



# **Minutes of Trinity House** **Lighthouse Board 27<sup>th</sup> January 2021**

Held via WebEx

## **Present**

Vice-Admiral Sir Alan Massey (Non-Executive Chairman)  
Captain Ian McNaught (Chief Executive)  
Commodore Rob Dorey (Director of Operations)  
Mr Ton Damen (Director of Business Services)  
Commander Nigel Hare (Director of Navigational Requirements)  
Mr Alan Moore (NED)  
Mrs Valerie Owen (NED)  
Mrs Margaret Amos (NED)

## **In attendance**

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary)

## **1. INTRODUCTION AND WELCOME**

The Chairman introduced the meeting.

### **1.1 Apologies**

None.

### **1.2 Declarations of Interest**

None other than already declared.

## **2. STRATEGY**

### **2.1 DfT/ Parliamentary**

#### **2.1.1 Sanction of Trinity House and GRAD Corporate Plans 2021-2026**

The Sanction letter from Robert Courts MP (Minister for Aviation, Maritime and Security) dated 11<sup>th</sup> December 2020 was noted.

### **2.1.2 Future of DGPS Future**

The letter from Petra Wilkinson (DfT Maritime Director) dated 17<sup>th</sup> November 2020 was noted.

Commodore Dorey confirmed that we are acting on all the points in that letter within TH and via IGC5 oversight.

### **2.2.1 Draft JSB Minutes 18<sup>th</sup> November 2020**

Noted.

### **2.2.2 Helicopter Contract Letter to DfT from Northern Lighthouse Board dated 15<sup>th</sup> December 2020 and reply dated 17<sup>th</sup> December 2020.**

Noted.

The HTM aircraft is in place supporting Irish Lights.

Discussions with the Irish Aviation Authority over a long-term solution have commenced. The current arrangement is intended as a temporary 3 month solution, with February already committed. It is hoped that a solution will be found in time to terminate the arrangement by 31 March.

The additional costs for the 3-month period are being met from the GLF via NLB accounts.

### **2.2.4 JSB Roadmap**

Noted.

### **2.2.5 JSB Terms of Reference**

Noted.

## **2.3 Lights Finance Committee Meeting 26<sup>th</sup> January 2021**

The Chairman and Mr Moore attended the annual meeting of the LFC.

GLAs were praised for their transparent plans, taut budgeting and efficient delivery.

The Lights Finance Committee acknowledged the close central scrutiny of the GLAs' Corporate Plans.

In conclusion, the Chair of the Lights Finance Committee (Mr Steven Benzies – Deputy Maritime Director, DfT) said that the Minister will announce his decision on the rate of Light Dues in February.

## **2.4 Multi-Lateral Meeting 24<sup>th</sup> November 2020**

Minutes of November meeting – noted.

The Chairman commented that he was pleased with the level of support given by the LAC.

## **2.5 Lighthouse Estate Cottages**

The Board discussed a paper by Commodore Dorey recommending that the Board should instigate a strategic review of the management of the Cottage Estate.

The following recommendations were accepted:

1. The cross cutting and necessarily arms-length nature of this issue requires input from both the Corporate and Lighthouse Boards. A top down review conducted by personnel experienced in property management would provide the best initial assessment and narrow down a preferred option or options.
2. Representatives from respective Boards could then advise the Boards on the way forward, seek approval and oversee the implementation.
3. The Secretary to the Corporation has indicated that senior level resource with the appropriate finance and property management background could be provided. A suitable Non-Executive Lighthouse Board member would need to be nominated.

Mr Duncan has been nominated by the Corporate Board. Mrs Owen was nominated by the Lighthouse Board

### **3. PERFORMANCE**

#### **3.1 Health and Safety Manager's Report for the period 1 November 2020 – 18<sup>th</sup> January 2021**

Commodore Dorey commented on PATRICIA Crane incident and the dropped load on PATRICIA. Commodore Dorey had visited the ships to discuss safety generally and these incidents in particular. A safety investigation is in progress by the Health and Safety Manager. There is a drive aboard the ships to learn lessons and make sure such incidents do not happen again.

The Deputy Master and the Head of Legal & Risk and H&S Manager have met recently to hold the Health and Safety Quarterly Review. The Board agreed that Mr Alan Moore should attend these meetings in the future.

Accidents and lost days are on a downward trajectory.

The H&S Manager is working to promote the near miss reporting process and to reinforce good manual handling practices.

Mr Moore reflected on the problems and inherent risks of running an ageing vessel.

Mr Moore also noted how important the masters' leadership aboard vessels is in promoting an embedded safety culture.

Commodore Dorey said the Senior Marine Superintendent is working closely with masters to reinforce the safety culture aboard ship and to modernise crew attitudes and behaviours.

Mr Damen said that he believes that the organisation has a strong safety culture and that these relatively rare reported incidents should not be taken to indicate that it is failing generally.

Nevertheless, it was noted that some repeated failures had been evident from recent reporting; and management should continue to press for a tighter safety

regime in all areas. This approach had proven successful in other industries, and there was no reason why it should not be pursued in Trinity House.

### **3.2 Business Performance**

Presented by Mr Damen.

There is a significant volume of Capital work planned before year-end, and this may foreseeably be hampered by the effects of COVID-19 on the supply chain, contractor availability and difficulties with accommodation.

The impact of COVID-19 will likely be felt into the next financial year also, which will demand further agility and flexibility in the scheduling of activity and the management of spend.

While the aim will be to pick-up on the run-over from this year and deliver the Capital plan for next year, there is likely to be a (diminishing) bow-wave of uncompleted capital work running on into future years.

### **3.3 Navigational Requirements Report for the period 3<sup>rd</sup> November 2020 – 19<sup>th</sup> January 2021.**

Noted.

#### **3.3.1 AtoN Availability Progress Report for the period 20<sup>th</sup> January 2018 to 19<sup>th</sup> January 2021**

The Board noted the AtoN Availability Progress Report for the period 20<sup>th</sup> January 2018 to 19<sup>th</sup> January 2021.

#### **3.3.2 AtoN Casualty Return for the period 3<sup>rd</sup> November 2020 to 19<sup>th</sup> January 2021**

We have maintained IALA targets with the exception of the Channel Light Vessel (off-station for a short period), which has previously been reported.

The recruitment process for the new Inspector of Seamarks is underway.

#### **3.3.4 EGNOS Position Brief**

Presented by Commander Hare for the Board's information. Further developments will be reported in due course.

Noted.

### **3.4 Executive Directors' Report**

The Board discussed ongoing conversations at Executive level regarding COVID-19 testing and availability of rapid personal testing kits.

The Executive Team has decided to deploy tests selectively.

THV ALERT is due to cross to the Netherlands for commissioning of the crane next week, from where she will still be able to cover the 6 hour risk response area.

The Board noted the pro-active mental health support available to staff in the form of HR mental health guidance.

Paper noted.

For Publication

### **3.4.1 Executive Finance Reports**

Noted.

### **3.5 DPA Report for the period 2<sup>nd</sup> October 2020 to 14<sup>th</sup> January 2021.**

Noted.

### **3.6 Vessel Replacement Project**

Highlight report noted.

The Chairman has a meeting with the DfT Deputy Maritime Director (Steven Benzies) next week.

The Board wished the minutes to note the strength of encouragement from Government for the project.

### **3.7 Royal Sovereign Project**

Highlight update report – noted.

Surveyors will return to site to look at the current extent of structural deterioration and to make an assessment of the remaining life expectancy of the structure.

### **3.8 TH2040 Update**

Confidential discussion about the TH2040 project.

**[Action: Mr Damen to prepare submission of the business case for the Board for approval before or at the Board meeting on the 9<sup>th</sup> March]**

## **4. GOVERNANCE**

### **4.1 Board Effectiveness Review 2020**

The Board Secretary presented the results of the Board Effectiveness Review 2020.

**[Action: Board Secretary to develop an action plan, to address desired improvements]**

**[Action: Board Secretary to analyse and report on the other Board Governance Questionnaire]**

### **4.2 Programme of Board Meetings for 2021**

Agreed.

## **5. ADMINISTRATION**

### **5.1.1 Minutes of Previous Meetings**

### **5.1.2 Minutes of Lighthouse Board 12<sup>th</sup> November 2020**

The Minutes of the Lighthouse Board held on the 12<sup>th</sup> November 2020 were approved.

### **5.1.3 Minutes for Publication of Lighthouse Board 12<sup>th</sup> November 2020**

For Publication

The Minutes for Publication of the Lighthouse Board held on 12<sup>th</sup> November 2020 were approved.

## 5.2 Log of Actions / Matters Arising

- Strategy Session 2020/1 – This will be put on the February Executive Committee Agenda
- 24/09/20 – 6 Closed
- 15/10/20 – 7 Remain Open

## 5.3 ARAC Minutes of the 9<sup>th</sup> December 2020

Noted.

Mrs Amos reported on discussions with GIAA about taking a new approach to delivering their audit plan and increasing the number of days from 40 to 47 per annum. To be discussed further between Mr Amos and Executive Committee.

**[Action: Mrs Amos/ Executive Committee to discuss GIAA audit plan]**

### 5.3.1 ARAC Terms of Reference

Not approved. The Chairman will discuss further the membership of the ARAC with Mrs Amos and the Deputy Master.

**[Action: Chairman/ Mrs Amos/ Deputy Master to discuss Chairman's membership of the ARAC]**

**[Action: Board Secretary to amend and resubmit ARAC ToRs]**

### 5.3.2 Risk Management Proposal

Presented by Margaret Amos.

The Board agreed that the new Corporate Risks Dashboard will be presented to each meeting of the Board.

A workshop will be scheduled in December 2021 to discuss outcomes of various work in progress and alignment of risk appetite and risk registers across the organisation.

Approved.

## 5.4 Report on the Current Status of Risk Registers

Noted.

### 5.4.1 Corporate Risk Register

The Board discussed adding environmental compliance legislation to the CRR and opportunities.

**[Action: Board Secretary to add Environmental Compliance to CRR so it can be considered at Board Level]**

Requires further discussion.

### 5.4.2 Organisational Risk Register

For Publication

Noted.

## **5.5 Public and Privilege Holidays for Approval**

Approved.

## **5.6 Director's Handbook**

Secretary invited comments from the Board on the documents for update.

**[Action: Board Secretary to circulate updated papers out of Committee for approval]**

### **5.6.4 Procedure for Selection of NEDs**

The Board reviewed the Procedure for Selection of NEDs which has been updated to align with the Office of the Commissioner of Public Appointments' Code of Practice for Public Appointments (2016).

### **5.6.5 TH Court-Corp Board- LHB Structure Diagram**

Approved.

## **5.7 Dates of Forthcoming Meetings**

### **5.7.1 Reschedule March LHB Meeting in March**

**[Action: Board Secretary to scope the feasibility of rearranging the Board Training currently planned for the 17<sup>th</sup> March]**

**[Action: Board Secretary to alter the March ARAC and Lighthouse Board meetings]**

## **6. Any Other Business**

### **6.1 Directors' Remuneration Committee - Verbal Update**

Presented by Mrs Owen.

The Board agreed that RemCom minutes should continue to be circulated out of committee so that their confidentiality is preserved.

The Board noted that the RemCom has taken place and a range of topics were discussed.

### **6.2 DfT Catch Up**

The Deputy Master is due to conduct a telephone catch up meeting with Petra Wilkinson, DfT Maritime Director after this meeting.

### **6.3 VRP Newsletter**

The VRP Newsletter will be published imminently.