



TRINITY HOUSE

Minutes of the Lighthouse Board

14 September 2021, Trinity House, London

Present

Vice Admiral Sir Alan Massey (Non-Executive Chair)
Captain Ian McNaught (Chief Executive) ^{Items 1 -5.11}
Commodore Robert Dorey (Director of Operations)
Mr Antonius Damen (Director of Business Services)
Commander Nigel Hare (Director of Navigational Requirements)
Mrs Valerie Owen (NED) (Via remote media)
Dr Margaret Amos (NED)

In attendance

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary) (Via remote media)
Commodore Bill Walworth ^{Item 4.5} (Via remote media)

1. INTRODUCTION

The Non-Executive Chair welcomed those present, noting that this meeting was taking place during London International Shipping Week, in which Trinity House was hosting a number of high profile events.

2. APOLOGIES

Mr Alan Moore (NED).

3. DECLARATIONS OF INTEREST

None, other than have already been declared.

4. CHIEF EXECUTIVE'S REPORT

The Chief Executive reported that on 31 August the Vessel Replacement Project Supplier Questionnaire (SQ) evaluation letters to successful and unsuccessful parties had been issued. The Cabinet Office has approved the Invitation to

Tender (ITT) and the Shipping Minister is expected to make an announcement about the launch of the ITT this week during London International Shipping Week. This is a significant milestone in the project and the Chief Executive recognised the hard work of all those involved.

The new Corporate Plan is in production and will be discussed during this meeting.

The Improved Ways of Working (IWOW) trial will commence on October 4 and will recommend a home to office working balance, however due to the varied nature of roles within the organisation it will not apply to all roles. IWOW will be discussed below.

The organisation is very busy and the teams are stretched but work is being done to address resourcing challenges including via the Corporate Plan and the TH 2040 Project, the business case which is being progressed.

Safety remains of the utmost importance and the directors are concerned about the incidents described in health and safety manager's report which will be discussed below.

5. STRATEGY

5.1 DfT/Parliamentary

Trinity House is working closely with the DfT in relation to the major ongoing projects.

DfT Head of Maritime Sponsorship and Appointments attended the Audit and Risk Assurance Committee (ARAC) this morning. The ARAC Chair has requested feedback from her.

DfT Head of Maritime Safety and Wreck policy has been invited to attend the Lighthouse Board meeting in November.

A press release has been agreed with the Shipping Ministers' office in relation to the Vessel Replacement Project and an announcement is expected this week. The Board discussed the risk of potential political and legal challenges to the SQ evaluations.

Trinity House has been working closely with the Department for Transport on the TH 2040 business case.

5.2 JSB

5.2.1 JSB Strategic Agenda/Roadmap

The Board reviewed the JSB Strategic Agenda and agreed that it will agree lines to take for the next JSB meeting at its October meeting.

5.2.2 Update on Strategy Project

Cdr Hare thanked the members for their feedback to the questionnaire. The Non-Executive Chair read out comments from Mr Moore who was not present but had provided written comments in advance of the meeting.

The paper essentially sets out three options, firstly maintaining the status quo, secondly reducing discretionary activity and focusing solely on the statutory function, and thirdly increasing activity above and beyond the statutory function whilst ensuring that the organisation is properly resourced to do so.

A discussion followed on several aspects of the paper.

Board members were asked to finalise their feedback to the questionnaire and Cdr Hare was asked to produce a summary of drivers and assumptions for discussion at the Strategy Session II.

[Action Board/ Cdr Hare]

The Board discussed the dates for the Strategy Session II and other meetings and resolved to arrange to hold the ARAC at 1000, followed by Strategy Session II on 1 December.

5.3 Corporate Planning Key Assumptions

Presented by Mr Damen.

Light dues receipts are not recovering as fast as originally hoped. Light dues are approximately 10% down against 2019/ 20 figures.

The draft Corporate Plan focuses on the Vessel Replacement Project, Royal Sovereign Decommissioning Project and the TH 2040 project and in addition the OWEC programme.

The plan also includes the Harwich shoreside power installation and a number of long-term contracts between 2021 and late 2024 including the helicopter contract, remote monitoring, and surveying.

Mr Damen outlined the controllable costs and challenges including annual incremental costs for e-LORAN, which will be underwritten by DfT.

An expected increase in the level of inflation will put pressure on the Trinity House budget.

Mr Damen spoke about key headcount investment and reasons for requesting a modest increase in headcount in Procurement, Engineering (Projects), Navigation and Finance.

Mr Damen also presented the significant capital recurring projects.

The Executive team will discuss further and will prepare the draft Corporate Plan for the October Lighthouse Board.

[Action Executive Committee]

The Board was content with the proposed approach to risk budgets and noted that part of the role of the new Project Coordinator will be to alert the Board to individual and cumulative risks in projects as they emerge.

5.4 Diversity in the Fraternity

Commodore Walworth, representing the Corporate Board, joined the meeting to discuss and answer questions on the paper which he had submitted to the Lighthouse Board in July. He is chairing a Diversity Working Group on behalf of the Corporate Board, which will work across the whole organisation and includes representatives of the Fraternity, Corporation and the General Lighthouse Authority.

The diversity statistics across the maritime industry generally lag well behind those of UK society as a whole. Trinity House wants to become a leader and to exceed the standards of the sector.

The Board welcomed the work of Working Group, very much supported the diversity initiative and felt that it would be important – amongst other things - to examine the language used across the organisation. Words such as *fraternity* and *master* now seemed somewhat contrary to the diversity message. There was a balance between getting the language right and valuing and retaining

heritage, noting that many other organisations face similar challenges and are undertaking similar initiatives.

Commodore Walworth will prepare an annual report to the Corporate and Lighthouse Boards in July. He will also prepare a quarterly update report for the Corporate and Lighthouse Boards.

[Action Commodore Walworth]

In this context, Mr Damen said that he would be presenting the General Lighthouse Authority's gender pay gap report to the Lighthouse Board in the coming months.

[Action Mr Damen]

6. PERFORMANCE

6.1 Health and Safety Manager's Report

The Board expressed concern about the spike in accidents in August and recognises that it needs to address this. The Executive Committee is developing an action plan and will engage closely with middle managers and senior managers to improve the safety culture across the organisation.

[Action Executive Committee]

The Engineering Department is taking the initiative to run a number of focused campaigns starting in the coming weeks. Campaigns will focus on areas such as manual handling. The Health and Safety Manager has been involved in the content of these campaigns.

Cdre Dorey reported that much work has been done on fire safety in the TSL cottages and this is being prioritised based on risk. This work will continue.

[Action Commodore Dorey]

6.2 Business Performance

KPI Report noted.

6.3 Navigational Requirements Report

Noted.

6.3.1 Examiners' Formed Opinion of the *FV Freedom* Wreck

Noted.

6.4 AtoN Availability Progress Report

Noted.

6.5 AtoN Casualty Return

Noted.

6.6 OWEC Update

Commander Hare has recently met with the Department of Transport and The Crown Estate.

Cdr Hare distributed a draft statement to encapsulate Trinity House's stance in relation to OWEC. The Board agreed lines to take.

The Board noted the scale of the OWEC project and the impact that it could have on Trinity House and its resources over the life of the project. Nevertheless the potential benefits of the project for maritime safety were

noted, and it was considered appropriate for Trinity House to remain engaged, subject to funding and other resource constraints.

6.7 Executive Directors' Reports

The Chair requested the Executive directors to work on the presentation of the abridged and unabridged Executive reports.

[Action Executive Committee]

Commodore Dorey outlined the history of the Anthorn transmitter site and the e-LORAN trial which ceased in 2015, after which the Ministry of Defence took over the transmission of the timing signal. The MoD has now decided to cease transmission, and the DfT has asked Trinity House to take over transmissions. Trinity House has agreed to do this subject to funding.

The Deputy Maritime Director (DfT) has confirmed that resilience for timing is within the GLA remit and that expenditure on it from the GLF is not *ultra vires*.

Trinity House will take over the contract for a signal in space, but not for any physical infrastructure.

BEIS will become the owner of PNT strategy within Government and is expected to be responsible for overall delivery and risks associated with e-LORAN.

Report noted.

6.8-9 Executive Finance Reports and Appendices

Noted.

6.10 Vessel Replacement Project Update

The Board noted that the Secretary of State for Transport had issued a *tweet* about the VRP Invitation to Tender that morning.

The Invitation to Tender will be issued this week.

Cdre Dorey updated the Board on the latest developments in relation to the evaluation of the Selection Questionnaire responses.

6.11 THV *Patricia* Lease Options

Commodore Dorey presented a paper on options for the future of the THV *Patricia* lease (charter party by way of demise dated 12 February 1981) which will expire in June 2022 with no further options to extend.

[Action Commodore Dorey]

6.12 TH2040 Update

Mr Damen reported that it is planned to make a final submission of the business case to the Department for Transport by the end of September aiming for approval in December. The Board noted the importance of achieving a satisfactory resolution to this key project.

6.13 DPA Report

Noted.

7. GOVERNANCE

7.1 Board Governance Audit

The Board Governance Audit by the GIAA was discussed at the ARAC meeting that morning. It was a comprehensive and highly satisfactory report and was accepted in full by the Board.

The two high priority key actions are in progress.

7.2 Board Effectiveness

The Board Secretary requested the members to complete the annual review of effectiveness questionnaire, submitting returns to him by the 30 September.

[Action Board]

7.3 Board Development Objectives

The Board requested the Executive team to submit draft Board Development Objectives to the October meeting.

[Action Executive Committee]

8. ADMINISTRATION

8.1 Minutes of Previous Meetings

8.1.1 Minutes of the Lighthouse Board 20 July 2021

Approved.

8.1.2 Minutes for publication of the Lighthouse Board 20 July 2021

Approved.

8.1.3 Minutes of the Lighthouse Board Strategy Session 20 July 2021

Approved.

8.2 Log of Actions/Matters Arising

The Board reviewed the log of actions.

20/7/21-2 – Closed

8.3 Report by ARAC Chair

Dr Amos (ARAC Chair) reported on proceedings of the ARAC that morning and recommended the Trinity House Annual Report and Accounts for the year ended 31st of March 2021 for signature, subject to minor adjustments.

The Board resolved to approve the Annual Report and Accounts.

[Action Non-Executive Chair, Chief Executive to sign Annual Report and Accounts]

8.4 Electronic Communications Media Policy

Approved

8.4.1 Social Media Guidelines

Noted.

8.5 Agenda Planning Template

Noted.

9. ANY OTHER BUSINESS

None.

10. DATES OF FORTHCOMING MEETINGS

14 October - Lighthouse Board

25 November - Lighthouse Board

1 December - Strategy Session II

1 December - ARAC