



TRINITY HOUSE

LOOKING AHEAD

Trinity House Strategy 2018-28

In its function as a General
Lighthouse Authority

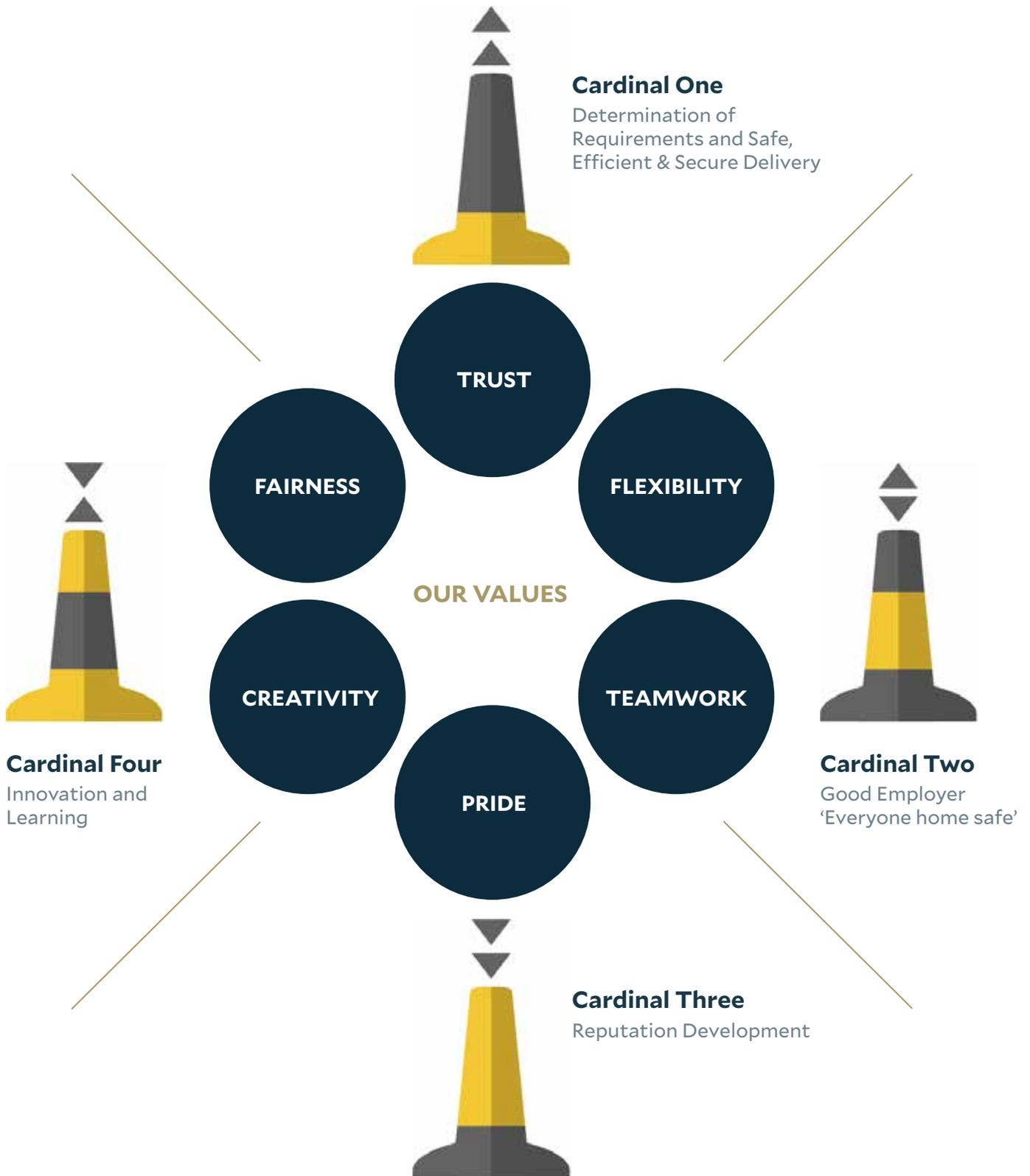


Our Mission

To deliver a reliable, efficient and cost effective aids to navigation service for the benefit and safety of all mariners

Our Vision

To be a trusted world-class aids to navigation authority and regarded as such by our stakeholders



1 INTRODUCTION

Trinity House is a charity dedicated to safeguarding shipping and seafarers, providing education, support and welfare to the seafaring community with a statutory duty as a General Lighthouse Authority to deliver a reliable, efficient and cost-effective aids to navigation service for the benefit and safety of all mariners. The safety of shipping and the well-being of seafarers have been the prime concerns of Trinity House since being incorporated by Royal Charter in 1514.

Trinity House is also committed to protecting the environment including the prevention of pollution. This strategy relates to its statutory role as the General Lighthouse Authority (GLA) for England, Wales, the Channel Islands and Gibraltar, responsible for setting the requirements and providing aids to navigation (AtoNs) to all mariners in its waters.

This strategy should be read in conjunction with our Corporate Plan 2018-23 (section 2), which articulates our strategic context.

1.1 PURPOSE

This strategy identifies in broad terms what we aim to achieve and how we're going to deliver it over the next ten year period in line with the tri-GLA AtoN delivery strategy *2030 Navigating the Future*. We believe that extending our horizon to a ten year period from the previous five year strategic perspective provides us with a more future-focussed strategy that takes into account the key technological developments and long-term strategic investment decisions impacting on our organisation.

It also explains the rationale behind our goals

and how we intend to work together within Trinity House and across the GLAs in order to achieve them.

1.2 WHY CHANGE

Our 2015-20 strategy, launched in March 2015, served us well for the last two years in defining and delivering our statutory service in a reliable and cost effective way. Having reflected and engaged throughout the past year with our internal and external stakeholders we have updated our strategy to define a more succinct strategy with one main 'cardinal' and three supporting 'cardinals' which assist us in delivering our mission and vision. We will review this strategy on a three-to-five year cycle.

1.3 MISSION STATEMENT

Trinity House's mission is:

To deliver a reliable, efficient and cost effective aids to navigation service for the benefit and safety of all mariners.

1.4 VISION

Our vision is:

To be a trusted world class aids to navigation authority and regarded as such by our stakeholders.

In order to achieve this vision, we need to develop and continuously improve our organisation. Our strategy elaborates on what our key deliverable priorities are in support of this vision.

1.5 VALUES

Our success is characterised by our values which are widely shared and reflected in our everyday actions. These standards govern our behaviour and define our culture. Our values are:

Trust	We trust each other and are trusted by others;
Flexibility	We look at what's needed and embrace change;
Teamwork	We support each other to succeed;
Pride	We take pride in what we do and what we strive to achieve in our organisation;
Creativity	We encourage innovation and creativity;
Fairness	We treat everyone fairly and celebrate achievement;

Our values have been validated during 2017-18 to ensure that they continue to support our strategy and define our culture.

2 WHAT IT MEANS TO BE A WORLD CLASS AIDS TO NAVIGATION AUTHORITY

Trinity House defines 'world class' as follows:

Our provision of aids to navigation, related services and processes are rated by our stakeholders to be the best of the best by excellence in terms of design, performance, quality, stakeholder satisfaction and value.

2.1 OUR STAKEHOLDERS

In order to achieve our vision, we have clearly identified our stakeholders and will continue to involve them in our future development plans. These stakeholders include the Mariner, our Staff, the Ship Owner, Central Government and Parliament, IALA, Commercial Customers, Port Authorities and Critical Suppliers.

In order to monitor and evaluate our progress, stakeholder feedback will be periodically gathered and used to identify priorities and actions moving forward.

In order to achieve our vision, we have clearly identified our stakeholders and will continue to involve them in our future development plans

3 OUR PRIORITIES

In order to achieve our vision, Trinity House needs to grow and continue to develop as an organisation; four cardinal themes have been identified that will enable us to continue to improve and be the best we can be.

Cardinal One: Determination of requirements and safe, efficient and secure delivery

Supported by:

Cardinal Two: Good employer;

Cardinal Three: Reputation development;

Cardinal Four: Innovation and learning.

Taking each cardinal in turn the summary below clarifies what our ambitions and goals are for each cardinal linked back to our values.

CARDINAL ONE

Determination of requirements and safe, efficient and secure delivery

Values: Flexibility, Teamwork, Pride

Our goals:

- Help the UK to meet its SOLAS obligations i.e. determining and providing such aids to navigation as the volume of traffic justifies and the degree of risk requires and our responsibilities under the Merchant Shipping Act;
- Meet international Requirements, Standards and Recommendations;
- Invest to sustain a safe, secure and focussed organisation;
- Meet the requirements of the Risk Response Criteria across our areas of responsibility;
- Maintain control of our strategic assets to meet our statutory responsibilities;
- Proactively manage our estate to meet long-term delivery requirements;
- Exploit our reserve capacity without impacting our statutory responsibilities;
- Deliver within the financial remit agreed between Department for Transport and Trinity House.

In order to grow and continue to develop as an organisation, four cardinal themes have been identified that will enable us to continue to improve and be the best we can be

CARDINAL TWO

Good employer

Values: Trust, Flexibility, Teamwork, Pride, Creativity, Fairness

Our Goals:

- Promote a sustainable workforce, which is motivated and engaged to meet current and future business needs;
- Maintain and further develop an attractive and sustainable total reward package for our staff;
- Invest in technology, off-shore accommodation facilities and improved working practices;
- Engage with our staff and listen to them;
- Support the health, wellbeing and safety of our staff – ‘Everyone home safe’;
- Support our staff to feel valued, involved and fulfilled in their work;
- Continue to resolve issues in an equitable and appropriate manner while ensuring the wider interests of the organisation and its staff are protected.

CARDINAL THREE

Reputation development

Values: Trust, Flexibility, Pride, Creativity, Teamwork, Fairness

Our Goals:

- Maintain quality, health and safety and environmental Standards delivering continuous improvement;
- Maintain good governance and externally assessed quality ratings;
- Ensure key stakeholders are fully engaged and understand and advocate Trinity House and its work;
- Ensure Trinity House’s international reputation is maintained and enhanced.

One of our goals is to promote a sustainable workforce, which is motivated and engaged to meet current and future business needs

CARDINAL FOUR

Innovation and learning

Values: Flexibility, Creativity, Pride, Teamwork

Our Goals:

- Build upon tradition and heritage and move forward with innovation and learning as a key driver;
- Develop and design aids to navigation as identified in 2030 Navigating the Future;
- Develop and design AtoN solutions that demand less power, reduce the requirement for maintenance and at a lower cost;
- Embed innovation and learning objectives throughout our organisation to drive innovation at an accelerated pace;
- Develop and design innovative solutions embedded into the overall risk mitigation response;
- Learn from the experiences of ourselves and others;
- Proactively follow developments in respect of autonomous vessels and ensure we are at the forefront of associated regulatory and AtoN technology developments;
- Be alert to emerging technology for adoption or understanding within the maritime services arena;
- Explore the opportunities to build research and development alliances inside and outside our industry to improve and accelerate the development of our AtoNs.

4 IMPLEMENTATION AND DELIVERY

In order to progress and achieve our goals in terms of these cardinals, an operational plan will be developed that identifies actions for the next one to three years as some are longer term and continuous goals which will be continuously actioned to ensure the delivery. The implementation of this plan translates our strategy into operational level actions that are measurable and can be evaluated in terms of their impact and success. Our corporate and individual objectives reflect these objectives and actions.

5 COLLABORATIVE WORKING

Collaborative working on an internal and external basis with the Government and other stakeholders is important in order to deliver against our long term goals and realise our mission. We will pursue collaborative projects and align working practices with our sister General Lighthouse Authorities to help us deliver against our goals, mission and vision.

6 MONITORING PROGRESS, MEASURING SUCCESS

Success will be measured in terms of the achievement of the operational plan and, more importantly, the impact the plan has had.