



TRINITY HOUSE

Minutes of Lighthouse Board – 11 May 2022

Trinity House, London

Present

Vice-Admiral Sir Alan Massey (Chair)
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)
Dr Margaret Amos (NED)
Mrs Valerie Owen (NED)
Mr Alan Moore (NED)

In attendance

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

PART ONE – Strategic Discussion

1.1 Cardinal 3 Reputation Development.

Captain McNaught presented a discussion paper on Reputation Development prefacing it with a summary of the improvements in transparency and openness which have been made in recent years and the benefits of this.

The Board discussed the benefits of uniting internal communications with external communications under a single Communications Manager.

The Board reviewed the *PR and Corporate Communications Strategy* which they considered to be a useful and high quality document. The Board considered that it could be used as a tool for attracting new employees to the organisation and

agreed that “Future Talent” should be added to the list of Stakeholders. The Board also discussed whether the key messages were absolutely suitable or whether they were too focused on ‘process’ rather than what we actually do.

The Board supported the idea of hosting more depot tours for school children as a means of promoting careers in the maritime and engineering industries in general and with Trinity House in particular and noted the success of the visit by Colchester Royal Grammar School to the Harwich Depot the previous day.

The Board suggested the possibility of working with the TH Charities to fund an outreach worker who could focus on attracting young people and organising depot tours.

The Board discussed the reasons why we might choose to promote our reputation. Communications is a tool to support the strategy and is also a tool to manage risks to our reputation. We need to ask what our reputational risks are and whether the *PR and Corporate Communications Strategy* address them. The Board considered that it may be beneficial to decide a leading and a lagging strategy for the organisation and then work out where Communications can fit into that.

The Board resolved to look at the most effective ways to ensure that the organisation’s Communications Strategy aligns with its strategic priorities and risks.

[Action: Executive Committee]

Cardinal 4 Innovation & Learning.

Introduced by Captain McNaught and Commodore Dorey.

The work of GRAD is internationally recognised particularly via IALA. The Board discussed the ways in which the GRAD Work Programme is developed and alignment with GLA policies including *2030 Navigating the Future*, the *GLA Joint Navigation Requirements Policy*, *GLA Risk Response Criteria* and the *GLA Marine Navigation Plan 2016-2030*. The Board discussed the strategic alignment of the *TH Strategy 2018-28* with these policies and where lacunae may exist in the way it filters down to things like the *PR and Corporate Communications Strategy*.

The Board discussed diverse matters including intellectual property, commercial work and the challenge of reaching net zero emissions.

One of the issues the GLAs face is that they cater for all mariners, from those who use the most primitive navigation methods to the most modern.

[Action: Dr Amos and Cmdr. Hare were invited to work together to develop a high level strategic map for future Board discussion]

The Board also discussed ‘Learning’ and the training matrix for staff, also the many streams of work which are ongoing and opportunities for developing

staff. This will be important both to capitalise on our staff's potential and to improve our ability to recruit and retain talent.

PART TWO

2.1 Introduction

2.2 Apologies

None.

2.3 Declarations of Interest

None.

2.4 Chief Executive's Report – Introduced by Capt. McNaught.

Capt. McNaught spoke about the pay and competency structure proposal, hitherto called TH2040, and the suggested way forward. The Board discussed the high turnover of staff, the main issues being pay and a highly competitive employment market. A confidential discussion followed.

Capt. McNaught has reviewed the 2020-2022 Health & Safety Strategy with the H&S Manager who will now update the document and the delivery plan.

The Executive Committee held a meeting last week to look at the results of the staff survey and our Improved Ways of Working initiative, and had a very positive discussion on points and lessons learned and how to bring those forward into the organisation. Capt. McNaught considered the big lessons to be Communication, Clarity of Purpose and Visibility, and the Committee spoke at length about empowering managers to understand their teams and get the best out of them and to make them feel part of a very unique organisation that delivers a critical service to the mariner.

After a recent visit to UKHO, Trinity House, with the blessing of DfT, is signing an MOU to work with UKHO on a UK-wide Sea Bed Mapping initiative. Much of our seabed is not surveyed as well as one might think, so this is an initiative for commercial and government organisations to share new survey information for the benefit of the wider community, something TH has always done, and UKHO want to use TH as a shining example for others to follow.

With regard to resilient PNT, Capt. McNaught recently met with CEO NLB, Head of GRAD and DfT officials. A national PNT office is being set-up under BEIS. This will be staffed by December 2022, and a strategy announced by April 2023. E-Loran as a system for maritime is high on their list of priorities: there will be a cost allocation for the GLAs, with the aim of establishing a terrestrial system.

Capt. McNaught had recently met the Chair of the LFC at the APPMG, who mentioned the latest rise in light dues – the largest single rise in many a year. He was very understanding and complimented TH on its transparency and efficiency.

Finally, on an international note, DfT had been able to secure priority for the UK's instrument of accession for the change of status of IALA to an IGO. The Foreign Secretary has now signed the instrument, which having gone through sealing and binding was expected to be formally deposited with the French Republic on 9th May.

3 STRATEGY

3.1 Strategy Session II Governing Principles

Presented by Cmdr. Hare.

In relation to the *'Intent'*, it was agreed that the level of ambition should be caveated to reflect the current high pressure on costs, manpower and other resources.

In relation to the *'vision'* (to become the first net-zero AtoN service in the world), there was a helpful discussion around describing our goals and establishing criteria for measuring success.

The Board accepted the paper as a solid starting point for meaningful discussion at the Strategy Day in July. It was agreed that the strategy session should be extended by two hours.

3.1.1 Strategic Assumptions.

[Action: Cmdr Hare: Add Geopolitical Instability; add Supply Chain and Cost of Commodities.]

[Action: Board Secretary: change Board/SMT strategy day invitations as follows:

18 July

1330 - 1600 LHB (Harwich)

1630 – 1830 meet with SMT.

1900 Board/SMT supper

19 July

0830 -1500 LHB/SMT Strategy Day (Harwich)]

3.2 Notes from CEC meeting – 4th April

Capt. McNaught presented the notes of the Chief Executive's Committee meeting on 4th April noting that TH had subsequently commented on the helicopter contract project initiation document produced by NLB. TH is seeking the same helicopter availability as today but with greater recoverability from lost days. Also the contractor must have a duty of care to each GLA to ensure

that they deliver an airframe when required. Furthermore, costs must be fairly reflected across each GLA according to use.

[Note – this will be the line to take at JSB – Agenda Item 3.4]

3.3 JSB Draft Agenda for meeting May 2022.

3.4 JSB Road map.

JSB lines to take – Lines to take agreed as presented in the paper, with the addition of the Helicopter contract (see above 3.2).

[Action: Secretary – Update lines to take]

3.5 OWEC – Options and Way Forward.

The Board was updated on TH's continuing engagement with The Crown Estate on TCE's Offshore Wind Energy and Change programme.

After a thorough and wide-ranging discussion, the decision was reluctantly taken to withdraw from leadership of the second OWEC project (*to examine the cumulative effect of offshore energy installations on the safety of navigation*) on account of the unmanageable aggregate risks that this would likely present to TH and the GLF.

[Action: Chief Exec to advise DfT; TCE and other GLAs]

3.6 TH 2040

Mr. Damen presented a report featuring a number of options for the Board's consideration.

A confidential discussion followed.

The Board **RESOLVED** to favour option 3 and requested that the business case for the DfT needs to include how it will be implemented.

4.1 H&S Manager's Report.

The Board discussed and noted the Health and Safety Manager's Report which included a summary of accident and near miss statistics for the previous financial year.

4.2 KPI report.

The Board noted the report on KPIs in which all KPIs were shown as green with the exception of:

Running Costs (red)

TH Capital excluding risk (red)

Tri-GLA Capital excluding risk (red)

Value for money savings (red)

Percentage of work completed for BSL Commercial (amber)

Percentage of work completed for BSL TH (red)

4.3 Navigation Report for the period 28 February to 1 May 2022

During the period individual Examiners or the Navigation (Examiner) Manager considered 133 items, including 51 where the risk assessed was such that marking was decided as being necessary or required altering. No incidents were reported resulting from a failure of either TH aids to navigation, local aids to navigation or those exhibited from an offshore structure. There were no requests as a result of local AtoN inspections for the Examiners to reconsider any marking previously specified.

A 45-foot yacht named “Phoenix Rising” sank on 1 May 2022, approximately 5nm west of Barry, in the Bristol Channel. MV Mair was tasked to survey the site but was unable to locate the vessel. Upon further assessment of the fire damaged vessel and traffic in the area, no further TH action was deemed necessary.

Cmdr Hare said following a recent inspection of the River Deben he would return to the Board with a recommendation for an altered buoy in the river.

4.4 Business Services Report.

Noted.

4.5 Project Highlights.

The Board noted progress with the Vessel Replacement Project and the Royal Sovereign Decommissioning Project and also with the THV Patricia reliability improvement project. LV 19 DD&R is complete and the LV is ready to be redeployed. Lighthouse projects have been completed at Trwyn Du, Lundy North and St Tudwal's. Other lighthouse projects include Lynmouth Foreland and St Catherine's in soak test phase. The Paknet project and Inner Farne modernisation project are in the installation phase. Projects to modernise Tater Du and Flamborough Head are in the procurement phase. Needles, Trevoise Head and Pendeen modernisations are in the design phase. Skerries, LV09 and Cromer are in the start-up phase. Minor works are being planned for the Bartholomew Ledge Beacon (Isles of Scilly) for installation in 2023-24.

4.5.1 Projects Highlight Dashboard.

Noted.

4.5.2 Royal Sovereign Highlights.

Cdre Dorey reported that a number of tenders have been received.

4.5.3 VRP

The Board had received the Evaluation Report prior to the meeting.

The Board discussed the organisation's ability to resource the two large projects and how this would require the support of procurement expertise supplied via a contracted third party.

4.6 Tri - GLA KPI Report.

The Board received and noted a dashboard summary of the Tri-GLA KPIs which will be submitted to the JSB meeting in May.

4.7 Affordability of 2022-23 Budget.

The Board discussed a paper by Mr Damen setting out the net running costs pressures being faced by the organisation.

The Board **RESOLVED** to accept the recommendation to be prepared to use the 5% flexibility available from the GLF under the DfT/GLA Framework Agreement.

5. Governance.

5.1 Corporate Risk Register Executive Summary.

The Board reviewed the Executive Summary Dashboard of the Corporate Risk Register and noted that five new risks had been added.

The Board noted that further updates are required to the underlying risk registers.

The Board noted that almost all of the risks on the Dashboard are increasing, which raises questions of prioritisation of some and toleration of others.

The Board reviewed each of the key risks and discussed their effective management, which in some cases would require additional resources. Senior management would need to give this careful near-term consideration.

[Action: Executive Committee to review the key risks and to re-validate the content and priority of associated mitigation measures].

5.3 ARAC Minutes - 8 March.

Noted.

5.4 Corporate Objectives (HPOs).

Captain McNaught submitted the HPOs and Executive Directors' Objectives 2022-23 for the Board's approval. The Objectives were agreed, noting that a pragmatic, 'best endeavours' approach would need to be taken, given the wider challenges currently facing the organisation.

6. Administration.

6.1 Minutes of previous meeting.

6.1.1 Lighthouse Board minutes - 8 March 2022

Noted.

6.2 Log of Actions

Noted.

6.3 Dates of Board meetings 2023 –

The Board noted the proposed dates.

[Action: Secretary – send calendar invitations].

6.4 Board Development Objectives & Training Options

The Chair presented a paper on Board development objectives and training options for the year 2022-23.

The Board accepted the recommendation to agree the objectives and training options for 2022-23, noting that these should also be approached on a ‘best endeavours’ basis, with read-across – where applicable – to Board members’ agreed personal objective sets.

6.5 NED Recruitment.

The Board noted that Dr Amos’ second term on the Lighthouse Board is due to expire in May 2023. The Board agreed that Captain McNaught should speak to Lisa Gilmour (DfT) about TH’s approach to the recruitment of a new NED.

7. A.O.B

[Action: Secretary – Arrange Extraordinary Lighthouse Board on 28 June to discuss Cardinals 1&2].

8. Dates of forthcoming meetings.

Noted.