could make TH the best place to work? Which behaviours do we want to reward, tolerate, get rid of?

The ELT was tasked with developing a programme for the day.

[Action: MMB to plan the programme for the Strategy Away Day on 15 July]

[Post-meeting note: the Strategy Day will focus on Part 2 – organisational culture]

9 Dates of Forthcoming Meetings/Events

- DfT/TH Inaugural Sponsorship Board – 2 July
- ARAC - 17 June
- H&S Committee – 17 June
- LHB – 14 July
- LHB Strategy Away Day – 15 July
- MCA/NED Visit to Harwich – 5 June
- DfT Permanent Secretary & Director General Visit to Harwich – 2 July

Record of Decisions

4.1.2	The Board ENDORSED: (a) the SRO's assessment that the evaluation and moderation of the Invitation to submit Best and Final Offers as set-out in the commercial case of the Full Business Case FBC has been conducted fairly and in line with the Futures Afloat Procurement Strategy and the Procurement Act 2023; (b) the FBC which sets out the strategic, economic, commercial, financial and management approach and recommendation to award a contract to the Preferred Supplier; (c) the SRO's recommendation to proceed in gaining the necessary external approvals for contract award; and (d) formal ratification of the Single Tender Action to amend Trinity House's contract with its technical advisors (see 4.2 below).
4.2	The Board formally APPROVED its out of committee decision to renew the contract with Longitude Consulting Engineers Ltd. for post-contract award oversight of the design, build and delivery of two new vessels via a single tender action. This change had been anticipated and budget provision was made in the Futures Afloat Outline Business Case.
6.1.3	The Board NOTED the summary of TH's responsibilities in relation to general and local AtoN and wreck in the Channel Islands and Gibraltar.
8.2	The Board NOTED the summary of TH's legislation monitoring and compliance assurance arrangements.