



**MINUTES FOR PUBLICATION OF THE MEETING OF THE LIGHTHOUSE BOARD  
HELD AT TRINITY HOUSE, TOWER HILL ON 27 SEPTEMBER 2017**

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

In attendance: Mr T Arculus (Clerk to the Board)

**1. APOLOGIES FOR ABSENCE**

None.

**2. DECLARATIONS OF INTEREST**

The Clerk will add Mrs Amos' declared interests to the Register. [**Action: Clerk to the Board**]

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

**3. MINUTES OF MEETINGS – 20 JULY 2017**

The minutes of the Board meeting on 20 July were approved and signed.

The minutes for publication of the Board meeting on 20 July were approved and signed.

**4. LOG OF LIGHTHOUSE BOARD ACTIONS**

No 8 – Noted under 16.9 below.

No. 11 – The Board agreed to postpone the completion date of this action (graphical representation of skill set gaps in Board reports) until March 2018 to all the new HR Manager who has not started yet to have input.

No. 26 – The Board agreed that the completion date for this action (TH audit intensity) would be put back to the date of the Audit and Risk Assurance Committee in December 2017.

The Log will be updated accordingly.

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

The Board requested the Clerk to circulate dates of future meetings.

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

## **5 MATTERS ARISING**

None other than as discussed elsewhere.

## **6 HEALTH AND SAFETY MATTERS**

The Board noted the content of a report by the Health and Safety Manager.

In relation to the case of ill health in the Harwich Buoy Yard grit blasting booth the Board noted that the Buoy Yard Team Member (Temporary) involved did not report that he had been feeling unwell all day until he was interviewed by the Health and Safety Manager after the event. His illness was not a pre-existing condition known to Trinity House beforehand. The Board was pleased to note that the BYTM(Temp.) had made a full recovery.

## **7 DESIGNATED PERSON ASHORE'S REPORT**

The report from the Designated Person Ashore was noted.

## **8 BUSINESS PERFORMANCE**

The Board noted the report on Key Performance Indicators.

An inconsistency has been discovered in the AtoNs data believed to be due to transferring data from Maximo to Covalent. Mr Damen will investigate. **[Action: Mr Damen]**

BSL is behind both in terms of commercial and statutory work due to problems with the THV PATRICIA crane and a large amount of unplanned work responding to casualties and wreck and new dangers.

## **9 EXECUTIVE DIRECTORS' REPORTS**

Written reports from the Executive Directors concerning recent activities and events in their directorates were noted.

### Business Services

Trinity House has received sanction to draw on the GLF Reserve in relation to the salvage of the Tug ELLA.

Finances are performing well at the mid-year stage including projected commercial income.

### R&RNav

The findings of the GIAA Internal Audit of R&RNav were discussed at the Audit and Risk Committee earlier the same day. The Board discussed the governance structure and accountability of R&RNav.

Captain McNaught and Captain Palmer will discuss governance of R&RNav and report to the Lighthouse Board. **[Action: Captains McNaught and Palmer]**

## Operations

Commodore Dorey presented his report on Operations Directorate matters.

TH is undertaking commercial work on a large contract to provide buoy hire and vessel services on the extension of the Hornsea offshore windfarm. This is the first stage of a 30 month project. This is the largest offshore windfarm in the world. The Board agreed that this could be a good opportunity for publicity to demonstrate TH's green credentials. The PR and Records Manager should investigate PR opportunities in connection with this project.

**[Action: Mr Neil Jones, PR and Records Manager]**

Captain Barker reminded the Board of the complete separation of TH's statutory role and its commercial arm.

Several staff changes have occurred in the SVS. All vacancies for captains and commanders in the SVS have now been filled.

The THV GALATEA P28 is now operational.

LV05 modernisation has been completed.

LV03 is currently alongside in Harwich, work will begin soon to fit new solar panels.

DGPS was offline for 13 hours on Sunday 23 July due to a Firmware fault resulting from an auto-reset of an internal clock. A patch for the software is now being rolled out across the whole network. TH took prompt action to issue Notices to Mariners and there were no serious consequences for navigation. The outage has resulted in some past-performance data being lost.

TH has established that a single tender action is not possible in relation to the Monitoring procurement. NLB must now decide how to proceed. TH stands ready to assist if required.

## Secretariat

Captain McNaught expressed his gratitude to all involved in the success of TH's participation in London International Shipping Week.

## Navigational Requirements

Captain Barker reported on the wreck of the decommissioned tug ELLA. The owner was not insured for the operation to raise the wreck which meant that the SoSRep has directed TH to organise the salvage operation at the expense of the GLF. It is an offence not to comply with a SoSRep direction.

An accelerated tender exercise has been conducted and a salvage firm has been selected. The procurement process is currently in the mandatory standstill period which will end at midnight on 4 October. The aim will be to raise the wreck mid-October. Nothing is known about why the ELLA sank nor how much sand she will have taken-on during her time on the bottom. Therefore there are some risks which may add to projected costs to raise her and take her to Rotterdam to be scrapped.

TH will engage a specialist to trace the assets of the owner of the ELLA's.

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

Captain Barker reminded the Board that THV ALERT originally responded within 2 hours in the 6 hour response area. The wreck was 2 miles away from the reported position but THV ALERT was able to locate it.

The operation to raise the wreck of the MV FLUVIUS TAMAR is largely complete. The hatch covers remain on the seabed but are not a danger to navigation and will be removed.

At the time of the Board meeting a fishing vessel had capsized off Plymouth and was being monitored by Trinity House although it was within the jurisdiction of the Queen's Harbour Master.

## **10 ROYAL SOVEREIGN LIGHTHOUSE**

A report on Royal Sovereign Lighthouse by RSK Ltd. was introduced by Mr Damen and Commodore Dorey. The urgent problem with the structure is delamination of the underside of the living platform. Examiners are looking at alternative solutions for providing AtoN in the area.

TH will need to spend money on studies to understand all the options in order to be able to make provision in case it needs to be demolished. The proposal is to put money for professional services in the Corporate Plan bid for 2018/19 and for potential demolition in 2019/20.

Mr Damen explained that we have engaged with the DfT on this matter.

Hazard warning signs have been attached to the structure to warn-off fishermen. The Examiners will look at making it an 'area to be avoided' on charts.

## **11 AIDS TO NAVIGATION PERFORMANCE**

Captain Barker presented the report on AtoN performance.

DGPS outages reported.

Racons now sit at 99.1%.

The statistics for availability are good.

Report noted.

## **12 FLEET REVIEW**

Commodore Dorey provided an update on the Fleet Review.

The co-ordinated plan is continuing and we are learning from it. Data on the risk response criteria are being captured from the plan. The Planning Centre is setting up a dashboard to help with analysis.

Work on the Braemar Report is ongoing. A draft update report will be submitted on 6 October for comments by the GLAs.

The Working Group is scheduled to take place on 11 October.

The Project Board is scheduled for 28 September but should be postponed until after the Working Group. **[Action: Commodore Dorey]**

The Reference Group is scheduled for 16 November.

### **13 MATTERS FOR DISCUSSION**

#### **13.1 DfT and Parliamentary Matters**

Captain McNaught has met with Roger Hargreaves (Maritime Director, DfT) who was very content with LISW.

Professor Matthews has met with DfT and encountered a very positive attitude to TH's approach to business and innovation.

#### **13.2 Corporate Governance**

The Board noted Lucy Chadwick's (Director General International, Security and Environment Group, DfT) recent letter to Captain McNaught and his reply on the subject of corporate governance and in particular the role of the Executive Chairman. The Board discussed the governance structure and agreed that it should reflect the hybrid status of Trinity House. One of the options to be considered is the position of a full time Chief Executive and a Non-Executive Chair drawn from the Court. **[Action: Clerk to the Board]**

### **14 STRATEGIC ISSUES**

#### **14.1 Corporate Plan 2018-23**

An update on the Corporate Plan was presented by Mr Damen.

### **15 JSB MATTERS**

The Clerk in his capacity as Secretary to the JSB introduced the JSB Strategic Agenda. The Board noted the JSB Strategic Agenda.

### **16 OTHER MATTERS TO BE NOTED OR APPROVED**

#### **16.1 Audit & Risk Assurance Committee (ARAC)**

Mrs Amos reported on the proceedings of the ARAC earlier that day.

TH is making excellent progress with the internal audit plan.

TH is considering a more streamlined audit plan.

On the subject of cyber security, a right-size dashboard will be developed and cyber security will be added as a standing agenda item.

The audit planning event will take place in November.

TH will do independent audits on CMCS and DGPS.

#### **16.2 Cyber Security**

The Board noted the GIAA bulletin (Issue 6 September 2017) on cyber security which had been discussed at the ARAC that morning.

### **16.3 Non-Executive Directors' Objectives**

The Clerk presented the NEDs' objectives for 2017/18 which had been amended following the last Board meeting). The Board requested further minor amendments.

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

### **16.4 Verbal Report by Chair of Directors' Remuneration Committee**

Professor Matthews reported on the Director's Remuneration Committee. The Board agreed the proposed new consolidated arrangements to apply from 1 April 2017. Professor Matthews will confirm with DfT.

**[Action: Professor Matthews]**

Remuneration Committee also looked at what the system should be below Director Level.

### **16.5 Real Property Policy**

The Board approved the amended Real Property Policy.

### **16.6 Engineering Policy**

The Board approved the amended Engineering Policy.

### **16.7 Review of Board Effectiveness 2016 – Outstanding Items**

The Clerk presented suggestions on how the two outstanding items from the 2016 effectiveness review could be fulfilled. The outstanding recommendations from the DfT's questionnaire "Unlocking your board's full potential" were:

- *The board has a clear set of objectives independent from those of the organisation*
- *Induction and development programmes ensure board members remain up-to-date throughout their term on the board - the Board considered that this is not in place for NEDs.*

The Board accepted the suggestions and requested the addition of "NEDs to meet with DfT sponsors at least twice a year" as a Board objective.

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

Professor Matthews will feed back to the Clerk on how "creativity" could be included in the Board's objectives.

**[Action Professor Matthews]**

### **16.8 Review of Board Effectiveness 2017**

The Clerk presented a report on the annual effectiveness review 2017.

Board members were requested to consider the effectiveness of the Board and to complete the questionnaire provided by the DfT before the 12 October meeting

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

Responses will be summarised by the Clerk prior to Captain McNaught's meeting with Lucy Chadwick (DfT) in November.

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

### **16.9 Future 500**

Capt. McNaught proposed Mr Ring should continue in his role as Chair of the Future 500 Steering Group. The Board approved. Mr Ring accepted.

R&RNav are investigating piezoelectricity - the electric charge that accumulates in certain solid materials (such as buoy moorings) in response to applied mechanical stress.

**17 ANY OTHER BUSINESS**

Directors' expenses will be published soon on the website. **[Action: Mr Damen]**

Representatives of the Lights Advisory Committee have requested a visit to the Harwich Depot which Commodore Dorey will facilitate.

**[Action: Commodore Dorey]**

In order to engage with staff who were not involved in LISW an exhibition will be set up in Harwich Buoy Yard in Spring 2018 utilising the displays from LISW and involving external contractors.

The Board also said that it could be good for TH's image if some small temporary displays could be set up in alternative locations in public places. This should be investigated.

**[Action: Mr Neil Jones, PR and Records Manager]**

The Annual Awards ceremony will take place on 8 November at Tower Hill.

**18 DATE OF NEXT MEETING**

12 October at 1300 in London.

Mr Ring and Mrs Amos will join by telephone. **[Action: Clerk to the Board]**