

FOR PUBLICATION



**MINUTES OF THE MEETING OF THE LIGHTHOUSE BOARD  
HELD IN TRINITY HOUSE LONDON  
ON 15 SEPTEMBER 2016**

Present: Captain I McNaught (Executive Chairman)  
Captain N J Palmer  
Captain R H Barker  
Commodore R Dorey  
Mr A Damen  
Mrs E D Johnson  
Professor P Matthews  
Mr D J Ring

In attendance: Mr J D Price (Clerk to the Board)

**1. APOLOGIES FOR ABSENCE**

None.

**2. DECLARATIONS OF INTEREST**

There were no declarations of interest beyond those already declared in the Register of Interests.

**3. MINUTES OF MEETINGS – 14 JULY 2016**

3.1 The minutes of the meeting held on 14 July 2016 were approved and signed.

3.2 The minutes of the meeting for publication held on 14 July 2016 were approved and signed.

3.3 The log of Board actions was noted.

**4. MATTERS ARISING**

4.1 Matters arising were as stated in the log of Board actions.

**5. HEALTH AND SAFETY MATTERS**

5.1 The report on health and safety matters was noted.

5.2 The Board noted the accident and near-miss statistics.

**6. BUSINESS PERFORMANCE**

- 6.1 Mr Damen presented the report on business performance. Running costs were 9% underspent. This was largely due to the staff budget being 16% underspent as a result of gapped posts; budgets being set at the top of the competency scales and matters relating to the 2015/16 pay remit. This underspend would continue. There was a small overspend on other costs largely due to budget phasing issues. There was also an overspend on capital again due to budget phasing. Overall, all projects were forecast to be within budget. There had been a cumulative increase in Light Dues income in 2016/17 of 2% to August 2016 despite the one penny reduction in the rate per ton from 1 April 2016. Gross tonnage was up 4.2%. Any effect of the bankruptcy protection sought by Hanjin Shipping was not yet known.
- 6.2 The Board noted that good progress was being made with achieving the commercial income target for 2016. The Board agreed that the KPI 'Percentage of Work Completed for BSL Commercial' should be reviewed to reflect the dynamic nature of the measure. At present the percentage complete reduced as new stations were added during the year and included in the work required. **[Action: Director of Business Services]**

## 7. REPORT FROM EXECUTIVE DIRECTORS

- 7.1 The report from the Executive Directors was noted.
- 7.2 Arising from the report on Business Services matters, Mr Damen reported that the outstanding element of the 2015/16 pay remit had been approved by the Treasury and Cabinet Office. Union consultation would now take place. The 2016/17 pay remit had been submitted. He would brief Professor Matthews as Chair of the Board's Remuneration Committee accordingly. **[Action: Director of Business Services]**
- 7.3 Arising from the report on Navigational Requirements matters, the Board noted the Opinion of Captain Barker that the wreck of the vessel SUNSHINE in Christchurch Bay was within Trinity House jurisdiction and was a danger to navigation within the meaning of the Merchant Shipping Act 1995. It had been marked by means of an Emergency Wreck Marker Lighted Buoy.

## 8. AIDS TO NAVIGATION - PERFORMANCE

- 8.1 The Board noted the report on aids to navigation performance for the period 6 July to 5 September 2016.
- 8.2 The Board noted AtoN availability targets were continuing to be exceeded, other than that for racon availability, which remained at IALA requirement levels. Captain Barker reported that in terms of racon availability, the Examiners Committee had agreed that, if a racon were off solely because the floating AtoN to which it was assigned was off station, it should not be considered a casualty in future.

## 9. FLEET REVIEW

Commodore Dorey presented the Phase 2 Fleet Review Highlight Report Summary for August 2016. It had been submitted to the Fleet Review Reference Group meeting on 13 September, where the Project Initiation Document (PID), which had been updated in the light of previous feedback from the Group, had been agreed.

Commodore Dorey then provided a verbal update on progress against each of the Work Packages (WPs). In terms of WP2 (Co-ordinated Planning) a set of procedures and processes were being put together on which a co-ordinated plan was to be built. The aim was to finish this work by the end of October. Once agreed and the resources available were confirmed, the co-ordinated plan would be prepared to commence from 1 April 2017.

In noting the position the Board agreed that the Review needed to determine the most efficient and effective ship construct to meet the agreed criteria and one that reduced risk compared to the current arrangements.

## **10. MATTERS FOR DISCUSSION**

### **10.1 DfT & Parliamentary Matters**

The Board noted the staffing changes at DfT. Mr Angell had replaced Mr Read-Leah. He would be visiting Harwich Depot on 10 October, possibly with Ms McAllister, Head of Maritime Safety and Environment at the DfT and Ms Pearson of the DfT's Sponsorship and Appointments Team. Ms Fadina, who would continue to be involved with the Fleet Review Project, might also join the visit. A briefing would be given to them inter alia on the Fleet Review.

The Executive Chairman added that he would be meeting Ms Chadwick, the DfT Director General, International Security and Environment Group on 28 November, as part of the DfT's new governance reporting arrangements, which were being introduced following a recent audit of the DfT's arrangements in respect of their governance of Arm's Length Bodies. He would also be attending the Chamber of Shipping's inaugural UK Shipping Summit on 20 September. It would focus on opportunities and challenges faced by UK Shipping Companies. A number of colleagues and he would also be attending the launch of the Chamber of Shipping's ITN project 'Delivering for Britain', which included footage of Trinity House. -

## **11. STRATEGIC ISSUES**

### **11.1 Operational Action Plan**

The Board noted the current status of the 2016/17 Operational Action Plan and that the Senior Management Team would be meeting the next day to review progress against the Plan.

### **11.2 JSB Strategic Agenda**

Mr Price presented the JSB Strategic Agenda, which had been updated to reflect progress made with regard to the Fleet Review Project. The Board noted the position accordingly.

## **12. CORPORATE PLAN 2017-2022**

Mr Damen introduced the draft Corporate Plan for the period 2017/22. It was more forward looking than hitherto and would be more so going forward. As far as the 2017/22 Plan was concerned, he considered that it was important to include a review of the previous five-year RPI-x regime which had resulted in Trinity House achieving savings in excess of those required, and to set out the way forward with regard to the delivery of the new five year period of efficiencies.

The Board noted the proposed approach and asked that the Plan be amended inter alia to better reflect how it would deliver the priorities, vision and work programmes set out in the Corporate Strategy. **[Action: Director of Business Services]**

## **13. OTHER MATTERS TO BE NOTED OR APPROVED**

### **13.1 Report from Audit & Risk Assurance Committee Chair**

Mrs Johnson, as Chairman of the Audit and Risk Assurance Committee, reported that the Committee had met earlier that day. Matters reviewed had included progress against the Integrated Internal Audit Plan, which was running to time, the Gifts and Hospitality Register and the Register of Interests. The revised Fraud and Bribery Response Plan had been agreed and the Corporate Risk Register approved for submission to the Board in October. In addition the Committee had received a very informative presentation on IT & cyber security, an area where there was to be a strengthening of resources proportionate to the size and threats of the organisation. The Committee had also reviewed the results of a Government Internal Audit Agency audit of IT Resilience, user and rights management. Further detail would be provided in the minutes of the meeting.

**13.2 Audit & Risk Assurance Committee Meeting Minutes - 7 July 2016**

Noted.

**13.3 Minutes of Future 500 Steering Group Meeting Minutes - 14 July 2016**

Noted.

**13.4 Engineering Policy**

Approved.

**[Action: Clerk to the Board]**

**13.5 Real Property Policy**

Approved.

**[Action: Clerk to the Board]**

**13.6 Electronic Communication Media Policy**

Approved.

**[Action: Clerk to the Board]**

**13.7 Financial Policy**

Approved.

**[Action: Clerk to the Board]**

**13.8 Fraud and Bribery Policy**

Approved.

**[Action: Clerk to the Board]**

In addition, the Board agreed that the attention of line managers should be specifically drawn to the requirement that they should review and test regularly the control systems in relation to the prevention and detection of fraud and bribery for which they were responsible.

**[Action: Executive Directors]**

**13.9 IT Security Policy**

Approved.

**[Action: Clerk to the Board]**

**13.10 Information Technology Policy**

Approved.

**[Action: Clerk to the Board]**

**13.11 Information Risk Policy**

Approved.

**[Action: Clerk to the Board]**

**13.12 Light Dues Collection Policy**

Approved.

**[Action: Clerk to the Board]**

**14. ANY OTHER BUSINESS**

**14.1 Annual Awards Ceremony**

The Executive Chairman reported that the Annual Awards Ceremony would be held in Trinity House on 8 November 2016 commencing at 1230 and that all Board Members were invited to attend.

**14.2 Board Effectiveness**

The Board agreed the proposed wording of the note to be sent to the DfT summarising the outcome of the review of the Board's effectiveness held on 14 July 2016, subject to minor amendment.

**[Action: Executive Chairman/ Clerk to the Board]**

**15. DATE VENUE AND ARRANGEMENTS FOR NEXT MEETING**

The Board noted and agreed the arrangements for the next meeting of the Board to be held at St Just Forward Operating Base on 14 October 2016.

Professor Matthews informed the Board that he would be unable to attend and presented his apologies.

*Distribution:  
All Members of the Board  
The Secretary to the Corporation  
Worksite (228052)*