

NORTHERN LIGHTHOUSE BOARD

MANAGING BOARD

MINUTES – 10 September 2020

PRESENT:	Mike Brew	Chair
	Alastair Beveridge	Vice-Chair
	Elaine Wilkinson	Commissioner
	Hugh Shaw	Commissioner
	Brian Archibald	Commissioner
	Rob Woodward	Commissioner
	Mhairi Stephen	Commissioner
	Mike Bullock	Chief Executive
	Phil Day	Director of Operations
	Mairi Rae	Director of Business Services

IN ATTENDANCE:	Jim McBrier	Risk and Improvement Manager
	Karen Charleson	Senior Executive Assistant (minutes)

This meeting was held by Zoom due to COVID-19.

The Chair welcomed HRH The Princess Royal, Patron of the Northern Lighthouse Board to the meeting and expressed thanks on behalf of the Commissioners for her continued interest in the work of the Board.

1. APOLOGIES FOR ABSENCE & DECLARATIONS OF INTERESTS

Apologies were received from Commissioner Di Rollo.

Declaration of Interest – The Managing Board recorded that Commissioner Shaw had been approached by the Maritime and Coastguard Agency (MCA) to provide assistance with the production of a business case.

2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 24 June 2020 were agreed as a correct record and could now be published on the website.

Action: Senior Executive Assistant

3. MATTERS ARISING

The Managing Board noted that the majority of items would be covered in the Agenda and reviewed the following items:

Isle of Man Wreck Response – The Navigation Committee have agreed to have another review of the scenario and to get a date in the diary with the Isle of Man Government to hold an exercise.

Action: Chair/Chief Executive

Project Restart – NLB is still in a state of transition waiting on the move from Stage 3 to Stage 4 of the Scottish Government Route Map. Lessons to date have been captured and will follow the 'Plan, Do, Check, Act' model for continuous improvement.

Commissioners Inspection Reports – The Managing Board agreed that this is a very welcome

improvement and should make the inspection voyages more structured and relevant. An excellent piece of work.

4. CHIEF EXECUTIVE'S REPORT

The Managing Board noted the report from the Chief Executive, highlighting items from the Departmental reports and backed up by the full reports.

Safety

There have been no reportable incidents since the last Managing Board.

HS&E

Bunker Lorry - Whilst trying to prime the tanker, a bunker lorry driver took a pressurised mist/liquid of fuel oil to the head/face area. The potential severity of this incident was not appreciated until sometime after the report was entered onto the NLB system. Lesson identified is to report any incident involving/caused by 3rd parties directly to the respective organisation to ensure preventative action can be taken and any lessons implemented.

Leadership Tour - The easing of lockdown restrictions enabled the Chief Executive and HS&E Manager to undertake a leadership tour with the Inverness Technicians in the Kyle of Lochalsh area. This was a good opportunity to observe how the Technicians were dealing with the impact of COVID-19 in the work place.

Training – Some health and safety training qualifications have expired because COVID-19 restrictions have prevented courses taking place. HR is endeavouring to clear the backlog of essential training now that training providers are returning to normal. There have been levels of dispensation granted therefore there has been no adverse operational impact.

Environment - There have been two very good meetings with Zero Waste Scotland and work has commenced to draft a Carbon Reduction Plan for NLB. This will enable NLB to provide baseline measurements in terms of carbon use and enable a targeted approach to be taken to reducing carbon emissions across the estate.

Operations Report

Outages - Since the last meeting there has been one outage over 72 hours at Whale Rock buoy. This was a Category 3 outage which required a spare AIS unit to be prepared and vessel deployed. The buoy AIS remains on reduced range transmitting on low power due to an aerial fault on the replacement unit. Following the AtoN Review the Whale Rock buoy will be replaced by a virtual mark in the coming years.

NLV PHAROS – Routine works have continued throughout the COVID period. Some aspects of work were eased back and project work was suspended but have since resumed. Nonetheless the vessel has continued undertaking buoy work and completing contracts. The vessel visited Esbjerg, Denmark to allow the consultant for the Vessel Replacement Project to view the vessel.

The Condition of Class regarding one of the main engines has now been closed but the vessel remains with a Starboard windlass clutch issue which will require manufacturer attendance in February 2021. The spares have been procured in preparation.

NLV POLE STAR – The vessel is continuing with routine buoy maintenance and replacement

work. As it has not be possible to do on-site aquaculture inspections the vessel has been used for local inspections on an opportunity basis with navigation staff onboard.

NLV POLE STAR is just about to undergo dry-docking for a 20 year survey. This will require extensive work to meet statutory requirements.

It was noted that there had been a number of cases of foreign objects being put down toilets and causing blockages. This was considered to be malicious, investigated in accordance with the disciplinary policy and concluded to the satisfaction of all parties. Devices have now been fitted to each toilet which stops foreign objects being flushed away into the sewage system.

COVID-19 – Both vessels continue to be fully operational. There are no passengers being carried on NLV POLE STAR however NLV PHAROS has conducted a number of contracts with passengers onboard as they could be kept separate from ships staff. Cadets have once again been carried on board following a halt during the worst of the pandemic.

Unfortunately the pandemic has prevented recruitment of the next round of rating apprentices. NLB relies on a critical mass of apprentices to run the induction and essential pre-sea training at Glasgow College. NLB continues to monitor the situation with a hope a delayed class may be run early next year. The Chief Executive will raise this matter with David MacBrayne at the Maritime Mutual Support Group.

Action: Chief Executive

It was noted that during the recent trip to Esbjerg Commissioner Beveridge had the opportunity to speak to the former apprentices who have now been employed by NLB. Commissioner Beveridge advised that he had been impressed by their professional and measured approach to their work. They were well trained and a credit to the NLB.

Commissioner Woodward advised that he is involved with an initiative which has just been launched by the Scottish Government called the Young Persons Guarantee. The Government is looking to attract as many employers as possible to sign up to the principles of the Young Persons Guarantee which includes a commitment to the apprenticeship programme. He recommended that this would be a positive initiative for the NLB to consider as it would sit alongside the other work NLB does with STEM outreach and engagement with schools. In addition there is a Merchant Navy Training Board Scheme which NLB has signed up to which guarantees apprenticeships. Commissioner Woodward will pick up this matter with the Chief Executive.

Action: Commissioner Woodward

Helicopter – The helicopter has been available throughout the COVID period. There have been no cases of COVID within the aircrew. Once operations were resumed the aircraft has been carrying out routine work with no aircraft outages and the appropriate number of pilots have been available.

EU Exit – Commissioners received an update on the mitigations in progress should the EU/UK negotiations result in the current helicopter provider being unable to offer the contracted service to all three GLAs. The Managing Board noted the Letter of Comfort which was provided by the helicopter contractor. This issue would be discussed by the Chief Executives' at their meeting on 16 September 2020 and an update will be provided at the Board of Commissioners meeting on 14 October 2020.

Action: Director of Operations

Oban Base – Oban Marine Operations have been working throughout the lockdown with just a very short period when it was reduced to essential work only. This was one of the first areas within NLB to fully return to work within the necessary social distancing constraints. It was noted that there would be no cruise ships berthing until next season.

Navigation - The Navigation team continues to work successfully from home. A Recommendations meeting held by the MAIB, regarding the tanker grounding at Kyleakin, was attended virtually and has resulted in the Black Eye buoy being relocated.

Programme and Renewals – On site work resumed in July 2020. The second phase of works at Barra Head and Cape Wrath was approved as Single Tender Actions by DfT. This has allowed the two phases to run together at each site. The work at Sound of Harris and Butt of Lewis is almost complete.

It is intended to lay the concrete foundation before Christmas for the new sector light at Corran Narrows. The Otter Holts have proved to be inactive by the environmental contractor's camera traps.

The other projects for the 2020/21 programme have been prepared for tender and are currently being procured. A small number of jobs have been rescheduled into an updated Corporate Plan due to delays associated with COVID-19.

The Managing Board noted a complaint had been received from a member of the public via Facebook. The complaint was concluded after investigation and appropriate action instigated. The member of the public was satisfied by the response and has subsequently removed the post from Facebook. Commissioner Stephen highlighted the potential reputational damage that can be caused via negative comments posted on social media and the difficulty organisations can have in responding. The Director of Operations advised that NLB was confident that the complaint had been dealt with appropriately and quickly which had avoided it going viral and contained any reputational damage.

Assets – The Assets Team has been engaged throughout lockdown on preparation of future work plans and progressing a variety of pieces of work. The Asset Team continues to work successfully from home and has made good progress in a number of areas.

Delivery and Planning - The technicians have attended a number of outages through the period and are now fully back at work carrying out maintenance as well as outage/defect prevention. There is currently a full complement of technician staff. Those recently recruited have now been employed long enough to have become embedded, fully engaged members of staff.

It was noted that technicians had been delayed on Bell Rock for an additional five days at the end of August but were finally removed by NLB aircraft in an early morning tidal window once weather conditions improved. Lessons have been learnt from this incident around planning and simultaneous operations.

Oban Bay - The Stakeholder Group has made little progress in the last few months due to severe commercial and personal impacts of COVID-19 on key members who are small business operators. The 2021 summer season is anticipated to be extremely busy and all parties are keen to have the harbour operational by then.

HR Report

Sick Absence - Sick Absence remains steady with long-term cases being high. There is an issue with getting NHS reports to allow HR to clear the backlog which will hopefully be rectified as COVID-19 restrictions are relaxed. Shore-based short-term absence has declined. It is likely that this is due to most employees working from home where they are less exposed to illnesses/infections.

Engagement Survey - The annual NLB Engagement Survey has been issued to all employees. This year the format is slightly different to reflect the different experiences shore-based and marine employees will have had this year. Shore-based employees have an additional set of

questions relating to the pandemic, their thoughts on how they have managed working from home along with how they would like to work in the future. All employees are being asked additional questions in relation to how they feel NLB has managed the response to the pandemic and if they have felt supported as individuals. The closing date for the questionnaire is 9 October 2020.

Commissioner Wilkinson reported that short-term sick absence in many organisations has gone down as a result of COVID-19. She felt that NLB was partially correct in making the link that it was due to staff being more isolated than usual but flexible working is also likely to be having an impact. Commissioner Wilkinson asked for consideration to be given within Project Restart around further flexibility within the HR Policies to enable short-term sick absence to remain low. The Chief Executive advised that the NLB will look at the flexibility staff have enjoyed over this period but will need to find a balance to retain the importance of people interacting, the innovation that comes from chance meetings and from team spirit.

Business Services Report

ICT - The new fire suppression system has been installed within the George Street Server room. Final commissioning will take place in early September when the new fire doors with PRV panels are installed.

The final hardware installation and commissioning for the new monitoring system will take place in September. The old system will remain in situ for c12 months to enable parallel running and ensure continuity of service. Some delays had been experienced in the implementation of the system partly due to COVID-19 but also because of some miscommunication between teams. A lessons learnt exercise has been carried out.

The Office 365 project has commenced and the contractor is preparing a detailed plan for implementation. The Information Management Group will co-ordinate the appropriate resources to support this project. This will include working with teams regarding rules regarding file/image sizing and duplications which are currently impacting on SharePoint performance. Office 365 will resolve some of the issues and will provide greater business continuity resilience.

Procurement - NLB has requested a Single Tender Action (STA) in relation to NLV PHAROS propulsion units. There is a three month lead time for parts but if the STA is approved by DfT this work could be completed in January 2021.

2019/20 Annual Report & Accounts - The Audit and Risk Committee reviewed the Annual Report and Accounts at their meeting on 9 September 2020. The NAO attended the meeting and confirmed there were no issues with the Accounts. The major change this year was around the new IFRS 16 reporting in terms of depreciation and right of use assets on the balance sheet. NAO have not yet audited TH or the GLF therefore it is anticipated it will be October/November before the Accounts can be finalised.

2020/21 Management Results - The Management Reporting Pack for period 4 (July) was included in the meeting papers. Due to the timing of the Managing Board meeting and collation of the papers, period 5 (August) results were not available to be circulated. The management reporting pack also did not reflect the most up to date forecast as included in the Corporate Plan. This will be reflected in the period 5 update.

SR20 – Spending Review - DfT formally invited Arm's Length Bodies (including NLB) to submit their spending review to the Department in August. This review, due to its timing and in line with instruction from the GLF accountant, was based on the 2020 – 2025 Corporate Plan and enhanced to reflect up to date indicative modelling for the vessel replacement project.

Pay Award - The second year of the two year pay award was implemented on 1 August 2020. As this application date was in line with the pay award schedule, no back-dated pay calculations were necessary.

Business Support - In August 2020 an assessment centre was held and an offer was made. The new Business Support Manager is expected to commence work on 22 September 2020.

George Street Development - The new Local Development Plan for Edinburgh, the 'City Plan 2030' plans sustainable development over the next ten years. The first stage, 'Choices for City Plan 2030', took place between January and April 2020. The Estates Administrator will continue to monitor developments which are likely to impact on vehicular traffic around George Street affecting deliveries, business access, technicians vehicles access, etc.

Business Development – The Managing Board noted the update on business development. The recent Freedom of Information Request in regard to NLB commercial rates was discussed.

Scotland's Year of Coast and Waters #YCW2020 - Scottish Ministers have committed to roll-over the themed year into 2021. England's Coast will be running 'Year of the English Coast 2021', with the focus on the English Coast Path National Trail. This may provide potential to work together so is being viewed as a positive opportunity and Visit Scotland have made initial enquiries to explore this opportunity.

Risk & Improvement

ISO Business Management System - Following the successful transfer of NLB's ISO Certification, the first full surveillance visit with the new 3rd Party Audit Provider was conducted remotely during July 2020. The process was extremely detailed, utilising site specific video surveys, in addition to involving representatives from almost every NLB department. The Auditor highlighted two key organisational strengths including the effective implementation and management by all departments of NLB's Risk Management System, in addition to NLB's Business Continuity approach where 3rd party emergency planning partners are used to assist with the process. There were two areas of non-conformance raised and both issues were immediately rectified. The major non-conformance was formally closed-out during a special surveillance audit on the 24th August 2020. The minor non-conformance is expected to be formally closed-out at the next surveillance audit scheduled for February 2021.

Risk Management Maturity - The review of the Strategic Risk Register continues in line with 2020/21 programme. This process continues to generate a healthy level of interrogation and cross departmental collaboration via NLB's Executive Group. It further integrates with the performance of deep-dive reviews of Departmental Risk Registers.

The Risk Registers also contain environmental risks which link directly with the new 'climate emergency' Strategic Risk Card and are framed within the draft Corporate Plan 2021-2026. They also support the ongoing work with Zero Waste Scotland in terms of the Carbon Baseline Inventory and Management Plan.

Escalated Risk Overview - Since the last Managing Board, there has only been one escalated risk. This highlights the risk of Data Storage capacity within the SharePoint system. Timeous corrective action has been taken to identify the files that are causing the issue and target action to reduce the risks. This will feed into the Office 365 project going forward.

Tri GLA Brexit Risk Register – IGC 6 undertook a review of the Brexit Risk Register at their meeting on 2 September 2020. Seven of the eleven risks were updated to reflect recent changes as 31 December 2020 draws closer. The other risks either remained the same or were slightly downgraded. A revised copy of the Register will be circulated with the minutes.

Action: Risk and Improvement Manager

Business Continuity. NLB's response to the COVID-19 pandemic continues to be treated as a significant Crisis Management Event. Business Continuity Exercises are scheduled for the Autumn\Winter period with a view to further testing resilience in terms of remote working and within the context of Project Restart to ensure NLB can respond to any particular emergency situations.

Organisation

Patron - An update brief on NLB activity was sent to The Patron on 29 June which provided an overview of the response to the pandemic as well as major initiatives including Vessel Replacement and Organisational change.

Co-opted Commissioner Re-Appointment – Commissioners Wilkinson and Woodward have both been reappointed for a further 3 year term.

84 George Street Refurbishment - The Server Room fire suppression system has been installed and is operational. A fire-stop survey has been completed and work is underway to draw-up tender documents to complete the work. Asbestos removal work has been completed in the basement area following a survey and which identified some debris from previous removal work. More detailed work on the Space Audit has been undertaken to assess what the configuration of the building could be as the refurbishment progresses.

External Engagement

Director Maritime - The rescheduling of the cancelled meeting between the Chief Executive, Chair and Roger Hargreaves for the annual Board Evaluation remains outstanding – action lies with DfT officials to find a suitable date.

Maritime Minister - Kelly Tolhurst MP has been moved to the Department for Communities and Local Government as the Housing Minister. Robert Courts has been appointed as the new Shipping Minister. The Chief Executive has contacted the Department to request an introductory meeting and also to invite him to Oban Base.

IMO IIIC Audit – The Chief Executive has taken on responsibility as the GLA representative on the Maritime Steering Committee from TH and attended (virtually) a meeting in late July. Changes to the Strategy document have been submitted and accepted.

UKHO - The Chief Executive had a good introductory call with Rear Admiral Peter Sparkes. He is enthusiastic about bringing closer working and cooperation across MCA/UKHO/GLAs which will build upon NLB's existing good working relationship with UKHO.

Scottish Maritime Cluster (SMC) - As a Non-Executive Director of SMC the Chief Executive has been engaged in a series of meetings that included post-COVID working and developing a programme for future events.

Museum of Scottish Lighthouses - As a Trustee of both the Museum and Northern Lighthouse Heritage Trust (NLHT) the Chief Executive has worked in direct support of the Museum team through furlough to reopening on 12 August 2020. NLHT have stepped-in to provide financial support. Longrunning challenges with Historic Environment Scotland (HES) appear to have been resolved following intervention directly to HES' Chief Executive.

Doors Open Day - Although Doors Open Day will not physically be going ahead this September, NLB will still be taking part digitally and a video about NLB's work and the role of 84 George

Street has been prepared. The video will be hosted on the Cockburn Association website during Doors Open Day weekend.

Media Coverage - Since the last Managing Board there has been further positive coverage of NLB activity. The Board noted the excellent work undertaken by the Communications Officer over this period to promote the NLB. As a result NLB's visibility and reputation has never been better.

Social Media – The number of NLB's followers continues to grow steadily.

Dashboard

The Managing Board noted the updated Dashboard.

5. ANY CLARIFICATION (BY EXCEPTION) ON OPERATING REPORTS

Commissioner Woodward advised that there was an initiative that is being led with the Cabinet Office to centralise Government communications for all Government related partner organisations and there is a similar push to centralise the management of all property. The Chief Executive advised that centralised communication was not something NLB had been tied into. The management of property has been something NLB has been dealing with for many years and has continued to push-back on the need to provide data centrally. NLB's property i.e. lighthouses, AotNs, etc could not be utilised for any other purpose therefore there is no added value to be gained by another party.

6. CORPORATE PLAN 2021-2026

This has been an unusual Plan to put together due to the complications of COVID-19 and the difficulties in finishing last year's projects. There are several uncertainties e.g. Brexit, COVID-19 and RPI-X that need to be included within the Plan so that stakeholders are fully informed.

The Director of Business Services provided an overview highlighting any changes from the 2020-2025 Plan to 2021-2026 Plan. The Managing Board noted the change to the Strategic Focus, Mission, Vision and Values to reflect NLB's response to climate emergency. There is now an individual environment value which is reflected not only in the Corporate Plan but also in the performance management system.

The Managing Board reviewed the Corporate Plan 2021-2026 and approved submission to the Board of Commissioners on 14 October 2020.

7. COVID-19

COVID Crisis Management Team

The Crisis Management Team continue to meet weekly to review the ongoing situation and update the Policy and Risk Assessment as required. NLB has been careful to make sure that staff across the organisation are kept fully engaged. This has been done through a number of mechanisms e.g. Chief Executive Weekly Briefings, Zoom Coffee Break every Friday, etc. Morale is assessed to be good.

Maritime Mutual Support Group

NLB coordinated the setting-up of a Maritime Mutual Support Group made up other Scottish Government ship operators which includes Councils, CMAL, David MacBrayne, Northlink

Ferries, etc to promote sharing best practice, resources and ideas through this difficult situation. The meeting has run weekly until about a month ago when it reduced to fortnightly. The meeting continues for be a very useful forum. NLB has drawn up Terms of Reference for the group to allow it to be readily resurrected for future contingencies

Project Restart

Project Restart has become “business as usual”. The plan to reopen 84 George Street on 11 September, to offer a greater range of options and flexibility for staff working from home, has been reviewed and shelved in line with updated direction from the First Minister. This situation will be kept under review as new direction is provided.

The Chair passed on his thanks, on behalf of the Commissioners, for the exemplary efforts of the Chief Executive and Executive over the last few months to keep the NLB operating near normally and staff engagement and morale high.

8. VESSEL REPLACEMENT PROJECT

The Managing Board noted the detailed report provided. It was noted that Commissioner Beveridge had travelled to Denmark on board NLV PHAROS as the non- Executive representative of the Project Board.

The first of the major engagements with the DfT Commercial Assurance Board (CAB) – Stage 0 was held on 8 September 2020. A dress rehearsal was held on 7 September 2020 with Commissioners Beveridge and Shaw that resulted in changes being made to the presentation. The Managing Board noted that the meeting with CAB was successful. CAB welcomed the early opportunity to discuss the project. They were very encouraged that NLB was making use of the support available within DfT, British Antarctic Survey and CMAL, etc. However, CAB advised that they were not offering assurance status at this point as it is too early in the process but they were comfortable with what they had seen so far.

On behalf of the Managing Board the Chair thanked the project team for all their hard work in getting the project to this point.

Commissioner Beveridge, as a non-Executive representative on the Project Board, reassured the Managing Board that the Technical Working Group and Procurement Working Group are working as they should. At this stage the Project Board are content with the risks but there are some, mostly around timelines, that are out-with the Project Board’s control. The areas that are being watched with great care is the procurement process and ensuring that there is sufficient resource in place.

Commissioner Shaw confirmed that the timeline is quite tight but many things are out-with NLB’s control, including the time it is taking other Government Departments to get projects through the Cabinet Office and to get the appropriate approvals. NLB will use existing good relations with DfT Officials to facilitate process.

Commissioner Archibald queried whether the organisation that would oversee the build had been retained and whether they were already involved. The Director of Operations advised that part of the Technical Specialist contract is to provide oversight and advice in the design stage and subsequently build supervision. The NLB’s Technical Superintendent is already heavily involved with the project team.

9. REPORT FROM THE HS&E COMMITTEE

Commissioner Beveridge advised that the most recent HS&E Committee meeting was held on 26 August 2020. This was a good meeting with good engagement from all present and there were no particular issues to note.

The Environmental Group now reports to the HS&E Committee. The work they are beginning to produce is very encouraging. This is a proactive group which is working really well.

It was noted that the GIAA had recently carried out an audit on sustainability which had produced a positive outcome. The final report is awaited.

10. REPORT FROM THE NAVIGATION COMMITTEE

Commissioner Beveridge, as Chair of the Navigation Committee, gave an update from the meeting that was held on 9 September 2020.

- The AtoN availability statistics remain satisfactory.
- The existing monitoring system and servers continue to operate reliably.
- The company that has supplied NLB's racons to date has ceased operation so there may be an issue with future replacement units. However, in the meantime there is sufficient stock within the GLAs to cover the immediate requirements.
- The Navigation Manager has procured a basic risk analysis tool via a subscription version of Marine Traffic AIS which will allow investigation of incidents and a general traffic density function. There is a facility to upgrade at additional cost that may prove useful when it comes to the AtoN Review in 4 years' time.
- The Black Eye Rock buoy was relocated to the SSE on 10 August 2020.
- The Wreck Response project has been expanded to identify a perceived requirement to have a standard GLA process in place to deal with wrecks, legal advice and necessary insurances, etc.
- After discussion with TH it is considered that the risks associated with data sharing with National Air Traffic Service (NATS) are not justified. Therefore NATS request to provide information has been declined.
- It is intended to host the Scottish Users Consultative Group as planned on 4 November 2020, as a virtual meeting.

11. INTER-GLA MATTERS

RPI-X

The Managing Board noted the relevant minutes of the meetings held on 3 and 21 July which were circulated with the meeting papers. The action now lies with DfT officials to consult within DfT and provide further advice to the GLAs.

JSB

The next meeting of the JSB will be held on 18 November 2020 and will focus on the review of the Corporate Plans and preparation for the Annual Multilateral Meeting with DfT, the outcome of the RPI-X question and implications of Brexit most particularly the Tri-GLA Helicopter Contract.

Chief Executives' Meeting

The next meeting of the CECs will be held on 16 September 2020. The increasing bureaucracy placed on the GLAs by the DfT, particularly in respect of procurement, will be discussed at the meeting.

12. ANY OTHER BUSINESS

Annual Awards Ceremony and Commissioners' Dinner

Due to COVID-19 the Long Service and Special Recognition Awards had to be cancelled. Also, the annual Commissioners' Dinner will not go ahead as planned in October 2020. While these events are unlikely to take place this year they will be rescheduled when it is safe to do so.

Sean Rathbone

It was noted that Sean Rathbone, Master of NLV POLE STAR, has now retired and has been succeeded by Fraser Munro, former Chief Officer. He will remain part of the Vessel Replacement Project and a member of the Heritage Trust.

13. CORPORATE CALENDAR

The Managing Board noted the Corporate Calendars for remainder of 2020 and 2021. Meetings would continue to be held virtually for the remainder of the year.