

FOR PUBLICATION



**MINUTES OF THE MEETING OF THE LIGHTHOUSE BOARD  
HELD IN TRINITY HOUSE LONDON  
18 MAY 2017**

Present: Captain I McNaught (Executive Chairman)  
Captain N J Palmer (Items 1-10 and 11.2)  
Captain R H Barker  
Commodore R W Dorey  
Mr A Damen  
Professor P Matthews  
Mr D J Ring  
Mrs M Amos

In attendance: Mr T L Arculus (Clerk to the Board)  
Mr S Millyard (Engineering and Operations Manager) (Item 11.2)

**1. APOLOGIES FOR ABSENCE**

None.

**2. DECLARATIONS OF INTEREST**

**2.1** Mrs Amos returned her declaration for the Register of Members' Interests.

**2.2** There were no other declarations of interest beyond those already declared in the Register of Members' Interests.

**3. MINUTES OF MEETINGS – 29 MARCH 2017**

**3.1** The minutes of the meeting on 29 March 2017 were approved and signed.

**3.2** The minutes of the meeting on 29 March 2017 for publication were approved and signed.

**3.3** The Board discussed the log of outstanding items.

**4. MATTERS ARISING**

**4.1** Arising from item 2 on the log of outstanding items the word 'pride' should be changed to 'primed'.  
**[Action: Clerk to the Board]**

**4.2** Items 3, 6 and 7 on the log of outstanding items should be combined. The completion date will be March 2018.  
**[Action: Clerk to the Board]**

- 4.3 Professor Matthews, Mr Ring and Mrs Amos reported on a meeting they had had with Ms Fiona Pearson, Mrs Claire McAllister and Mr Chris Angell of the DfT on 8 May. The Board discussed corporate governance matters raised by the DfT at that meeting. Captain McNaught and Captain Palmer will discuss the corporate governance of the Board with the Court.  
**[Action: Executive Chairman; Captain Palmer]**
- 4.4 The Board also noted that Professor Matthews and Mr Ring had been asked to provide case histories of their involvement with TH to the DfT to be used as examples in order to encourage other people to apply for posts as Non-Executive Directors (NEDs) of Arm's-Length Bodies.
- 4.5 Professor Matthews, Mr Ring and Mrs Amos had also discussed the Fleet Review with the DfT.
- 4.6 The Executive Chairman reported that the Court had met on 16 May and had approved Mrs Amos' appointment to the Lighthouse Board with immediate effect. The Board welcomed Mrs Amos.
- 4.7 The Court wishes to receive the full minutes of the Board in draft format once they have been agreed by the Executive Directors. The draft minutes will be clearly marked as such. The Court also wishes to continue receiving the full Board minutes once they have been approved by the Board.  
**[Action – Clerk to the Board]**

## **5. HEALTH AND SAFETY MATTERS**

- 5.1 The Health and Safety Manager's report was noted.
- 5.2 Copies of the GLA Lighthouse Health and Safety Guidance Handbook were presented to the Board members. This is a joint production of the Health and Safety Departments of the three-GLAs co-ordinated through IGC8. It has been produced following a suggestion from the Joint Strategic Board that health and safety procedures and policies across the GLAs should be compared and where possible, standardised. The Board agreed it was a valuable publication.

## **6. REPORT FROM THE DESIGNATED PERSON ASHORE**

- 6.1 The Board noted the report from the Designated Person Ashore.
- 6.2 The Document of Compliance Audit by the Maritime and Coastguard Agency was conducted for THV PATRICIA on 27 April. Two relatively minor non-conformances and one observation were raised. Corrective actions are due to be completed by the end of July. The MCA auditors said that they were encouraged by the number of NCNs identified by TH's own internal audits because this shows the thoroughness and value of the audit process.

## **7. BUSINESS PERFORMANCE**

- 7.1 Mr Damen reported on the Key Performance Indicators – Racons are showing a downwards trend due to a lag resulting from historic issues which have now been resolved. The trend should begin to improve.
- 7.2 Light Dues income for 2016/17 was £83.3m which was good in view of the 2.5% reduction in the rate.

## **8. REPORT FROM EXECUTIVE DIRECTORS**

**8.1** The report from the Executive Directors was noted.

### **8.2 Verbal report on the structural survey of Royal Sovereign Lighthouse**

**8.2.1** Commodore Dorey reported that structural engineers had recently conducted a structural survey of Royal Sovereign Lighthouse. The structure which dates from the early 1970s was designed to have a life of 50 years. The lighthouse is due for re-engineering but due to the end of the design life approaching the opportunity has been taken to consider the future of the structure entirely.

**8.2.2** Options for the future of the lighthouse will be developed by the Engineering Department.

**8.2.3** The Examiners Committee will consider the provision of long-range lights in the locality. Beachy Head is currently an 8nm light.

## **9. AIDS TO NAVIGATION PERFORMANCE**

**9.1** The Board noted the report on aids to navigation performance covering the period from 22 March to 17 May 2017.

**9.2** The Sunk-Inner MFA has been a significant casualty. The MFA was brought into Harwich and replaced with the EDV. The cause of the casualty is being investigated.

## **10. FLEET REVIEW**

**10.1** The Board discussed the current situation relating to the Fleet Review.

**10.2** The Board will outline its timelines to the DfT and propose a meeting in September at which TH will present all its evidence to the DfT and request a conclusion to the Fleet Review.

**[Action – Executive Chairman]**

**10.3** The Board acknowledged that it was critically important for the facts and business case to be reported to DfT in the correct way to have the maximum impact and that it would be valuable to use the services of a specialist in this field. Mr Ring offered to provide details of an appropriately qualified and experienced professional. **[Action – Mr Ring]**

## **11. MATTERS FOR DISCUSSION**

### **11.1 DfT & Parliamentary Matters**

**11.1.1** Parliamentary activity has been quiet due to General Election purdah.

**11.1.2** Mr Ian Woodman retired at the end of April and has been replaced (on 16 May) by Mr Roger Hargreaves (DfT Maritime Director).

**11.1.3** Mr Phillip Rutnam moved to the Home Office on 3 April and has been replaced as DfT Permanent Secretary by Mrs Bernadette Kelly.

**11.2 Presentation on Type 1 Buoy trials and the Type 2 Buoy Light Aluminium Superstructure.**

**11.2.1** Mr Millyard did a presentation on the Type 1 Buoy Trials and the Type 2 Buoy Light Aluminium Superstructure. The Board discussed the opportunities presented by these innovations.

## **12. STRATEGIC ISSUES**

### **12.1 Verbal Report from Future 500 Steering Group Chair**

12.1.1 There had been no further meetings of the Future 500 Steering Group since the day of the previous Lighthouse Board (29 March).

12.1.2 Commodore Dorey reported that commercial civil hydrographic operations should be in a position to proceed in October.

### **12.2 Minutes of the Future 500 Steering Group Meeting – 29 March 2017**

12.2.1 The minutes of the 29 March meeting were noted.

12.2.2 An action exists for Mr Damen, Mr Ring and Professor Matthews to discuss the Terms of Responsibility. **[Action – Future 500 Steering Group]**

### **12.3 The Context of the Organisation**

**12.3.1** In pursuance of the ISO9001:2015 and ISO14001:2015 standards TH is required to define the context of the organisation. A draft context statement has been discussed by the Senior Management Team and by the Executive Committee. The Board discussed the draft text and agreeing on the following wording:

*“A statutory service, assessing the need for, superintending and managing aids to navigation for the safety and benefit of all mariners, functioning as a General Lighthouse Authority, operating in England, Wales, the Channel Islands and Gibraltar, and with a major role in an international context”*

### **12.4 Future Strategy/Corporate Objectives 2017/18**

**12.4.1** The Strategy document is being revised. The Corporate Objectives are being finalised at the same time due to the interrelationship between the two.

**12.4.2** The Senior Management Team will be asked to comment on these documents and the Board will hold a Strategy day on 20 July in Harwich at which time the members will discuss the Strategy and Corporate Objectives and comments from Senior Managers. The Board will aim to have the Strategy and Corporate Objectives finalised before their meeting on 27 September. **[Action – Board and Senior Management Team]**

## **13 FRAMEWORK DOCUMENT**

**13.1** Some minor changes have been made to the document to reflect the Irish funding situation. The document has been signed and will be published after the General Election. DfT will review it again at the next Assurance Review.

## **14. JSB MATTERS**

### **14.1 Joint Strategic Board Strategic Agenda**

- 14.1 The Clerk in his capacity as JSB Secretary reported on changes which had been made to the JSB Strategic Agenda by the Chief Executives' Committee on 27-28 April.
- 14.2 Mr Dace (TH IT Manager) is driving the Tri-GLA monitoring project forward. A meeting is scheduled next week to agree the way ahead.
- 14.3 Monitoring to be added to the JSB Agenda for 8-9 June. **[Action – JSB Secretary]**

## **15. OTHER MATTERS TO BE NOTED OR APPROVED**

### **15.1 Audit & Risk Assurance Committee Minutes 29 March 2017**

15.1.1 Minutes noted

### **15.2 Audit & Risk Assurance Committee – Annual Report to Board**

15.2.1 The Clerk presented the ARAC's Annual Report to the Board which was duly noted.

15.2.2 Mr Damen has recently met with Mr Le Mare (Head of Internal Audit, GIAA). The Board agreed that Mrs Amos should meet Mr Le Mare and Mr Copeman (NAO).

**[Action – Mrs Amos]**

### **15.3 Report on Review of Risk Registers**

15.3.1 The Corporate Risk Register (CRR) was reviewed by the Executive Committee on 13 March and by the ARAC on 29 March.

15.3.2 The main risks on the CRR are:

- Risk of adverse outcomes from the Fleet Review
- Risk of insufficient ship resources
- GNSS vulnerability
- Risk of inability to recruit and retain appropriate SVS personnel
- Risk of issues with pension service delivery

Mitigation measures are in place.

15.2.3 The risk of potential SVS industrial action has reduced and been de-escalated to the Organisational Risk Register as a result of the recent pay settlement.

15.2.4 The Board directed for cyber-security to be elevated to the CRR. **[Action – Clerk to the Board]**

### **15.4 Verbal Report on Directors' Remuneration Committee**

15.4.1 Professor Matthews reported that the Directors' Remuneration Committee met on 29 March. It signed off performance related awards for 2016/17.

15.4.2 Professor Matthews advocated that the Directors' Remcom should engage a consultant to devise a new remuneration scheme to be put into effect in financial year 2018/19.

### **15.5 Report on Inspection of and Audits of Local Aids to Navigation and Offshore Structures**

15.5.1 Presented by Captain Barker who stressed the importance of local AtoN inspections.

15.5.2 Report noted for submission to the Secretary of State.

#### **15.6 Proposed Board Meeting Dates for 2018**

15.6.1 A list of dates for 2018 was proposed.

15.6.2 The Clerk to the Board was asked to confirm Board dates and times for the rest of 2017.

**[Action Clerk to the Board]**

#### **15.7 Board Committee Appointments**

15.7.1 The Executive Chairman proposed Mrs Amos as chair of the ARAC. The Board approved her appointment.

#### **15.8 Appointment of TH NED to the Lights Finance Committee (LFC)**

15.8.1 The Executive Chairman proposed Mr Ring as TH's NED representative on the LFC, a position which has arisen following Captain Palmer's appointment as LFC chair. The Board approved Mr Ring's appointment.

#### **15.9 Board Effectiveness**

15.9.1 The Board considered outstanding recommendations from the DfT's questionnaire "*Unlocking your board's full potential*" which the Board had discussed in detail in 2016.

15.9.2 The Board decided that these subjects should be discussed further at its Strategy day on 20 July  
**[Action: All Board Members]**

#### **15.10 Data Protection Policy**

15.10.1 The amended policy was approved.

#### **15.11 Records Policy**

15.11.1 The amended policy was approved.

#### **15.12 Risk Management Policy**

15.12.1 The amended policy was approved.

#### **15.13 Non-Executive Directors' Objectives**

15.13.1 Each of the NEDs have agreed to a set of objectives for 2017/18. These were noted by the Board.

15.13.2 NEDs' objectives for the future will be discussed further at the Strategy day on 20 July.

**[Action: All Board Members]**

#### **16. ANY OTHER BUSINESS**

16.1 Trinity House will participate in London International Shipping Week (11-14 September 2017). THV GALATEA will be berthed alongside HMS BELFAST in the Pool of London

and will be used as a platform to showcase the work of Trinity House and the other GLAs and recruitment, training, careers and the benefits of the Red Ensign

**16.2** A Channel 4 documentary on the English Channel is set to be made featuring Trinity House.

**17. DATE & VENUE OF NEXT MEETING**

It was agreed that the next meeting would be held at Trinity House, Harwich on 20 July 2017 with the Strategy session.

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