



TRINITY HOUSE

Minutes of Lighthouse Board 18th May 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) – Items 1 – 10.2

Mrs Valerie Owen (NED)

Mrs Margaret Amos (NED)

In attendance

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

1. Chief Executive's Introduction

Captain McNaught began by describing personnel changes in the Health and Safety Department. The former Health and Safety Manager who made a positive contribution to the organisation, has left and his successor has commenced employment. Captain McNaught said how important it was for the new Health and Safety Manager familiarise himself with the organisation and how the Board will support him.

Turning next to Governance, Captain McNaught spoke about the good work of the ARAC and the ongoing GIAA Governance Audit, concluding that we have good processes in place but there is always room for improvement.

PART 1

2. STRATEGIC DISCUSSION CARDINAL 3 REPUTATION DEVELOPMENT

Captain McNaught remarked on the improvements in the relationship with the shipowner in recent years and, as a result, how this year when light dues increased there was very little complaint. This is due to an atmosphere of understanding and respect, which has been developed through engagement and transparency. Engagement must continue at all levels.

The Chairman explained the MCA had greatly improved its relationship with the DfT by inviting DfT staff to attend their board meetings. The Board discussed the merits of asking DfT officers to attend Board or ARAC meetings, noting that it already engages with DfT through, for example, the attendance of government representatives at JSB meetings and the fact that the GLF Accountant is a DfT employee.

DfT officers have previously attended Board meetings with mixed success. The Board believed that it would be useful for DfT representatives to attend one Board meeting and one ARAC meeting per annum.

The Board Resolved: To invite DfT to attend ARAC in September and Board on another occasion.

[Action: Captain McNaught]

2.1 PR & Corporate Communications Strategy 2019-28

The Board discussed the PR and Corporate Communications Strategy 2019 – 2028.

The Board questioned why IL and NLB are not primary stakeholders in the PR & Corporate Communications Strategy. It was agreed that the other GLAs should be re-designated as primary stakeholders.

[Action: Board Secretary]

The Board discussed the extent to which the JSB discusses Tri-GLA PR. The JSB will discuss Tri-GLA PR if presented with a major issue, but in most cases the PR issues faced by the GLAs and their PR requirements are different.

The Board recognised the need for the individual GLAs to preserve our own distinct identities.

The Board Resolved: To review the Strategy and to add a section on co-ordination with other GLAs to the Strategy, balanced with the need to preserve our distinct identities.

[Action: Board Secretary]

The Board discussed whether more opportunities could be given to internal departments to publish appropriate items on social media. The Board accepted that there would be a risk of mistakes being made but there would be benefits in boosting TH's public profile.

The Board Resolved: To allow greater opportunities for individual internal teams to post material on Twitter and Facebook within certain parameters, with guidelines to be developed by the PR Committee.

[Action: Captain McNaught to raise at Public Relations Committee]

3. CARDINAL 4 – INNOVATION AND LEARNING

The Board recognised the national and international importance of the work of GRAD. GRAD is a key part of TH's innovation and learning output but TH is doing a lot of other work in different areas such as autonomous vessels. IGC5 believes that the GLAs can have a role in shaping the development of autonomous vessels, at both the strategic and operational levels.

Innovation and learning sit at the heart of what TH is doing every day.

Despite the march of new technology, TH must still provide a service for mariners with older equipment and methods. New technology therefore expands TH's business by providing a mix of traditional and high-tech aids to navigation and focussing on future requirements. TH needs therefore to adapt its estate and assets to maximise the use of them in future. An example of this could be using a lighted buoy as a communications node commercially.

Future requirements, such as meeting the challenges presented by carbon reduction and autonomous vessels, will cost money and the GLAs will need to be funded to meet the challenges.

The Board resolved: To discuss TH's response to these challenges at its Strategy Session on 20th July. Discussed further at 11.1 below

[Action: Board Secretary]

PART 2

4. INTRODUCTION

The Non-Executive Chairman introduced the second part of the meeting.

5. APOLOGIES.

None.

6. DECLARATIONS OF INTEREST

None.

7. STRATEGY

a. DfT/Parliamentary

The Board was pleased to note the promotion and permanent appointment of the new DfT Director of Maritime, who has been performing the role in an acting capacity since the departure of her predecessor.

7.2 JSB

For publication

7.2.1 Draft JSB Agenda for 27 May

The Board discussed lines to take at the next JSB meeting on RPI-X and the Helicopter Contract.

Helicopter Contract

The Board discussed the tri-GLA helicopter contract and options in relation to the imminent term date of the current contract.

RPI-X

The JSB will discuss the subject in order to enable the GLAs to develop a position to present to the Multi-lateral meeting in November.

Framework Document

The DfT/tri-GLA Framework Document is due for revision this year. A new template has recently been issued to the GLAs and will be considered at a high level.

The Board believes that the measures in the Framework Document need to be proportionate to TH's size and the type of organisation it is. TH needs to make sure that its individuality is preserved.

7.2.2 JSB Strategic Agenda/ Roadmap

Noted.

7.3 Chief Executives' Committee Minutes

The Board noted the minutes of the Chief Executives' Committee held on 22nd April.

The Board also noted that NLB's Vessel Replacement Project OBC has recently been approved.

8. PERFORMANCE

8.1 Health and Safety Manager's Report

The Board reviewed and noted the H&S Manager's Report.

8.2 Business Performance

Noted.

8.3 Annual Tri-GLA KPI report

Noted.

8.4 Navigational Requirements Report

Commander Hare provided a report on the wreck of FV NICOLA FAITH which TH marked and the MAIB will raise imminently.

Report noted.

8.5 AtoN Availability Progress Report

Noted.

The Board discussed RRC coverage and the way in which overall statistical performance can be distorted by the deployment of the tenders for their primary casualty-response purpose.

8.6 AtoN Casualty Return

Noted.

8.7 Executive Directors' Report

Noted.

8.8 Executive Finance Papers

Mr Damen requested feedback from the Board on what they find to be useful and what they would like to see in the reports in the future.

[Action: Board]

8.9 Vessel Replacement Project Highlight Report

Presented by Commodore Dorey.

A financial accountant has now been appointed to support the project and tender evaluations.

Comments on the ITT have been returned by stakeholders.

The project is on schedule for the next key milestone of submission to Board and then to the CAB in the summer. There will be a 'soft review' by the CAB before formal CAB scrutiny.

8.10 DPA Report

Noted.

8.11 Light Vessel Disposal and Spare Hull Provision

Paper presented by Commodore Dorey.

The Examiners Committee has taken a decision that the number of Light Vessel stations can be reduced from nine to eight, and that spare Light Vessel hulls can be reduced from three to two due to technical improvements in major floating aids.

The Board approved the following recommendations:

1. Disposal of LV20 at the earliest opportunity by auction.
2. Reducing the number of spare Light Vessels to two EDVs only and therefore dispose of a second Light Vessel at the next suitable opportunity.

3. Adopting a policy of retaining two operational EDVs in addition to the MFA station requirement at all times, allowing for a progressive disposal as and when the station requirement further reduces.

[Action: Commodore Dorey]

8.12 TH2040

The TH2040 Business case has been submitted to DfT.

Mr Damen and Captain McNaught have a meeting with the DfT this week.

8.13 Stock Obsolescence

Mr Damen presented a paper to consider a proposal for inventory management and to make a financial provision in the Accounts for obsolescent stock that is expected to be written off.

The Board approved the following recommendations:

1. To note that known technology developments, supplier concentration and supplier product rationalisation, combined with environmentally driven product developments, have given rise to the requirement for an obsolescence provision which has been recognised in the financial year 2020/21.
2. For the ARAC to consider and advise further on this issue, as appropriate.

[Action: Mr Damen]

9. GOVERNANCE

9.1 Board Effectiveness Cover Note

9.1.1 Board Effectiveness Review 2020 Report

9.1.2 Board Effectiveness Review – Responses

The Board reviewed papers presented by the Board Secretary and resolved to convene an Extraordinary Lighthouse Board meeting to discuss them in greater detail.

[Action: Board Secretary]

9.2 Process for Selection of SoS Nominated NEDs

Approved.

9.3 HPOs 2021-22

Captain McNaught presented the HPOs, which include input from the NEDs. The intent has been to introduce measurable performance targets, including an element of 'stretch', for each Executive Director individually. These will link to the existing performance-related pay regime. It was acknowledged that the

For publication

new HPOs represent a first step and will be reviewed over time for their effectiveness and potential further development,

The HPOs have been communicated to the SMT to develop the Operational Action Plan.

The Board approved the HPOs for 2021-22.

10. ADMINISTRATION

10.1 Minutes Previous Meetings

10.1.1 Minutes of LHB 9th March 2021

Approved.

10.1.2 Minutes of LHB of the 9th March 2021 for Publication

Approved.

[Action: Board Secretary to procure the Non-Executive Chair's signature and publish the minutes]

10.2 Log of Actions / Matters Arising

The Board reviewed

27.01.21/1 – Complete.

09.03.21/1 – Remain open.

09.03.21/2 – Remain open until next strategic discussion of Cardinal 1.

09.03.21/3 – Complete.

09.03.21/5 – Complete.

09.03.21/7 – Complete.

09.03.21/8 – Complete.

09.03.21/9 – Complete.

At this point Mr Moore left the meeting.

10.3 Minutes of Extraordinary LHB on the 19th April 2021

Approved.

10.4 ARAC Minutes of the 8th March 2021

Approved.

[Action: Board Secretary to procure ARAC Chair's signature and publish the minutes]

10.5 ARAC Annual Report 2020-21

Approved.

For publication

10.6 ARAC Terms of Reference

Approved.

10.7 Risk Register Report

Approved.

10.7.1 CRR – TH Corporate Risk Register – High Level Register

Approved.

10.7.2 Corporate Risk Register Dashboard

Approved. The format was considered to be helpful in presenting an ‘at a glance’ overview of current risks and their relative weighting.

11. ANY OTHER BUSINESS

Commander Hare invited the Board to attend a meeting of the Examiners Committee on the 7th September 2021.

[Action: Commander Hare to issue invitations]

OWEC

On the 23rd April Commander Hare and Captain McNaught met DfT to discuss DfT’s position in relation to OWEC. DfT has subsequently reverted with a request for further details.

TH’s potential involvement in the OWEC programme has been deferred until 2022. TH/ GRAD has therefore suspended work on the individual OWEC projects, although TH will continue to be a steering group member.

11.1 Annual Strategy Session

The Board requested a paper from Commander Hare on “Priorities for technology, innovation and environmental sustainability” for discussion at the Strategy Session on 20 July.

[Action: Commander Hare]

11.2 Proposed Meeting Dates for 2022

Approved.

[Action: Board Secretary]

[Post meeting note – a request has been received from an NED to reschedule the date of the meeting in January 2022]

12. DATES OF FORTHCOMING MEETINGS

JSB – 27th May 2021

Lighthouse Board and Strategy Session - 20th July 2021

Trinitytide - 2nd June 2021

For publication