



TRINITY HOUSE

Minutes of Lighthouse Board - 8th March 2022

Trinity House, London and VC

Present

Vice-Admiral Sir Alan Massey (Chair) – via remote media

Mr Alan Moore (NED)

Mrs Valerie Owen (NED)

Dr Margaret Amos (NED) – via remote media

Captain Ian McNaught (Chief Executive)

Mr Antonius Damen (Director of Business Services)

Commander Nigel Hare (Director of Navigational Requirements)

Commodore Rob Dorey (Director of Operations)

In attendance

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

Mrs Emma Brown (Hydrography and Charting Officer) – via remote media ^{Item 4.3}

Ms Sophie Platten (Deputy Marine Superintendent) ^{Item 4.3}

Commodore Bill Walworth – via remote media ^{Item 3-3}

PART ONE

1.1 STRATEGIC DISCUSSION ON CARDINALS 1 & 2

The item will be deferred to a future Board meeting, or dedicated Extraordinary Board meeting, this year. Meanwhile Cardinals 3 and 4 will be addressed at the May Board meeting as planned, and suitable Board papers will be required.

2 PART TWO

PRELIMINARIES

2.1 Introduction

The Chair welcomed those present.

2.2 Apologies

None.

2.3 Declarations of Interest

The Board was asked to complete a Declaration form for the new financial year.

The Board Secretary was asked to issue the Declaration form in Word format.

[Action: Board Secretary]

2.4 Chief Executive's Report

Captain McNaught remarked on the effects of the conflict in Ukraine and the potential effects on the price of fuel, cyber security for ships, AtoNs and other maritime related systems.

On 23rd February the JSB Chair received the annual letter from the Shipping Minister announcing light dues for the coming tax year at 41p per net ton – a rise of 2½p/NT, mainly in response to the reduction in light dues income as a result of new trading patterns following Covid. Although there has been an increase this year, caution and planning ahead for large projects were uppermost in his mind and as yet the payers have remained sanguine about the increase – a sign of a good, transparent and open relationship with the GLAs and the LAC.

Captain McNaught spoke about how we have moved away from the Covid restrictions endured by the workforce over the last two years and how such a move, although welcomed, brings with it the question of how to best look after everyone ashore and afloat from now on.

The 7th March was the closing date for ITT return from potential bidders for the replacement ship.

Captain McNaught also spoke about recent discussions with The Crown Estate in relation to the OWEC project and with the DfT in relation to the TH2040 project. Further work is required in relation to both of those projects.

Mr Moore has been invited to Oban to discuss benchmarking with NLB and is due to visit in the coming weeks after which he will report back to the Board.

Looking ahead, and with some regret, this will be the last year of service for Dr Amos as an NED. According to the Process, the DfT will be responsible for initiating the recruitment campaign.

Since the Board's last meeting the IGC forum has taken place and the GRAD business plan for the year has been approved by the three GLAs.

On the social and networking front, members of the Board attended the Master Mariners' Dinner in Southampton and also the Chamber of Shipping Dinner in London and entertained the Shipping Minister, Rt Hon Robert Courts MP, at Trinity House at the Guest Night Dinner on 16th February to spread the good word of the role that Trinity House plays within the maritime industry.

In relation to the recent 2021 Employee Survey, Captain McNaught noted that the results conveyed a clear message that the senior leadership needed to improve their approach to visibility, engagement and communication with the workforce. However, he also emphasised that it would be important to remember the positive impressions that Board members had taken from their interactions with staff ashore and afloat during the January visit programme.

3. STRATEGY

3.1 Strategy Session II Feedback and Next Steps

Cmdr Hare Presented a report on revised assumptions as discussed at Strategy Session II in December and Board in January. Cmdr Hare invited the Board to agree a clear direction today to allow him to begin writing a framework. A discussion followed.

Dr Amos noted that Environmental, Social and Governance is becoming an increasingly important factor in corporate planning and decision-making, and should be taken into account in drafting the TH Strategy.

Strategic Assumptions

Cmdr Hare asked the Board to provide comments on the list of draft strategic assumptions to him via email after the meeting.

Next Steps

Cmdr Hare will start drafting a Strategic Framework document.

The Board asked for the governance diagram to include the Senior Management Team from the outset.

[Action: Cmdr Hare to make updates and circulate out of Committee]

3.2 LFC Minutes - 26th January 2022

The Board reviewed and noted the minutes of the LFC meeting on the 26th January.

3.3 Update on the Activity of the Diversity Working Group.

Cdre Bill Walworth introduced his report to the Board and invited questions.

The Board noted that recruitment priorities and criteria for the Fraternity and for the GLA would be different.

The Board believes that recruitment choices should be guided by the principle of 'best person for the team' as well as 'best person for the job'.

The Board recognised that TH's recruitment techniques have already been changed in order to encourage diversity, for example by removing names from applications before sifting and shortlisting.

The Board noted that decisive action would be needed if further, significant improvements in diversity were to be made.

Cdre Walworth recommended that the Board should consider setting targets for the results it wants to achieve.

4.1 Health & Safety Manager's Report

Presented by Captain McNaught

Captain McNaught will visit the Health & Safety Manager in Harwich to discuss the formulation of a strategic action plan for improvement in TH's safety culture (as had been debated at the January Board meeting).

The Board questioned whether the Health & Safety Manager's Report should place so much emphasis on TSL's activities, since TSL reports to its own Board, and sought clarification of the boundaries of responsibility.

At this point Dr Amos and Cdre Dorey declared their interests as members of the Board of TSL.

It was confirmed that under the Agreement for the Provision of Services with TSL, TH is currently responsible for Health & Safety compliance with health and safety regulations relating to TSL's assets and activities.

It was also noted that the current Agreement is about to expire. Whilst concerned that current arrangements serve as a distraction from the GLA's operational priorities, the Board agreed that a 12-month extension of the Agreement would be appropriate until the outcome of a comprehensive TSL business review is known.

It is anticipated that the review will then inform a discussion for the Board to decide on the nature of its future relationship with TSL, and associated liabilities.

4.2 Business Performance KPIs

The Board noted the report on key performance indicators noting that all measures were green except for:

- *Running Costs* (amber);
- *TH Capital Excluding Risk* (red);
- *Percentage of Work Completed for BSL TH* (red);
- *Value for Money Savings* (red).

eLoran will be financed from our existing budgets this year until a mechanism for longer term DfT funding has been agreed.

4.3 Navigational Requirements Report for the period 19 January 2022 – 28 February 2022

Casualties occurred at 1 Lightvessel and 13 buoy stations. One casualty had been bought forward from the previous period and has been rectified. Six casualties are awaiting rectification. The majority of casualties reported were due to Storms Eunice and Franklin causing buoys to move off their charted position. There were 3 separate casualty reports against the components of the East Goodwin Lightvessel: all caused by the Lightvessel moving in the storms.

There have been no significant casualties during the period.

All AtoN Types have achieved a level of availability better than IALA targets.

There are no DGPS availability reports for the period. The DGPS service is to be turned off on 31st March 2022 and will no longer be reported on. It can be confirmed that adjacent station coverage was maintained at all times and as such the headline IALA availability requirement was achieved

Hydrographic Survey Capability

The Board received a briefing on Hydrographic Survey Capability by Mrs Emma Brown and Ms Sophie Platten.

Cmdr Hare commissioned a survey capability review last year. The review included inspections of all 4 vessels in the TH fleet and also visits to UKHO and equipment suppliers. The aim of the review was to baseline TH's survey capability and make recommendations, if found required, for improvements.

Key Findings relate to Tidal Data, a Common Standard and Training

The Review recommends that TH should adopt ISO S-44 Order 1b standard for its Hydrographic Surveys as a baseline, in order to achieve an accuracy of + or - 0.5m.

The Board discussed the value for money of pursuing this greater certainty.

The Review also recommends additional training for TH staff to better exploit the excellent surveying equipment (multi beam) on GALATEA and ALERT.

Cmdr Hare will return to the Board with a formal recommendation on the surveying standard.

[Action: Cmdr Hare]

4.4 Financial Report consisting of Appx 1a Management Accounts, 2 Variance, 3 Capital

Noted.

4.5 Project Highlights Reports

4.5.1 Project Highlights Dashboard

The modernisation of St Tudwal's lighthouses is in the closure stage with only the telemetry remaining to be investigated.

Full re-engineering of Lundy North Lighthouse and the modernisation of Trwyn Du Lighthouse are complete, and the stations have been handed over to Field Operations.

The project to modernise the Lynmouth Foreland Lighthouse is on track and St Catherine's Lighthouse modernisation is due to be completed by the end of March.

The PAKNET migration project was 79% complete at the end of February.

4.5.2 Royal Sovereign

Tenders are due on the 19th April.

The light will be extinguished on 21st March.

The buoyage is ready to be laid.

Notices to Mariners have been published.

4.5.3 Vessel Replacement Project Highlights

Tenders closed 7th March.

The bids are being assessed for compliance. They will then be assessed for commercial and technical merits and then moderated.

4.6 OWEC

Discussions continue with the Crown Estate in relation to the funding agreement.

Another meeting is planned for next week.

[Action: Cmdr. Hare will provide an update to Board after that meeting out of committee]

No commitment will be made to this project without the Board's formal agreement.

4.7 TH2040 Verbal Report

Mr Damen updated the Board on progress with the stalled TH2040 business case. The aim now would be to separate the key elements in order to handle them as sequential, discrete work packages. Since this would amount to a significant change of direction, and noting that other agencies (including DfT Centre and the Cabinet Office) had become involved in shaping the business case, the Chair requested a Board paper setting out the detailed reasoning and seeking formal Board approval for the proposed new way ahead.

[Action Mr Damen – Present a Board paper setting out the detailed reasoning and seeking formal Board approval for the proposed new way ahead for TH 2040]

4.8 DPA Report

Confidential report noted.

5. GOVERNANCE

5.1 Report on Current Status of Risk Registers

Key changes to the Corporate Risk Register since the previous review include:

- COVID-19 – UK Government announced the end of all COVID-19 restrictions in England from 24th February and the end of free mass testing from 1st April. The impact this will have on the Service and staff is currently being considered and all changes will be communicated to staff in due course.

- Royal Sovereign Decommissioning – in addition to the Offshore Dismantling and Removal Insurance policy that will be required for this project, terms for a separate policy that would provide cover for asbestos pollution related incidents have been received and are being considered.
- New Risk – Health & Safety. This risk has been escalated from the Organisational Risk Register in order to increase awareness and identify opportunities for improvements with compliance with relevant legislation across the organisation.
- Recruitment and Retention – a 6-month trial of hybrid working arrangements, identified by the Improved Ways of Working Group, recommenced on 31st January.

5.2 Corporate Risk Register Dashboard

The Board noted that the Cyber Security risk was under review in response to the Ukraine conflict and the increased risk of cyber mischief by foreign state actors.

5.3 Feedback from ARAC - 8 March

Dr Amos provided a verbal update on the transactions of the Audit and Risk Assurance Committee meeting earlier in the day.

5.4 LFC Terms of Reference

Noted.

5.5 Lighthouse Board Articles of Constitution and Terms of Reference

The Board Secretary presented the Lighthouse Board Articles of Constitution and Terms of Reference which had been reviewed and slightly amended.

The Board approved the Terms of Reference for submission to the Court for approval.

[Action: Board Secretary – Submit Lighthouse Board Terms of Reference to Court for approval]

5.6 Reappointment of Mr. Damen as an Associate Member of the Corporation.

The Board noted that the Director of Business Services is required to be an Associate Member of the Corporation and was appointed as such by the Court for a period of six years which is due to end in May 2022. The Board accepted the recommendation to request the Court to reappoint Mr Damen as an Associate Member and Member of the Lighthouse Board for a further six years from 17 May 2022 or until he ceases to be the Director of Business Services (whichever is the sooner). The Board also recognised that this recommendation is not within the scope of the Nominations Committee's competence.

[Action: Board Secretary – Submit recommendation to the Court to reappoint Mr Damen as an Associate of the Corporation and Member of the Lighthouse Board for a further six years from 17 May 2022 or until he ceases to be the Director of Business Services (whichever is the sooner)]

6. ADMINISTRATION

6.1 Minutes of Previous Meetings

6.1.1 Minutes of Lighthouse Board on the 27th January

Agreed.

6.2 Log of Actions / Matters Arising

Number 5 is complete.

Number 8 is in progress and is considered regularly.

6.3 Confirmation of Board Development Objectives and training options for the year ahead

Sir Alan Massey undertook to circulate a paper out of committee for the Board to consider.

[Action: Chair will circulate a paper for the Board to consider]

7. ANY OTHER BUSINESS

The Board noted that guidance is expected from DfT in relation to Russian contacts and suppliers in the context of the invasion of Ukraine.

COVID – The Executive Committee has decided to continue with the current regime of signage etc. until at least 1st April when the Prime Minister is due to make a further announcement.

Sir Alan Massey raised the matter of last autumn's Employment Survey and its quite striking results, on which Board members had been debriefed on 4 March. It would be important to absorb the output and formulate a plan to address the areas highlighted for improvement, in order to bring TH at least to the minimum benchmark of 'One to Watch' organisations. Captain McNaught reiterated the importance of recalling the positive impressions taken from members' visits to TH ships and shore facilities earlier in the year. Mr Damen proposed that the Board should change the provider for this year's survey; the Chair countered this by underlining the value of tracking progress using a consistent survey methodology from year to year. Mr Moore suggested that the Board should seriously consider what positive actions it might take to address the adverse issues highlighted in the report. It was agreed to allow time for reflection on the comprehensive survey report, before returning to a discussion in the near future on potential strategies for improvement.

8. DATES OF FUTURE MEETINGS

Next meeting 11 May