



TRINITY HOUSE

**MINUTES OF THE MEETING OF THE TRINITY
HOUSE LIGHTHOUSE BOARD
HELD VIA REMOTE MEDIA.
FOR PUBLICATION.**

22 May 2020

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

In attendance: T Arculus Esq (Head of Legal and Risk; Board Secretary)
S Brian Esq (Head of HR) – Item 8

1. DISCUSSION OF BUDGETS AND UNDERSPENDING

Mr Damen presented a paper on budgets and underspending. The Board discussed the situation taking account of the impact of COVID-19 on the capital programme, overtime pay, the impact on commercial income and the debate over the future of RPI-X.

20 Year Forward Plan

Commodore Dorey updated the Board on the various aspects of the development of longer term capital plan he and his team are developing. The

Board discussed the wider implications and future approach to this plan which is intended to feed into the July 2020 Board Strategy session.

[Action Commodore Dorey].

2. APOLOGIES

None.

3. DECLARATIONS OF INTEREST

Mr Ring informed the Board that he has been appointed to chair the Project Board for the Type 31 Warship being built by the Babcock consortium.

[Action: Secretary to update the Register of Members' Interests]

4. MINUTES

4.1 Minutes of Lighthouse Board 19th March 2020

Approved for signature.

4.2 Minutes of Lighthouse Board 19th March 2020 for publication

Approved for signature.

5. LOG OF ACTIONS

Action 17.10.03/3 Remove action.

[Action: Secretary]

Action 19.03.20/11 Mrs Owen introduced ideas for a wider conversation on Headline Performance Objectives and proposed it should be discussed at RemCom.

[ACTION: Mr Damen. Schedule a date for Remuneration Committee]

6. HEALTH AND SAFETY MATTERS

6.1 Health and Safety Manager's Report

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

COVID-19

A plan for returning to work is being developed, led by the Senior Management Team and the Health and Safety Department.

6.2 COVID-19 RISK ASSESSMENT

The Crisis Management Team has been meeting weekly and has developed the COVID-19 Risk Assessment. The most recent issue of which was circulated to the Board on 21 May.

The Executive Committee will shortly put out a statement to say that the return to work plan will not be put into effect before at least the middle of June.

Our return to work will be in a cautious, phased approach.

A weekly Operations Directorate meeting is also held to discuss COVID-19 issues.

7. VESSEL REPLACEMENT PROJECT

A Steering Group meeting took place on 21 May to iron out some subjects, such as stage payments, and also to work on the production of the Procurement Assurance Statement (PAS).

The Commercial Assurance Board (CAB) of the DfT is focused on making sure the Business Case is resistant to challenge.

We are working closely with a new colleague on the CAB who has made several useful suggestions in relation to the PAS. As a result the PAS will take longer to produce, which will delay submission of the Procurement Pack to the CAB by one or two weeks.

The Pre-Selection Questionnaire (PSQ) Evaluation Report is also being worked on. This is a key piece of work and cannot be rushed.

We will therefore aim to submit the Procurement Pack to the next CAB on 16 June: a special session arranged for this purpose. The delay will allow the PSQ Evaluation Report to be included in the Procurement Pack, having first been approved by the Board out of committee.

The Board acknowledged the great efforts towards this piece of work being made by many colleagues across the Service.

The Board also recognised the need to work closely with DfT.

8. TH2040 UPDATE

Mr. Damen assisted by the Mr. Brian provided the Board with an update on the current status of the project.

TH2040 would be an essential pillar of Trinity House's emerging 20-year forward plan, and it was agreed that firm leadership would be needed from management to take the project forward at pace.

9. BUSINESS PERFORMANCE

Captain Barker reported on the statistics for Category 1 *Position* which are slightly below target, this is due to the Channel LV being off station for some time, as previously reported to the Board. The risk was assessed as acceptable at the time but will continue to show in the statistics as they are a three-year rolling average.

10. EXECUTIVE DIRECTORS' REPORT

Noted.

The Board noted the good work being across the Service in difficult circumstances.

The Board recognises the financial stress on Trinitas Services Ltd due to COVID-19. TSL will be late in paying its rent to the Corporation.

Commodore Dorey raised the headline risk response criteria thresholds on page 1 of the Executive Directors' report and said if we fail to meet one heading, we fail overall. Commodore Dorey said we are only just meeting the criteria, and there is no slack. The new ship should help reduce the risk of our failing to meet the exacting response criteria.

10.1 OPERATIONAL ACTION PLAN

Noted.

10.2 APPENDICES TO EXECUTIVE DIRECTORS' REPORT

Appendix 1 Management Accounts

Noted.

Appendix 1a Fuel Graphs

Noted.

Appendix 2 Budget Variance

Noted.

Appendix 3 Capital Projects

Noted.

Appendix 4 Light Dues

Noted.

Appendix 5 GRAD

Noted.

Appendix 6 Commercial Income

Noted.

Appendix 7 Procurement & Supplies

Noted.

11. AIDS TO NAVIGATION PERFORMANCE

Noted.

11.1 TH – Availability – Progress 12th May 2017 – 11th May 2020

Captain Barker reported that relatively few wrecks and casualties are being reported at the moment.

11.2 TH – Casualty Return 9th March – 11th May 2020

Noted.

The Board agreed that it is important that this document is recorded in the Board papers as the Board is carrying out the statutory function of the Court.

12. MATTERS FOR DISCUSSION

12.1 DFT/ PARLIAMENTARY

None.

12.2 TRI-GLA KPIS

Commodore Dorey presented the report which is produced annually for the Chief Executives' Committee and the Joint Strategic Board and invited the Board to consider whether it would like to receive the report in future.

Board resolved to include this report on future Board agendas. (Action: Secretary)

12.3 FEEDBACK FROM CHIEF EXECUTIVES' COMMITTEE

The CEC met in April and discussed a full agenda of reports from the various IGCs and had particularly detailed discussions on the subjects of COVID-19, the helicopter contract and RPI-X.

A separate RPI-X discussion was held earlier this week by the three GLA Chief Executives and Directors of Business Services. This meeting resolved to initiate further discussion on the subject with the DfT noting that the economic and social disruption caused by COVID-19 has completely changed the landscape.

13. STRATEGIC DISCUSSION – CARDINAL 1

'Determination of Requirements and Safe, Efficient and Secure Delivery'

Due to time constraints the Board resolved to postpone discussion of this item until the Strategy Session on 22 July.

13.1 HEADLINE PERFORMANCE OBJECTIVES 2020-21

The Board resolved that the HPOs should be discussed by the Remuneration Committee.

[Action: RemCom to discuss HPOs]

14. JSB MATTERS

14.1 JSB ROADMAP

Noted.

14.2 JSB FEEDBACK

The JSB had met remotely on 21 May. Captain McNaught provided a brief summary of its proceedings.

The JSB had also discussed IALA change of status, Light Dues, helicopter contract.

The JSB recognised that the GLAs need to agree a way ahead on RPI-X.

15. MATTERS TO BE NOTED OR APPROVED

15.1 ARAC ANNUAL REPORT

Noted.

15.2 ARAC MINUTES OF 2ND APRIL

The Board noted that the Audit Plan 2019-2020 is now complete.

The Audit Plan 2020-21 will be affected by COVID-19.

15.3 REPORT BY CHAIR OF DIRECTORS' REMCOM

The Board resolved to ask the Secretary to clarify the reporting process to the Board.

[Action: Secretary clarify the reporting process to Board]

15.4 REVIEW OF RISK REGISTERS

Noted.

15.4.1 CORPORATE RISK REGISTER

Noted.

15.5 REPORT ON HYDROCARBONS AND WASTE

The Board considered a report from the Environmental Working Group on hydrocarbon use and waste quantities across the Service which the Board had requested at its September 2019 meeting. The request stemmed from the discussion on Sustainability. The TH Environmental Working Group (EWG) had invited the Board to adopt the United Nations Sustainable Development Goals. The Board and the boards of the other GLAs (whose own environmental working groups had also been promoting this objective) thought that this should be a Tri-GLA initiative and 'Sustainability' was added to the JSB Strategic Agenda. This resonated with an already ongoing action (handed down at the IGC forum in Dublin in February 2019) for the EWGs of the three GLAs to devise some environmental KPIs. The EWGs had proposed as KPIs:

1. Total hydrocarbon consumption (based on quantities procured),
2. Total waste produced, measured by mass.

The Board considered that for the figures in the report to be meaningful it would be important to have some standard or benchmark against which to measure these quantities, along with a year-on-year recording regime which would allow for trends to be established, analysed and improved upon.

[Action: Environmental Working Group to discuss how these figures can be made more meaningful]

16. ROYAL SOVEREIGN DECOMMISSIONING – OUTLINE BUSINESS CASE

The Board considered the following papers:

16.1 Appendix A1 RS Project Brief

16.2 Appendix B1 RS Structural Condition Assessment

16.3 Appendix C1 RS Cost Assumptions

16.4 Appendix D1 RS Benefits Register

16.5 Appendix E1 RS Risk Register

16.6 Appendix F1 RS General Economic Model

16.7 Appendix F2 RS Sensitivity Analysis

16.8 Appendix G1 RS MWaves Indicative Cost Exercise

Commodore Dorey reported that the Outline Business Case leads to option 3 '*removal of tower and accommodation block*'.

There followed a discussion about the Navigational Risk, which Captain Barker explained had been considered at several Examiners' Committee meetings.

The Examiners considered that the likelihood of a vessel striking the sub-sea base (which will remain on the seabed) would be tolerably remote due to changed traffic patterns in the area resulting from the Traffic Separation Scheme.

The Board considered the treatment of the pollution risk in the project risk register.

[Action: Project Board to look at the treatment of pollution in terms of the project risk register]

17. PILOT PLAN FOR DIFFERENT WAYS OF WORKING

Paper presented by Commodore Dorey using the case study of the Bishop Rock, which is due to be modernised.

The Board agreed this is useful work and asks the right questions.

The Chairman asked what lessons we can learn from other Lighthouse Authorities across the world. Commodore Dorey explained that IALA facilitates such sharing of best practice and new ideas, and could be a source of such advice.

18.ANY OTHER BUSINESS

Commodore Dorey reported that the GIAA Vessel Replacement Project Audit had been awarded a '*substantial assurance*' rating.

The Board discussed whether the JSB Strategic Agenda needs to include the COVID-19 pandemic and resolved to ask the Chief Executive to discuss with the other GLA Chief Executives.

[Action: Chief Executive].

19.BOARD GOVERNANCE REVIEW

The Chairman proposed that by the end of 2020 the Board should aim to have completed the following activities:

- Board training, to update members on relevant new legislation and corporate best practice,
- A Board effectiveness review, based on self-assessment,
- An internal review of Board governance,
- The updating of the Directors' Handbook

Following that, in the first half of 2021 it is proposed we should engage an external specialist to undertake a review of Board governance.

The Board resolved to accept the Chairman's proposal.

[Action: Chairman/Secretary to organise Board training, effectiveness review, internal review of Board governance and update of Directors' Handbook]

19.1 BOARD MEETING AND STRATEGY SESSION 22 JULY

The Chairman proposed the order of proceedings on 22 July assuming that the lockdown restrictions have been relaxed.

As in previous years it would be a good opportunity to have a meal with the Senior Management Team on Tuesday 21 July [*post meeting note – cancelled*], to facilitate an early start (0900) on Wednesday 22 July.

The order of the day on 22 July was proposed as:

Morning (from 0900)

Strategy Session looking at:

- o long term strategy (to include the proposed outline 20-year plan),
- o the continuing relevance of our mission,
- o our values,
- o the cardinals
- o the relevance and meaningfulness of our strategic documentation

After coffee, joined by the SMT –

- o Annual planning timetable (which the SMT has been working on)
- o Safety Summit (Joined by the SMT and the Health and Safety Manager)

Buffet lunch with staff (1230-1300)

Afternoon (1300)– Lighthouse Board.

The Board approved this proposal.

[Action: Chairman/Secretary]

Furthermore, the Chairman proposed a slimming down of meeting agendas in future, with meetings leaning alternately towards operational business and strategic matters (noting that members would always have the option to raise salient issues of any type at any meeting).

The Board approved this proposal.

[Action Chairman/Secretary].

20. DATES OF FORTHCOMING MEETINGS

- ARAC - 2 July
- LHB (operational business) with the Strategy Session (Harwich) 22 July

21. PROPOSED BOARD DATES 2021

The Board was asked to look at the proposed dates for 2021 and to let the Secretary know whether any of the dates would be unworkable.

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[Action: Board]