



**MINUTES OF THE MEETING OF THE TRINITY HOUSE
LIGHTHOUSE BOARD
HELD AT TRINITY HOUSE, TOWER HILL ON 31 JANUARY 2018
FOR PUBLICATION**

Present: Captain Ian McNaught (Executive Chairman)
Captain Nigel Palmer (Items 1-10.3)
Captain Roger Barker
Commodore Rob Dorey
Mr Ton Damen
Mr David Ring
Professor Peter Matthews
Mrs Margaret Amos (via telephone)

In attendance: Mr Thomas Arculus (Clerk)

1. APOLOGIES

None

2. REGISTER OF INTERESTS

Nothing new was reported.

3. MINUTES OF PREVIOUS MEETINGS

3.1 The minutes of the Board meeting on 15 November were approved and signed.

3.2 The minutes for publication of the Board meeting on 15 November were approved and signed.

3.3 Log of Lighthouse Board Actions

With regard to item 33 on the Log – Professor Matthews reported that Defra has published its 25-year Environmental Plan - '*A Green Future: Our 25 Year Plan to Improve the Environment*', which sets out what they want to do to improve the environment, within a generation. There followed a discussion about what TH could do to reduce its use of plastics and even whether a target of using no 'avoidable plastics' (such as single use plastics) was feasible. Thought should be given to having a target of some sort in the Corporate Environmental Plan next year.

[Action: Clerk]

With regard to item 16 on the Log – the LAC visit to Harwich took place on 16 November.

With regard to item 23 on the Log – Captain Ross Chadwick (Senior Marine Superintendent) has met with the D&A testing company and their performance has improved.

With regard to item 18 on the Log – the possibility of making an area to be avoided around Royal Sovereign has been investigated by the Examiners Committee and is not feasible.

4. MATTERS ARISING

None other than those already covered in the running order.

5. HEALTH AND SAFETY MATTERS

Captain McNaught introduced the report by Stephen Durham (Health and Safety Manager) (HSM). He and the Clerk had met with the HSM on 30 January for a quarterly update and had discussed the content of the report and other matters in detail. The Fair Safety Culture is being rolled out across the Service. The Board remains in full support of it.

The Board expressed surprise that the number of near misses was comparatively low when compared with accidents. The Board believes that the Fair Safety Culture will encourage near miss reporting.

The Board received a report from the Health and Safety Manager on the background reasons for the spike in 2015/16 accident incident rate so that they could consider whether this correlates with SVS turn-over. Report noted.

The HSM's report now shows on the incident severity graph what the comparative figures were for the same period 12 months prior.

The Board noted findings of the Health and Safety Manager's investigation into the injury sustained by an Auxiliary ETO whilst the PATRICIA was in DD&R.

6. BUSINESS PERFORMANCE

The Board noted the report on Key Performance Indicators.

Captain Barker said that whilst Navigation KPI data was good on the whole, the data can sometimes mask individual issues. Individual casualties are analysed and required actions discussed between Captain Barker and Commodore Dorey.

7. MATTERS ARISING FROM EXECUTIVE DIRECTORS' REPORTS

R&RNav

The Board discussed the governance structure and accountability of R&RNav. Reporting lines should be clarified in response to the governance audit findings. The Board considered that more could be done to publicise the successes of R&RNav. A report should be prepared for the summer JSB on options, the *status quo* being one.

[Action: Captain Barker]

Professor Matthews suggested that TH could produce an annual innovation report and could explain the value of R&RNav in that.

EGNOS – This is the European Satellite based augmentation system. Whilst IGC5 had determined that they would not progress consideration of EGNOS as an AtoN, Captain Barker advised on the need for the GLAs to remain involved as far as possible with developments in the technology. The position fixing systems used by the Mariner and the vulnerabilities of the same must remain part of the consideration on general Aid to Navigation requirements.

Piezoelectricity – R&RNav are in discussions with Southampton University about harnessing piezoelectricity from buoy moorings. An immediate problem with wavelengths has been identified although work is continuing.

Blackett Report – the Blackett Report has been published. TH needs to look at e-LORAN and where it might fit. The report talks about the need to develop a complementary back-up for GNSS which is also now understood to be the policy of the US Government.

Operations

Commodore Dorey presented his report on Operations Directorate matters.

THV ALERT has experienced issues with its multibeam which has lost its effectiveness. TH has gone to tender to replace it. It is planned to do the work in March requiring the vessel to be dry-docked.

Filament lamps – the production of filament lamps is declining as LEDs become more ubiquitous. As this happens it is feared that it will become more difficult for Trinity House to procure reliable quality lamps. As a result, TH may need to look at replacing them sooner than planned with implications for workplans. This should be on our risk registers.

[Action: Clerk]

This should be identified in our Corporate Plans in future as an issue and discussed with Northern Lighthouse Board as they will face the same issue.

[Action: Commodore Dorey]

Navigational Requirements

Captain Barker reported on the wreck ELLA which has been broken up at Middlesbrough and is no longer a hazard to navigation. For several reasons the costs of the operation have increased greatly. The final amount is still to be invoiced by the salvage company. It will be paid for out of the GLF reserve in accordance with SoSRep's direction. The DfT has asked TH to do as much as reasonably possible to recover money from the vessel owner. The Board noted that no salvage firm had been prepared to quote with any degree of certainty due to the fact that no one knew why the vessel had sunk. The decision to select a salvage company proposing to lift the wreck aboard a shearleg rather than attempt to re-float it proved to be extremely wise due the discovery of a hole in the starboard quarter of the wreck below the waterline.

The Board discussed what would happen if a lightvessel (LV) or other major floating aid (MFA) sank and became a hazard to navigation itself. Currently TH has an emergency deployment vessel (EDV) and another spare LV. Navigationally LVs are of great value both at night and during the day. Their deployment is a matter within the competence of the Examiners who assess their use on a constant basis. Having a spare LV is necessary to replace the EDV if it gets damaged whilst on station and if a new major danger emerges and needs to be marked by an MFA.

Commodore Dorey will develop a policy on MFAs.

[Action: Commodore Dorey]

Business Services

Gender Pay Gap Reporting – Mr Damen said that there is a sound process in place to ensure equal pay between the sexes at Trinity House, however the numbers of women in the higher paid roles is fewer so there is an imbalance. There is a problem for the entire marine industry failing to recruit enough women. The Board agreed that detailed consideration should be given to the communication of the reported information.

Budget bids have been scrutinised.

Management Accounts – Mr Damen was asked to present a graph showing projected spend versus actual spend in future.

[Action: Mr Damen]

Light Dues receipts are about £64m to date and are on target to exceed projections at year end.

Secretariat

The Board noted the successful results of the ISO9001 and ISO14001 audits and noted the transition to the 2015 version of those standards with no non-conformities.

The Board noted the successful result of the OHSAS18001 re-certification audit with only two minor NCNs which are being addressed.

The Board was highly pleased with these audit results and wished the minutes to record its appreciation of the efforts of all those involved, in particular the efforts of Mrs Roberts (Audit and Performance Manager) and Mrs Mulford (Performance Administrator) and HSM and the Health and Safety Department.

7.1 Operational Action Plan

The Board reviewed the OAP.

In future outcomes from the OAP need to be linked to and harmonised with corporate objectives.

025 (staff survey) is behind due to the period when there was no HR Manager before the new HR Manager joined. The objective will be postponed till next year.

021 (rebranding) Captain McNaught clarified the next steps for the rebranding proposal which are for it to go to the Board and then to the Court with whom the final decision rests.

[Action: Clerk]

027 (intellectual property) Professor Matthews asked for an explanation of the comment 'feedback from Exec awaited'.

[Action: Mr Bransby]

030 (continuous improvement) Professor Matthews questioned whether this action, given its continuing nature, could ever be said to be 100% complete.

[Action: SMT to consider]

8. AIDS TO NAVIGATION - PERFORMANCE

Captain Barker presented the report on AtoN performance. There have been no significant casualties since the last report (7 November).

The progress report on availability is in hand.

No significant station outages have been reported.

Report noted.

9. FLEET REVIEW

Commodore Dorey provided an update on the Fleet Review.

The Project Board accepted the Braemar Report on 10 November on behalf of the three GLAs.

DfT is content with the report and desirous to see a conclusion of the process.

A Project Board meeting took place on 12 January.

A Working Group is set for 7 February.

A Project Board is set for the week commencing 12 February.

A Reference Group meeting will take place week commencing 19 February to discuss WP8

A meeting with the LAC took place in early January with the DfT present. The LAC has identified its concerns with the report. The GLAs have responded.

Mr Roger Hargreaves (Maritime Director, DfT) is keen to keep the LAC involved.

The Board discussed the LAC's position and its need to keep its constituents happy.

GLAs recognise that their conclusions need to be robust and defensible.

GLAs are currently writing the WP7 report on hull numbers. Then the final report will be prepared for submission in April.

Mr Ring has been interviewed by James Baldwin (GIAA) as part of the Fleet Review Audit had has been asked about his perceptions of the process.

10. MATTERS FOR DISCUSSION

10.1 DfT & Parliamentary Matters

The Multi-lateral meeting took place on 30 November.

Captain McNaught met with Ms Lucy Chadwick (Director General International, Security and Environment Group, DfT) before Christmas and discussed Corporate Governance and the annual evaluation of Board Effectiveness.

Fi Pearson is moving to another team within the Department for Transport.

Mrs Nusrat Ghani MP has been appointed the new Shipping Minister. Captain McNaught has written to congratulate her and has invited her to tour the Harwich Depot.

Professor Matthews said that many strategies and policy papers had been published by Government recently and many would have an impact on Marine.

Professor Matthews has also met with the Secretary of State for Transport, Rt Hon Chris Grayling MP and has discussed Trinity House with him.

The Minister's Sanction letter for the Trinity House and R&RNav Corporate Plans has been received this week. It notes the demolition of Royal Sovereign and asks a specific question about whether any other lighthouses are likely to need to be demolished. Captain McNaught has answered the letter.

A similar letter has been sent to the Northern Lighthouse Board.

The sanction letter for Irish Lights has been sent by Mr Rod Patterson (DfT) and copied to DTTAS.

10.2 Lights Finance Committee

LFC will meet on 2 February and will discuss: GLF Model & Target Operating Reserve; GLF Performance; and 2018-19 Light Dues Options.

LFC will support a deferral of the pensions loan to fund the demolition of Royal Sovereign.

Captain Palmer is attending LFC as JSB Chair.

Mr Ring is unable to attend. The Board agreed the Professor Matthews would represent TH at the LFC meeting.

10.3 Corporate Governance

Captain McNaught has met with Ms Lucy Chadwick (DfT) and has explained that the Working Group will report to the Court in May. The Court has been advised of this ongoing work.

Captain McNaught clarified that this is a matter for the Court and not for the Board. The Board has a voice on the Working Group via Mrs Amos.

10.4 Board Evaluation 2017 – follow up

At the November meeting of the Board the Clerk presented a summary of the Board's 2017 evaluation of its effectiveness which Captain McNaught then used to brief Ms Lucy Chadwick (DfT) at his meeting with her. The Clerk presented a paper to the Board suggesting ways in which the five areas of 'partial disagreement' can be addressed.

With regard to number 45 the Board asked the Clerk to clarify that where the question says "performance appraisal action plan" the Board means the full context of the Sanction Letter, the Corporate Plan, Corporate Objectives and OAP.

[Action: Clerk]

Report noted.

11. STRATEGIC ISSUES

11.1 Trinity House Strategy 2018-2028 was formally approved for publication.

12. JSB MATTERS

12.1 The Board noted the Joint Strategic Board draft minutes from the meeting on 22-23 November.

12.2 The Board noted the JSB Strategic Agenda.

13. OTHER MATTERS TO BE NOTED OR APPROVED

13.1 The Board approved the minutes of the Audit and Risk Assurance Committee 7 December

13.2 The Board approved the Audit and Risk Assurance Committee Terms of Reference which had been slightly amended.

13.3 Verbal Report from ARAC Chair

Mrs Amos and Mr Damen have met with Mr Baldwin and Mr Locke of GIAA to discuss the future working relationship between the two bodies. A further meeting is planned for March.

The Audit Heat Map has been well received.

Dates of ARAC for signing of Trinity House's accounts have still to be agreed.

[Action: Clerk]

13.4 Verbal update from Chief Executives' Committee Meeting on 25-26 January

Captain McNaught provided an update on the matters discussed by the CEC the previous week. Ms Shields attended by telephone for one session.

Northern Lighthouse Board has concerns about Health and Safety especially evacuation drills from rock towers. Trinity House has done such an exercise for real recently.

GDPR was discussed.

Fleet Review was discussed.

14. ANY OTHER BUSINESS

14.1 Procedure for Appointment of SoS nominated NED

Professor Matthews will retire on 16 July. The Board agreed that the procedure for selecting his successor should begin immediately.

[Action: Stuart Brian (HR Manager)]

Mr Brian to also check the guidance which has been changed since the appointment of Mrs Amos.

[Action: HR Manager]

Verbal report from Directors' Rem Com Chair

Professor Matthews reported on the Directors' RemCom which had taken place that morning together with staff RemCom.

The Board accepted the recommendation from the Directors' Rem Com.

Resolution to appoint Mr Damen as Authorised Collector of Light Dues

The Board resolved:

(i) Antonius Damen, as executive director with responsibility for Finance, be appointed from 18 April 2016 the Duly Authorised Officer of the Corporation for the purpose of representing the Corporation in relation to the Agreement for light dues collection with the Institute of Chartered Shipwrights and the Letters of Appointment in relation to the collection of light dues, including for the purpose of appointing the authorised collectors;

(ii) In future the appointment of Duly Authorised Officer is made automatically upon the appointment of any future executive director with responsibility for Finance or in the event of an interregnum or delay in appointment of such executive director the Board may temporarily appoint such other person as it sees fit.

15. DATE OF NEXT MEETING

21 March 2018 held at Trinity House.

The Board noted that there would also be a meeting on 17 May 2018.