



TRINITY HOUSE

**MINUTES FOR PUBLICATION OF THE MEETING OF THE TRINITY HOUSE**

**LIGHTHOUSE BOARD**

**HELD AT TRINITY HOUSE TOWER HILL,**

**WITH VIDEO LINKS TO HARWICH AND ASHBOURNE**

**ON 17 MAY 2018**

**Present:** Captain Ian McNaught, (Executive Chairman) (Items 1-10)  
Captain Roger Barker, Director of Navigational Requirements  
Commodore Robert Dorey, Director of Operations  
Mr Ton Damen, Director of Business Services  
Professor Matthews, (NED)  
Mr David Ring (NED)  
Mrs Margaret Amos (NED)

**In attendance:** Mr Thomas Arculus (Clerk)

**1. APOLOGIES**

Captain Palmer (NED)

**2. DECLARATIONS OF INTEREST**

None.

**3. MINUTES OF PREVIOUS MEETINGS**

**(i) Minutes of meeting 21 March 2018**

[Action: Clerk 13.1 change text at top of page from ‘understanding ‘to ‘written agreement’]

**(ii) Minutes of meeting for publication 21 March 2018**

[Action: Clerk - delete first two paragraphs of section 15]

**(iii) Log of Outstanding Actions**

Noted.

**4. MATTERS ARISING**

Professor Matthews suggested a paper on autonomous vessels was required. Captain Barker described the work he is involved in at IMO in relation to AVs. The UK is leading on the topic, not following. It is a flag state question, rather than a GLA question but the flag state is able to draw

on the expertise of the GLAs. The provision of AtoN in relation to it is for IALA at which we also participate in a big way.

IGC 5 is producing a paper for the JSB. Professor Matthews asked for a report on progress. Captain Barker's message is that we are right at the forefront of developments.

**[Action: Captain Barker to consider and monitor developments in relation to autonomous vessels]**

*Deputy Master's role on Lighthouse Board*-Professor Matthews asked for clarification on progress with Lucy Chadwick's (DfT) letter. EC said that Lucy Chadwick accepted that the change would take effect upon his retirement. The Court accepted the concept and the timeline at its meeting yesterday.

Captain Palmer's term as the Corporation's NED on the Lighthouse Board has been extended till July 2019 by the Court.

EC said when Captain Palmer steps down and a new person is appointed to be the Corporation's NED on the Lighthouse Board, that person should be of a suitable calibre to be eligible to become the Chair of the Lighthouse Board, if required.

EC will write back to Lucy Chadwick with an alternative timeline to the one set out in her letter in February when the Working Group has recommended the new timeline.

The Nomcom will select the person to recommend to the Court.

*Internal Audit*-Professor Matthews raised the HIA situation. The Board all believed that separate frameworks for all three GLAs were needed. Mrs Amos explained ongoing work with GIA and progress being made. Mr Ring asked whether it was appropriate to raise at the JSB. A discussion followed about TH's status as an NDPB and ALB.

**[Action: Clerk to commence preparation of a corrigenda of issues with the Framework Agreement to be addressed at the next review of the Framework Agreement]**

*Avoidable plastic waste* - Professor Matthews explained that when the Commonwealth Heads of Government met last month the first topic discussed was clearing up the world's oceans. Professor Matthews suggested we should sign up to the plastics pledge and make our commitment known on the 5<sup>th</sup> of June "World Environmental Day". The Board asked the Environmental Working Group to investigate and report back upon the ability to measure plastic reduction in a similar way that TH CO<sub>2</sub> reduction charts.

**[Action: Clerk - Environmental Working Group to discuss whether we can devise a chart to show a reduction in plastic waste with a clearly illustrated graphic.]**

A discussion followed about engaging more with Commonwealth countries to help them meet IALA standards such as we did last month with the Falkland Islands Government and the visit to Cape Pembroke Lighthouse of Andy Johnson (Senior Tech Civil – Field Operations East).

## **5. HEALTH AND SAFETY MATTERS**

The Board discussed the Health and Safety Manager's report.

*Fire Safety*-Commodore Dorey will consider how to resource/reprioritise the Health and Safety Manager to do the fire inspections required. The Board discussed the accident report circulated by the Health and Safety Manager out of committee regarding a chain locker injury to a member of staff. Captain Barker said that many of the actions are already in hand. The Lighthouse Board did

not accept the Health and Safety Manager's report on the capstan injury and tasked the Health and Safety Manager and Marine Operations department to work together.

**[Action: Commodore Dorey to provide text for this action]**

[*Post meeting note:-* Subsequent to the meeting, Commodore Dorey, Mr Damen and Captain Barker evaluated the report and proposed that:

- The H&S report gets extended to show the H&S assessment of the incident and the proposed action.
- The responsible Line Manager's response to the proposed action should include any requirements, proposed implementation date and required investment in time, funding, training etc.

This will allow the Executive Committee and Board to better evaluate the impact and satisfy themselves with the adequacy and acceptance of the incidents characteristics and proposed resolution.]

**[Action: Health and Safety Manager]**

## **6. FLEET REVIEW**

The Reference Group will meet next week.

The Board concurred with the Executive Committee that given the time challenges (and consistent with the FR outlined approach) any subsequent vessel replacement would be an individual GLA Business Case and procurement activity – and would not necessarily be done on a Tri-GLA basis.

**[Action: EC to reinforce this approach at the next JSB]**

## **7. BUSINESS PERFORMANCE**

Mr Damen presented the full end of year performance report. Running costs are underspent as a result of top of competency budgeting, commercial income contribution, some re-phasing of activities due to weather circumstances and non-utilisation of the contingency.

Capital is £1.2 million underspent spread across several different projects. In particular DD&R for LV, THV Galatea and THV Patricia were underspent, however the ships are getting older and therefore the sanctioned capital budget requires an element of flexibility to provide for unknowns. A discussion followed whether we should include in the 2019/2020 budget a general capital allowance for H&S investment or whether it can be spent from other underspends. Mr Damen explained that it is subject to a discussion / approval by DFT.

**[Action: Mr Damen to consider having a health and safety contingency fund to be drawn on for urgent needs]**

The total cost of the wreck removal of the ELLA was discussed in some detail and Mr Damen explained that a suppliers' meeting between Mr Damen, Procurement, Legal and the JV will be held on 5 June to discuss total cost, the original tender cost etc. We have liaised with DfT to ensure that the expenditure was covered by an incremental DfT sanction and Mr Damen confirmed that the wreck removal cost are excluded from the RPI minus X regime. The Board agreed that there should be some Mariner support at this meeting.

## **8. MATTERS ARISING FROM EXECUTIVE DIRECTORS' REPORTS**

The Board discussed the ALDIS contract. The final contract negotiations are almost complete and an alternative plan is considered but is not preferred.

The Court approved the rebranding yesterday. The rebranding costs have been shared with the Corporation. The new branding will be rolled out in a very low-key way using a cost avoidance approach by only ordering if and when old branded stock items require replacement.

The Board discussed Innovation. Mr Damen is to commence work on the requested innovation report for 2017/18.

**[Action: Mr Damen]**

EC explained the plan for Mr Jones (PR and Records Manager) to produce a booklet/exhibition celebrating 20 years since automation and the Board endorsed the concept under the understanding that it would be focussed on the key message of embedding and continuously adopting new technologies to remain a modern forward looking organisation.

## **9. AIDS TO NAVIGATION – PERFORMANCE**

This report was introduced by Captain Barker and was noted by the Board.

*Wreck of Britannica HAV-a* wash-up meeting has been called. Captain Barker explained that the Secretary of State's Representative has retired and the newly appointed Secretary of State's Representatives has also resigned.

*Research and Radio Navigation* - The Board discussed the work that this department is doing to celebrate and publicise its good works.

## **10. MATTERS FOR DISCUSSION**

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

Chris Angell (Department for Transport) was on Visiting Committee for two days. It was very useful to have this time with him. Mr Ring asked whether the non-executive directors can be invited on visiting committee from time to time to keep abreast of the day-to-day work of the organisation.

The Maritime Minister Nusrat Ghani MP is to visit Harwich later today.

At this stage in the proceedings the EC left the meeting due to other important business and did not return. In the absence of the Deputy Chair the Board elected Commodore Dorey to chair the remainder of the meeting in accordance with its Terms of Reference.

## **11. STRATEGIC ISSUES**

### **11.1 Headline Performance Objectives**

These were presented by Mr Damen. These have been circulated to the senior management team and the wording has been agreed. Mr Damen explained that the operational action plan has also been streamlined. Professor Matthews expressed his contentment with the headline performance objectives. The Board concurred.

## **12. JSB MATTERS**

### **12.1 Draft JSB Meeting Agenda**

Noted.

## **12.2 JSB Strategic Agenda**

Noted.

## **12.3 Chief Executives Committee Notes**

The Board does not agree with the action about Tri GLA ship procurement.

[Action: EC will clarify at the JSB on 14-15 June].

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

### **13.1 Audit Risk Assurance Committee**

Minutes of 21 March - noted

The Audit and Risk Assurance Committee Chair provided a verbal update on the meeting.

[Action: Regarding workforce planning, Mr Brian to discuss with the lighthouse Board instead of the ARAC so all Board members are present and can contribute]

### **13.2 Annual Report to Board from ARAC**

Report presented by Mrs Amos. Mrs Amos drew attention to 3.4(vi) head of internal audit's annual report 2016/17 which gave a substantial assurance rating.

The Board discuss whether Trinity House will continue to pursue the objective of having its own Head of Internal Audit in due course-

### **13.3 MoU for the Provision of Internal Audit Services**

A workshop was held with GIAA and a heat map was produced and was shared with the Board at the meeting. The Heatmap highlighted a number of areas and the extent of the various audits. Mr Ring is looking for a direction of travel. Mrs Amos wants to hold another internal audit workshop in November with Trinity House in charge of it and GIAA supporting. This will be another opportunity to streamline the internal audit plan further.

GIAA have some new personnel and are expressing willingness to work with Trinity House. Mrs Amos believes that input from GIAA is useful and cost effective. The Board agreed.

### **13.4 Draft GIAA Proposal for 2018/19**

The Board reviewed the GIAA proposal for 2018/19 and noted that the result of the Heatmap was that the audit plan could be reduced to 50 days as opposed to 75 days as quoted in MoU at paragraph 6.2.

### **13.5 Internal Audit Charter**

While the Board accepted the proposal to use GIAA as Head of Internal Audit for the coming year this requires review as part of the new framework agreement in 2020. Therefore, the Board agreed that the charter should say words to the effect that the TH Head of Internal Audit (HIA) shall be provided by the Government Internal Audit Agency (GIAA). However, the Lighthouse Board has expressed a strong view that the HIA position should be transferred in due course from GIAA to TH's own resources. Therefore, the TH Audit and Performance Manager will take a more prominent role in future with the intention of taking the lead from 2020 onwards.

### **13.6 Internal Audit Work Plan**

This was presented by Mrs Amos and Mr Damen and was noted and approved by the Board. The Board noted that the audit on the collection of light use was not about revenue for Trinity House because Trinity House merely collects LDs on behalf of the Department for Transport and therefore reference the “TH” in the title of the audit should be replaced with “GLF”.

[Action: Mrs Roberts, Audit and Performance Manager]

### **13.7 Report on the Review of Risk Registers**

The Clerk presented this report together with the corporate risk register.

Noted by the Board.

### **13.8 Report on Inspections and Audits of Local AtoN and Offshore Structures**

This was introduced by captain Barker. BEIS have offered to write a letter to offshore installation operators jointly with DfT to remind them of their AtoN responsibilities.

Report noted.

Trinity House should not lose sight of how important its role in the superintendence of local aids to navigation is to the delivery of its statutory function.

### **13.9 IT Security Policy**

Approved.

### **13.10 GLA Research & Radio Navigation Policy**

Approved subject to a change to paragraph 1.2 replace ‘is agreed’ with ‘endorsed after consultation’.

[Action: Clerk make this change and recirculate to lighthouse Board.]

### **13.11 Business Continuity Policy**

Approved.

### **13.12 Communications Policy**

Approved.

### **13.13 Data Protection Policy**

Approved.

The Board decided that new policies shall be reviewed by the Board annually and triennially thereafter unless they have had to be changed.

[Action: Mrs Roberts]

### **13.14 Records Policy**

Approved.

### **13.15 Management of Historical Artefacts Policy**

Approved.

### **13.16 Proposed meeting dates for 2019**

The Clerk proposed meeting dates for the year ahead.

**[Action: Board will take the proposed dates away for consideration]**

The Board would like to hold and encourage more meetings on a ship and also said that if Board meetings were arranged in Swansea or St Just an adequate amount of time needs to be allocated as flying visits are of limited value.

### **13.17 Chief Executives' Committee Terms of Reference**

Discussed above.

**[Action: Clerk paragraph 5 change 'may' to 'should']**

Section 5 is biased too much in favour of the other GLAs and doesn't reflect the TH Accounting Officer reality.

**[Action: Clerk make changes and circulate out of session].**

The Board did not accept the terms of reference as currently drafted.

**[Action: Clerk rewrite the terms of reference to stress the point that the CEC is a consultative meeting it is responsible for coordination and communication, and make the terms of reference as brief as possible.]**

### **13.18 Research and Radio Navigation Directorate Reporting Structure Diagram.**

Discussed by the Board.

The Board raised the question of what process and input the respective GLA Boards provide on the RRNAV strategic objectives.

**[Action: Captain Barker to liaise with Mr Bransby, Research & Radio Navigation manager, on other improvements to the process chart]**

### **13.19 Hjordis East Starboard Lateral Mark Section 203 Transfer to Local Harbour Authority**

The paper was introduced by Captain Barker. Endorsed by Board.

**[Action: Clerk to seek Secretary of State's consent via Mr Angell at Department for Transport]**

### **13.20 Chair of JSB**

The Clerk explained that the Court on 16 May had agreed to extend Captain Palmer's term as the Corporation's NED on the Lighthouse Board until July 2019 to allow him to continue as Chair of the JSB for a further year. This was required because Irish Lights said that their candidate to succeed him as Chair was not in a position to do so yet. Irish Lights and Northern Lighthouse Board are content for Captain Palmer to remain the Chair for another year. The Board agreed.

### **13.21 Irish Lights Strategy Launch - Lloyd's List Article by Michael Grey YB on the Launch of the Irish Lights Strategy 2018-2023 'Safe Seas –Connected Coasts'**

Noted.

The Board discussed the recent Irish Lights Strategy launch at the Embassy of the Republic of Ireland in London.

#### **14. ANY OTHER BUSINESS**

The Board agreed it would hold a session for imaginative thinking and noted it was already a Board objective for them to do so.

**[Action: Board to arrange an afternoon for ‘imaginative thinking’]**

The Board recorded its appreciation of Professor Matthews’ contribution to the Board and his service over the last six years. Professor Matthews said it had been an enjoyable, sometimes testing, period and he would like to think that the Lighthouse Board has performed its function well. He has certainly enjoyed it.

#### **15. DATE OF NEXT MEETING**

Lighthouse Board & Strategy Session 25 July 2018 at 1045 at Harwich.