



TRINITY HOUSE

Minutes of Trinity House Lighthouse Board 22 November 2023 - Trinity House, London

Present

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) (Deputy Chair)

Mrs Natalie Gull (Non-Voting Director of People & Culture)

Mr Alan Moore (NED)

In attendance

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

Part 1

1. PRELIMINARIES

1.1 Vote for Deputy Chair

Captain McNaught advised the Board that a panel had been convened to recruit a new Lighthouse Board Warden and Chair.

The Board discussed the Articles of Constitution and Terms of Reference of the Board and noted that the Board has the power to appoint a Deputy Chair under Article 8.

The Board voted to elect Mrs Owen as the Deputy Chair in accordance with Article 8. This will be reviewed when the new Chair has been appointed.

1.2 Apologies

None.

1.3 Declarations of Interest

None were declared.

1.4 Chief Executive's Report

The Pay Remit Business Case has been approved by the Secretary of State and will now advance to the Cabinet Office and HM Treasury.

A new Shipping Minister has been appointed, Lord Davies of Gower. The Board agreed that he should be invited to visit the Swansea Depot.

2. The JSB meeting took place on 20-21 November, the major topics were the Corporate Plans, Vessel Replacement Projects and the Aviation Services Project but it was also very useful as ever, to receive updates from the UK, Irish and Scottish government representatives. **STRATEGY**

2.1 Chief Executives' Committee Report

Noted.

2.2 JSB Feedback

The Board Secretary was asked to share the JSB Review Report with the wider Lighthouse Board.

[Action: Board Secretary]

2.3 TH Strategy – Advanced Draft

Commander Hare presented an advanced draft of the TH Strategy 2023-25.

He explained that he intended to share the draft with the new Chief Executive and would then circulate a further version for discussion with the new Chief Executive's comments on it to the Board.

The Board will then be asked to add their comments.

The process will be: -

- Comments from the new Chief Executive
- Comments from the Executive Committee
- Comments from NEDs.

[Action: Commander Hare/Board]

2.4 Corporate Plan Summary

Corporate Plans have been submitted to the DfT. Mr Damen outlined the main features of TH's Corporate Plan.

The prices for ships that were included in the Plan were validated by the three GLA Chief Executives.

The Plans have not been signed off by DfT yet.

2.5 Outline HPOs 2024 – 25

Outline Headline Performance Objectives for next year were discussed at Remuneration Committee the previous week.

Mrs Gull and Mr Moore expanded on discussions in relation the HPOs.

Commodore Dorey explained the organisation's approach to BSL and risk response and the attendant KPIs.

Captain McNaught and his successor will review the outline HPO's before they are agreed by the Board in March 2024.

[Action: Captain McNaught]

3. PERFORMANCE

3.1 Health & Safety Manager's Report

Presented by Captain McNaught.

The Board discussed the report and noted the positive changes being made by the new Head of Safety and Environment including proposed changes to the NIPIT system. Despite this however, there has still been an increase in the number of accidents.

Mrs Owen said it would be useful for Board members to be invited to join H&S inspections of lighthouses on occasion. Captain McNaught will discuss this with the Head of Safety and Environment.

[Action: Captain McNaught]

The Board discussed whether or not H&S investigations are getting to the root cause. The Executive has given its full support to the H&S Team to improve investigations.

3.2 Business Performance KPIs

All KPIs are green with the exception of running costs (red) showing an underspend, TH Capital Excluding Risk (red), Tri-GLA expenditure excluding Risk (red), value for money savings (red): percentage of work completed for BSL Commercial (red): percentage of work completed for BSL TH (red).

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

Noted.

3.4 Navigational Requirements Report including Availability Progress Report and Casualty Return

Category 1 - directional lights - has dipped below IALA standards due to an issue with Hurst Point PEL light. This will show on the statistics for 2½ years due to it being a 3 year rolling average.

One wreck has occurred in the period – Yacht PERONI off the Isle of Wight. The wreck burnt and broke up at sea. After risk assessment it was concluded that no further action was required by Trinity House.

Projects Highlights

3.4.1 Project Dashboard (October 2023)

Presented by Commodore Dorey.

The dashboard shows good progress with project delivery.

Commodore Dorey will clarify the 33% depletion of risk budgets.

[Action: Commodore Dorey]

3.4.2 Royal Sovereign Highlights

The topside has now been dismantled and sent to waste disposal facilities. The barge which transported the topside to Shoreham has been discharged.

A lessons capture exercise has been arranged with the main contractor on 7 December.

The Board noted with approval the successful completion of this first phase of the project. It is a great achievement and deserves to be celebrated.

3.4.3 VRP Highlights

The Board reviewed the update report prepared for DfT, giving a progress report on work streams in progress. The Board also looked at the PowerPoint presentation recently delivered to the Steering Group and the key high-level requirements, endorsed by the Steering Group.

The OBC is currently in production, it is a refresh of the original OBC but with several important changes.

The lessons learnt review had made 12 recommendations which the project Board has considered.

The Board discussed the context in which the VRP is proceeding.

The Board agreed to arrange an Extraordinary Lighthouse Board meeting to which the Steering Group would be invited to discuss the project governance, stakeholder engagement and principles of the project.

[Action: Board Secretary]

3.5 THV Patricia Reliability

Mr Moore recommended undertaking a pre-mortem which would assume a scenario where THV Patricia was out of service and would then look at what could have been done to prevent that from happening.

The Board recognised that failure to deliver the statutory duty because the ship was permanently out of action would be worse than spending more than we have budgeted for on repairs and maintenance to keep her afloat.

[Action: Commodore Dorey to return to the January Board meeting with a contingency planning paper outlining things which would prevent the ship from sailing and performing her role]

3.6 DPA Report (Confidential)

Noted.

3.7 Annual Report and Accounts 2022-23

Mr Damen explained the current status of the sign-off of the Annual Report and Accounts which has been delayed due to an ongoing discussion about details of the asset valuations.

Mr Damen has made some assumptions and has updated the accounts.

He proposed to re-issue the Annual Report and Accounts to the ARAC in December as he did not feel that he could proceed within the grounds of the authority delegated to him and the Chief Executive by the Board previously.

[Action: Mr Damen, present Accounts to December ARAC for final review]

4. GOVERNANCE

4.1 Corporate Risk Register Dashboard

The Board noted that the risk of not being able to constitute an ARAC was very high due to recent personnel departures and delays with recruiting successors.

Captain McNaught will write to the DfT Director General Maritime to raise this issue and request Ministerial approval of the appointment of a new NED/ARAC Chair as soon as possible.

[Action: Captain McNaught]

4.2 People and Culture Update

Presented by Mrs Gull.

The Pay Business Case has been accepted by DfT, but it still had to be agreed by HM Treasury and the Cabinet Office. Liaison with the various unions continues. Unite's mandate for strike action runs out at the end of December.

Work is ongoing with Executive Committee and SMT to roll out the People Strategy.

The Capability Framework is being developed, consultation with staff is expected in the coming weeks for finalisation in January

There is an action plan in place to ensure all mandatory training is in place.

[Action: Mrs Gull to circulate this project plan out of committee within 14 days]

5. ADMINISTRATION

5.1 Minutes of the Previous Meetings

5.1.1 Minutes of Lighthouse Board 13th October 2023

Approved.

Conflict of Interest Section Discussion Minutes LHB 13th October 2023

Approved.

The Secretary was asked to reflect Lessons Learnt from the recent potential Conflict of Interest experience in the Directors Handbook.

[Action: Board Secretary]

The Board also requested the Captain McNaught to consider the risks to the VRP of Conflicts of Interest on the Court. Captain McNaught confirmed that work is already being undertaken in this regard by the Corporate Secretary.

5.1.2 Minutes of ARAC Meeting 13th October 2023

Noted.

5.1.3 Matters Escalated from ARAC

Noted.

To be deferred until January Board meeting.

[Action: Board Secretary]

5.2 Log of Actions

- 8,9,11 - Head of Safety and Environment to address
- 10 - Complete
- 14 - Complete - Business Case
- 17 - Watertight doors - staff have been reminded
- 7 - Incident review panel - is not complete but is being convened

5.3 Board Evaluation

The Board noted the report submitted by the Board Secretary and agreed to defer discussion on this subject until the next meeting in January.

[Action: Board Secretary]

5.4 Chair Recruitment

Discussed above (item 2.1)

5.5 NED Recruitment

Discussed above (item 2.1)

5.6 Lead NED

The Board noted the Terms of Reference for the Lead NED. The position had become vacant following the departure of Dr Amos in October.

Mr Moore was appointed Lead NED but this will be reviewed once the new Chair has been approved.

6. ANY OTHER BUSINESS

6.1 Proposed dates for High Level Meetings 2024

The Board Secretary was asked to circulate the list.

[Action: Board Secretary]

7. DATES OF FORTHCOMING MEETINGS

- ARAC 7th December 2023.
- Extraordinary Board for VRP Discussion 5th December 2023.