



TRINITY HOUSE

IN ITS CAPACITY AS A  
GENERAL LIGHTHOUSE  
AUTHORITY

# Strategy

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**Lighting  
The Way**  
TO 2035



TRINITY HOUSE



**65** lighthouses  
**7** lightvessels  
**450** buoys  
**18** beacons

**11,000+** local aids to navigation



**We fund and train**  
**10%** of the UK's  
Merchant Navy  
Cadets



**3** ships  
**1** helicopter  
**24/7** emergency response



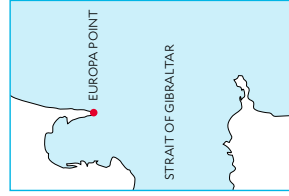
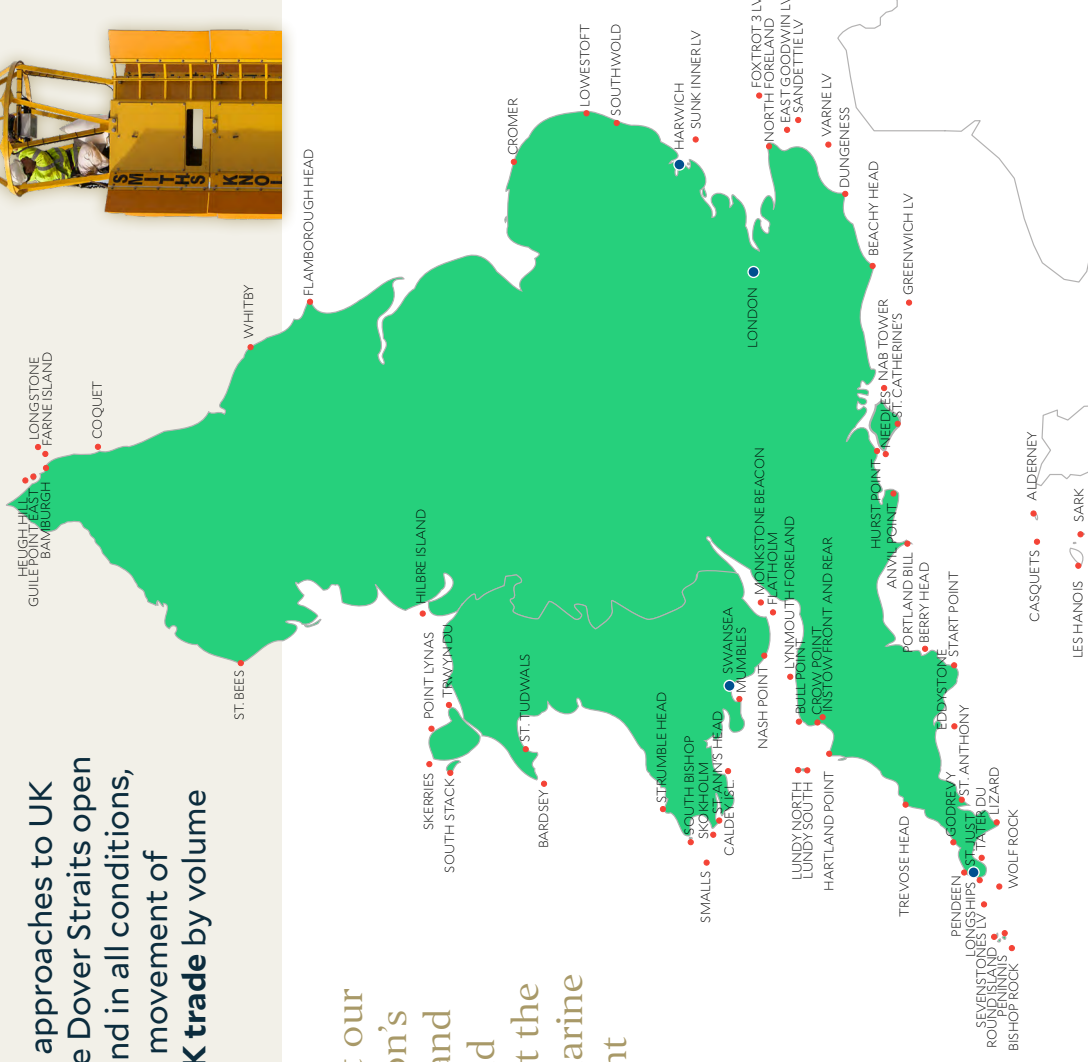
**310** people  
**3** depots  
**£49.8m** 25/26 budget bid, at no  
cost to the UK taxpayer  
**£2m** commercial income

**For the benefit and safety  
of all mariners**



**We keep the approaches to UK  
ports and the Dover Straits open  
at all times and in all conditions,  
ensuring the movement of  
95% of all UK trade by volume**

**We support our  
island nation's  
prosperity and  
security, and  
help protect the  
beautiful marine  
environment**





## **A new strategy for Trinity House in its capacity as a General Lighthouse Authority**

**Our vision is for the waters of England, Wales, the Channel Islands and Gibraltar to be the safest to navigate anywhere in the world.**

Supported by a refreshed set of organisational values, the Lighthouse Board has endorsed [Lighting the Way to 2035](#), Trinity House's proactive and action-orientated response to a fast-changing world.

In 2035 UK's prosperity and security will continue to depend upon the sea. The need for aids to navigation will endure. Noting that over 95% of UK's trade is, and will continue to be, transported in ships through the major ports of England and Wales and that those ships are kept safe by the aids to navigation maintained by Trinity House it follows that our purpose is for:

**Trinity House's highly skilled and committed people to help safeguard our island nation's prosperity and security, protect our marine environment and save lives.  
At all times and in all conditions.**

*Lighting The Way to 2035* is a proactive response to the changing strategic context outlined in the Tri- GLA Strategy, *Navigating Towards 2040*, designed to ensure Trinity House continues to discharge its mission to:

**Deliver a reliable, efficient and cost-effective aids to navigation service for the benefit and safety of all mariners.**

The strategic challenges are well documented: geo-political instability and changing traffic patterns; a worsening climate; the blue economy and renewable energy driving a shared, more congested, sea space; the more unpredictable economic environment; the changing nature of the future mariner; the shifting regulatory requirement; the difficulties in attracting and retaining a skilled workforce; and, the impact of rapidly changing technology including autonomous shipping, data and digital.

In summary, complexity will increase and with that comes both threat and opportunity. Within this context of ever-increasing complexity, greater collaborative working and organisational resilience will be essential ingredients for Trinity House to succeed alongside the other GLAs. Trinity House must continue to deliver safely today whilst forging a sustainable future.

## Benefits

We will be a stronger, fitter and more impactful organisation as a result of Lighting the Way to 2035. Environmental, Social and Governance considerations will be integrated into all that we do. Our values, policies and principles reflect our commitment to an inclusive and sustainable future.

The benefits of Lighting the Way to 2035 need to be clear for all to see and feel and are to:

- Provide clear organisational purpose and direction;
- Operate safely, maintaining standards of excellence and strengthening our resilience;
- Attract, develop and retain great people;
- Achieve a modernised operational estate, adapted for climate change;
- Ensure environmental sustainability; reducing our carbon footprint and reducing waste;
- Ensure financial stability through effective governance, increased efficiency and growth in commercial income;
- Embed digitally enabled ways of working; streamlined systems and processes;
- Improve interoperability; and
- Increase collaboration and a greater influence in maritime affairs.

## Our Approach

Our approach will be values-led, and one of continuous improvement. Evolution not revolution, but evolution with ambition.

Our new WAVE values are:

**Working together to Achieve excellence.**  
**Valuing each other to Evolve with ambition.**

# Our values

At Trinity House we...

## Work together

... for the benefit and safety of all mariners;  
... within a respectful, diverse and inclusive environment.

## Achieve excellence

... by taking pride in our work;  
... by protecting the environment through sustainable solutions.

## Value each other

... by providing proactive and appropriate support;  
... by getting everyone home safe.

## Evolve with ambition

... by embracing innovation;  
... so that everyone can make a positive difference.

Our approach will be values-led, and one of continuous improvement.

Evolution not revolution, but evolution with ambition.

## Our Strategy

### Where we are today and where we want to be tomorrow

**Today**, through our valued and dedicated employees, we meet our statutory requirements, we set and achieve high standards; however;

- We operate aging, unreliable, carbon intensive ships operating from depots not adapted for the climate;
- The cost of maintaining an aging-estate is increasing;
- Whilst we are enroute to digitising our data we are not yet digitalised;
- In some critical roles we suffer unsustainable employee turnover with an over reliance on agency workers;
- There is unrealised potential to grow commercial income;
- There is unrealised potential to shape policy and regulation.

### By 2035, we will be:

- A values-led, well-led, match fit organisation with people who want to join us, grow with us & advocate for us;
- An influential, authoritative, expert voice within the maritime sector;
- Operating an innovative, sustainable mix of physical & virtual AtoN ashore & afloat;
- Optimised for digital;
- Operating reliable efficient ships;
- An organisation with a reduced impact on the environment in accordance with Government regulations;
- Operating facilities scaled for our future needs and adapted to a changing climate;
- Achieving sustainable growth in commercial income.

Trinity House will implement the strategy across four strategic priorities by **delivering safely** today, improving **organisational fitness**; forging a **sustainable future**, increasing our **profile and valuing partnerships** as follows:

### **Deliver Safely**

We will deliver our statutory responsibilities.

We will develop a just safety culture to get everyone home safe.

We will grow commercial income within reserve capacity.

### **Organisational Fitness**

We will attract, develop and retain the best by creating a positive culture where people feel valued and are empowered.

We will deliver an affordable digital-first approach and mindset.

We will streamline our ways of working and achieve better value for money

We will live within our means.

### **Sustainable Future**

We will embed a sustainability<sup>1</sup> mindset, governance, reporting framework and plan.

We will, while honouring our heritage, invest in and adapt our shore facilities and operational estate to our future needs.

We will introduce into service reliable, green, modern ships with greater buoy handling capacity to meet the statutory requirement, increase potential for commercial work and mitigate our impact on the climate.

We will be trusted in managing, fusing, analysing and sharing data as aids to navigation evolve within a wider digital system.

We will develop and operate novel, high tech, standardised, 10-year, smart buoys that will be integrated, reconfigurable, fully adapted for autonomous shipping and climate change.

### **Profile and Partners**

We will be a valued and trusted source of expertise to the UK maritime sector through thought leadership, partnering and advisory roles on a range of maritime related issues.

We will continue to proactively engage at an international level through IALA.

We will continue our close relationship with the other two GLA to deliver economies of scale, sharing of best practice, resilience and interoperability.

### **Implementation**

Lighting the Way to 2035 will be implemented through the Corporate Plan, the Organisational Performance Objectives and the Operational Action Plan

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<sup>1</sup> Sustainability means responsible practices that meet the economic, social and environmental needs of the present without compromising the ability of future generations to meet their needs



TRINITY HOUSE

2035

OUR VISION IS FOR THE WATERS OF ENGLAND, WALES, THE CHANNEL ISLANDS AND GIBRALTAR TO BE THE SAFEST TO NAVIGATE ANYWHERE IN THE WORLD

**DELIVER SAFELY**

REDUCE OUR STATUTORY RESPONSIBILITIES  
EVERYONE HOME SAFE  
GROW COMMERCIAL WEEKS

**PROFILE AND PARTNERS**

VALUED, TRUSTED AND INFLUENTIAL  
SOLVING COMPLEXITY THROUGH CLOSER COLLABORATION

**SUSTAINABLE FUTURE**

HONOURING OUR HERITAGE  
DATA SAVVY, DIGITAL BY DESIGN  
ADAPTING TO AND MITIGATING FOR CLIMATE CHANGE  
NEW SHIPS, SMART BUDDYS, MODERNISED LIGHTHOUSES

VALUES-LED AND PEOPLE FOCUSED  
FINANCIALLY SUSTAINABLE  
STREAMLINED WAYS OF WORKING  
ATTRACT, DEVELOP AND RETAIN THE BEST

**ORGANISATIONAL FITNESS**



**Lighting  
The Way  
TO 2035**

**WORK TOGETHER ACHIEVE EXCELLENCE VALUE EACH OTHER EVOLVE WITH AMBITION**  
FOR THE BENEFIT AND SAFETY OF ALL MARINERS





Our vision is for the waters of England, the Channel Islands and Gibraltar to be the safest to navigate anywhere in the world

## Current state

### Today:

Through our valued and dedicated employees, we meet our statutory requirements, we set and achieve high standards, however;

We operate aging, unreliable, carbon intensive ships operating from depots not adapted for the climate;

The cost of maintaining an aging-estate is increasing;

Whilst we are en route to digitising our data we are not yet digitalised;

In some critical roles we suffer unsustainable employee turnover with an over reliance on agency workers;

There is unrealised potential to grow commercial income;

There is unrealised potential to shape policy and regulation.

## Strategic Choices – Lighting the Way to 2035

### Deliver Safely

We will deliver our statutory responsibilities.  
We will develop a just safety culture to get everyone home safe.  
We will grow commercial income within reserve capacity.

### Organisational Fitness

We will deliver an affordable digital-first approach and mindset.  
We will attract, develop and retain the best.  
We will streamline our ways of working.  
We will live within our means.

### Sustainable Future

We will embed a sustainability mindset, governance, reporting framework and plan.  
We will, while honouring our heritage, invest in and adapt our shore facilities and operational estate to our future needs.  
We will introduce into service reliable, green, modern ships.  
We will be trusted in managing, fusing, analysing and sharing operational data.  
We will develop and operate novel, high tech, standardised, 10-year, smart buoys.

### Profile & Partners

We will be a valued and trusted source of expertise to the UK maritime sector.  
We will continue to proactively engage at an international level through IALA.  
We will continue our close relationship with the other two GLA.

## Future state

### By 2035 we will be:

A values-led, well-led, match fit organisation with people who want to join us, grow with us & advocate for us;

An influential, authoritative, expert voice within the maritime sector;

Operating an innovative, sustainable mix of physical & virtual AtoNs ashore & afloat;

Optimised for digital;

Operating reliable efficient ships;

An organisation with a reduced impact on the environment iaw Govt regulations;

Operating facilities scaled for our future needs and adapted to a changing climate;

Achieving sustainable growth in commercial non-statutory income.

**Work together to Achieve excellence.  
Value each other to Evolve with ambition.**



TRINITY HOUSE

# For the benefit and safety of all mariners

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