



TRINITY HOUSE

## **Minutes of Trinity House Lighthouse Board**

### **24 October 2024 – Tower Hill**

#### **Present**

Captain Lance Batchelor (Chair) (LB)  
Rear Admiral Iain Lower (Deputy Master/ Chief Executive) (IL)  
Captain Andy Holt (Director of Operations) (AH)  
Commander Nigel Hare (Director of Navigational Requirements) (NH)  
Mr Ton Damen (Director of Business Services) (TD)  
Mrs Valerie Owen (NED) (VO)  
Mr Alan Moore (NED) (AM)  
Mr Curtis Juman (NED) (CJ)

#### **Present (non-voting)**

Mrs Natalie Gull (Director of People & Culture) (NG)  
Mr Damien Oliver (Director of Major Projects) (DO)

#### **In attendance**

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

### **1. ADMINISTRATION**

#### **1.1 Welcome by Chair**

The Chair welcomed those present to the meeting.

#### **1.2 Apologies**

None.

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

None.

#### 1.4 Minutes of Lighthouse Board – 24<sup>th</sup> September 2024

The Board approved the minutes of the previous meeting.

#### 1.5 Log of Actions/Matters Arising

Re. No. 5 IL commented that the Armed Forces Covenant request will go before the Corporate Board at its next meeting.

Other actions noted as in progress.

## 2. **PERFORMANCE, STRATEGY & VALUES**

### 2.1 Chief Executive's Report and Risk Review

Presented by IL, mentioning the priorities for this meeting as being:

- Approval of Corporate Plan 2025-30.
- Approval of Annual Report and Accounts 2023-24.
- Approval of Futures Afloat Business Case Addendum.
- Agreeing lines to take for JSB.

On staff engagement – IL had hosted a successful meeting with the middle managers to introduce and discuss the new Strategy.

On staff pay – The Business Case has now been submitted and feedback is expected soon after 31 October. Cabinet Office has received a copy of the Business Case. The signals received so far from Government are being interpreted as reason for cautious optimism.

On Government engagement – Much contact with DfT officials has taken place in relation to Futures Afloat. IL has a meeting arranged with the Maritime Minister next week.

The Board discussed the DfT's attitude to risk in relation to the DfT loan required to finance the new vessels (which centres around the requirement for the shipyard to provide a form of financial security, such as a builders refund guarantee) and the risks to the project which would result from not having absolute clarity on this.

On IALA – TH and NLB are making a case for joint accreditation to Council, it is expected that a DfT official will complete the delegation.

On residual mercury – IL outlined the initial findings of the residual mercury study. The full report is drafted and will be reviewed and reported to Board via the Health and Safety Committee.

**[Action: H&S Committee to report to Board on residual Mercury]**

### 2.2 CEC Meeting Report

IL reported on the recent CEC meeting which had been a very positive experience at which Corporate Plans were discussed as was JSB agenda and the Tri-GLA Ship Sharing MOU which is under review.

The other Chief Execs are supportive of TH's proposed two ship funding solution. We are also giving support to Irish Lights on their own ship build project.

A new way forward for the Aviation Services Project, not involving Irish Lights, has been agreed.

### 2.3 Health & Safety Committee Report

A near miss incident involving a helicopter occurred at the Skerries last week. The incident is being investigated internally by the helicopter service provider, TH and a third party.

Northern Lighthouse Board and Irish Lights have been informed.

The root causes of this will be discussed by the H&S Committee together with previous incidents of a similar nature.

### 2.4 JSB Meeting Agenda

Presented by IL.

The main purpose of this meeting is to discuss Corporate Plans.

### 2.5 JSB Strategic Roadmap

Presented by IL anticipating discussion at the JSB meeting on the following topics:

- Five year AtoN review currently in progress
- Aviation services
- Vessel procurement cooperation and lesson learnt
- Political issues
- GLA efficiencies (in the post RPI-X world)
- Clarity on tri-GLA procurement when the Note Verbale expires (August 2025).
- Risk management
- Cyber security
- AI
- Sustainability (noting the JSB receives an annual report in May)
- Research (noting the JSB receives an annual report in May)
- GNSS vulnerability

### 2.6 Extraordinary ARAC Meeting Report

The ARAC met on 23<sup>rd</sup> October.

The NAO has given a clean bill of health to the Annual Report and Accounts 2023-24 so far, but the audit is still ongoing.

The GIAA Head of Internal Audit has awarded a *moderate* opinion but has identified that within this band there has been an improvement.

The ARAC resolved to recommend the Annual Report and Accounts 2023-24 to the Board for approval, subject to minor textual amendments.

The ARAC set a challenge to the Finance Department to modernise the presentation of and shorten the Annual Report and Accounts next year.

The Fronks Road cottage assets held for sale were discussed.

The updated Chair and CEO's forewords were approved.

## 2.7 Annual Report and Accounts

The Board Approved the ARA 2023-24 upon the ARAC's recommendation and subject to drafting improvements.

## 2.8 Corporate Plan

TD presented the Plan in outline.

The Plan is Strategy-led and Finance-informed.

IL summarised the intent of the Plan and the main aims of it with reference to the Strategy, "*Lighting the Way to 2035*".

This will be implemented via the operational performance objectives and the operational action plan.

The Plan was APPROVED by the Board subject to review of the Futures Afloat Project administration costs.

## 2.9. Futures Afloat Outline Business Case Addendum

DO presented the Outline Business Case addendum with five annexes dealing with:

- 1) Why two ships?
- 2) Lessons learnt from previous procurements.
- 3) Affordability.
- 4) Working with Stakeholders/market engagement.
- 5) Project Management.

The one further addition will be the outcome of the Departmental Centres of Excellence review which is ongoing.

DO spoke about each of the five annexes in turn.

The Board discussed risk tolerance. DO will return to the Board in November with a report on the ongoing risk tolerance work.

The Board would like to see the Annex 1 infographic improved to show why the 18 year old vessel (THV Galatea) needs to be replaced now. It is explained in the text but should be drawn out in the visual infographic by showing that it is technically obsolete.

It could also show, age at the time of replacement (i.e. in 3 years' time).

The Board also required the CO<sub>2</sub> emissions number to be checked.

The headline number on the infographic needs to be changed to explain this is the loan ceiling and includes risk and contingency, project costs etc... and optimism bias.

On the Placement – DO was asked to add ‘mandated’ after ‘international tender’ to reinforce the point that this needs to be compliant with procurement law as it stands, which requires an international tender.

The Board RESOLVED to fully support the Outline Business Case and addendum for submission to IPDC.

### **3. ANY OTHER BUSINESS**

3.1 NG announced that the new Intranet has gone live, with thanks to the Comms and IT teams and others and took the Board through the main features of the platform called WAVE. [www.wave.trinityhouse.co.uk](http://www.wave.trinityhouse.co.uk)

3.2 AM reported that the recruitment of VO’s successor is being progressed and the Nominations and Governance Committee had met on 16<sup>th</sup> October. The main purpose of the meeting was to review arrangements for a successor to VO when her term concludes in September 2025. This is not a role which this Committee nominates. The role of the Committee was to provide scrutiny, oversight and advice.

3.3 Maritime Leaders Forum hosted at TH – 11 November.

3.4 The United Nations will be holding a symposium on Safer Seas at TH – 6 December.

3.5 Carol Service at St Olave’s – 9 December.

3.6 Board members were requested to return completed Board Effectiveness Review Questionnaires to the Board Secretary by 31<sup>st</sup> October.

**[Action – Board – Return Effectiveness Review Questionnaires to Board Secretary by 31<sup>st</sup> October]**

### **4. Dates of Forthcoming Meetings**

- JSB – 18<sup>th</sup> -19<sup>th</sup> November.
- LHB – 28<sup>th</sup> November.
- ARAC – 16<sup>th</sup> December.

**[Action – Board- to propose possible suitable venues outside of London for Board meetings in 2025]**

### **Record of Decisions.**

1. The Board APPROVED the Annual Report and Accounts 2023-24 subject to minor drafting improvements.
2. The Board APPROVED the overall bid subject to review of the Futures Afloat Project administration costs.
3. The Board RESOLVED to fully support the Outline Business Case and Addendum for submission to IPDC.