



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

11 May 2023 at Trinity House, London with remote link

Present

Vice-Admiral Sir Alan Massey (Chair)
Captain Ian McNaught (Chief Executive)
Commander Nigel Hare (Director of Navigational Requirements)
Mr Antonius Damen (Director of Business Services)
Mrs Valerie Owen (NED)
Mr Alan Moore (NED)
Dr Margaret Amos (NED) (Via Webex)
Ms Natalie Gull (Board Advisor – People & Culture)

In attendance

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary) (Via VC Webex)
Captain Ross Chadwick (Senior Marine Superintendent)
Mr Paul Claydon (Health and Safety Manager) (Items 1-3.3)

Apologies

Commodore Rob Dorey (Director of Operations)
Mrs Valerie Owen (NED)

PART 1

VESSEL REPLACEMENT PROJECT

Upon taking legal and financial advice the Steering Group has recommended that the procurement project should cease. The DfT had been consulted.

The National Shipbuilding Office was aware of this situation.

The Board RESOLVED unanimously to accept the recommendations and took the decision to stop work immediately on the procurement and to start work on Plan B unless directed by the Minister.

[At this point Captain McNaught left the meeting to advise the DfT of the Board's resolution.]

A communications plan will need to be developed.

[Action: Ms Gull – Develop Communications Plan]

STRATEGIC DISCUSSION

Cardinal 3 – Reputation Development

Mr Damen presented a discussion paper on reputation development.

The Board noted the opportunities and risks associated with operational aspects, particularly delivery of projects on time and to budget, as well as initiatives we are working towards – particularly environmental and sustainability.

Ms Gull spoke about the reputational aspects of making TH a more attractive employer.

A key part of this would be raising the profile of our innovation and sustainability credentials.

Currently TH was involved in developing an outreach policy for schools.

The Joint User Group was scheduled to happen next week at Trinity House. This would be an opportunity to engage with the users of aids to navigation. Commander Hare extended an invitation to the NEDs to attend.

Trinity House had been undertaking its periodic stakeholder engagement survey. The survey report would be presented to the Executive Committee in July. The Chair asked the Board Secretary to circulate to the Board the report from the previous survey.

[Action: Board Secretary – circulate report to Board on previous stakeholder engagement survey]

CARDINAL 4 - INNOVATION AND LEARNING

Mr Damen presented a paper on behalf of the Executive Committee on Strategic Cardinal 4.

The paper highlighted ongoing examples of innovation and opportunities for the organisation.

The Board noted the importance of making learning and innovation central to staff engagement – giving a sense of ownership of it to staff.

Dr Amos advised that during her time on the board of another company, they had adopted a mantra of “Invent once, use many times” – this gave the

workforce a sense of sharing and ownership and incentivised the sharing of good ideas. Mrs Gull said that the mantra at her previous company was “adopt and adapt” – i.e. building on the success of other colleagues. The Board agreed that successes should be shared and celebrated.

The Board also discussed how innovation and learning should not just be limited to technical, operational and scientific aspects, particularly because the organisation’s number one priority was, and remains, Safety. We need to celebrate innovation in health and safety.

[At this point Captain McNaught returned to the meeting after his conversation with DfT]

Returning to the Vessel Replacement Project, Captain McNaught reported that he had relayed the Board’s decision to DfT for attention of the Minister.

The Board agreed the staff should be told following the Court meeting on Tuesday 16th May.

PART 2

1 Declarations of Interest

Sir Alan Massey has joined the Board of Navantia UK. The Register of Members’ Interests will be updated accordingly.

[Action – Board Secretary – update Register of Members’ Interests]

2 Chief Executive’s Report

Captain McNaught reported that on 3rd April the contract was signed for the decommissioning of the Royal Sovereign Lighthouse.

The staff awards ceremony was due to take place on June 12th at 12:00 – all Board members were invited.

Industrial action had been carried out by the Prospect Union on 10th May. Due to contingency planning the disruption on operations was minimised. Further industrial action had been called for the 7th June.

The JSB meeting last week was a success. The Aviation Services Project has been categorised as a Tier 3 project. Dr Alan Grant of (GRAD) presented to the JSB on the GRAD workplan and annual report.

The DfT representatives at the JSB advised the JSB that the revision of the DfT-GLA Framework Document was still progressing.

3. STRATEGY

3.1 Strategy Session Feedback

Commander Hare outlined a short brief on the process for creating the strategic roadmaps from the work already done on the strategy. The first step would be to develop strategic objectives from the outline aspirations.

It was not possible to arrange a strategy session in April. The suggestion was to have a strategy session over two days 18th – 19th July with the SMT.

The Board resolved to adopt the Strategic planning process and discussing it on 18th – 19th July.

With regard to the Head of Safety and Environment recruitment campaign, 4 candidates had been selected for interview in May. An additional Environment and Sustainability Officer would also be recruited.

3.2 JSB Feedback

A JSB Effectiveness Review had been initiated at the meeting to look at the JSB's achievements, its future direction and how it could add value most effectively.

Other feedback was reported by the Chief Executive in his report (item 2).

3.3 Overview of People Strategy Themes

Presented by Ms Gull.

The People Strategy, featuring six themes, was integral to the development of Business Case 2 (Transformation).

The next steps would be to work up a final document for communication and implementation. The People Strategy needed to have been implemented before Business Case 2 was submitted in October.

Business Case 2 would need to target certain areas where problems existed.

The priorities now were finalising and submitting Business Case 2 and talent attraction – key to this would be the communications work now under development.

The HR team was to be strengthened to manage the transformation programme, assuming Business Case 2 is approved.

3.4 CEC Meeting Notes

Noted.

4. PERFORMANCE

4.1 H&S Manager's Report including discussion with H&S Manager and Senior Marine Superintendent

Mr Claydon presented his report up to the end of March 2023 containing figures for the previous year-end.

Annual statistics for last year showed improvements in almost all areas and in the severity of accidents. They also showed a welcome increase in the reporting of near misses.

Staff accidents in the offices had increased (4 in total), largely due to staff having returned to offices which had been left generally empty during the pandemic.

Environmental incidents had increased. This was almost entirely due to the wood dust incidents at Swansea docks. Mr Claydon explained measures being taken to address this problem via the environmental authorities, and the mutual landlord and legal recourse. Monitoring systems are being put in place to gather evidence about whether this is a health risk as well as being an environmental risk.

The Board agreed that the Chief Executive should escalate the issue to the parent company setting out the facts of the situation and the steps which TH is taking.

[Action: Chief Executive - escalate Swansea wood dust issue to parent company]

Mr Claydon described the revised safe work Instruction (SWI) for Safety on the Harwich Pier including PPE. Buoy yard staff and SVS crews had been briefed and told that there will be consequences for breaches.

Since the SWI published there had been no reported incidents. There was still more work to be done but there had been a positive improvement. This was assessed to be due to staff being positively influenced by the activities of the Pier Safety Working Group.

Mr Claydon reported progress with the audit actions with 23 audit actions to be closed out, allowing 4 audits to be finalised.

Mr Claydon intended to do more work in relation to the control of contractors.

Mr Claydon explained his ideas for improvements for H&S inductions for new starters, which could in due course form the subject of an audit.

Mr Claydon had inspected 15 Lighthouses last year. This was in line with his target and also included inspecting all visitor centres.

Mr Claydon had also inspected the Swansea Depot and identified some issues. The Board wished to know what had gone wrong- what were the root causes, and who should take ownership of the problem. Mr Damen was leading on investigating the failures that had led to this issue.

The Executive Team agreed to look at the issues as a matter of urgency.

[Action: Executive team – address findings of Swansea Safety Audit as a priority]

The Executive would also scrutinise the effectiveness of the H&S regime outside of Harwich.

[Action: Executive team – review effectiveness of H&S regime beyond the Harwich depot]

Regarding the cottage estate, Commodore Dorey reported that the review had raised more questions which were being considered further.

The Board noted that questions remained about the management of cottages, not only the TSL cottages but also those held by TH in hand and amenity dwellings.

4.2 Business Performance (KPIs)

Three KPIs were showing a red trend, with one showing a yellow trend.

All others were green.

KPIs Showing Red

- TH Capital excluding risk.
- Value for Money Savings – (Current high inflation has made VFM savings difficult).
- Percentage of Work Completed for BSL TH – (Due to poor weather in March, additional visits to rectify communications. issues: THV Galatea DD&R extended).

KPIs Showing Yellow

- Percentage of Work Completed for BSL Commercial.

4.3 Annual Tri-GLA KPI Report

Noted.

4.4 Navigational Requirements Report from the 7th March 2027 – 2nd May 2023

Commander Hare reported on two wrecks in the period, a fishing vessel in Whitsand Bay, and the ASTOR, a pleasure yacht (27m long) which was reported as sinking slowly off Hastings near to the TSS. The crew was recovered by the RNLI. The vessel was uninsured for wreck removal.

THV PATICIA was ordered to find the drifting vessel. She searched on 7th -8th April and some debris was found by an aircraft. PATRICIA stood as guard vessel to the debris which was now in the TSS.

A workboat was dispatched and it was discovered that all that had been found was the upper deck. THV PATRICIA recovered the upper deck on the 8th April, which was taken back to Harwich and declared to the Receiver of Wreck.

THV ALERT searched on the 9th April and 10th April and found the wreck on the seabed in 28m of water with her better sonar. No further action was required to mark the wreck due to the depth of water.

The case of the ASTOR had highlighted several questions and issues.

The Local Aids to Navigation Reporting System (LARS) had now been introduced.

National Policy Statement EN-3 was being consulted on. Some of the statements in it were of concern with regard to navigation because they contained provisions which could hand some decision-making on navigation within windfarm sites to the SoS for Energy Security and Net Zero. This was not

of direct concern to the GLAs but could affect navigation rights in general and may be something which the MCA will be interested in looking at closely.

4.5 Financial Report including Appx 1a Management Accounts, 2 Variance, 3 Capital

4.5.1 Financial Out-turn 2022-23

In 2022-23 total sanction amounted to £45.9m, actual spend was £37.1m. Aggregate underspend was £8.8m.

The Board would like to receive a highlight report on PATRICIA reliability in future Board papers.

[Action: Commodore Dorey – submit highlight report on PATRICIA reliability in future Board papers]

Mr Damen reported delays with obtaining depreciated replacement cost valuations for operational lighthouses.

4.6 Projects Highlights Reports

Noted.

4.6.1 Projects Highlights Dashboard

Noted.

4.6.2 Royal Sovereign Project Decommissioning

Contracts were signed with the contractor on 4th April.

The licence for alterations and deed of variation to the lease of seabed was executed by TH on 11th May.

4.6.3 VRP Highlights

Discussed above.

4.7 People and Culture Update

Presented by Ms Gull. The report dealt with Pay Remit 2022-23; Pay Remit 2023-24; Bonus payments 2022-23; Role Profiles; Recruitment; Changes to the appraisal process; Employee Communication.

The Board APPROVED The People Strategy Themes.

4.7.1 Employee Engagement Survey Proposal

Ms Gull presented a paper making recommendations on how Trinity House should conduct employee engagement surveys.

The Board RESOLVED to accept Option 2 which will involve two “pulse surveys” in 2023 and a full survey in 2024. Thereafter, pulse surveys will be taken in alternate years to a full employee survey.

4.8 DPA Report

Noted.

5. GOVERNANCE

5.1 Risk Register Reports

Noted.

Vessel Replacement Project risk is at maximum. The Ship Resources Risk is increasing. The Royal Sovereign Risk has been de-escalated now that the procurement phase is complete. The Potential Energy Shortages Risk has been de-escalated as it related to winter shortages. The Geopolitical Risk, leading to supply chain issues, has stabilised.

PATRICIA Reliability needs to be a new risk, separate from the VRP risk and from the Ship Resources Risk.

[Action: Board Secretary to create a separate PATRICIA Reliability Risk and rewrite VRP Risk and Ship Resources Risk]

5.2 Corporate Risk Register

Noted.

5.2.1 Corporate Risk Register Dashboard

Noted.

5.3 Update on NED Recruitment

Dr Amos' replacement recruitment campaign has been launched.

The Chair noted with gratitude to Dr Amos that she has agreed to remain in post until the end of October to avoid a gapped post.

5.4 Update on DM Succession

The recruitment campaign to recruit a new Deputy Master/Chief Executive is well underway. Shortlisting for final interviews will occur on 7 June.

6. ADMINISTRATION

6.1 Minutes of Previous Meetings

6.1.1 Minutes of Lighthouse Board 8 March

Approved.

[Action: Board Secretary redact the information on the financial standing of Peel Ports which is subject to NDA]

6.1.2 Minutes of Extraordinary Lighthouse Board meeting on the 25 April

Approved.

6.2 Log of Actions / Matters Arising

- Number 4 – Close out
- Number 5 – Close out
- Number 7 – Close out
- Number 8 – Close out

- Number 18 – Close out
- Number 19 – Close out
- Number 20 – Close out
- Number 21 – Close out
- Number 25 – In progress
- Number 26 – In progress

6.3 Proposed meeting dates for 2024 for LHB and ARAC

Approved.

[Action: Board Secretary - send calendar invitations]

6.4 ARAC Effectiveness Report

The Board noted with approval the Annual ARAC Effectiveness Report for 2022-23 which showed that respondents (members of the ARAC and regular attendees) believe that the ARAC is operating effectively, in most cases significantly so.

7. Any Other Business

The Board had previously noted out of committee a report by the Commercial Manager on Water Testing in TSL Holiday Cottages which concluded that a strong system of testing is in place with an approved responsibility structure giving confidence in the safety of the system.

8. Dates of Forthcoming Meetings

- 16th May Royal Court
- 7th June Annual Court
- 18th -19th July Strategy Session and Lighthouse Board Meeting