



TRINITY HOUSE

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

**LIGHTHOUSE BOARD**

**HELD AT HARWICH ON THE 25 JULY 2018**

**Present:**

Captain Ian McNaught, (Executive Chairman)  
Captain Roger Barker, (Director of Navigational Requirements)  
Commodore Robert Dorey, (Director of Operations)  
Mr Ton Damen, (Director of Business Services)  
Mr David Ring (NED)  
Mrs Margaret Amos (NED) by video link

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

**1. APOLOGIES**

Captain Palmer (NED)

**2. DECLARATIONS OF INTEREST**

None

**3. MINUTES OF PREVIOUS MEETINGS**

Minutes of meeting on 17<sup>th</sup> of May 2018 - approved.

Minutes of meeting of 17 May 2018 for publication - approved

Log of actions - regarding number 31 on the log of actions (ship procurement) - the Board discussed whether it was now clear enough that Trinity House will be proceeding alone. The Board resolved that Trinity House should proceed alone and is not prepared to compromise on its ship requirements but is however prepared to share experiences and knowledge.

**4. MATTERS ARISING**

None other than as discussed under other headings.

**5. HEALTH AND SAFETY MATTERS**

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

Report noted.

The Board noted the accident and near miss sheet which was considered to be a useful addition.

**6. FLEET REVIEW - NEXT STEPS**

The Board noted that the Fleet Review Phase 2 Recommendation received Ministerial acceptance on 25 June. The Fleet Review has formally been concluded and the next phase will be the procurement of a suitable vessel to replace the ageing THV Patricia. Project initiation documents are being produced relating to the disposal of the Patricia and the procurement of a new vessel. A mandate is now required to request authority from the Department for Transport to start spending money on professional services in relation to these projects.

The Board noted that press releases had been issued by Trinity House, one on behalf of itself and another on behalf of the three GLAs, to announce the conclusion of the Fleet Review. The announcements were coordinated with the inaugural Maritime Safety Week, commencing 9 July.

The Board discussed whether it would be necessary to do a Green Book exercise in respect of ship procurement. Mr Damen believed that we probably wouldn't have due to the Fleet Review exercise however if it is decided that we do need to do one, it could take some time so we need to know as soon as possible in order to prepare.

The Board discussed the new vessel's capabilities, resilience and the balancing act with efficiencies. Trinity House needs to aim for the focus to be on capabilities and long-term operating costs rather than upfront savings, which could result in having to spend more on running costs in future. The mandate needs to look at whole life costs. Trinity House's ethos needs to be for the best, most capable, long-term vessel even if the upfront cost is slightly more. The vessel needs a high level of resilience and capability to adapt to changing technology. We are not looking for a gold-plated ship but we are looking for a vessel that will serve our needs well over a long life in the same way that THV Patricia has done since 1982. It was noted that this was believed to be the preference of the Maritime Director at the Department for Transport because a vessel with improved operating costs over its whole life could enable a reduction in Light Dues in the long run.

**[Action: Executive Chairman to request a meeting with Rod Patterson (Maritime Directorate, DfT) to discuss the commencement of the ship replacement project]**

## **7. BUSINESS PERFORMANCE**

The report was introduced by Mr Damen. There is a concern that some projects may not be completed this financial year and that the costs will have to be carried over to the next financial year which would place a burden on next year's Corporate Plan which will already be heavy on capital projects.

**[Action: Commodore Dorey to discuss this with his senior managers and try to complete as many capital projects as possible this financial year]**

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

THV ALERT has gone to the Netherlands for its engine overhaul at a yard near Dordrecht. This is the first time the work has been done abroad and it has proceeded successfully. THV PATRICIA has been in Harwich to cover ALERT's risk response area.

The Board discussed the helicopter contract and concerns with the availability of aircraft.

Mr Damen provided an update on the threat of industrial action by the trades unions in connection with the pay remit. Commodore Dorey is producing an impact statement for the DfT in relation to strike action but this is difficult to do with any certainty until we know the terms of the proposed strike. Trinity House's offer is the maximum that it is able to make under the pay remit. The issue is really the continuing public sector pay restraint.

This week the HR Department has launched a competency framework consultation for the marine operations side of the business.

Issues continue at South Stack Visitor Centre.

MV ELLA - the Board discussed the possibility of retaining the services of a technical specialist in salvage. The Board would not envisage it to be difficult to identify a suitable technical specialist however such a specialist would be required at short notice in the event of a wreck and having such a specialist on a retainer would remove the public procurement obstacles which could slow the process down. This could even be done as a Tri-GLA exercise.

Mr Damen confirms that the final salvage bill for the MV ELLA was €1.8m which has now been fully accounted for and finalised. Captain Barker reminded the Board that we were acting under a direction from the SOSREP and had to act with alacrity. The primary objective was to remove a danger to navigation.

The Board discussed the value of the R&RNav department and agreed that it needs to promote its good work better as noted at the JSB.

## **9. REPORT FROM THE DESIGNATED PERSON ASHORE (DPA)**

The Board noted the confidential DPA's report.

## **10. AIDS TO NAVIGATION - PERFORMANCE.**

Report presented by Captain Barker. Most AtoN types have achieved a level of availability better than IALA targets. Category 1 AtoN position availability is still affected by the Channel Lightvessel being out of position earlier this year. The Examiners Committee risk assessed the Channel Lightvessel at the time and as it was only slightly off station they considered that it did not require an urgent response other than monitoring.

## **11. MATTERS FOR DISCUSSION**

### **11.1 DfT & PARLIAMENTARY MATTERS**

During Maritime Safety Week Trinity House mounted an exhibition in the foyer of the Department of Transport on Horseferry Road. The DfT press office has confirmed that the most successful social media post for Maritime Safety Week was the post relating to Trinity House's link to the Fleet Review press release.

The Deputy Master attended a ministerial reception at which the Minister Mrs Nusrat Ghani MP had launched the Maritime Safety Report 2018 -19 which was highly laudatory of the GLAs and IALA.

Furthermore, Trinity House's attendance at the Seaworks exhibition in Southampton was a success from both a commercial and a statutory point of view. Captain Barker stressed that we always keep a strict separation between the statutory function and our commercial work.

## **12. STRATEGIC ISSUES**

The Board Strategy Session has been postponed until 6 September.

[Action: Clerk to invite Mrs Valerie Owen as an observer]

## **13. JSB MATTERS**

**13.1 The draft minutes of the JSB on 14<sup>th</sup> and 15<sup>th</sup> of June were noted.**

**13.2 JSB Strategic Agenda**

The Board noted the JSB Strategic Agenda. Commodore Dorey informed the Board regarding the RRC action and described the work in progress on reviewing the high level key performance indicators and the management information beneath them.

Mr Ring requested the Clerk to produce a summary of the IGC, CEC and JSB and other related governance structure.

[Action: Clerk]

## **14. REPORT FROM THE ARAC CHAIR**

Mrs Amos summarised the meeting of the ARAC on 5 of July.

**14.1 Minutes of ARAC on 5 July.**

Noted.

## **15. ANNUAL REPORT AND ACCOUNTS**

The National Audit Office auditors have been on site in Harwich for the last two weeks. No major concerns of been identified so far.

Due to this audit the Annual Report and Accounts has not been produced. This would normally be discussed by the Board at the July meeting but they will be presented at the next meeting of the Lighthouse Board on 27 September.

## **16. POLICIES FOR APPROVAL**

**16.1 Health and Safety and Environmental Objectives Policy.** Approved.

**16.2 Research and Radio Navigation Policy.** Approved.

**16.3 Review of Policies.**

In response to a request from the Executive Committee the Clerk presented a proposal for a streamlined approach to the future review and approval of policies with effect from 1 April 2019. The Board resolved to accept the recommendation.

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

**17.1 Chief Executives' Committee Terms of Reference**

The Board discussed the draft terms of reference with particular focus on paragraph 5.3 relating to the status of the Accounting Officer. The Executive Chairman is the Accounting Officer for the Research and Radionavigation department and the Board believes that the terms of reference do not correctly reflect the legal reality. Paragraph 5.3 should be redrafted to reflect the legal reality and circulated to the lighthouse Board prior approval and then proposed to the other GLAs.

[Action: Clerk redraft paragraph 5.3 and circulate to the Lighthouse Board]

[Action: Clerk Paragraph 5.2 should also be changed to read “the CEC shall make a report to the JSB”]

## **17.2 R&R Nav Reporting Structure Diagram**

Mr Martin Bransby, R&R Nav manager, will be asked to submit revised diagram to the Lighthouse Board on 27 September.

[Action: Mr Bransby]

## **17.3 Operational Action Plan**

The Board reviewed the Operational Action Plan.

Noted and approved.

## **17.4 Update by Director of Business Services on HR matters**

Mr Damen reported on performance -related pay and introduction of changes to the directors and senior managers’ individual service agreements.

The Board agreed that Mrs Valerie Owen shall be invited to take over as chair of the Remuneration Committee when she joins.

[Action: Clerk]

Mr Damen updated the Board on the threat of industrial action by the ratings’ unions and the latest developments in public sector pay policy including the announcement the previous day that the pay cap would be eased in some sectors but not for example in the government transport sector which will increase calls for industrial action.

## **17.5 Report on the current status of the Corporate and Organisational Risk Registers**

The Clerk presented a report on the Corporate and Organisational Risk Registers as reviewed by the Executive Committee on 13 June and the Audit and Risk Assurance Committee on 5 July. Since then the risk relating to an adverse outcome of the Fleet Review has evaporated due to the Ministerial acceptance of the phase 2 recommendation on 25 June. The risk will now be substantively modified to reflect the next stage - vessel replacement - and the risk of a sub optimal outcome, this risk will also include the risk of failing to secure financial approval for our vessel requirements.

[Action: Clerk]

The risk associated with recruitment and retention will also be reviewed in light of potential strike action.

[Action: Clerk]

The Board also discussed the recent spillage of liquid metallic quicksilver at an Irish lighthouse. A full incident report is being prepared for Irish Lights. The Board considered that the risk of a quicksilver spill is adequately assessed in our risk registers we also have a policy of progressive removal.

The Board accepted the report.

## **17.6 Mermaid Building Options Report**

Mr Damen and Commodore Dorey presented the Mermaid Building Options Appraisal Report by Inkpen Downie Architecture and Design Ltd. The options are being explored further as is the possibility of obtaining grant aid. Mrs Amos offered assistance in sourcing grants as she has previous experience of this. To be discussed further at the Strategy Session on 6 September.

[Action: Clerk add to agenda for Strategy Session]

## **18. ANY OTHER BUSINESS**

Lightvessel 10 has been in DD&R. The hull was found to be in very bad condition, much worse than expected. Work is in hand to understand the scale of the problem. Mr Gavin Johnson, Technical Superintendent, prepare a paper for the Board assessing the problem and recommending a way forward.

[Action: Mr Gavin Johnson]

The initial response will probably be to increase the number of survey cycles which will result in increased costs. In time a decision will need to be made about how long this will be cost-effective for.

## **19. DATE OF NEXT MEETING**

Strategy Session - 6 September in Harwich

Lighthouse Board and ARAC - 27 September in London

### **19.1 Amended 2019 Lighthouse Board and ARAC dates**

Paper noted.

Commodore Dorey apologised for having to miss the Lighthouse Board on 18 October.

[Action: Clerk]