



TRINITY HOUSE

**MINUTES OF THE MEETING OF THE TRINITY
HOUSE LIGHTHOUSE BOARD
HELD AT TRINITY HOUSE, LONDON ON THE
19TH MARCH 2020**

Present: Vice Admiral Sir Alan Massey (Non-Executive Chairman) (By telephone)
Capt McNaught (Chief Executive) (By telephone)
Commodore R Dorey
Capt R Barker (By telephone)
A Damen Esq
D Ring Esq (By telephone)
Mrs V Owen (By telephone)
Mrs M Amos (By telephone)

In attendance: T Arculus Esq (Board Secretary)

1. APOLOGIES

None.

2. DECLARATIONS OF INTEREST

The Board Secretary asked the Members to provide completed declaration forms to him by electronic or paper means. This is required at the start of each financial year.

[Action: Board]

3. MATTERS ARISING

Capt. McNaught provided an update on the developing COVID-19 pandemic and work which was ongoing within Trinity House to ensure the safety of our staff and continuing delivery of our statutory function. THV ALERT is in Dover, THV PATRICIA is in dry dock, THV GALATEA is working at sea. The next crew change will present a challenge but much planning is going into it. Capt.

McNaught has provided a report to the DfT on COVID-19 preparedness. Capt. McNaught explained the steps which would be taken if somebody developed the symptoms of COVID-19 aboard ship. A Crisis Management Team has been formed and will meet regularly during the crisis. Communications with staff will continue to be supplied on a regular basis.

3.1 Minutes of the Meeting 30th January

Approved for signature.

3.2 Minutes of the Meeting 30th January for Publication

Approved for signature.

3.3 Minutes of the Extraordinary Meeting 19th February

Approved for signature.

The Board agreed that due to the extraordinary nature of this meeting and the sensitive topics discussed these minutes should not be published.

4. LOG OF ACTIONS

Action 30.01.20/3 - Commodore Dorey reported on the inspection of flywheels. Regimes are in place for inspection of davits, despite this, one of the flywheels had not been inspected. As a corrective action the Inspection Regime has been updated to clarify that all moving parts must be inspected.

The crew of THV PATRICIA has been asked to report any concerns that they have with the ageing vessel, so these can be remedied before they become a safety issue.

Action 19.02.20/1 - The Chairman and Capt. McNaught have met with the DfT Maritime Director to discuss amongst other things ways to accelerate the approvals process for the ship-build.

This action is complete.

Action 30.01.20/2 - The Board Secretary reported on the circumstances surrounding the injury to the Trainee Deck Rating. The Board decided that the action should remain open and should be modified to say that Commodore Dorey will ensure that the Designated Person Ashore's investigation is conducted and the results reported to the Board.

[Action: Commodore Dorey]

5. HEALTH AND SAFETY MATTERS

5.1 Health and Safety Manager's Report

The Board discussed the 'damage only' incident on 5th March relating to buoy damage from crane operations on THV GALATEA and considered how communication could be improved between crane drivers and banksmen. Commodore Dorey will investigate possible improvements.

[Action: Commodore Dorey]

The Board discussed the ‘damage only’ incident on 6th February relating to the repeated grounding of a workboat at Coquet Lighthouse. Commodore Dorey explained that with reduced husbandry visits and increased use of helicopters in recent years much knowledge of the individual local conditions of boat landings has been lost. He is encouraging more workboat operations in order to improve knowledge and to gain practice, but part of the challenge is that these remote locations are less frequently accessed by boat. The Board noted that the Seamanship Manual provides information on the approaches to boat landings and is updated on an ongoing basis. Commodore Dorey is working to ensure that Seamanship Manual is kept up-to-date and that the SVS has the necessary skills.

6. DESIGNATED PERSON ASHORE’S REPORT

From 4 November 2019 to 9 March 2020

Commodore Dorey introduced the report and explained that it is a legal requirement for the DPA to report directly to the highest level of management. He explained the purpose and benefits of Trinity House’s OP57 safety audits.

Report noted.

7. BUSINESS PERFORMANCE (KEY PERFORMANCE INDICATORS)

The KPI report was not available due to other priorities relating to COVID-19. Mr. Damen was asked to distribute the report when available.

[Action: Mr. Damen]

Mr. Damen also explained that the KPI report is an overview and that the detail is covered elsewhere in the Board papers.

8. EXECUTIVE DIRECTORS’ REPORT

Noted.

8.1 Operational Action Plan

Noted.

8.2 Appendix 1 Management Accounts Graphs

Noted.

8.3 Appendix 1a Management Accounts

The Board noted that the current pandemic would result in the postponement of projects and would contribute further to the underspend. The works to THV ALERT’s crane which were due to take place in the Netherlands have been postponed due to the risk of infection or the vessel’s crew being quarantined, concurrent with the increased risk that THV PATRICIA may have been delayed from leaving dry dock, should either our own crew or the UK Docks workforce

be significantly reduced. The combined impact on Risk Response coverage was considered too great.

The construction of a new storage shed in Swansea has incurred some further delays as a result of the requirement to sink piling foundations instead of a simple concrete slab as a result of soil conditions which delayed the start of works on site.

Budget underspend at period 11 (including capital) is predicted to be £3.883m (approx. 10%) and will likely increase further as a result of COVID-19 actions taken to date and pending (see above re: THV PATRICA, THV ALERT, Swansea Shed).

8.4 Appendix 2 Budget Variance

Noted.

8.5 Appendix 3 Capital Projects

Noted.

8.6 Appendix 4 Light Dues

Receipts have been good for March and we would expect to be on target at month end.

Noted.

8.7 Appendix 5 GRAD

Noted.

8.8 Appendix 6 - Commercial Income

Patricia Voyages for 2020/21 season have been cancelled due to the pandemic, on the balance of risk to the operations and staff. This will have the effect of reducing commercial income. Customers are being refunded.

TSL Cottages remain open except for the two at Anvil Point which have been closed due to difficulties with obtaining supplies of bottled water at the current time.

With regard to Visitor Centres, some have been closed and we are asking other operators to make a decision about whether to stay open based on risk. It is the individual operator's decision and we will support them if they wish to remain open or to close at the current time, but we will reinforce the importance of following government guidance.

8.9 Appendix 7 Procurement and Supplies

Noted.

8.10 The Future of RPI minus X

Mr. Damen presented a paper on the future of the RPI minus X formula, which recommended that the Board's position should be to argue for retaining the formula.

The Board considered that it was important in the first instance to ascertain the DfT's attitude towards the formula. While the Board was resolved in principle to argue for keeping the *status quo*, or something very similar, the Chief Executive and Chairman undertook to clarify the DfT's position before setting out the LHB's case in detail.

[Action: Chairman and Chief Executive]

9. AIDS TO NAVIGATION PERFORMANCE

Capt. Barker reported that the statutory function will continue to be delivered despite the ongoing pandemic.

9.1 Availability Progress Report 10 March 2017 to 9 March 2020

Capt. Barker reported that the category for Position is below the IALA target of 99.8% due to an outage on the Channel Lightvessel. This was assessed as being acceptable and mitigated at the time by the Examiners based on risk.

Noted.

9.2 Casualty Return 17 January 2020 - 9 March 2020

Noted.

The Casualty Return is extensive this month due to the severe storms experienced earlier this year.

Commodore Dorey outlined the contingency plans in place for the COVID-19 pandemic. Aids to Navigation cases will be assessed as they arise. We will prioritise statutory work in terms of both casualty response and preventative maintenance. A particular concern is the availability of helicopter pilots.

There are a number of mitigating actions surrounding the helicopter operations; not all are directly associated with the pilots, but all are vital for the operations.

Manpower availability at the moment is not an issue but we are planning for that eventuality. SVS Crew availability might pose a large challenge but contingency measures are being planned. Increased costs may result.

The Board discussed the pros and cons of designating some categories of our staff as key workers/essential service providers. The DfT have said that they would be prepared to designate TH as an essential service and this may be important if movement restrictions are introduced in order to contain the spread of the disease.

[Action: Executive Team to discuss with DfT whether certain groups of staff should be treated as essential services]

Capt. Barker reported that he has had a similar discussion with the DfT regarding deep sea pilots, which are licensed by the Corporation of Trinity House and are not part of the General Lighthouse Authority function.

10. MATTERS FOR DISCUSSION

10.1 DfT/ Parliamentary

Capt. McNaught reported on the recent IALA change of status diplomatic conference in Kuala Lumpur which he attended with Mr. Arculus and Commodore Bullock of the Northern Lighthouse Board and Chris Angell from the DfT who was the head of the UK delegation. This was to mark a key step in re-designating IALA from Non-Governmental Organisation to International Organisation. The Conference resulted in the national delegations (with the exception of the USA which formally objected) signing a final act to attest the agreement of the Convention text. Plans are being made for the Convention to be formally signed at a ceremony in Paris in November.

On 10 March Capt. McNaught and the Chairman met with the DfT Maritime Director to conduct Capt. McNaught's annual appraisal.

Kelly Tolhurst MP has been appointed as the new Shipping Minister replacing Nusrat Ghani MP. The Board would like to invite the new Minister to visit Harwich and a vessel when the circumstances permit.

Commodore Dorey reported on the IALA AtoN Manager course which had been arranged by the IALA Worldwide Academy and hosted by Trinity House in Harwich last week.

10.2 Review of Board Objectives

The Board noted the objectives and commented that pragmatism is required during the current COVID-19 crisis.

10.3 Procedure for Selection of New Non-Executive Director

The DfT has requested that the candidate should be selected at least four months in advance of the date on which he or she is due to commence work, in order to allow the Secretary of State adequate time to consider the candidate before proposing for nomination.

The Board noted the risk of this timetable slipping due to the difficulties presented by COVID-19. Mr. Ring said that he would be willing to extend his time on the Board if necessary.

Capt. McNaught and the Board Secretary were asked to draw up a timeline.

[Action: Captain McNaught/Board Secretary]

The Board approved the Procedure for Selection, which forms part of the Directors' Handbook.

10.4 Skills Requirement for New Non-Executive Director

The Board discussed the skills required at the current time as well as the need to recruit from as wide a pool as possible and to encourage candidates from diverse backgrounds. The Board decided that project management experience was the overriding key skill requirement in light of foreseeable Board business priorities, along with general business management skills. A maritime background is not essential.

10.5 NEDs' Induction Programmes

The Board approved a paper by the Board Secretary providing a generic induction programme for NEDs and agreed that it should remain a living document.

11. STRATEGIC DISCUSSION ON CARDINAL 3 - REPUTATION DEVELOPMENT

The Board discussed the Strategy in general, which is sound and ties in with the statutory function. The Executive Directors explained the work done by the PR Team and also the pro-active engagement of Trinity House's individual Board members with a diverse range of high-profile organisations. Much sharing of best practice also happens via IALA, port authorities, local community groups and other fora such as the IGCs. In addition, the Younger Brethren's Ambassadors Group carries out a range of ambassadorial activities including presentations to local interest groups and sailing clubs.

The Board Secretary explained how the PR and Corporate Communications Strategy dovetails with the Trinity House Strategy.

[Action: Board Secretary to share the PR and Corporate Communications Strategy with the NEDs]

[Action: Board to consider where improvements could be made]

11.1 Headline Performance Objectives 2019-20

Noted.

Mr. Damen was asked to set up teleconference with Mrs. Owen to discuss the HPOs prior to the Executive Remuneration Committee.

[Action: Mr. Damen]

Mr. Damen explained that the new HPOs for 2020-21 will be proposed the Board at its next meeting in May.

[Action: Mr. Damen]

11.2 TH2040 Update

Capt. McNaught has discussed the TH 2040 project with the DfT Maritime Director who seems supportive of its objectives. Formal feedback is awaited from the DfT.

Mr. Damen explained that we are progressing this project as quickly as time allows in the current, difficult circumstances.

Noted.

12. JSB MATTERS

12.1 JSB Strategic Roadmap

Noted.

13. OTHER MATTERS TO BE NOTED OR APPROVED

13.1 Verbal Report from ARAC Chair

Mrs. Amos reported that the meeting of the ARAC earlier the same day had had to be postponed due to technical issues. An attempt had been made to conduct the meeting via Cisco Jabber Guest due to the COVID-19 situation, but the technology had proved unfeasible on that occasion. Nevertheless, she thanked members for their feedback to the Effectiveness Review and commented that suggestions provided by respondents had been incorporated into the meeting agenda.

The Board Secretary was asked to reschedule the meeting in time to allow for the Management Assurance Return to be approved before the end of the month.

[Action: Board Secretary]

13.2 Report from the Executive Remuneration Committee Chair

The Exec Rem Com has not taken place yet. This agenda item should be put on the agenda of the next Lighthouse Board meeting in May.

[Action: Board Secretary]

13.3 Health and Safety and Environmental Objectives Policy

The Board reviewed the amended Health and Safety and Environmental Objectives Policy and discussed whether the two main elements of the policy, namely health and safety and environmental objectives, should stand as separate policies, recognising that this question had already been considered earlier in the year when the conclusion had been that they should remain combined.

The Board approved the policy in its current format but requested the opportunity to review it again in 12 months' time and consider either splitting it into two separate elements or retaining a single policy but with greater emphasis on each of its two main component parts.

[Action: Board Secretary - add to the agenda of the March 2021 Lighthouse Board]

13.4 Lighthouse Board Workplan - Cyclical Agenda Items

The Board Secretary presented a list of cyclical agenda items for the Executive Committee, the Lighthouse Board and the Audit and Risk Assurance Committee setting out the order in which reports, and other matters are discussed and approved by the various committees throughout

the year. The document is intended as a guide to the sequence of events and a degree of flexibility is expected to be necessary.

Report noted.

14. PILOT PLAN FOR DIFFERENT WAYS OF WORKING A STATION

Commodore Dorey reported that this is a work in progress, and he will bring it back to the Board in future.

[Action: Board Secretary and Commodore Dorey to decide when the plan will be ready to be returned to the Board]

15. ANY OTHER BUSINESS

The Board discussed the importance of remote communications in this time of COVID-19 pandemic and agreed that there would be no face-to-face meetings in the coming weeks and that the dates and venues of the meetings of Trinity House and GLA Boards would almost certainly have to be changed.

16. DATES OF FUTURE MEETINGS (SUBJECT TO CHANGE)

- ARAC – to be decided [*Post meeting note: The ARAC was rescheduled and took place on 2 April via remote media*]
- LHB 22nd May at 0930 London
- JSB 19-20 May Edinburgh
- CEC 29-30 April Edinburgh

17. DISCUSSION ON BUDGETS AND UNDERSPENDING

The Board decided that this discussion should be held immediately prior to the next meeting of the Lighthouse Board in May. The intention would be to schedule it for the hour immediately prior to the meeting.

[Action: Board Secretary]

Commodore Dorey and Mr. Damen were asked to provide brief paper on matters for discussion in advance of the meeting.

[Action: Commodore Dorey and Mr. Damen]