



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board

14 September 2023 on board THV Galatea in the Pool of London

Present

Vice-Admiral Sir Alan Massey (Chair)
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)
Mrs Valerie Owen (NED)
Mr Alan Moore (NED)

In attendance

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary)
Mr Kevin Gregory (Head of Planning and Commercial) (Item 3.7)
Mr Steve Keddie (Head of Engineering and Operations) (Item 3.5.3)
Mrs Lisa Gilmour (DfT)

Part 1

1. PRELIMINARIES

1.1 Introduction

The Chair welcomed those present and thanked the Executive Team for the use of the ship today recognising the excellent work done by the Marine Operations

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department and the ship's company this week during London International Shipping Week (LISW).

Mrs Gilmour provided a brief update on recent activities within the DfT including ongoing reviews and resourcing. There have been a number of internal changes but nothing which will be expected to affect the relationship with Trinity House.

A spending review is forecast to happen next year.

The Note Verbale on cross-border procurement with Irish Lights was published yesterday.

1.2 Apologies

Dr Margaret Amos (NED)

Ms Natalie Gull (Non-Voting Board Advisor – People & Culture)

1.3 Declarations of Interest

The Chair proposed that he will recuse himself at the end of the meeting and hand over to the Deputy Chair whilst matters relating to the Vessel Replacement Project and the Chair's declared conflict of interest are discussed.

1.4 Chief Executive's Report

Capt. McNaught reported that the new Head of Safety and Environment joined the organisation this week.

Capt. McNaught also reported that the official announcement of the new Deputy Master, Rear Admiral Iain Lower, had been made.

The Shipping Minister, Baroness Vere came aboard THV Galatea this week during LISW together with the Ukrainian Ambassador.

2. STRATEGY

2.1 Strategy Development Update

Commander Hare reported on progress with development of the Strategy which will include a net zero roadmap.

The Corporate Plan will include an executive summary of the Strategy.

Commander Hare will present an advanced draft of the Strategy to the Board in November, but the final draft will not be ready for approval until a later date, he will also share the draft with the new Chief Executive.

[Action: Commander Hare]

2.2 People and Culture Update

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Mr Damen presented this paper in the absence of Mrs Gull.

The Pay and Conditions Business Case will be self-funding, the trades unions are believed to be broadly supportive. The Executive Directors have undertaken leadership development.

Mrs Gilmour provided her initial views on the pay business case. She will respond formally to Mrs Gull making recommendations on things which will need to be done to give the business case the best chance of success.

The Cabinet Office has agreed to give Trinity House an extension of the deadline in order to allow these necessary changes to be made.

The Board discussed the principles involved with Mrs Gilmour.

Mrs Gilmour and Mrs Gull will discuss changes to the business case prior to resubmission.

[Action: Mrs Gull]

2.3 Corporate Plan Assumptions

Mr Damen reported that he had now received the DfT assumptions which he will use to develop next year's Corporate Plan.

Mr Damen will submit the draft Corporate Plan to the Board in October.

[Action: Mr Damen]

2.4 Route to Net Zero

Discussed under 2.1 as above.

2.5 Changes to Senior Staff Team

Commander Hare reported that the Executive Committee will circulate a paper for discussion by the Nominations and Governance Committee on the 19th September.

[Action: Executive Committee]

Mr Moore stressed the urgency of beginning the recruitment process for the new Director of Operations as soon as possible.

3. PERFORMANCE

3.1 Health and Safety Manager's report

Presented by Capt. McNaught.

The report described the current position with the Swansea wood dust issue.

The Board noted with deep concern the recent dangerous act performed on the watertight doors on THV Galatea. Firm action has been taken by management but the culprit has not been identified.

The Board discussed the implications of this act and what it suggests about the organisational safety culture and what can be done about it.

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It was agreed that the crews should receive refresher training on the importance of these doors.

[Action: Director of Operations]

Mrs Owen asked for an incident which occurred on the VC inspection to the Mumbles Lighthouse on the 4th July to be added to the list of near misses.

[Action: Head of Safety and Environment]

3.2 Business Performance KPIs Report

Noted.

3.3 Navigational Requirements Report for the Period 10 July 2023 – 14 September 2023

Commander Hare presented the report mentioning specifically: - drifting containers off Land's End, an allision with the SS Varvasi wreck in the western Solent, the wreck of the Vari Solosailor, and the wreck of the fishing vessel Grand Hustler.

Examiners have discussed the SS Varvasi wreck question. The wreck has been in place since 1947. The Examiners will recommend that it does not need to be marked with a buoy as it is clearly marked on charts.

3.3.1 Availability Progress Report for the Period 7 September 2020- 6 September 2023

Commander Hare wished the Board to note that the fault with the Longships HWS has been rectified but the availability statistics will remain below IALA Standards for 2 years due to the 3 year reporting cycle.

3.3.2 Casualty Return 10 July 2023 – 6 September 2023

Noted.

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

Presented by Mr Damen

A discussion followed about the reasons for persistent underspending and the possible solutions to it.

3.5 Projects Highlights Report

3.5.1 Projects Dashboard

Commodore Dorey reported that all projects are on schedule despite some difficulties with bird flu on the Skerries and Inner Farne.

The Board noted that there has been some bad publicity about the modernisation of Flamborough Head Lighthouse from the local residents but this was being addressed by the PR and Records Manager.

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3.5.2 Royal Sovereign Highlights

Commodore Dorey reported good progress by the contractors. The topsides are due to be lifted off within seven days of 23rd September.

3.5.3 Patricia Reliability

Discussed after Sir Alan had recused himself from the meeting. A separate set of minutes has been produced.

3.5.4 VRP Highlights

Discussed after Sir Alan had recused himself from the meeting. A separate set of minutes has been produced.

3.6 VRP Review

Discussed after Sir Alan had recused himself from the meeting. A separate set of minutes has been produced.

3.7 Project Poseidon

Mr Gregory joined the meeting at this stage to present the paper on organisational capacity in England and Wales.

3.8 DPA Report for the period 25th April – 1st September

Noted.

4. GOVERNANCE

4.1 Risk Registers Report and Dashboard

Presented by Mr Damen.

Risk J – The Board requested that this risk is shown as increasing due to the conversation today about watertight doors on THV Galatea.

[Action: Mr Damen]

4.2 Update on NED Recruitment

Ministerial approval of the shortlist of candidates is awaited. Pending approval, interviews are due to take place on 10th November.

Mrs Gilmour will do what she can to obtain Ministerial approval.

The Board is prepared for there to be a gap between Dr Amos' departure and the new person's appointment.

4.3 Update on Deputy Master's Succession

Capt. McNaught has announced his retirement date as 13th February 2024.

Rear Admiral Lower will commence on 15th January 2024. A hand-over and induction programme is being developed.

5. ADMINISTRATION

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5.1 Minutes of Lighthouse Board of 18th July 2023

Approved.

5.1.1 Minutes of Part 8 of the Lighthouse Board meeting of 18th July 2023

Discussed after Sir Alan had recused himself from the meeting. A separate set of minutes has been produced.

5.2 Log of Actions

Noted.

5.3 Board Effectiveness Review 2023

Questionnaires have been issued to Board members to be completed by 30th September.

[Action: Lighthouse Board]

6. Any Other Business

None.

7. Dates of Forthcoming Meetings

Noted.

[Action: Review the date of the May 2024 LHB meeting to be earlier in the month - options are 13th or 14th]