



TRINITY HOUSE

## **Minutes of Lighthouse Board 25<sup>th</sup> November 2021**

### **Trinity House, London**

Held via WebEx

#### **Present**

Vice-Admiral Sir Alan Massey (Non-Executive Chairman) (*Attended remotely*)  
Captain Ian McNaught (Chief Executive)  
Commodore Rob Dorey (Director of Operations)  
Commander Nigel Hare (Director of Navigational Requirements)  
Mr Antonius Damen (Director of Business Services)  
Mr Alan Moore (NED) (*Attended remotely*)  
Mrs Valerie Owen (NED) (*Attended remotely*)  
Dr Margaret Amos (NED) (*Attended remotely*)<sup>Items 1-3.11.2</sup>

#### **In attendance**

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary)  
Mr Stuart Brian (*Attended remotely*)<sup>Items 3.7, 3.8 & 3.9</sup>  
Mr Chris Angell (DfT) (*Attended remotely*)

### **1. PRELIMINARIES**

#### 1.1 Introduction

The Chairman welcomed the members and Mr Angell. In addition to the items on the meeting's agenda the Board will receive a verbal update on TH2040.

#### 1.2 Apologises

None.

#### 1.3 Declarations of Interest

None.

#### 1.4 Chief Executive's Report

Captain McNaught presented his report.

The JSB meeting took place on the 9<sup>th</sup> - 10<sup>th</sup> of November, the main topics of discussion were the GLF Accountant's report on light dues income which is some £10 million pounds down again this year, although slightly up on last year, and future trends versus costs and implications for light dues, which are a Ministerial decision. Other topics included updates on the TH vessel replacement project, the helicopter contract, and a financial KPI to supplement the existing delivery and performance KPIs.

The Multi-lateral meeting was held on 23<sup>rd</sup> November and the Corporate Plans were laid out before the DfT and LAC, with an update from the GLF Accountant. Gratifyingly there was no criticism of the plans, only praise for co-operation and transparency. The annual DfT Sanction letter is expected by Christmas.

Much concern has been expressed recently by the Board over accident reports. Captain McNaught said that now that Board members can all get out and about again they can start to better understand those reports and put measures in place for a safer working culture both ashore and afloat. As part of that initiative Commodore Dorey and Captain McNaught sailed on board THV PATRICIA last week, under the command of Captain Lankester, and were met with unbridled enthusiasm and pride in the ship. The pair will be sailing on THV GALATEA in January off the west coast, and shall find days to sail with the other watch on PATRICA. In addition visits will be made to shore establishments. The Board were clear that we must strive for continuous improvement in the TH safety culture in every area of activity.

Vessel replacement and Royal Sovereign are our two largest long-term procurement projects. Captain McNaught recently attended an All Party Parliamentary Maritime and Ports Group on life-line ferries around the UK., With regard to the wider world and TH's representation at IALA on behalf of the UK, Captain McNaught feels strongly that we need to maintain the UK's position at the forefront of international standard-setting and technology development. The Board concurred with that intent.

Moving to navigation, Commander Hare reported on the grounding of a partially loaded tanker, the MT CHEM ALYA, sailing from Fawley via the Needles Channel (further detail is recorded under item 3.3 below).

TH will welcome the Shipping Minister, Rt. Hon. Robert Courts MP to Harwich Depot next week.

The Board then discussed a Health and Safety informal visit which is being arranged for Non- Executive Directors to a Buoy yard and a vessel in order to engage with key personnel in their work setting.

Mr Angell described the process for the UK signing the IALA IGO convention and the progress with the Draft Affirmative Order (secondary legislation)

which has been laid in draft and is now awaiting scheduling by both Houses of Parliament. FCDO Policy is that the UK cannot sign until the legislation is in place. The Order needs to go before Her Majesty in Council. As the Privy Council has no meeting in January, the UK will unfortunately be unable to sign the Convention before the 27<sup>th</sup> January signing ceremony. However, once the legislation is in place the UK will be able to ratify the convention at the same time as it signs.

The National Shipbuilding Strategy will be published in the coming weeks.

## **2. STRATEGY**

### 2.1 JSB Draft Minutes of 9-10 November 2021

The Board noted the draft minutes.

The Chair suggested that Dr Alan Grant (Head of GRAD) should be invited to address the Board and to discuss prioritisation of its work programme and in particular what work GRAD is doing in respect of the environment and the Government's 'greening' ambitions.

### 2.2 Strategy Session II - Bullet points

Commander Hare thanked the Board for its feedback on the spreadsheets he had circulated in advance listing key drivers and assumptions. Commander Hare asked the Board to review the prioritisation of assumptions and key drivers in this paper and be prepared to discuss at the Strategy Session II on the 1<sup>st</sup> December.

Commander Hare confirmed that the papers will be issued in advance of the meeting.

The Board discussed timeframes for the Strategy and the associated priorities, agreeing that it would be important to include environmental and sustainability considerations in the Strategy.

The Board RESOLVED to agree the recommendation in the paper regarding arrangements for the Strategy Session on 1 December and the topics to be discussed.

#### Offshore Wind Energy and Change (OWEC)

Representatives of TH and TCE have met in person twice in recent weeks to discuss the funding agreements, and a further meeting is proposed. There is good will on both sides, but an agreement has not been reached yet.

### 2.3 Corporate Plan 2022-23

The Corporate Plan has been submitted to DfT.

## **3. PERFORMANCE**

### 3.1 Health & Safety Manager's Report

Captain McNaught presented the H&S Manager's report. Captain McNaught reiterated the importance of the Board members getting out and about around the Service again to understand the organisation and its safety culture better.

Evident from the field is the stress on the H&S department which is currently short-handed. In addition, workload from TSL is impacting on the department.

Dr Amos (declaring an interest and speaking as Chair of TSL) explained the significance of the problem for TSL. The TSL Board had agreed on 24<sup>th</sup> November on the need to hire extra resource to conclude outstanding H&S inspections.

Mr Moore suggested that the Board would have a good opportunity to drill into H&S matters at the Board Safety Session planned for the 27<sup>th</sup> January 2022. Captain McNaught will lead the meeting and will assemble the agenda for the 27<sup>th</sup> January Safety Session for circulation before the meeting.

**[Action: Captain McNaught, Commodore Dorey & Board Secretary]**

The Safety Session will start at 1000 on the 27<sup>th</sup> January with a duration of 1 hour, before the Lighthouse Board meeting that commences at 1100.

Mr Moore said that he would welcome a discussion on resourcing and stretch, and their potential implications for safety assurance.

Mrs Owen noted the importance of ensuring the safety aspects of Facilities Management. She also remarked on the benefits of sharing learnings from safety incidents between watches on ships and between GLAs.

Captain McNaught confirmed that the sharing of learning is actively pursued at tri-GLA level in the H&S IGC and the CEC; while information is also shared internally within TH at departmental safety meetings. The Health and Safety Team is looking at the thoroughness and alacrity of sharing news of incidents and results of investigations, in order to spread best practice and prevent the same incidents occurring.

Commodore Dorey outlined the various and many safety improvement initiatives which are ongoing in the Service, many of them occurring at the 'shop-floor/ tool-box' level.

### 3.2 Business Performance (KPIs)

The Board reviewed the KPI report and discussed staff costs and pressure on spending, whilst noting that there is an ongoing GIAA Audit on KPIs.

### 3.3 Navigational Requirements Report

Commander Hare made a presentation on the grounding of the MT CHEM ALYA on the 25<sup>th</sup> October off the Needles.

The grounding occurred in an area of general navigation for which TH provides the aids to navigation including Needles LH, Hurst Point LH and the Bridge Buoy (West Cardinal).

It is not a pilotage area, and there is no Competent Harbour Authority.

The ship ran aground but refloated on the next tide with no pollution nor injuries.

The incident is being investigated by the Marine Accident Investigation Branch, and will likely involve TH, as the grounding took place outside of port limits in an area of TH responsibility for general navigation.

Commander Hare explained the work TH does to risk assess traffic and the dangers in the area.

### 3.4 AtoN Availability Progress Report

The Board noted the report covering the 3 year period to 16<sup>th</sup> November 2021 showing IALA targets being met or exceeded in all categories.

### 3.5 AtoN Casualty Return

The Board noted the report covering the period 6<sup>th</sup> October 2021 – 16<sup>th</sup> November 2021.

### 3.6 Business Services Report

Corporate Plan briefings are scheduled for Friday 19<sup>th</sup> November with the LAC and 21<sup>st</sup> November with the DfT.

The Consolidated GLF Annual Report and Accounts was laid in Parliament on 28<sup>th</sup> October 2021 bringing to an end the 2020/21 annual reporting cycle. Planning meetings with NAO in respect of the 2021/22 Annual Report and Accounts are due to take place later in November.

The Board discussed delays to PATRICIA repairs due to supply chain issues. Commodore Dorey confirmed that the work will be done in the next financial year.

#### 3.6.1 – 3.6.8 Financial Appendices

The Board noted the appendices supporting the Business Services Report.

#### 3.6.9 DPA Report (Confidential)

Noted.

### 3.7 Executive Directors' Report (unabridged) including TH2040 verbal update

Mr Damen provided an update on the TH2040 project containing matters of a confidential nature.

### 3.8 Gender Pay Gap Report

Mr Damen presented the Gender Pay Gap report, which stands at 23.5% for mean hourly pay and 33% for bonus payments. These are high numbers, and the report shows that there are significant issues which would need to be addressed to reduce those figures. The Diversity Actions Report describes the ways in which they are being addressed

### 3.9 Diversity Actions Report

The Board noted the report on Diversity Actions noting the wide range of actions which are now being pursued to improve TH's diversity profile and to reduce the Gender Pay Gap. A key step would be to spread the net as widely as possible in all future recruitment campaigns, and to ensure that the language and imagery used would not inadvertently discourage applications from under-represented groups.

The Board approved the recommendations.

Mr Angell shared wisdom and examples from Government of how diversity issues are being addressed.

### 3.10 Projects Highlights Report Summaries

The Board noted to Project Summaries Report which summarised the Report at 3.11 below.

### 3.11 Projects Highlights Full Reports

The Board noted the project closure of Trwyn Du Modernisation, Lundy North Re-engineering and St Tudwal's Modernisation, and a number of other projects in installation, procurement, design, initiation and brief phases.

#### 3.11.1 Royal Sovereign Highlights

SQ responses have been received and the evaluation report is being prepared.

The ITT is being progressed. It is planned to go to the CAB on the 14<sup>th</sup> December.

#### 3.11.2 Vessel Replacement Project Highlights

A decision was made to extend the period for responding to the ITT to 5<sup>th</sup> March to give more time to allow yards to respond and - hopefully - to remain in the running.

The Board noted that all of the project risks which are not under TH's control are becoming more severe (i.e. supply chain, shipping strategy, HM Treasury loan). This needs to be recognised by the project, and any optimism bias in these areas needs to be eliminated.

**[Action: Commodore Dorey reflect the comments above about VRP Risk in the VRP risk registers]**

## **4. GOVERNANCE**

### 4.1 Corporate Risk Register Executive Summary

The Board noted the risk register dashboard showing the 10 corporate risks. All of the risks are showing an even trend post mitigation except for Climate Change Adaptation, which appears on the Corporate Risk Register and Dashboard for the first time.

For publication

The Board considered that the recruitment/retention risk ought to be shown as increasing.

## **5. ADMINISTRATION**

### 5.1 Minutes of Previous Meetings

#### 5.1.1 Minutes of Lighthouse Board 14 October

Approved.

#### 5.1.2 Minutes of Lighthouse Board 14 October 2021 for Publication

Approved.

### 5.2 Log of Actions

No.4 – Close

No.9 – Close

## **6. ANY OTHER BUSINESS**

None.

## **7. DATES OF NEXT MEETING**

27<sup>th</sup> January 2022 with Health and Safety Session.