

IHO File No. S1/6100/2023

**ASSEMBLY CIRCULAR LETTER N°2 Rev1/
Bis3
08 February 2023**

3rd SESSION OF THE IHO ASSEMBLY (A-3)

Monaco, NEW DATE: 2-5 May 2023

**NOMINATION OF RHETT HATCHER BY THE
UNITED KINGDOM FOR THE POST OF SECRETARY-GENERAL OF THE IHO**

References:

- A. Assembly Circular Letter No.2 dated 06 May 2022 – *Call for nomination of candidates for the position of IHO Secretary-General and IHO Director.*
- B. General Regulations of the IHO, Article 21
- C. General Regulations of the IHO, Article 26 (a)

Dear Hydrographer,

1. Reference A invited IHO Member States to nominate candidates for the position of IHO Secretary-General and IHO Director and indicated that the names of candidates and their nomination forms will be published as soon as they are received.
2. The United Kingdom has nominated **Rhett HATCHER** to stand for election (Reference C) at the 3rd Session of the IHO Assembly for the post of Secretary-General of the IHO. The nomination form is enclosed.
3. As required by Reference B, the Secretary-General will collate all the nominations received and present a consolidated inventory as part of the documentation for the consideration of the Assembly.

Yours sincerely,



Dr Mathias JONAS
Secretary-General

Annex: Nomination Form from the United Kingdom

Candidature for a post of¹

**SECRETARY-
GENERAL**

DIRECTOR

(Article 20 of the General
Regulations)



Candidature à un poste de¹

**SECRETAIRE
GENERAL**

DIRECTEUR

(Article 20 du
Règlement général)

GENERAL – GENERALITES

1. Nominating Member State - *Etat membre qui présente le candidat* : United Kingdom
2. Name - *Nom* : Rhett Hatcher
3. Nationality – *Nationalité* : British
4. Date of birth - *Date de naissance* : 26 Aug 66
5. Titles and décorations - *Titres et décorations* :

UK National Hydrographer
Deputy Chief Executive Officer – UK Hydrographic Office (UKHO)
Director Defence UKHO
Director Data Acquisition UKHO
Rear Admiral, Royal Navy

EDUCATION AND LANGUAGES - ETUDES ET LANGUES

6. Education (periods, including specialized or special qualifications) - *Etudes (durée, y compris les qualifications spécialisées ou particulières)* :
 - Master of Arts, International Defence Studies (2003), Kings College, London
 - Diploma, National Defence University (2017), Washington DC
 - Diploma, Ice Pilot & Dynamic Positioning (2012), University of Newfoundland
 - Diploma, CMI Level 8 Strategic Direction and Leadership (2016)
 - STCW II/2 (Master) (2000)
 - Company Directors Course, Institute of Directors (2020)
 - National Security Community Senior Faculty (2019), Royal College of Defence Studies, London
 - International Humanitarian Law Lecture Series (2019/20), FCO, London
 - Higher Command and Staff Course (2015), Joint Services Command and Staff College, Shrivenham
 - Advanced Command and Staff Course (2003), Joint Services Command and Staff College, Shrivenham
7. Languages (speaking and reading capacity) - *Langues (niveau oral et écrit)* :
 - English (mother tongue)
 - French (colloquial – speak and read at basic level)

SERVICE AND EXPERIENCE - SERVICES ET EXPERIENCE²8. Hydrographic service - *Services dans l'hydrographie* :**Sept 20 – current | UK National Hydrographer, Deputy Chief Executive & Director Data Acquisition and Defence, UK Hydrographic Office (UKHO)**

Advise and represent the UKHO, its Owner and His Majesty's Government (HMG) at the highest level in all those National and International bodies which regulate, guide and set standards for Safety of Life at Sea, Geospatial Data, Hydrography and Cartography, and in all dealings with Overseas Hydrographic Offices and their respective owners and data providers. Annual revenue c£170 million.

- In the role of National Hydrographer and Deputy Chief Executive; a full member of the UKHO Board, the Board of Admiralty Holdings Ltd and the Executive Leadership Team.
- Developed with the CE and the Executive Leadership Team, an ambitious ten-year UKHO strategy, five year Corporate and Transformation Plan and annual Business Plans, setting the future direction of the UKHO.
- Provide definitive advice to HMG and national authorities on national and civil hydrographic and associated navigational matters. Board responsibility for establishing and strengthening links with numerous governmental and non-governmental bodies at national and international level. These include representation, within the International Hydrographic Office and in their associated hydrographic, cartographic and oceanographic groups, committees and Regional Hydrographic Commissions. In UK these include Maritime Coastguard Agency, UK Port Authorities, and Other Government Departments such as FCDO, DfT & DEFRA.
- Chair of the UKHO Safety Board and Security and Resilience Board.
- Responsible for delivering the five-year Service Delivery Agreement between Defence and the UKHO. Budget £77m.
- Senior Responsible Officer for the project delivering a new secure working environment. Seamless provision of service is critical to national security. Project budget £43m.
- Senior Responsible Officer for the Future Military Data Gathering Programme for the Royal Navy. Budget £55m.

2020 – present | Operator International Centre for Electronic Navigational Charts (IC-ENC)

- Responsible for the smooth and effective operation of the largest regional ENC coordinating centre (RENC) globally, representing over half of the world's hydrographic offices. Operating a member led organisation which provides cost effective services to ensure their maritime data products are compliant with international standards and uphold the International Convention for the Safety of Life at Sea (SOLAS). Ensuring that members' ENCs are consistent across the global dataset and readily available for use via approved service providers.
- Developed and delivering a three-year workplan and financial framework that enables better outputs, allows increased transparency for members and aligns with the IHO Roadmap.
- Contributed to increasing ICENC membership, currently 48 member states.
- Leading a recent brand refresh project, the aim of which was to better reflect IC-ENC's position in the market, modernise the brand and to improve communications with members and VARs. We sought feedback from a variety of stakeholders and worked with a designer to develop a new website, logo and wordmark, colour palette and brand story.

2020 – present | **Establish the UK Centre for Seabed Mapping**

- Bringing together all (c30) UK public sector organisations, who share a common interest in optimising the UK's national maritime assets for the security and prosperity of the country.
- Drive activity that seeks to improve and enhance collaboration amongst stakeholders, increase adoption of international standards for the collection of marine geospatial data and improve accessibility while balancing the need for better security of data.

2020 – present | **Develop UK Crowd Sourced Bathymetry policy**2013 – 2015 | **Commanding Officer HMS PROTECTOR, the UK's Ice Patrol Ship**

Delivered the Ship's inaugural 'double deployment' including objectives in Antarctica, South America, Caribbean & West Africa. Led and inspired confidence and commitment from a diverse team of military Ship's Company (150 people) and civilians (scientists, treaty inspectors, diplomats) in an extremely harsh environment.

- Delivered recognised and measurable successes in a challenging programme of data collection for multiple, demanding customers; developing this new (at the time) UK capability, improved operating practices, professional standards and personnel retention.
- Conducted extensive bathymetric and oceanographic collection in Antarctica, the North and South Atlantic, Pacific and Southern Oceans as well as the Caribbean, Baltic and North Seas.

(i) IHO related activities – *activities relatives a l'OHI*

- 2020 – present | **UK National Representative** - IHO Assembly
- 2020 – present | **UK National Representative/Head of UK Delegation** - IHO Council
- 2020 – present | **UK National Representative/Head of UK Delegation** - HSSC
- 2020 – present | **UK National Representative/Head of UK Delegation** – IRCC
- 2020 – present | **Vice-Chair** - Meso American Caribbean HC
- 2022 - present | **Vice-Chair** – North Sea HC
- 2023 (Mar) – present | **Chair** - MACHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - NSHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - MACHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - NIOHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - SWPHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - SAIHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - HCA
- 2020 - present | **UK National Representative/Head of UK Delegation** - ARHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - MBSHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - ARHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - ROPME
- 2020 - present | **UK National Representative/Head of UK Delegation** - EAHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - USCHC
- 2020 - present | **UK National Representative/Head of UK Delegation** - BSHC
- 2020 – present | **Operator** - International Centre for Electronic Navigational Charts (IC-ENC)

- 2022 | **Mentor - SWPHC Leadership Development Programme**

9. Non-Hydrographic service - *Services autres qu'hydrographiques* :

2018 – 2020 | **Deputy Director International Security, UK MOD, London**

Lead on all UK military Strategy, Operations and Defence Engagement in the Middle East, Latin America, Caribbean, Africa, Indo-Asia Pacific, & UN Peacekeeping Operations. Responsible for providing military options for political choice and then overseeing implementation of the strategy, ensuring an effective bridge between politicians, government departments and operational commanders. Leading 120 people.

2016 – 2018 | **Head of Futures, Strategic Analysis and Maritime, MOD's Think Tank, Shrivenham**

Senior naval officer at the Development, Concepts & Doctrine Centre (DCDC) - MOD's Think Tank. Research lead and editor of Global Strategic Trends.

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1075981/GST_the_future_starts_today.pdf

2015 – 2016 | **Deputy Director, Higher Command & Staff Course, Defence Academy, Shrivenham**

Solely charged with planning, preparing & delivering a challenging and contextual programme for 36 military and civilian students from UK, the USA, France, Australia & Denmark and the engagement responsibilities resulting from this senior strategic insight and academic position. Bespoke training courses on strategic and operational level planning delivered to senior military staffs from six African nations in Uganda.

Jan – May 2015 | **Student on Higher Command & Staff Course, Defence Academy**

Selected from the top 2% of officers to join 35 Royal Navy, Army and Royal Air Force officers, Civil Servants and International students, on this prestigious senior military course, which seeks to enhance agile thinking, analysis and decision making in complex and pressured environments.

10. Scientific Activities - *Activités scientifiques* :

Hatcher R S., Guest Speaker, Map the Gaps Symposium, UK National Oceanographic Centre, October 2022

Hatcher R S., Presentation of the White Paper on *Understanding the drivers, solutions and enablers within the shipping industry*, IHO Council 3, October 2022

Hatcher R S., Guest Speaker, *Innovation in supporting Underwater operations*, Combined Naval Event, Farnborough, May 2022

Hatcher R S., Article, *Data standard brings enhanced safety and commercial opportunities*, The Maritime Executive: Intellectual Capital for Leaders, 17 Aug 22

Hatcher R S., Keynote Address, PUSHIDROSAL World Hydrography Day Seminar, Bali, Indonesia, June 2022

Hatcher R S., UK National Comments and Panel session, UN Oceans Conference, Lisbon, June 2022

Hatcher R S., Keynote Address, Remote Hydrography Conference, The Hydrographic Society UK/NI, Dublin, Ireland 2021

Hatcher R S and others, *Global Strategic Trends 6, The Future Starts Today*, UK Development, Concepts and Doctrine Centre (DCDC), 2017

Hatcher R S., Guest Speaker on *Global Strategic Trends* for Harvard University at Oxford University, 2017

Research & analysis, 39 workstrands to ensure the unique and internationally recognised 'Global Strategic Trends 2050' publication was underpinned by academic rigour. Directly leading a team of 20 and indirectly hundreds more. DCDC, 2018

On behalf of the UK Chief of Defence Staff, delivered international Strategy Forums, employing the Changing Character of War Faculty at Oxford University in support. Drawing together internationally recognised thought leaders on issues of strategic importance to UK MOD, which subsequently informed and prioritised our strategic direction and investment choices. Pembroke College, Oxford, 2016/17

CANDIDATE'S POSITION - POSITION DU CANDIDAT

International Coordination | Regional Cooperation

I seek your support, for me to serve you, as the Secretary General of the International Hydrographic Organisation. The critical part of my role as the UK National Hydrographer has been meeting and working with you, the Hydrographers, Nautical Cartographers, Geospatial Analysts and operators that make up the IHO community to further our collective vision 'to advance maritime safety and efficiency and which supports the protection and sustainable use of the marine environment'. I intend to leave the Royal Navy in summer 2023 which, if you entrusted me, would allow me to move seamlessly into the role of Secretary General, maintaining our shared momentum and further developing the close and constructive partnerships and network that we have established in my current role. I am very keen to continue to work with you, and for us to focus on what the IHO *Must, Should* or *Could Do* in the challenging years that lie ahead. Below I will briefly review the context within which we are working and then what I consider to be the three key priorities, the 3Ds of Digitalisation, Data management and Decarbonisation.

The challenge and the context

As a professional mariner I am hugely excited by the opportunities presented by us being at the very forefront of the maritime sector's transition to digital data services and notably the development and implementation of the new S-100 data standards. As we set new standards for navigation which will, critically, enhance safety at sea, technology is racing ahead in support. Enabled by the rapidly expanding network of Lower Earth Orbit satellites, which provide mariners with an increasing global footprint, better coverage at higher speeds of update, all at lower cost, we are innovating a generational advance in the world of navigation. As we recognised at the most recent meeting of the IHO Council, our industry is evolving through digital-first into a digital-only era of navigation, and we are increasingly applying Artificial Intelligence, Machine Learning and Digital Twins to help us solve navigation problems in new ways. And, while we might not be the lead for production, I am really energised by recent developments in maritime autonomy and that in the future bridge equipment will include Head Up and Virtual Reality Displays; we, via our national structures and then with the IHO and IMO are the ones who will be setting the standards and shaping the way navigation will be conducted in this new era. Not everyone will want or be able to make this transition at the same pace as the fastest amongst us, so we absolutely *must*

ensure the international agenda allows us all to meet our own national and regional goals on the way to the new global standard. Ultimately, our role in enabling safer navigation, intelligent shipping and sustainable oceans can only be built on more powerful, more insightful and more accessible information. I would relish the chance to collate your views, lead the coordination of your needs and be the voice of the collective membership of the IHO on these issues.

The ‘passage plan’

The IHO Strategic Plan is an excellent framework from which to plan our efforts, goals and commitments. But, as ever, we have finite resources and time, so we need to be strict, decisive and discerning about our ambitions and our delivery mechanisms. We need to continue to clearly identify what we (all) **Must do, Should and Could do** and the deadlines associated with these tasks. Once we have apportioned resources to those things we *must* do, then we can be ambitious but realistic about what else (*shoulds* and *coulds*) is, sensibly, achievable within the remaining resource we have. The breadth of the IHO’s stated aims is very wide and we will need, in the next few years, to continue to prioritise our efforts carefully. This might seem obvious, but the Hydrographic Community are all hugely enthusiastic ‘can do’ people and thus we have a tendency to over-programme our work, leading to output/resource tensions, that we should strive to minimise where possible. Given the advances in technology I have touched on and the changes that the Maritime Industry is undergoing, as your Secretary General I would expect you to continue to require that we *must* sustain our focus on **Digitalisation** (via the comprehensive S1XX delivery plan) and improve **Data Management**. And that we *should* influence and support maritime **Decarbonisation** (by our collective commitments to the planning, passage and ports aspects of voyage optimisation), while working on only those other things that are key dependencies on the successful delivery of these 3Ds. The growing links we, and our data, have with those responsible for the economy, environmental and climate goals is really positive. A subtle shift in our language (‘seabed mapping’ instead of ‘bathymetry’) and engagements has led to our inclusion where we previously were absent (UN Oceans Conference for example) and our collective voice is starting to be heard, but there is more we *could* and *should* do. As a hydrographic community, we *should* contribute wherever appropriate and collectively exploit opportunities (resourced by the huge engine that is the Blue Economy) to inform and educate those less familiar with ‘seabed mapping’ data, to the planet’s and our mutual benefit.

Key dependencies *must*, I believe, include increased **automation** of data ingestion and use, enabling faster updates to charts, publications and services (‘ping to ECDIS’) underpinned by better data (cyber) security. We also need to exploit the full spectrum of available **talent** by committing to and driving more diverse representation and investment in Empowering Women in Hydrography and be more inclusive in our thinking and opinions. We *must* find new ways of closing the growing gap between demand and resource for **capacity building and training** if we are to increase our membership and enable partners to shift to the second generation of electronic nautical charting. The capacity building challenge is subject of a paper at Assembly 3 which I hope will encourage discussion; I strongly support this and would, on your behalf, strive to explore all appropriate avenues for funding this vital enabler. More generally, inclusive conversation and debate is critical if we are to achieve the goals we all aspire to; I am very alive to the fact that the hybrid way of working we have adopted during and since the pandemic lockdowns, while ‘functional’, does run the risk of meetings being split into those in the room and those who have dialed in to the meeting. We *must* ensure an **equal voice for all members**.

Finally, I encourage the continued inclusion and involvement with the RENCs. As the operator of IC-ENC, I have been responsible for the continual improvement, effective coordination, and distribution of our members’ maritime data products and I am optimistic about the many positive opportunities that IC-ENC and Primar offer, and mindful of the

challenges ahead.

What I would bring

Noting that many nations' Hydrographic Offices are centered in Naval organisations, Defence departments and/or public service frameworks, my extensive experience with such structures makes me uniquely well qualified to work alongside these sectors. At the same time, completion of the Institute of Directors Course for Company Directors, coupled with my invaluable, recent business experience as a Director, Deputy Chief Executive and Board Member of the UKHO, means I bring both public and commercial skills and experience. I am applying for this role at the optimum time in my career, when I can dedicate full commitment and effort in leveraging my hard-won qualifications, broad experience, specialist knowledge and considerable network, alongside the excellent IHO Directors and Secretariat, to deliver transparent and collegiate corporate progress over the critical upcoming years in the life of the IHO.

Digitisation | Decarbonisation | Data Management

Date : 29 Jan 23

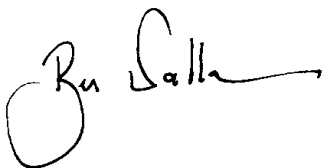
Signature of candidate - *Signature du candidat* :



Forwarding Authority - *Autorité qui transmet* :

Rhett Hatcher is a deeply experienced naval officer and national hydrographer. His varied career and current leadership of the UK Hydrographic Office make him an outstanding candidate for this role.

Signature of forwarding authority – *Signature de l'autorité qui transmet* :



**THE RT HON BEN WALLACE MP
SECRETARY OF STATE FOR DEFENCE**
