



TRINITY HOUSE

Minutes of Lighthouse Board

23 November 2022 at Swansea with VC link

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)

Mrs Valerie Owen (NED)

Mr Alan Moore (NED)

Dr Margaret Amos (NED) (Via VC Webex)

In attendance

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

Ms Natalie Gull (Board Advisor – People & Culture) (Via VC Webex) (Items 1.1 – 1.3 & 3.6)

Ms Lesley Cotton (Pay and Rewards Specialist) (Via VC Webex) (Items 1.1 – 1.3 & 3.6)

1. PRELIMINARIES

1.1 Introduction

1.2 Apologies

None.

1.3 Declarations of Interest

None.

1.4 Chief Executive's Report

Capt. McNaught presented the Chief Executive's Report, beginning by reflecting on today's visit by the Board to the Swansea depot which had given the Board a valuable opportunity to meet staff and to see the work they are doing. The Board also spent time inspecting the stores and supplies areas. Capt. McNaught also reflected on the staff awards last week which were a great success.

The JSB had taken place the fortnight before in Ireland over two days. The main focus on the first day was the size and health of GLF including the size of the reserve. A few days later, also in Dublin, Cdr. Hare attended a Future of Navigation seminar.

Capt. McNaught has met with the new Shipping Minister, Baroness Vere, this week and has invited her to visit the Harwich depot.

TH hopes to arrange an IGC Forum in the New Year.

The Multi-lateral meeting on GLA corporate plans and their implications for Light Dues, hosted by DfT, will take place in early December.

2. STRATEGY

2.1 JSB Readout

The Chair reflected on the JSB meeting, the minutes of which will be circulated when available.

2.2 Updated Strategy

Cdr. Hare invited further comments from the Board on the draft Strategy which had been circulated. He then proposed to hold a workshop with the SMT to discuss the 'roadmap' for the next 20 years. He would also confer with Ms. Cotton and Ms. Gull to tie it in with the evolving People Strategy.

[Action: LHB to comment on Strategy draft]

[Action: Cdr. Hare to meet with Ms Cotton & Ms Gull to align thinking]

[Action: Cdr. Hare to arrange a workshop for SMT in January]

The Tri-GLA Navigation Strategy has been published.

3. PERFORMANCE

3.1 Health & Safety Managers' Report

Presented by Capt. McNaught.

The Board noted that there had been several reports of issues with wood dust at Swansea and had taken the opportunity to speak to staff about it and to see how the problem could arise. The problem has ameliorated recently due to the wet weather but in dry weather wood dust blows across the dock from the neighbouring tenant whose business revolves around chipping old timber and wooden refuse for onward sale as wood pellets. Cdre. Dorey and Mr Damen had met with the Port Manager at Swansea the previous day and had been assured that ABP is taking the issue very seriously and is pursuing it via the environmental authorities, including Natural Resources Wales.

The Pier Safety Working Group continues to meet in order to address PPE issues on the Harwich Pier.

The Board noted with concern the NCN from the recent Op.57 audit of THV GALATEA.

[Action: Cdre. Dorey]

The Board RESOLVED to invite the Senior Marine Superintendent to attend a Board meeting to discuss the subject of correct PPE and to also invite one of the NEDs to attend an SVS Safety Committee meeting.

[Action: Cdre. Dorey]

The Board requested future HSM reports to contain greater detail on follow-up actions in relation to NIPITS, PINs and NCNs.

The Board sought reassurance on the significance of the findings in the CDM Audit Report.

[Action: Head of Legal and Risk]

On the positive side, the Board noted with approval the good practices and enthusiasm for good health and safety practices which they had witnessed at the Swansea Buoy yard when they inspected it that morning.

The Board was also happy with the news on the completion of the TSL cottages fire safety works.

3.2 Business Performance (KPIs)

The Board noted the KPI report.

The Board discussed the potential of high inflation to impact the TH Strategy for the next few years.

Commercial BSL rates are close to target level and future commercial income will be further increased by the commercial contract opportunity which is being pursued.

3.3 Navigational Requirements Report for the period 5th October – 14th November 2022

Casualties occurred at 1 lighthouse, 2 lightvessels and 11 buoy stations. One casualty had been bought forward from the previous period and has been rectified. One casualty is awaiting rectification.

One wreck was reported during the period. TH searched for it but was unable to locate it. No further action was taken after a navigational risk assessment was made.

Cdr. Hare reported a list of works not getting done as a result of being short staffed, but noted this situation would be partially resolved on 1st December when two new staff members join the team, with a further new post to be advertised soon. In the meantime the key element of Navigation Directorate work that has had to be reduced is auditing.

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

Reports presented by Mr Damen.

On the Capital report it was noted that the THV GALATEA dry docking had cost significantly over budget due to reliance on specialist contractors to address a problem with the azimuth thrusters. These increased costs will be largely paid for by delaying Marine and other capital.

Mr Damen noted that numbers of Light Dues certificates remained below pre-pandemic levels.

THV PATRICIA will be going into dry dock soon in the period February / March for an extended period of life extension investment and reliability improvements. The executive decided to de-risk the ship availability by bringing forward THV ALERT's engine overhaul to January 2023 from March / April 2023 which ensures TH two vessel availability in case THV PATRICIA encounters delays in DD&R.

3.5 Projects Highlights Reports

3.5.1 Project Highlights Dashboard

Noted.

3.5.2 Royal Sovereign Dashboard

Progress with the procurement process has been made.

3.5.3 VRP Highlights Dashboard

Cdre. Dorey provided an update on progress with the VRP.

3.6 Pay and Conditions Business Case Update

Presented by Natalie Gull and Lesley Cotton.

Ms. Gull and Ms. Cotton had met with DfT. DfT understands the need to create a People Strategy to underpin the TH Business Strategy. DfT were presented with two business cases. Business Case 1 (Pay Flexibility) leads into Business Case 2 (Transformation).

DfT has urged TH to decouple Business Case 2 from Business Case 1.

A confidential discussion followed.

4. GOVERNANCE

4.1 Corporate Risk Register Dashboard

The Board reviewed and noted the updated Dashboard presented following Executive review.

4.2 Risk Management Deep Dive

The Board spent time discussing three people-related risks from the Corporate Risk Registers: -

RECRUITMENT/RETENTION

The Board recognises the issues with public sector pay restraint and the cost of living crisis but asked whether the risk description captures all of the root causes.

The Board was keen to know the reasons why 45 people (some 16%) had left in the past year and felt it would be useful to analyse the reasons for

leaving given in exit interviews in order to identify common factors and devise appropriate retention measures.

The main response to this risk is the work being done by Ms Gull and Ms Cotton.

Dr Amos offered to invite a member of another board which she serves on to present on ways in which they have successfully reversed a trend of staff leaving. The Board welcomed this offer.

[Action: Dr Amos]

MANAGEMENT CAPACITY

The Board noted that 4 vacant posts are being pursued for repositioning through the 2023-28 Corporate Plan approval process to alleviate the current shortfall in management capacity and invest in the main identified areas of capacity / capability constraint.

NEDs asked whether top management could delegate more work or streamline processes in order to create more capacity.

HEALTH AND SAFETY

Discussed in section 3.1.

[Action: Exec/SMT to discuss at a workshop to be arranged]

4.3 Gender Pay Gap Report

The report shows that a stark gender pay gap still exists.

TH is undertaking targeted action to address the gap including:

- focussing future pay awards on addressing specific pay issues
- continuing to review our recruitment policies and processes to ensure fairness and equality, including blind sifting and improving the diversity of the interview panel
- scrutinising and reviewing the recruitment journey from job posting through to job offer and monitoring job advertisements to ensure that they are gender neutral and fully reflect the benefits of working for Trinity House
- monitoring and reporting on the uptake of Diversity and Inclusion interventions
- supporting women returning to work following maternity or adoption leave, linking this to our Diversity and Inclusion framework
- improving representation of female participants on talent development schemes that are either run by Trinity House or the wider Civil Service
- encouraging females to aspire to higher level positions in the organisation

- evaluating our existing development programmes to assure our Talent Management processes.

The Board recognises that to close the gap consistent action will be required, and it will be a slow process.

The Board approved the Gender Pay Gap Report for publication.

[Action: Mr Damen to review report with Ms Gull prior to publication]

5. ADMINISTRATION

5.1 Minutes of Previous Meetings

5.1.1 Minutes of Lighthouse Board 13 October 2022

Approved.

5.2 Log of Actions/Matters Arising

Noted.

The Board Secretary was asked to present the actions log on two sheets in future, with one sheet displaying outstanding actions and one sheet showing completed actions.

[Action: Board Secretary]

5.3 Board Evaluation – Addressing Adversities

The Board received a report by the Board Secretary presenting further feedback from Board Members and suggesting ways in which to address areas that attracted adverse scoring and commentary in the Board Effectiveness Review 2022.

[Action: Board Secretary – Prepare a report to assist the Chair and Chief Executive at their annual meeting with the DfT Maritime Director]

5.4 Review of Lead NED (SID) Terms of Reference

Approved.

[Action: Board Secretary – Publish updated SID ToRs in Directors' Vade Mecum]

5.5 NED Recruitment – Update

The Chair reported that the paperwork had been promptly submitted to the DfT to enable the Ministerial submission to be made, in accordance with the agreed procedure.

6. ANY OTHER BUSINESS

Benchmarking Exercise

Ms Wilkinson (NLB) and Mr Moore will be invited to attend the IGC Forum in February as observers in order to ensure that the Benchmarking Exercise does not result in duplication of work already being undertaken by the GLAs.

[Action: Cdre Dorey to invite Ms Wilkinson and Mr Moore to the IGC Forum]

In relation to the Benchmarking Exercise Cdre Dorey will provide an update on comparisons of the whole-life costs of THV GALATEA and NLV PHAROS.

[Action: Cdre. Dorey]

ARAC

The Board RESOLVED that the deep dive review of the Risk Registers using the will be given to the incoming NED/ARAC Chair, and a meeting will be held in July to discuss it.

[Action: Board Secretary]

Budget bid for 2023/24 to be presented to Board in January by Mr. Damen subject to DfT approval of the Corporate Plan.

[Action: Mr. Damen]

7. DATES OF FORTHCOMING MEETINGS

- 7 December ARAC at TH London - 1000
- 25 January LHB at TH London - 1300