



TRINITY HOUSE

Minutes of Lighthouse Board

14th September 2022 at Trinity House, Tower Hill

Present

Vice-Admiral Sir Alan Massey (Chair)
Captain Ian McNaught (Chief Executive)
Commodore Rob Dorey (Director of Operations)
Mr Antonius Damen (Director of Business Services)
Mrs Valerie Owen (NED)
Mr Alan Moore (NED)
Commander Nigel Hare (Director of Navigational Requirements)
Dr Margaret Amos (NED) (Via Webex)

In attendance

Mr Thomas Arculus (Head of Legal and Risk / Board Secretary)
Ms Lisa Gilmour (Head of Maritime Sponsorship & Appointments, Maritime Strategy and Programmes Division, Department for Transport)

1. PRELIMINARIES

1.1 Introduction

The Chair led the Board in paying tribute to the Royal family at this time of loss and in remembering the life of immaculate service of the late HM Queen Elizabeth II.

1.2 Apologies

None.

1.3 Declaration of Interest

Mrs Owen has been appointed to Ebbsfleet Urban Development Board.

[Action: Mrs Owen, complete a declaration form]

1.4 Chief Executive's Report

Since the report was written a lot has happened with a new Prime Minister and new King taking office.

The new Secretary of State is the Right Honourable Anne- Marie Trevelyan MP. She has a keen interest in Maritime matters.

The DfT, along with the rest of the country, is in a state of official mourning at the moment.

Capt. McNaught spoke about the effect on the organisation of the fuel crisis. He also outlined recent developments with the vessel replacement project. On the personnel front, Mr Kevin Gregory will join the organisation next week as Head of Planning and Commercial, Ms Jenny Smith has joined the HR team in Harwich as Employee Relations Manager and Mr James Platt has been recruited to take over as Procurement Manager.

Captain McNaught said that the funeral of much respected colleague Mr Martin Thomas had taken place on Monday and was attended by a large number of staff past and present.

Trinity House had hosted a meeting of the executive directors of the three GLAs earlier in the week at which the key high level strategic issues had been aired.

There had been a recent meeting with the Unite union which represents the SVS ratings. The Union has recently been organising striking workers at the Port of Felixstowe.

1.5 View from DfT

Ms Gilmour provided a brief on activities within the DfT.

Departmental Strategic priorities have not currently changed under the new Secretary of State. No new departmental priorities have been set yet.

A new Director General, Ms Rania Leonardi, has been appointed. She is doing an interval review into efficiencies and working arrangements across Maritime Aviation and Security departments at the DfT. The previous Director General, Mr Gareth Davies, has become the department's second Permanent Secretary.

[Action: CEO and Chair to request a meeting with the Director General]

There will be a DfT event for NEDs in November, to which TH NEDs will be invited.

Ms Petra Wilkinson (Maritime Director) is due to visit Harwich on the 26th October. Ms Rania Leonardi will be invited.

[Action: Capt. McNaught to invite Rania Leonardi to visit Harwich depot]

2. STRATEGY

2.1 Corporate Planning Key Assumptions Discussion

Mr Damen reported that new guidance has recently been received from the DfT on corporate planning and presented a paper on key assumptions which will be updated to reflect the new guidance.

Energy costs are of critical importance in this year's Plan

Non-pay budgets will rise 25% due solely to anticipated fuel and energy costs.

Pay is a critical issue at a time of high inflation.

Ms Gilmour clarified that TH would not be able to award any more than the guidance which is 2-3%, if 3% is requested then justification is required.

A discussion followed about the effect on the organisation of uncompetitive pay.

With regard to the non-pay budget, any projects which are deferred will become a significant problem at a later time. The Board discussed ways in which the work programme could be adjusted to fit inside the funding envelope.

All decisions about projects are related to the delivery of the statutory function so everything on the list is essential.

[Action: Mr Damen was asked to consider further with the Executive and SMT and return to the 13th October LHB with recommendations. This will involve an analysis of the risks associated with deferring works]

[Action: Mr Damen will also work with the NEDs on rationalising the plan and its assumptions]

2.2 Updated Strategy Following Strategy Session

Cdr. Hare took an action to focus on the Mission, Vision and Intent in the Strategy and to present the updated Strategy to Lighthouse Board in October.

The Values will be progressed by the Diversity Working Group.

[Action: Cdr. Hare to present updated Strategy to Board in October]

The Tri-GLA Strategy is being revised by GRAD and will be presented to Board out of committee.

[Action: Cdr. Hare circulate Tri-GLA Strategy out of Committee]

2.3 Annual Report and Accounts

The Annual Report and Accounts is being audited by the National Audit Office. Trinity House is awaiting NAO final comments. The aim is for it to be presented to the Board in October having been circulated out of committee for comments in advance.

[Action: Mr. Damen to circulate Annual Report and Accounts out of Committee]

2.4 TH2040 – Options and Way Forward

TH2040 has stalled and a fresh approach is required. In addition, the Head of HR has taken early retirement. It has been decided to appoint a Board Adviser (People and Culture) reporting to the Chief Executive.

Mrs Owen updated the Board on meetings of the Nominations-Governance Committee on the 17th August and 8th September. The Nomination-Governance Committee has resolved to recommend to the Board that the BA (P&C) should be fixed term and should only attend Board when relevant topics were on the agenda. In addition, a Business Case Support specialist should be engaged, line managed by the BA (P&C). A pay and rewards specialist and a union negotiation and implementation specialist may also be engaged on a consultancy basis.

The Board **RESOLVED** to support the approach recommended by the Nominations-Governance Committee to appoint a BA (P&C), a rewards specialist and team of up to two other consultants. A decision by Executive Committee will need to be made once BA (P&C) is in post about whether to appoint an interim Head of HR.

The aim is to appoint the BA (P&C) by 26th September.

The Board was further informed that Mr Damen, Director of Business Services, will relinquish his responsibilities for Human Resources management within TH. These responsibilities, including leadership of the TH2040 Project, will pass to the Chief Executive who will henceforth personally direct and oversee all TH HR functions.

[Action: Exec – to submit a briefing paper for Petra Wilkinson in October when she visits Harwich]

2.5 OWEC Update

Cdr Hare reported that discussions with The Crown Estate have continued. The Crown Estates is keen to find a lead organisation for the two projects.

The GLAs, whilst not prepared to lead either of the two projects, are looking at ways to provide support to the two projects via contributions in kind if possible.

The Board was of the strong opinion that contributions in kind such as ship time and TH/GRAD time should be charged to TCE.

3. PERFORMANCE

3.1 H&S Managers' Report

Introduced by Capt. McNaught.

The Board noted with approval the robust approach of the Buoy Yard Manager in Swansea towards wood dust pollution across Swansea Docks.

There had recently been a small fuel leak at the Needles Lighthouse. The Board noted the actions taken and the satisfactory outcome.

The Harwich Pier Safety Group is now operating and is designed to tackle issues such as not wearing proper PPE.

3.2 Business Performance (KPIs)

All KPIs are showing a green status with the exception of Running Costs and TH Capital Excluding Risk which are red.

3.3 Navigational Requirements Report

Reported by Cdr. Hare.

The Navigation Department is stretched due to the death of a colleague, a recent resignation, and maternity leave. Cdr. Hare described the work which is having to be deprioritised as a result.

[Action: Cdr. Hare will produce a list to give the Board visibility of works which are not getting done as a result of staff shortages and the impact]

There had been 4 wrecks in the reporting period but none which required intervention.

138 consenting applications have been dealt with in the period.

3.3.1 Availability Progress Report

Noted.

3.3.2 Casualty Return

Noted.

3.4 Financial Report consisting of Appx 1a Management Accounts, 2 Variance, 3 Capital

Mr. Damen drew the Board's attention to the input on the Capital Plan of lack of resources and shortage of contractors.

There was a discussion about the Harwich Sea defences and the Buoy Yard retaining wall.

Report noted.

3.5 Royal Sovereign Highlights

The evaluation report is being reviewed.

The full business case will be submitted to DfT before the end of October for approval.

The Board will be asked for its approval out of committee in the coming days.

DfT has been kept apprised of the decision-making throughout.

3.6 VRP Highlights Report

Report noted.

4. GOVERNANCE

4.1 Corporate Risk Register Dashboard

The Board noted the new risk of possible energy black-outs due to the fuel crisis. Mitigation for which will include a planned business continuity exercise in October.

The Board noted that a new format for organisational risk registers will be introduced in the coming months and all the risks will be considered in detail.

[Action: Board Secretary]

The Board also requested that a number of key risks should be identified to be discussed in detail by the Board.

[Action: Board Secretary]

5. ADMINISTRATION

5.1 Minutes of Previous Meetings

5.1.1 Minutes of Lighthouse Board 18 July

Approved.

5.1.2 Minutes of Strategy Session 19 July

Approved.

5.2 Log of Actions/Matters Arising

- No. 7. OWEC – Lisa Gilmour to follow up with John Connell.
- Nos. 14. & 25. Staff survey follow up. The Board noted that to benefit from the comparisons provided by “Best Companies” the main survey would have to be carried out during the summer months when “Best Companies” conducts its fieldwork. The decision also factored in current turbulence in the HR department.

[Action: Mr Damen to look at whether a mini- staff survey could be held this financial year]

- No. 16. Board Secretary to look at the Fair Safety Culture to see how repeat offenders not wearing PPE should be sanctioned.

5.3 NED Recruitment Update

A meeting with recruitment consultants has taken place and the recruitment process would now advance.

6. ANY OTHER BUSINESS

6.1 HPO Expectations

Cdre Dorey submitted a paper addressing actions from the GIAA Audit on Programme and Project Management.

[Action: Exec. To prioritise HPOs]

7. Date of Forthcoming Meetings

- LHB 13 October (am)
- CEC 13 October (pm)

7.1 Benchmarking exercise

[Action: Cdre. Dorey, Mr Moore, Captain Day (NLB), Ms Wilkinson (NLB) to meet to discuss ways in which TH and NLB can help each other]

7.2 Minutes of Nominations-Governance Committee of the 17th August

Approved.

7.3 Meeting in St. Just or Swansea.

[Action: Board Secretary to investigate whether the November LHB can be held off site]

7.4 Anthorn Transmitter

Cdre. Dorey reported on discussions with DfT regarding the proposed funding mechanism.

7.5 Helicopter Contract

FOR PUBLICATION

Ms Gilmour reported that she will be overseeing the Tri-GLA helicopter procurement exercise.

It is likely that an International Agreement will be required in order to involve Irish Lights.