

**NORTHERN LIGHTHOUSE BOARD
BOARD MEETING
MINUTES – 24 April 2019**

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| PRESENT: | Captain Michael Brew | Chair |
| | Captain Alastair Beveridge | Vice-Chair |
| | Sheriff Principal Duncan Murray WS | Commissioner |
| | Sheriff Principal Derek Pyle | Commissioner |
| | Sheriff Principal Ian R Abercrombie | Commissioner |
| | Councillor Bill Lobban | Commissioner |
| | Rob Woodward | Commissioner |
| | Alison Di Rollo QC | Commissioner |
| | Elaine Wilkinson | Commissioner |
| | Hugh Shaw | Commissioner |
| In Attendance: | Mike Bullock MBE | Chief Executive |
| | Mairi Rae | Director of Business Services |
| | Phil Day | Director of Operations |
| | Jim McBrier | Risk and Improvement Manager |
| | Fiona Holmes | Communications Officer (Agenda Item 11) |
| | Mike Spain | Business Support Manager (Agenda Items 12 |
| &13) | Karen Charleson | Senior Executive Assistant (Minutes) |

1. APOLOGIES FOR ABSENCE & DECLARATION OF INTERESTS

Apologies for absence were noted from Commissioners Stephen, Wolffe, Crerar, Lewis, Turnbull, Scoullar, Bolander, Ross and Crockett.

There were no potential conflicts of interest other than those already declared at previous meetings and in the Annual Report.

2. MINUTES OF PREVIOUS MEETING

The minutes of the meeting held on 17 October 2018 were agreed as a correct record and the Board agreed that the minutes could be published on the website.

Action: Senior Executive Assistant

3. MATTERS ARISING

The Board noted the status report on matters arising from previous meetings. Any issues would be covered in the Agenda Items.

4. CHIEF EXECUTIVE'S REPORT

The Board noted the report from the Chief Executive, highlighting items from the Departmental reports that were backed up by the full reports. Discussion took place on the following matters:

Safety

There have been three reportable incidents since the last Board of Commissioners meeting. These concerned a fall down a ladder, heart attack and a case of suspected Repetitive Strain Injury (RSI). The Board noted that the staff member who had a heart attack was making good progress and acknowledged the swift and effective action taken by the ship's crew which undoubtedly saved the staff member's life.

HSE Report

Asbestos – Skerryvore

The Board noted that during planned asbestos removal work other areas in the tower had been identified that required action. A meeting with a specialist asbestos removal contractor has been held to look at short and long-term actions. Full asbestos removal work will take 8 – 10 weeks and will be carried out as part of a major re-engineering project. In the meantime visits to the site have been restricted until removal of flaking paint and re-encapsulation of targeted areas is undertaken. Exact dates for this work have still to be confirmed and will be coordinated in conjunction with ship and helicopter availability.

Evacuation of Casualties from Lighthouse Towers

A successful casualty rescue exercise was held at Ardnamurchan in November 2018 with teams from NLB and HM Coastguard participating.

Operations Report

NLV PHAROS

It was noted that NLV PHAROS, in addition to routine buoy and project work, had completed a windfarm buoy contract, annual Rig inspections and supported filming for the Cabinet Office and BBC Countryfile Winter Diaries.

NLV POLE STAR

The Board noted that NLV POLE STAR's dry-docking had been severely delayed alongside in Middlesbrough following damage discovered when couplings were removed for motor bearing replacement and consequential further remedial work. A Lessons Learnt meeting was conducted with the Procurement Manager and an amended dry-dock contract and procurement approach is to be used for future dockings.

The vessel has been fully operational since and has been catching up with West Coast buoy work.

Helicopter

Routine operations have continued with good support however there had been one incidence where both aircraft were unavailable for a 24hr period at a point when 2 casualties had taken place (IL and NLB). It was noted that the contract is currently operating with 3 rather than 4 pilots. A replacement pilot has been recruited and has commenced familiarisation training.

Oban Base

Oban Base has continued routine operations with numerous commercial berthings over the period. The office area has undergone a major refurbishment to provide an open-plan office and improved staff welfare facilities.

Navigation – Staffing

The Board noted that the staffing issues had now been resolved. The two new Coastal Inspectors who joined in May 2018 have undergone training and have settled-in well.

2020 AtoN Review

The 2020 AtoN Review is well under way. A stakeholder engagement session was conducted at the SUCG meeting in November 2018 and a review of NLB provision area by area is being conducted with the Navigation Committee. Reports will be provided during the Inspection Voyages which will give Commissioners the opportunity to comment. Commissioners are requested to let the Director of Operations know of any areas they would particularly like to review. The final review document will be published in time for the Joint Users Consultative Group meeting in May 2020.

Action: Commissioners

Capital Works Programme

The 2018/19 programme of work is complete with the exception of Stroma which has been delayed and will run into financial year 2019/20. Work is commencing for 2019/20 projects with Eilean Glas tender awarded and contractors mobilised.

Planning and Delivery Team Staffing

The Planning and Delivery Team continues to be under-staffed with the technicians and senior technicians under some strain to combine planned work, renewals activity, organisational change and improvement such as electrical competencies. A recent recruitment exercise identified three new staff and offers of employment have been made however it was noted that it takes around 12-18 months to get a new technician fully trained at a cost of around £6.5K.

DGPS

The Tri-GLA survey has been completed and a report is awaited. Recommendations for the future of DGPS will be provided by IGC5 to the Chief Executives' meeting and will then be submitted to the Navigation Committee for ratification.

Mercury

Following an incident in Ireland a review of stations which either have or had mercury onsite is being conducted. It is the intention to remove mercury from all sites within 5 years.

Monitoring

The existing monitoring system and servers continue to operate reliably. Final assessment of the tenders for the replacement system is being carried out. It is anticipated that a report on the decision will be available within the first quarter of this financial year.

Oban Harbour

The Board noted the proposals for a new Harbour Authority and the recommended position for the NLB to adopt which had been agreed at the Managing Board in March 2019.

The Board noted the establishment of the new buoyage on 11 April 2019. There has been no feedback received from Users. A new Code of Practice for Oban Bay, North Entrance and the Sound of Kerrera is to be issued.

Business Services

Pay

The Board noted that discussions regarding the Pay Remit continue. At a meeting with DfT in November 2018 exceptional permission was sought and granted under the terms of the Framework

Agreement to pay staff their 2018 Performance Related Bonus in advance of receiving pay remit approval. NLB was required to submit a Business Case in February 2019 in respect of 2018 Pay but this was not accepted by DfT HR. A revised Business Case is now being developed based on operational risk. Commissioner Wilkinson, as Chair of the Audit & Risk Committee, will seek advice from the Chair of the DfT Audit and Risk Assurance Committee on how to progress this issue. The Director of Business Service undertook to provide Commissioner Wilkinson with a timeline of what had been provided and to whom. Commissioner Wilkinson will also raise the issue at the Chairs of Audit & Risk Committee meeting next month.

Action: Commissioner Wilkinson/Director of Business Services

It was noted that staff have been kept up-to-date with progress and that the Vice-Chair of the Staff Council had been present at the recent Managing Board meeting during which pay had been discussed fully.

Annual Accounts 31 March 2018

NLB's Annual Report and Accounts were signed on 26 November 2018 and have been lodged in both Parliaments. A number of Lessons Learnt sessions have been held with NAO, including a meeting in February which included the three GLAs, the GLF accountant and Audit and Risk Committee Chairs.

Annual Accounts 31 March 2019

A major initiative to implement new financial standards (IFRS 9, 15 and 16) is nearing completion. GIAA carried out an internal audit to seek assurance on the preparation for adoption of the standards in March 2019 and deemed NLB's approach was 'Substantial'. It is anticipated that the implementation of IFRS 9 Financial Instruments & 15 Revenue Recognition will have minimal impact on the accounts of NLB. IFRS 16 Leases requires each reporting entity to value the 'off-balance sheet' right of use asset and liability, previously reported as operating leases, and hold this value on the statement of financial position at each year end. As a result, the tri-GLA helicopter lease will now appear in each GLA's accounts rather than NLB and GLF accounts.

Financial Results to 31 March 2019

The Board noted that actual costs for the year show underspend against budget. The main contributing factors are reduced staff costs because of gapping caused by difficulty in recruitment and retention and non-use of capital and revenue contingencies. However, if it is agreed by the auditors that the provisions for mercury and asbestos can be accrued into financial year 2018/19 then NLB will be slightly over budget in running costs.

It was noted that based on indicative running costs NLB will deliver an X factor of -1.80% which is an improvement on NLB's target of -1.73% for the 5 years to 2020/21. This will be dependent on future year results remaining on target and the year-end discussions with NAO regarding pay accruals and provisions. NLB would have delivered X factor of 2.34% if the 6% pension increases from 1 April 2019 were not required. It is important to note that the majority of underspend related to vacancies and therefore are not actual or sustainable savings.

The Board acknowledged the hard work undertaken to achieve near budget capital expenditure and complemented the Executive. The Board also noted that this was a measure of the progress that has been made in recent years.

Management Information Systems Replacement

Meetings have taken place with users and stakeholders of both payroll and ERP systems in order to scope and define the system requirements. The project is now underway using the standard NLB project initiation protocols. The aim is to have the replacement HR/Payroll system in place and configured by 31 Dec 2019, to allow for 3 months parallel running alongside existing systems. This

will provide enough comfort that the new system is operating correctly, before go-live on the 1st April 2020, however as a contingency current contracts can be extended beyond this date if necessary.

MTD – Making Tax Digital

Preparations for “Making Tax Digital” are underway. VAT registered businesses with a taxable turnover above the VAT threshold are required to use the MTD service to keep records digitally and use HMRC approved software to submit their VAT returns from 1 April 2019. NLB has subsequently been notified that their MTD go-live date has been deferred to 1 October 2019.

E-Procurement

NLB now operates a cloud-based eProcurement system which fully meets the requirements of new Procurement regulations introduced in late 2018. This system provides a streamlined process for both potential suppliers and NLB personnel that eases the administrative burden. Internal users now complete the evaluation process electronically and all communications are stored within the system saving the Procurement team from manually saving all correspondence on SharePoint and reducing paper use.

Legal Services

At the request of the Managing Board the Executive have considered re-tendering for legal services prior to the previously agreed timing of the completion of the Registers of Scotland titles project. The Board noted that the Procurement Team has identified a Crown Commercial Services Legal Framework agreement and a Scottish Government Legal Framework agreement. NLB Procurement has approached Scottish Government Procurement and they have confirmed that NLB can utilise this Framework. However, it is due for renewal in the summer and it has been agreed to wait until the new contract provider is in place before progressing.

Helicopter

The Board noted the summary of issues and key factors regarding the ability for the tri-GLA helicopter to operate in the Republic of Ireland in a no-deal Brexit scenario. Discussions are ongoing between the helicopter supplier and DTTAS to try to reach a solution. It would appear DTTAS may now be prepared to offer an exemption, if required, though the long-term solution may still be problematic.

ICT Update

Penetration/vulnerability testing was carried out in February 2019. The penetration testing involved internal and external hacking of NLB’s network as may happen in a cyber-attack. Mandatory password and phishing training has since been rolled-out to all staff. On-site training for Commissioners can be arranged if requested.

Following implementation of the high-ranking actions from the penetration testing a successful disaster recovery test took place in Oban in early April.

Cyber

The ICT team is now signed-up to “The National Cyber Security Centre” which is a government alert and sharing centre for cyber alerts and cyber related crime. The NLB ICT Manager attended a Cyber Security Workshop at the Chamber of Shipping in March. It was clear from the event that the GLAs have a better understanding of the operational risks and threats than the majority of the attendees.

Ships Broadband

New broadband systems have been successfully installed on NLV POLE STAR and NLV PHAROS. The contract allows for higher data use than the previous contract and usage will be monitored to establish requirements and whether to increase data allowances.

Business Development

The shortfall in planned work has manifested in a lower commercial income figure for the year. It was noted that a number of potential commercial opportunities could not be delivered due to ship unavailability.

Voluntary Registration of Titles

Registers of Scotland (ROS) have indicated that they are unlikely to achieve their deadline to complete registrations and that the advice they provided to date means an element of rework for many applications. A total of 50 titles had been submitted to ROS with a further 10 major lights to be actioned but ROS have requested we await their further guidance before submitting these.

HR Report

Recruitment

This has been a busy six months for recruitment with 20+ posts either filled or recruitment still in process. It was noted that there remains difficulty in filling some posts.

Staff Engagement Survey

The online survey was available August to October 2018 with regular reminders and encouragement from senior staff to ensure maximum participation. Detailed analysis has been carried out and has identified a number of actions which have been reported to the Managing Board.

Within the comments there were issues raised relating to bullying, predominantly highlighted by the Ships Crews. The HR Manager and the Marine Operations Manager have visited two of the crews to discuss the results and NLB's expectations of staff behaviour and the Dignity at Work Policy. Visits to the remaining crews are due to take place in May 2019. A pulse survey is in draft and ready to be issued to the ships following these visits to assess if matters have changed since the Engagement Survey and subsequent action taken. It was noted that the Vice-Chair of the Staff Council had advised the Managing Board that he felt that the bullying issue was historic and was no longer a problem.

A trainer has been selected to deliver Dignity at Work training which is scheduled to be completed by July 2019.

Performance Management System

As part of the organisational review actions, a review of the existing Shore Based performance management system commenced with a Senior Management focus group in October. A further focus group was held with staff and now work is required to refresh the current system. Original timescales for the revised PMS are under review due to absence within the HR team.

Healthy Working Lives

The annual assessment process was completed in February 2019 and the NLB has maintained the Silver award. NLV POLE STAR and NLV PHAROS Caterers have also been re-awarded the healthy living award. The Chief Caterers were at the awards ceremony at Glasgow's Royal Concert Hall on 27 February 2019 to receive the certificates.

Organisation

Organisational Review

The majority of the implementation work-packages have now been delivered and therefore the oversight board has been closed down. The residual work on developing and documenting End-to-

End processes and the updating of the Appraisal system is being overseen by the Executive Group.

Business Continuity Exercise

An extensive Business Continuity Exercise was carried out in November with the scenario based around a fatal Road Traffic Accident. As a result of the exercise GIAA have been asked to carry out an audit of Vehicle Management.

Inspection Voyages

All preferences have been met for Voyages 1 and 2 and Commissioners informed.

External Engagement

Corporate Planning (Multilateral) Meeting

The Board noted that the Multilateral meeting took place on 28 November 2018 at DfT with the Chief Executive and the Chair representing NLB. The LAC was complimentary about the plan which they described as well prepared and concise. There was agreement to further simplify the Corporate Planning process by adopting a two-yearly cycle which would mean the requirement to submit a full plan would be every other year. A letter from the Minister dated 17 December 2018 was received approving the changes in full.

CEO Chamber of Shipping

The new CEO of the Chamber of Shipping visited 84 George Street for a briefing in November 2018.

CE MCA

The new Chief Executive of MCA visited 84 George Street for a briefing in January. The discussions were open and wide-ranging and there has been useful follow-up on a number of issues.

Meeting with DfT Permanent Secretary

The meeting with the Permanent Secretary was cancelled and instead the Chief Executive and the Chair met with Lucy Chadwick in January. Ms Chadwick is leaving the DfT to take up an appointment in private industry.

Cabinet Secretary for Transport, Infrastructure and Connectivity

The Chief Executive and Solicitor General are due to meet Michael Matheson MSP on 16 May 2019 to brief him on NLB.

Exhibition and Reception at Scottish Parliament

A manned exhibition about NLB will be on display outside the Chamber during week commencing 17 June 2019. A reception will be held on the evening of Wednesday 19 June 2019. Commissioners are requested to confirm whether they can attend the reception.

Action: Commissioners

Briefings to MSPs

The Chief Executive has visited the Parliament on two separate occasions to brief Rhoda Grant MSP (Highlands and Islands) and Maurice Corry MSP (Western Scotland) on NLB's role and operations with particular attention on the contribution made to the economy.

Dashboard

The Board noted the Dashboard that provides an overview of KPIs. The Board discussed the rise in sick absence, the upward trend in HSE statistics and the recent complaint and was content with the clarification provided.

5. ANY CLARIFICATION (BY EXCEPTION) ON OPERATING REPORTS

HSE training

Commissioner Beveridge noted the value of training provided within the HSE Report. The Chief Executive advised that NLB's investment in training had received positive feedback in the Staff Engagement Survey.

6. REVIEW OF NLB'S MISSION, VISION, STRATEGIC GOALS & VALUES

The Board discussed and agreed that the Mission, Vision, Strategic Goals & Values circulated with the papers remained valid.

7. ANNUAL REVIEW OF BOARD EFFECTIVENESS

The Board noted the Annual Board Evaluation Aggregated Response Summary which was included with the meeting papers. The Chair advised that steps have been taken to improve the amount of information provided to the Board. It was noted that the Nomination Committee had also discussed relevant points raised at their recent meeting.

8. NOMINATION COMMITTEE

The Board of Commissioners noted the minutes of the Nomination Committee meeting held on 19 March 2019. The Board discussed and approved the following recommendations made by the Nomination Committee:

- Graham Crerar replacement March 2020
To maintain the statutory three Commissioners who have "special knowledge and experience of nautical matters" a candidate to meet this requirement should be sought to replace Commissioner Crerar. The opportunity should also be taken to consider other complementary skills and experience when selecting the new Commissioner, in particular business/commercial acumen.
- Appointment to Ship Replacement Project Board
Commissioners Beveridge and Shaw will be appointed to the Ship Replacement Project Board.
- Volunteer for the Northern Lighthouse Heritage Trust (NLHT)
Commissioner Brew, on taking on the role as Chair, asked to be relieved as a member of the NLHT. Commissioner Di Rollo volunteered at the meeting and the Board confirmed the appointment.
- Navigation Committee
Commissioner Murray would join the Navigation Committee to provide the contribution and challenge of a non-mariner, in particular to bring a legal perspective.

The Board also noted and discussed the following GIAA Governance Audit Recommendations from their report dated 7 November 2018:

- Appraisals

The Board noted that the current Board Evaluation process covers-off a large part of the requirement by providing a feedback loop but this relies on Commissioners voluntarily completing the form. To achieve improved and appropriate compliance with the Framework Document on Commissioner Appraisals it was agreed to review the current process. Commissioner Wilkinson advised that the Scottish Government will require a specific appraisal for her role. It was agreed that Commissioner Wilkinson would provide a copy of the appraisal form to the Chair and Chief Executive. Commissioner Woodward also advised that he had asked DfT for details of the process and is waiting on a response.

Action: Commissioner Wilkinson

- Membership of Committees

The GIAA has recommended that the Terms of Reference for the Board of Commissioners should explicitly include the Chief Executive and the two Directors on the Board of Commissioners as full members. This recommendation was discussed at the March meeting of the Nomination Committee where contrasting views expressed. Consequently the Nomination Committee was unable to come to a conclusion or provide a recommendation for consideration by the Board of Commissioners. There is no immediate urgency to resolve the issue therefore the matter will be tabled at the next Board of Commissioners in October 2019. If required the Nomination Committee will then revisit the matter at its next meeting. Commissioners were asked to consider the recommendation and feedback any comments to Commissioner Pyle.

Action: Commissioners

9. REMUNERATION COMMITTEE

The Board noted that the Remuneration Committee had discussed the positive Appraisals of the Executive Team. The Board commended the Executive on the significant contribution made to implementing changes within the NLB. The Remuneration Committee also discussed and noted the issues with the pay remit.

10. BUSINESS GIFTS AND HOSPITALITY DECLARATION

The Board noted and approved the revised NLB business gifts and hospitality register for Commissioners, Directors and Senior Managers for the period 1 April 2018 to 31 March 2019. Subject to some minor amendments a copy will now be published on the NLB website.

Action: Senior Executive Assistant

11. COMMUNICATIONS UPDATE

Fiona Holmes, Communications Officer gave a communications update on the last six months of PR activity. The update covered:

- Press coverage
- Filming
- Social Media
- Outreach
- Launch of new Website
- Brand refresh

Commissioner Beveridge enquired as to whether posting vacancies on LinkedIn had increased applications. The Communication Officer advised that she had requested statistics from the HR Team but it was not felt to have had much of an impact.

12. SCOTLAND'S OUTSTANDING LIGHTHOUSES

Mike Spain, Business Support Manager gave a presentation on the Scotland's Outstanding Lighthouses project. The presentation covered:

- Concept
- Outline
- Phase 1 – Umbrella Framework
- Phase 2 – Appropriate and vetted tourist business
- NLB Public Access Lighthouses
- Partner Organisations
- NLB Actions
- Summary

The Board noted that it is hoped to launch the project onboard NLV PHAROS at a Visit Scotland event to be held during London International Shipping Week.

13. LONDON INTERNATIONAL SHIPPING WEEK 2019 (LISW19)

The Business Support Manager gave a presentation on London International Shipping Week 2019. The presentation covered:

- Overview
- Programme of Events
- Deck Layout

Attendance by a number of Commissioners would be anticipated for the Scottish Maritime Cluster event on the evening of Monday, 9 September and Isle of Man Maritime Reception on the evening of Wednesday, 11 September 2019.

Commissioner Di Rollo will provide names of pipers to the Business Support Manager.

Action: Commissioner Di Rollo

14. SHIP REPLACEMENT

The Committee noted the paper on Ship Procurement prepared by the Director of Operations. The Director of Operations advised that NLB intends to submit an outline business case and he has now received advice from DfT Procurement which confirmed that this approach would be appropriate given the scale of the project.

The Director of Operations advised that a Memorandum of Understanding (MOU), which included the mechanism for the seconding of staff, has been agreed with a third party. Experts will be seconded to NLB for specific aspects of the project.

The Board noted that there is a workshop scheduled for 23 May 2019 in Oban to establish requirements. The Executive highlighted the importance of ships staff engagement at the outset of the project.

15. STRATEGIC RISK REGISTERS

The Risk and Improvement Manager provided an overview of the NLB's 13 Strategic Risk Cards. It was noted that these are subject to consistent and ongoing review by the Executive Group in addition to a range of other specified committees on a rolling cycle as detailed within the body of each risk card. Deep dive reviews of the Departmental Risk Registers have recently been implemented on a rolling cycle via the Executive Group and all 'open' escalated departmental risks are now routinely reported to the Managing Board.

The Board noted that the GLAs also maintain a joint Brexit Risk Register which was included in the meeting papers. This is regularly reviewed via the Inter GLA Committee for Legal and Risk (IGC 6) and is reported to both the Chief Executives Committee and the Audit and Risk Committee on a regular frequency.

It was noted that GIAA had recently commented that many organisations can only aspire to embed risk within their departments but they can actually see it happening within the NLB.

16. REPORT FROM THE AUDIT AND RISK COMMITTEE

The Minutes of the meeting held on 14 November 2018, 20 February 2019 and 9 April 2019 were noted.

Commissioner Wilkinson, as Chair of the Audit and Risk Committee gave a verbal update at the meeting. The Board noted:

- the Committee is satisfied with the adequacy and effectiveness of governance, risk management and control within the organisation;
- although there were a small number of incidents when controls were breached there is no evidence of systemic weaknesses. The committee was satisfied that steps had already been taken to strengthen controls e.g. travel and subsistence policy and procedures, or immediate and robust action was taken to improve controls e.g. salary overpayments, fraudulent purchase of goods for own use. Plans are in place for GIAA to carry out follow-up reviews to provide further assurance on strengthened controls;
- the Committee is satisfied with the assurances provided to meet the Accountable Officer and Board needs, evidenced through the Audit and Risk Committee minutes, GIAA and NAO reports. GIAA audits are planned using a risk based approach and indicate an improving picture on opinions provided e.g. Cyber;
- the assurance reports provided by the Risk and Improvement Manager continue to demonstrate the extent of the engagement of staff at all levels and the embedding of the management of risk in the organisation. This has been verified by a 3rd party external auditor;
- the Committee had completed its own self-assessment using a more enhanced checklist from NAO. The Committee is satisfied that it is adhering to recommended practices whilst taking a pragmatic approach to issues in line with the size and operation of the organisation.

17. BLACK BEQUEST

The Board noted that following some queries and confirmation from the Civil Service Benevolent Fund (CSBF) that they would ring-fence the funds for Lightkeepers and their families, consent to wind-up/dissolve the Fund was received from OSCR. This will be progressed once the Accounts have been finalised.

NLB has undertaken to provide Christmas hampers to recently bereaved partners/widows of former lighthouse keepers which was previously provided by the Black Bequest.

An annual donation from a former lighthouse keeper's family is now being made to the Northern Lighthouse Heritage Trust.

18. INTER GLA MATTERS

Maritime 2050

The Board noted that the UK Government has published a new Maritime Strategy. The Chief Executive advised that the GLAs had contributed during the drafting process and the documents make a number of key statements about the GLAs.

IALA Change of Status

The Board noted the issues and developments arising from the third and final pre-diplomatic conference held in Istanbul 12-14 March 2019. It was noted that it is anticipated that the United Kingdom will become a Member State. The JSB will discuss at a future meeting how the UK will be represented.

19. ANY OTHER BUSINESS

Scapa 100

It was noted that NLV PHAROS and NLV POLE STAR will be involved in the commemoration of 100 years since the scuttling of the German Fleet in Scapa Flow Orkney on 21 June 2019. The Chief Executive and Director of Operations will be in attendance.

20. CORPORATE CALENDAR

The Board noted the Corporate Calendar for the remainder of 2019 and the Calendar for 2020.