



TRINITY HOUSE

**MINUTES OF THE MEETING OF THE TRINITY
HOUSE LIGHTHOUSE BOARD
HELD AT TRINITY HOUSE, TOWER HILL ON
17 OCTOBER 2019**

Present: Captain Ian McNaught (Executive Chairman)
Commodore Robert Dorey (Director of Operations)
Antonius Damen Esq. (Director of Business Services)
Mrs Valerie Owen (NED)
Mrs Margaret Amos (NED) - (Via telephone)

In attendance: Thomas Arculus Esq. (Board Secretary)

1. APOLOGIES

Captain Roger Barker (Director of Navigational Requirements)
David Ring Esq. (NED)
Captain Nigel Palmer (NED)

2. DECLARATIONS OF INTEREST

None other than already declared.

3. MINUTES OF PREVIOUS MEETINGS

3.1 Minutes of 26th September

3.2 Minutes of 26th September for publication

Minutes approved.

4. LOG OF ACTIONS

Number 7 of 27 September - the Board agreed that Commodore Dorey would take responsibility for advising the NEDs of significant incidents, instead of their email address being added to the general Planning Centre distribution list; this will prevent them from receiving unnecessary bulletins.

[Action: Secretary - update the log of actions]

5. HEALTH AND SAFETY REPORT

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

The Board noted that the Health and Safety Manager was aboard ship conducting a safety audit and would be invited to make a presentation to the November meeting.

6. BUSINESS PERFORMANCE

Mr Damen presented the report on key performance indicators.

The KPIs are generally in good order.

BSL is behind due to poor weather and THV GALATEA's collision but is likely to have caught up by year-end.

Commodore Dorey explained the reasons for the category 1, position, aids to navigation KPI being slightly below IALA targets. This was due to a decision made by the Examiners Committee in relation to the Channel Lightvessel remaining off station. In making the decision, the Examiners Committee was satisfied that there was no additional risk presented to the Mariner.

Report noted.

7. EXECUTIVE DIRECTORS' REPORTS

Commodore Dorey reported that THV ALERT it is currently in Southampton for repairs and should be back in action this evening following engine coolant loss failure. Meanwhile THV PATRICIA has been covering the six-hour risk response area.

The Board discussed the nature and quantity of parts held in stock and questioned whether we hold the right critical spares. Commodore Dorey will investigate.

[Action: Commodore Dorey]

The Board noted the recent publication of the Environment Bill 2019 and the creation of the Office for Environmental Protection, which will be the independent watchdog to hold government and other public bodies to account on fulfilling their obligations on the environment.

The Board noted the recent appointment of Defence Secretary Ben Wallace MP as Shipbuilding Tsar.

The Civil Service Chief People Officer has requested a visit to a lighthouse. The Board was minded to facilitate this request to demonstrate the conditions our staff operate in the course of duty.

Commodore Dorey has briefed the crews of THV GALATEA on a range of issues recently including pay and conditions.

The modernisation of the Portland Bill Lighthouse it is underway. All of the liquid mercury has now been removed and the optic has been dismantled and relocated down at the bottom of the tower.

To the ship-build work is ongoing with the technical specialist to test the set of requirements. The shipbuilding contract is being developed. The Project Board is aiming to be able to publish the invitation to tender by the end of January 2020.

Engagement with the DfT is ongoing. Advice has been received from the Procurement Assurance Board on improvements to the prequalification questionnaire which are being made, resulting in a slight delay.

Commodore Dorey spoke about the proposed disposal of THV PATRICIA.

Commodore Dorey has briefed the Department for Transport on these matters.

The Royal Sovereign Lighthouse decommissioning project is proceeding on the basis of option 5 of the brief.

A provision for repairs to the Harwich flood wall/ Buoy Yard retaining wall has been made in the Corporate Plan.

The Board discussed the projected underspend of GRAD's budget.

Mr Damen has discussed the TH2040 project with the sponsorship team at the DfT found them to be supportive. Mr Damen is planning to discuss the subject with the DVLA as it is believed to have gone through a similar process.

The SVS is technically not within the scope of the TH2040 project as it already has a competency based system in place. The objective relating to the SVS is therefore to reinvigorate the competency based system.

The Board is preparing to launch the project with a brief to staff on 6 November.

Gender Pay Gap Report 2019

Presented by Mr Damen.

The Board agreed to discuss the report out of committee.

[Action: Board]

7.2 Management Accounts

Mr Damen reported that salary is underspent currently.

The Board discussed a number of initiatives which are planned to avoid leaving capital funding behind while also taking into account the existing procurement challenges.

7.6 Light Dues

Receipts for August were down, as were the number of certificates issued. This has recovered in September and is now back on track.

8. AIDS TO NAVIGATION AVAILABILITY REPORT

The Board noted the report for the period covering 16 September 2019 to 8 October 2019.

8.2 Casualty return 16 September – 8 October 2019

Noted.

9. MATTERS FOR DISCUSSION

9.1 DfT/Parliamentary Matters

The Board noted the ongoing good relationship with the staff at the DfT.

9.2 Corporate Governance

The Executive Chairman reported on the Selection Panel's recommendation to the Court in November for the new Non-Executive Chairman of the Lighthouse Board. The new Chairman's first meeting will be 30 January 2020.

9.3 Annual Report and Accounts for the year ended 31 March 2019.

Mr Damen reported that the TH annual report and accounts had now been signed and would be published on TH website subsequent to the GLF accounts being published.

10.1 Headline Performance Objectives

The Board considered that the organisation was on track to meet its HPOs.

10.2 Strategic Discussion focussing on Cardinal 2 (Good Employer)

The Board discussed Cardinal 2 and the strategic goals relating to it. TH2040 Project addresses some of the goals particularly, 'promoting a sustainable workforce etc...' and 'developing an attractive and sustainable rewards package'. 'Improved working practices' is more difficult, the Board believes that working practices and technology can be a key enabler.

The Board discussed the general culture of the organisation and in particular how to engender a sense of vitality, energy, and pride in the organisation. To get this requires concerted change management. The Executive Team will develop ideas together with the SMT.

[Action: Executive Team/SMT]

10.3 Minutes of Strategy Session meeting on 26 September 2019

In relation to the Board Effectiveness evaluation, the Board noted that the language of the questionnaire, which speaks about areas of partial disagreement and strong disagreement, did not quite reflect the mood of the Board. Although some respondents had ticked those boxes as *individuals* the Board in fact was *not* in disagreement and was in harmony on most matters. The results of the survey were actually good. The Secretary was asked to modify the language to speak about areas of improvement instead of areas of disagreement.

[Action: Secretary]

The Board discussed NEDs' induction programmes. The NEDs were asked to provide feedback on areas which they think should be covered by induction programmes.

[Action: NEDs]

10.4 Lighthouse Board objectives separate from the organisations

Noted.

TH2040 Launch

Mr Damen explained arrangements for the launch of the TH2040 Project on 6 November.

11. JSB MATTERS

11.1 JSB Strategic Agenda

The Board noted the JSB Strategic Agenda.

IGC 5 will pick-up on the helicopter contract renewal process to ensure that activity and messages are coordinated. The Board discussed the way in which the contract is working and how the costs are working out.

12. OTHER MATTERS TO BE NOTED OR APPROVED

12.1 ARAC Minutes 26TH September.

Presented by Mrs Amos.

Approved.

12.3 Review of Risk Registers

The Secretary presented his report on the review of the risk registers.

Report noted.

13. CORPORATE PLAN 2020 - 2025

Following outline approval of the Plan at the September Board meeting, changes have been made including money which has been added for repairs to the Harwich sea wall/ Buoy Yard retaining wall.

The Board discussed whether the Corporate Plan should in future include more details of environmental opportunities and impacts – especially in terms of MGO.

The Board discussed the Capital Pipeline and the different approaches of the different GLAs to long-term planning which would be discussed further at Chief Executives' Committee later in the day.

14. AUDIT AND RISK PLANNING WORKSHOP

Mrs Amos outlined the planned format of the audit and risk planning workshop on 4 December.

15.ANY OTHER BUSINESS

Mr Ring's term on the Lighthouse Board is due to expire on 30 November 2020. The Board would like to extend his term for another two years beyond that to benefit from his shipbuilding expertise.

[Action: Secretary – in the New Year request a two year extension (1 December 2020 – 30 November 2022) for Mr Ring, if he is content]

16.DATE OF FORTHCOMING MEETINGS

14 November, Swansea at 10:30 followed by a buffet luncheon with the Swansea Depot staff.

Dates of other meetings

DfT Multilateral – 6 December at 1530.

ARAC – 4 December at 1000.

Audit Planning and Risk Management Workshop – 4 December at 1100.

JSB – 20-21 November (Dún Laoghaire).