



TRINITY HOUSE

Minutes of Lighthouse Board 24 September 2020. For Publication

Held via WebEx

Present

Sir Alan Massey (Non-Executive Chairman)

Capt Ian McNaught (Chief Executive)

Commodore Rob Dorey (Director of Operations)

Mr Ton Damen (Director of Business Services)

Cmdr Nigel Hare (Director of Navigational Requirements)

Mrs Valerie Owen (NED)

In attendance

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

1. INTRODUCTION

The Chairman welcomed Commander Nigel Hare to his first regular Lighthouse Board meeting.

1.1 Apologies

Mrs Margaret Amos

Mr David Ring

1.2 Declarations of Interest

None.

2. STRATEGY

2.1 DfT/ Parliamentary

Trinity House has engaged with DfT in relation to NED recruitment. A candidate has been selected to be recommended by the DfT for ministerial approval. The Board Secretary was asked to contact the DfT for an update on progress with the recommendation.

[Action: Board Secretary]

Capt. McNaught is scheduled to meet the Shipping Minister on Tuesday 29th September in a one-to-one meeting.

Capt. McNaught has requested a conversation with Mr Roger Hargreaves, Maritime Director, DfT, before he meets with the Minister.

2.2 JSB

Captain McNaught reported that the agenda for the November JSB has been drafted. The Vessel Replacement Projects of TH and NLB and the tri-GLA helicopter contract feature.

2.3 Other matters to be noted or approved

2.3.1 PDG Aviation Comfort Letter

The Board received a letter addressed to the three GLAs from the Chief Executive of PDG Aviation Services Ltd. regarding the provision of helicopter services at the end of the Brexit transition period.

The Board Secretary was asked to make sure that the issue is reflected in the Risk Registers.

[Action: Board Secretary]

2.3.2 Letter to DFT Permanent Secretary regarding Brexit Commercial Readiness

The Board noted a letter dated 14 August 2020 from Captain McNaught in his capacity as Accounting Officer to Bernadette Kelly, Permanent Secretary regarding Trinity House's commercial readiness for the end of the EU transition period.

2.3.3 Verbal report from Chief Executive's Committee

Captain McNaught reported on the proceedings of the recent CEC. The main topics discussed were the Vessel Replacement Projects, the helicopter contract, COVID and RPI-X.

2.4 Corporate Plan 2021-26

Mr. Damen presented the key assumptions behind the Corporate Plan for the bid year 2021/2022 and the subsequent four year projects based on the DfT's key (pay & non-pay) inflationary assumptions. Following a structured questions and answers session - a general consensus was derived around the outlined 5 year financial plan.

The Board reflected on the overall picture in the context of ongoing underspends in some areas and the feasibility of delivering the various revenue and capital programmes over the 5-year period. The Board challenged the Executive on their ability to deliver, also recognising the economic climate with its potential impact on the funding made available by the DfT.

[Action: Executive Committee - update Board on deliverability of major projects, revenue and capital projects]

2.5 Strategic Discussion on Cardinal 2 – 'Good Employer'

Trinity House has done a lot over the course of this year, which has been dominated by COVID, to keep everyone working (working from home in most cases) but no one has been furloughed. We have also been careful of the mental health of our employees. The Executive Committee and SMT have worked hard to keep a cohesive workforce. The Board recognises that internal communication with our staff is a vital part of business continuity.

The Board also recognises that since we are not in control of pay or headcount, the task of keeping employees happy is difficult. The Board discussed the culture of the organisation and in particular in the culture within the SVS.

The Board wishes to discuss a strategic cardinal at each of its meetings. The Executive Committee was asked in future to provide a brief paper to facilitate discussion on what work is being done in relation to each of the goals underlying the cardinals.

[Action: Executive Committee]

3. PERFORMANCE

3.1 Health and Safety Manager's Report

Captain McNaught presented the Health and Safety Manager's Report covering the period 1st July to 1st September 2020.

3.2 Business Performance/KPIs

Report noted.

3.3 Navigational Requirements Report

Cmdr Hare presented the report for the period 10th July to 14 September 2020.

Cmdr Hare advised the Board that the UK will probably not have access to EU's EGNOS navigation overlay system after 31st December 2020 as a result of Brexit. GRAD is looking at the implications of this. Cmdr Hare will update the Board as things become clearer. The Board noted that this will not stop vessels from using EGNOS while moving through UK waters but will prevent the UK from having access to the programme as it develops, even though GRAD makes such an important contribution to the programme at the moment.

3.3.1 AtoN Availability Progress Report for the period 15 September 2017 to 14 September 2020

Cmdr Hare reported on the Category One Position statistic which is slightly below the IALA target of 99.8% and is due to the Channel Light Vessel being off station for a period as noted in previous meetings. This was assessed and considered acceptable at the time but remains in the figures because they are a three year rolling average.

3.3.2 Casualty Return for the period 10 July 2020 to 14 September 2020

Noted.

3.4 Executive Directors' Report

The Board discussed the THV Alert crane which is due to be fitted in October. Installation is due to take three weeks and has been postponed from an earlier date in order to maintain risk response coverage.

PAKNET will be turned off in 2022 and will impact operations as we will need to upgrade 63 locations. Work is ongoing to devise a programme which will absorb a significant aspect of the operational capacity during 2021-22.

Patricia Voyages - the season of Patricia Voyages has been cancelled for 2020/21, owing to the risk to the crew of bringing passengers aboard during the COVID pandemic. After due discussion, taking into account the vessel's age and the outlay needed to deliver the customer standards required for modern cruises, the Board **RESOLVED** to discontinue Patricia Voyages for the future.

[Action: Captain McNaught will advise the Court]

3.4.1 – 3.4.9 Annexes to Executive Directors' Report

Noted.

3.5 Review of Headline Performance Objectives 2020-21

Deferred until November Lighthouse Board in order to be sequenced with corporate planning.

3.6 Setting Headline Performance Objectives for 2021-22

Deferred until November.

3.7 Review of Board Objectives separate from the HPOs

Deferred until November.

3.8 Setting of Board Objectives separate from the HPOs

Deferred until November.

3.9 Review of NEDs' Objectives 2020-21

Deferred until November.

3.10 Setting of NEDs' Objectives 2021-22

Deferred until November.

The Board **RESOLVED** to discuss the Corporate Plan at its meeting in October and then to discuss the HPOs and objectives in November.

[Action: Board Secretary]

Objectives will be developed by the Chairman and Chief Executive.

[Action: Chairman and Chief Executive]

4. GOVERNANCE

4.1 Annual Report and Accounts

Deferred until October.

4.2 ARAC Chair's report

Deferred until October.

Mr Damen reported that the report on the GLF Financial Statements Audit by NAO was clean but there is a reclassification requirement, which is being addressed now.

4.3 Report from the ARAC Chair on one or more of the Risk Descriptor is from the Corporate Risk Register

Deferred.

4.4 NED Recruitment Update

Reported under item 2.1 above.

4.5 Board Effectiveness Review 2020

The Board Secretary introduced the board effectiveness questionnaire which he has developed and issued to the Board. The Board was invited to return completed questionnaires to the Board Secretary by 15th October.

[Action: Lighthouse Board]

5. ADMINISTRATION

5.1.1 Minutes of Strategy Session 22 July 2020

Agreed.

5.1.2 Minutes of Lighthouse Board 22nd July 2020.

Agreed.

[Action: Board Secretary to arrange signature by Chairman]

5.1.3 Minutes for publication of Lighthouse Board 22 July 2020

Agreed.

[Action: Board Secretary arrange publication on the website.]

5.2 Log of Actions

22.05.20/19 - a meeting is being set up in October.

22.05.20/31 - the Board agreed that JSB strategic agenda should include an item on the COVID pandemic.

[Action: Board Secretary]

22.07.20/3 - in progress.

22.07/20/4 – complete.

22.07.20/8 - remain open.

The Board Secretary was asked to add actions of the strategy session in July to the log of actions.

[Action: Board Secretary]

5.3 Matters Arising

None.

5.4 Any Other Business

The Board discussed the sequence of engagement with the DfT in relation to the vessel replacement project and how the Lighthouse Board will be engaged going forward. It is essential for the Chief Executive to meet with the DfT Maritime Director, Roger Hargreaves to agree the agenda before meeting with the Shipping Minister.

5.5 Dates of Future Meetings

14 October 2020 board training.

15 October 2020 Lighthouse Board

18 November 2020 JSB

9 December 2020 ARAC

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