



TRINITY HOUSE

# **Minutes of Trinity House Lighthouse Board**

## **13 October 2023 - Trinity House London**

### **Present**

Vice-Admiral Sir Alan Massey (Chair)

Captain Ian McNaught (Chief Executive)

Mr Antonius Damen (Director of Business Services)

Commodore Rob Dorey (Director of Operations)

Commander Nigel Hare (Director of Navigational Requirements)

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

Mr Alan Moore (NED)

Mrs Valerie Owen (NED)

Dr Margaret Amos (NED) (By telephone)

### **In attendance**

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

### **Part 1**

#### **1. PRELIMINARIES**

##### **1.1 Introduction**

By the Chair.

##### **1.2 Apologies**

None.

##### **1.3 Declarations of Interest**

None other than already declared.

#### 1.4 CEO's Report

Captain McNaught presented his report.

The Board noted with approval the positive efforts and good work of the staff and crew of the THV Galatea during London International Shipping Week.

Captain McNaught also mentioned the progress with the Royal Sovereign Decommissioning Project, Visiting Committee II on the west coast, preparation of the Annual Report and Accounts and the Corporate Plan and the initiation of a project to look at the better use of office space in the Harwich offices.

## 2. STRATEGY

### 2.1 Chief Executives' Meeting (CEC) Update

Capt. McNaught reported on the CEC meeting and the Joint Directors' Meeting which includes the Executive Teams of all three GLAs. This has recently been initiated and will become an annual meeting. It is regarded as a very useful meeting.

There will be a CEC meeting on the 24<sup>th</sup> October.

### 2.2 Joint Strategic Board (JSB) Draft Agenda

Noted.

The Board requested sight of the paper under 1.7 of the draft JSB Agenda "Climate Change Adaptation Report".

**[Action: Commander Hare]**

### 2.3 JSB Meeting – Lines to Take

The Board discussed its approach to the main topics on the JSB meeting agenda on 20-21 November.

### 2.4 TH Strategy

Commander Hare, said in relation to the minutes of the September Board meeting, that he would present an advanced draft of the Strategy to the Board in November, but the final draft would not be ready for approval until a later date. This is in order to give the new Chief Executive the opportunity to become content with it before it is signed off. Commander Hare will also share the draft with the new Chief Executive. The Board supported this approach.

**[Action: Commander Hare]**

The Board Secretary was asked to amend the September Board minutes to reflect this.

[Action: Board Secretary]

## 2.5 Corporate Plan Summary

At this point the Chair left the room due to a potential conflict of interest. The minutes of this discussion are recorded separately.

## 3. PERFORMANCE

### 3.1 H&S Manager's Report

Presented by Capt. McNaught.

Noting the arrival of the new Head of Safety & Environment, Jessica Willan, the Board agreed that Ms Willan should be invited to the January Board meeting to discuss her impressions of Trinity House and its safety culture after her first hundred days in the job. She should also be invited to the Board as an observer in November.

[Action: Board Secretary]

The Board wished the Head of Safety and Environment to comment on whether safety investigations are getting to the root cause and the right conclusions to prevent re-occurrence.

Ms Willan will be asked to consider whether it would be beneficial to set up an incident review panel to focus on particular issues which the Executive Committee is concerned about.

[Action: Head of Safety & Environment]

The Board was concerned about poor responses to dangerous events on the ships and asked the Executive Committee to reflect on this issue and consider whether the investigation process is working properly and usefully.

[Action: Executive Committee]

The Executive Committee was also asked to consider whether our procedures cater adequately for females as well as males.

[Action: Executive Committee]

### 3.2 Business Performance (KPIs)

The Board noted the report reflecting figures for August.

### 3.3 Navigational Requirements Report including Availability Progress Report and Casualty Return

Commander Hare attended the UK Safety of Navigation (UK SON) Committee recently.

Following the recent TH survey of the Long Sand Head, an approach was made to the DfT for consent to a new buoy station being established. Permission was received from DfT to this along with a request for it be financed using the current underspend. Other issues in the area, and the migration of the bank, will result in the MCA establishing a working group investigating future changes to the Long Sand Head Two Way route and Sunk TSS area.

Commander Hare also mentioned other discussions at UK SON on Maritime Autonomous Surface Ships (MASS) and the continued availability of paper charts.

### 3.3.1 GLA General Marine Navigation Plan

Presented in draft by Commander Hare. This plan sits underneath the Tri-GLA Strategy. It is currently being updated and is now being circulated to GLA Boards for their observations and remarks prior to JSB.

**[Action: Board to submit comments to Commander Hare by the 20<sup>th</sup> November]**

Commander Hare advised that the UK Position, Navigation and Timing (PNT) Strategy will be published imminently.

The Board discussed the risk on TH's Corporate Risk Register of Resilient PNT and whether TH is doing enough to mitigate the risk by its AtoN provision.

The risk around PNT belongs in its widest form to UK Government. It will be important for TH to identify where, and to what extent, the GLA can mitigate part of that risk by means of AtoN provision now and in the future. Commander Hare was asked to develop a narrative on PNT and to explain where the risks and responsibilities reside.

**[Action: Mr Damen/Commander Hare]**

The Board discussed alignment on this and other risks across the GLAs. There is alignment at Strategic level with subtle variations on delivery.

### 3.4 Financial Report Consisting of Appx 1a, Management Accounts, 2 Variance, 3 Capital

Noted.

### 3.5.2 Royal Sovereign Decommissioning

Phase 1 (removal of topsides) is almost complete with the platform having been bought alongside in Shoreham Harbour. Milestone payments for the first 3 milestones are in the process of being made. Commodore Dorey reported on aspects of the contractual performance of the main contractor.

Phase 2 will commence in the spring of 2024.

The 'pepperpot' (light tower) will be donated to Bexhill Maritime and installed on the seafront in Bexhill for public enjoyment.

At this point the Chair left the room.

### 3.6 Projects Highlights Reports

The Board elected Mrs Owen to take the Chair in Sir Alan's absence, in accordance with the Board's Articles of Constitution and Terms of Reference.

#### 3.6.2 Project Highlights Dashboard

Noted. Separate minutes record this item.

#### 3.6.3 VRP Highlights

Separately minuted.

### 3.7 Annual Report and Accounts

Separately minuted.

### 3.8 Mid-year Review of out-turn

Separately minuted.

## 4 GOVERNANCE

### 4.5 Corporate Risk Registers Dashboard

Separately minuted.

### 4.6 Risk Registers Status Report

Separately minuted.

At this point Sir Alan Massey re-joined the meeting.

### 4.7 Annual Summary of Management System Policy Updates

Noted.

#### 4.8 People and Culture Update

Mrs Gull presented this report drawing attention to the Pay and Conditions Business Case.

Mrs Gull explained the changes which she has made to the Business Case in response to comments and recommendations made by the DfT. The changes are intended to give the Business Case the best chance of success. Engagement with DfT is continuing in a helpful vein.

Mrs Gull presented the background, key drivers, key requests and timeline for implementation.

Mrs Gull's report also covered organisational and individual performance and the work being done on role profiles across the organisation. The results from the last pulse survey will be shared with staff shortly. The next pulse survey will focus on communications and engagement, ahead of a full People Survey in 2024.

#### 4.9 Pay Policy

Noted and approved for publication.

#### 4.10 Community and Future Talent Sourcing Policy Statement

Approved.

The long term plan will be to extend this to staff in the Corporation.

#### 4.11 Telematics Policy in Pool Vehicles

Mr Damen reported on the development of the policy and recognised in particular the good work done by the Legal Advisor / Data Protection Officer.

Approved.

## 5 ADMINISTRATION

#### 5.5 Minutes of the Previous Meetings

##### 5.1.1 Minutes of Lighthouse Board - 14<sup>th</sup> September 2023

Approved – subject to the change discussed in 2.4 of this meeting.

##### 5.1.2 Nominations and Governance Committee - 19<sup>th</sup> September 2023

Noted.

## 5.6 ARAC Meeting Update

The ARAC Chair provided a verbal update of discussions at the ARAC that morning.

## 5.7 Log of Actions / Matters Arising

- Action 10 is complete- remove.
- Mrs Gull provided an update on the progress with recruitment of a Projects Director – the advertisement will be launched shortly.

## 5.8 Board Evaluation

The Secretary requested Board members to submit their completed Board Evaluation questionnaires to him to enable him to report on the results at the November Board meeting.

**[Action: Board Secretary]**

## 5.9 Changes to Senior Staff Team and Recruitment

In addition to matters agreed by the Nominations and Governance Committee, the Executive Committee explained resources being applied to recruiting various new posts.

## 5.10 NED Recruitment – Update

The Recruitment Panel, chaired by Sir Alan Massey, interviewed candidates earlier that week. Three candidates will be proposed to the Minister who will be invited to make her nomination.

## **6. Any Other Business**

### 6.1 Gibraltar Update

The Board received a paper from the Board Secretary providing an update on discussions with the DfT in relation to the role of Trinity House in Gibraltar. The Board agreed with the recommendation to investigate a possible route to achieving TH's desired outcomes.

### 6.2 Scheduling of High Level Meetings

The Board agreed to re-arrange Board meetings for 2024 for the 3<sup>rd</sup> or 4<sup>th</sup> week of the month to facilitate the proper sequencing of month-end procedures, Executive Committee meetings, Audit and Risk Assurance Committee meetings and Board meetings.

The Board Secretary will review the timetable and propose alternative dates where necessary.

**[Action: Board Secretary]**

## 6 Dates of Forthcoming Meetings

The Board agreed to change the November Board meeting to 22<sup>nd</sup> November at 0930.

**[Action: Board Secretary]**

This meeting marked the end of Dr Amos' extended second term of office on the Lighthouse Board. The Chair, on behalf of the whole Board, thanked Dr Amos for her six and a half years of dedicated service.