

NORTHERN LIGHTHOUSE BOARD

MANAGING BOARD

MINUTES – 13 May 2021

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

IN ATTENDANCE:	Jim McBrier	Risk and Improvement Manager
	Lynn Armstrong	HR Manager (Agenda Items 1,2 and 3 only)
	Karen Charleson	Senior Executive Assistant (minutes)

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

1. APOLOGIES FOR ABSENCE & DECLARATIONS OF INTERESTS

Apologies for absence were received from Commissioner Turnbull.

It was noted that Commissioner Woodward has been appointed to the Board of OneWeb Holdings Ltd as the new non-executive director representing the UK Government. It is not thought that there will be any conflict between this position and NLB, in fact it may further strengthen links to the UK Government.

2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 17 March 2021 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 the Matters Arising paper and reviewed the following items:

Report from the Environmental Committee – The actions that have taken place and the changes that have come in through the Greening Government Committee have addressed Commissioner Woodward's concerns.

Greening Government Committee – At the last meeting, the Chief Executive undertook to look at how key matrix could be presented to the Managing Board. It was agreed that a matrix would be presented on an annual basis and will be submitted to the September meeting.

Action: Chief Executive

PSTN Lines – Options continue to be reviewed on services available via several Scottish Government Procurement, Crown Commercial Services and MCA's Radio Network Infrastructure Replacement Programme (RNIR). RNIR will replace the radio network which currently connects 165 remote locations to aid search and rescue around the UK. The GLAs are engaging with MCA to establish if there are any synergies in working together on this project.

External Recruitment – Following concern from the Managing Board around the recruitment and promotion process for Officers and Masters, the HR Manager gave an overview of the assessment centre approach. The Managing Board were greatly reassured of the benefits of doing interviews in this way and their original concern was addressed.

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 Report

Greening Government Commitments - Confirmation has now been received from Environmental Standards Scotland (ESS) accepting that the functions of NLB remain a reserved matter and will bear this in mind in any future correspondence and/or dealings with NLB.

HSE – Barra Head - The Health and Safety Executive (HSE) did a snap inspection of the supporting documentation for Barra Head and were very happy with what they seen.

Mercury Monitoring - The mercury monitoring procedures that were fairly recently introduced have proven to be effective during monitoring at Sumburgh Head. There is a plan to replace the Sumburgh Head bearing with a mechanical alternative therefore the problem will be engineered out. Restrictions are in place and no one is allowed access without the right procedures.

Bass Rock - A recent visit to the Bass Rock by the Asset Management/HS&E team identified some issues with edge protection. This will be looked at and mitigated in due course.

Signage for HQ railings – Information panels have been ordered to cover up the gaps in the railings at 84 George Street. The long-term aim is to re-engineer when disabled access is examined.

COVID-19

NLB Response Update - NLB's crisis management response to COVID-19 continues with weekly meetings to review policy status and align all updates with government direction. This approach ensures that NLB remains fully compliant with legislation, government policy and best practice. NLB staff continue to be kept aware of the situation via policy updates, by a weekly email sent by CE. Staff morale overall is still assessed to be good.

GIAA Sharing Cross - Government Insights - COVID-19 Lessons for Government Bodies from the Response to the Pandemic - NLB has conducted a short gap analysis against all key learnings. A high level of compliance was found, with no specific gaps identified.

Project Restart - Project Restart remains ongoing and focussed on planning for the easing of restrictions.

Maritime Mutual Support - The Maritime Mutual Support Group (MMSG) continues to provide a very helpful forum to participating organisations. The direct exchange of experience and best practice related to COVID continues. The frequency of the MMSG remains at fortnightly, participants have confirmed they wish the group to continue for the moment.

Operations Report

Outages - There have been 7 outages over 72 hours since the last meeting. There were some delays getting staff to the Isle of Man to attend Point of Ayre due their testing regime and waiting on test results. The broken section of the mast at Earls Hill as been removed and the system has been adjusted so it is now transmitting at normal range.

NLV PHAROS - In addition to buoy work, the vessel has been supporting helicopter operations at Skerryvore, Barra Head, Corran Narrows, Dubh Artach and Bell rock as well as routine storing activity. The vessel has also been carrying out support at Skerryvore to assist Delivery & Planning in some of their work in preparation for renewing the batteries this summer.

NLV POLE STAR – The vessel has been undertaking casualty and planned routine buoy work and LLA inspection in areas including Orkney, Fort William, Lossiemouth as well as commercial buoy activity. Gypsy and spooling gear were repaired as was the windlass gearbox.

Seafarer Apprentice - The Apprentices programme has been resumed after a year's halt due to COVID-19. Two Apprentices will start in September 2021. The Director of Operations will ask what proportion of applicants were women and will report back to the next meeting.

Action: Director of Operations

Both current apprentices are now qualified and have been employed as Able Seafarer Deck on NLB vessels. A former apprentice has been promoted after interview to PO Deck Maintainer.

COVID 19 - With the easing of lockdown and shielding, all staff are back at work. Social distancing, face masks in public areas and testing remain in force.

Helicopter - The Helicopter has been utilised for AtoN defects & support project work. Operations have returned to normal across all three GLAs with the two aircraft serving all of the British Isles and Ireland There remains a limitation on under slinging permissions within Ireland.

The Managing Board discussed the helicopter contract and agreed the best way forward for NLB. It was noted it may be discussed at the JSB meeting on 27 May 2021.

Oban Base - Routine operations supporting cargo preparation, buoy refurbishment and helicopter operations have continued. Staff who were working from home are back in the workplace to ensure the operational side of the business is maximised. Cruise ship activities are scheduled to resume.

Oil Spill - A recent oil spill entered the harbour from a passing vessel in MCA controlled waters. There was a good level of collaboration from the harbour operators with the MOU for oil spill incidents being initiated and good liaison with MCA and SEPA. Subsequently a small spill

emanating from the Black Lynn burn occurred and similarly resulted in good collaboration. Subsequently each Oil Spill plan has been updated and the MOU will also be revised and updated. OCHDA will become informed stakeholders and will be on the call out list to ensure they are engaged at an early stage.

Programme and Renewals – There has been a great deal of work done towards the end of the last financial year and into this financial year. Work continues at Cape Wrath, and Barra Head with good progress on both sites. Stroma, Loch Ryan and Butt of Lewis are now complete. Sound of Harris Fiery beacon painting was postponed due to Covid concern but has now been rescheduled. A summary sheet providing an overview of project completed will be brought to the next Managing Board. The Managing Board expressed their appreciation of the way the capital project works have progressed despite the pandemic.

Monitoring Project – This project has been delayed as a direct result of COVID where originally the specialists were going to attend in person but it is now being done remotely and routers, broadband connections have had to be procured quickly. There remains some work to be done but there is no concern about the top end or the performance of the system. The Datac system continues run without issue.

Delivery and Planning – The Technicians continue to work in bubbles but from mid-May will be able to use overnight accommodation in hotels, etc. However, lack of availability and price rises for accommodation is being noted.

Oban Bay – The Director of Operations gave an update on the progress towards harbour orders.

HR Report

COVID-19 Vaccination - Following attendance by the HR Manager on a training course related to COVID-19 vaccination, NLB will not be asking employees to declare their vaccination status. The current advice is that only organisations that can reasonably justify this may be able to do this e.g. care homes. Any individual issues or concerns will be dealt with on a case-by-case basis.

Post Pandemic Hybrid Working – The Managing Board noted the draft Principles. Initial indication from the Trade Unions on the draft principles has been very positive. This will be a six-month trial to ensure the right balance of home working/office working is achieved.

Healthy Working Lives - The Healthy Working Lives programme has been created for 2021, this consists mainly of virtual events. The issue of mental health is a concern for NLB employees due to the different circumstances of employees and the impact of the pandemic/working from home. There are two sessions booked for May offering Mental Health sessions to try and help employees find strategies to improve their mental wellbeing. There is also a walking challenge being scheduled for May 2021 to encourage everyone to leave their desks and get out for a walk.

Business Services Report

Efficiency measure - Discussions have continued on the approach to the efficiency measure with the other GLAs. A proposal will need to be taken to the CEC in September prior to the JSB in November 2021.

2020/21 Annual Report and Accounts - Work continues to finalise the financial position of NLB for the 2020/21 financial year with all areas progressing to the planned timeline. NAO will be

carrying out their final field work w/c 12 July and the accounts should be presented to the September 2021 Audit and Risk Committee. A full review of accounting policies is also underway.

Draft results 2020/21 - Further adjustments to the year-end position are expected, including adjustments for accruals, valuations, depreciation, and lease adjustments under IFRS16. Major areas of spend such as capital and maintenance projects were close to budget spend - a significant achievement during a challenging environment of COVID restrictions and compromised contractor activity.

2021/22 Management Results - The Management Reporting Pack (MRP) is not available for period 1 April 2021. The results are due to DfT on Monday 10 May and so are not yet finalised.

Helicopter contract - The contract continues to deliver financial savings to the GLAs. The procurement process for a replacement helicopter contract will require to follow the DfT procurement and assurance processes.

Regulations - There is still uncertainty surrounding the new procurement regulations post the UK exit from the EU in relation to the future of tri-GLA procurement contracts. DfT procurement have now escalated the request for clarification to the Cabinet Office for guidance.

Procurement still awaits further guidance on standardisation of procurement processes and documents from DfT but continue to meet with DfT procurement on weekly basis and attend webinars and training events. A new procurement specialist has recently been recruited to bolster the Team but this will be reviewed once they are embedded whether this is enough extra resource.

Office 365 - Most staff are now utilising Teams and work continues to work on the transition to the new SharePoint platform by department. O365 offers several integrated products which are being explored where appropriate to establish if these eliminate the requirement of other standalone items.

ICT Projects - Several ICT projects have experienced minor delays due to contractor availability due to sickness but are now progressing.

ICT Staffing - The NLB Network Manager has advised they intend to retire in November 2021. The role has been advertised to maximise the handover of the network.

Cyber Security - In 2020 NLB's ICT Manager provided an update presentation on cyber security to both Managing Board (May 2020) and Board of Commissioners (October 2020), it is proposed that this will be delivered as one presentation to the October 2021 Board of Commissioners.

Vessel Charter Work & Buoy Maintenance - The Managing Board noted the update on commercial activities.

Risk & Improvement

Strategic Risk Spread - There has been no movement in risk spread or scoring since last Managing Board Report of March 2021. In the intervening period, five risk cards have been reviewed by the Executive Group, with updates and further treatment actions identified in all cases.

ISO Business Management System - NLB has participated in two separate audits conducted by Lloyds Register Quality Assurance (LRQA). All resulting findings have been raised as PIs within the upgraded Q.Pulse system.

Good progress continues on the consolidation of the system. There has been slight delay in mobile form development and testing but this has been addressed and good inroads have been made with this functionality going forward.

The system has also been enabled to potentially facilitate the SHE Assurance replacement and further feasibility work is ongoing.

Risk Management Maturity - NLB's Risk Management Framework was reviewed in March 2021 and continues to reflect best practice and ensure effective risk-based thinking throughout NLB. The framework, and associated NLB risk profile underpins the GIAA 2021-22 Audit Plan, in addition to NLB's ISO Internal Audit Plan which has now been finalised following senior management sponsorship. This improved integration will be further highlighted within the context of the Q1 GIAA 'Assurance Landscape' audit, which will further assist with optimising value and better informing the level and volume of GIAA audit oversight required, when compared to other ALBs.

Deep Dive Reviews – Deep dive reviews of Departmental Risk Registers continue to be undertaken monthly via the Executive Group meeting.

Environmental Risk management – NLB continue to use our Risk Registers to track environmental aspects and impacts. Following review by the Executive Group of the Greening Government Commitment NLB's view is to establish the main carbon reduction targets within each departmental risk register tying into a programme of individual departmental reductions.

Escalated Risk Overview - Since the last meeting there have been 4 escalated risks relating to Tri GLA Procurement, Monitoring Project Delays, NLV POLE STAR Manning and Mobile Form Development. The Monitoring Risk has already been addressed and the others are under action.

Tri GLA Brexit Risk Register - The Managing Board noted the Tri GLA Brexit Risk Register (updated April 2021) is included within the meeting pack.

Business Continuity - NLB's Executive Team continue to implement the improvement actions identified following the December 2020 Business Continuity Exercise reported within the previous Managing Board report. A further similar exercise will be planned for Autumn 2021 in line with LRQA recommendations.

There has been one vessel exercise involving NLB Pole Star incorporating the use of NLB's Business Continuity Framework and associated documentation.

External Engagement

The Managing Board noted the external engagement which had taken place since the last meeting. In particular, the work of the Future Maritime Fuel Group which continues to have good dialogue, enthusiasm and commitment from all. Details of a fuel additive trial are being shared with the group.

Media Coverage – Since the last Managing Board there has been further and very positive coverage of NLB activity across all media types.

Dashboard

The Managing Board discussed the updated Dashboard. It was noted that the total number of out of service hours has increased but it was acknowledged that availability continues to exceed IALA standards. It was agreed that the Dashboard should feature earlier in the Agenda at future meetings.

Action: Senior Executive Assistant

5. ANY CLARIFICATION (BY EXCEPTION) ON OPERATING REPORTS

Maritime Mutual Support Group (MMSG) – Vaccinations

Commissioner Archibald asked whether from a risk basis, whether NLB would wish to encourage more strongly for crew members to get vaccinated. The Chief Executive advised that this had been discussed at the MMSG meeting and there is no operator insisting on vaccinations. NLB continues to promote the benefits of vaccinations through the communications policy, etc but does not wish to single out anyone who does not wish to have it. COVID mitigations e.g. voluntary testing, social distancing, etc remain in place on board the vessels.

Monitoring Project

Commissioner Wilkinson asked whether there was a cost overrun on the project due to the additional kit, routers, etc that had to be purchased. The pandemic could not be foreseen but were there lessons to be learnt for the future. The Director of Operations confirmed that there have been additional costs but these have been captured. Ultimately, in the future the default would be for the supplier to work from their home base via network connection. This is change that has come through the pandemic.

Environmental Working Group

The Managing Board noted the comprehensive Environmental Working Group draft minutes which had been including in the meeting pack. This is a fantastic piece of work and should not be limited by excessive governance or administration. Consideration should be given to how the Managing Board can be assured that the transition from a project identified, initially developed within the Group actually moves up the chain of command to the appropriate areas e.g. Asset Management, etc. The Director of Operations advised that there is a process where proposals have come forward and have been considered for Investment Approval at the Programme and Project Board and, if needed, will be included within the Corporate Plan e.g. rainwater harvesting in Oban for hydro blasting.

A Sustainability Working Group has been set up within the auspice of the Inter GLA Committees to look at best practice across the GLAs. NLB are also very heavily linked into Zero Waste Scotland in regard to the Vessel Replacement Project and Carbon Management Plan.

The Board of Commissioners Working Group offers an opportunity to pull a lot of environmental, Greening Government Commitments and HR issues into a different format for oversight of the Board.

Greening Government Commitments

The Managing Board noted the presentation on the Greening Government Commitments. The documentation is being socialised with Teams to home in on which departments can best contribute to these aims. This will be built using NLB's project management framework. Responsibilities have been established and as NLB understands more about its footprint, operational targets can be developed. NLB is heavily dependent on future technology and this includes coastal infrastructure for vessel fuels.

6. VESSEL REPLACEMENT PROJECT BOARD

The Managing Board noted the report on the Vessel Replacement Project which was included in the meeting pack. Final sign off of the Outline Business Case from the Secretary of State has been received which provides the green light to move into the procurement phase. It is a testament to the amazing hard work which has been done across NLB.

The Managing Board's appreciation and congratulations were noted for this significant development in progress toward the new vessel.

7. REPORT FROM THE HS&E COMMITTEE

The HS&E Committee met on 12 May 2021. It was noted that this was Commissioner Wilkinson's first meeting. Commissioner Wilkinson reported on the significant level of assurance that can be taken by the Managing Board on how safety matters are dealt with and hazards reported.

8. REPORT FROM THE NAVIGATION COMMITTEE

The Managing Board noted the minutes of the Navigation Committee held on 18 March 2021. Point to note were:

- The IOM Wreck Response report
- Rubha Cuil-cheanna was lit on 29 March 2021. This was a fast delivered project which is a credit to all involved.
- The establishment of the Portain Beacon which was lit on 21 April 2021. This is another excellent piece of work.
- Skerryvore/Dubh Artach – aging infrastructure.
- Marine Management Organisation – the Navigation Manager has been providing advice to the British Overseas Territories in regard to virtual aids to navigation.

It was noted that NLB now have 208 lights and 170 buoys deployed.

A report on the various options/feasibility for the Pillar Rocks and Hyskeir will be brought to the next Managing Board meeting.

Action: Director of Operations

9. INTER-GLA MATTERS

The Managing Board noted the update provided within the meeting pack.

Framework Document - The sponsor team in DfT are waiting for a new template from the Cabinet Office. It is likely that the review process for the GLA will be initiated before the end of this year and completed in 2022.

Merchant Shipping Act – It was noted that there has been some discussion that the Merchant Shipping Act might be updated and if so this could create an opportunity to update certain aspects of the Act as it refers to NLB including the current Board structure. .

10. BOARD OF COMMISSIONERS REVIEW – WORKING GROUP

Commissioner Brew provided an update on the Working Group. A report will be provided to the Board of Commissioners in October 2021 and may include recommendations for consequential reviews of Committee TOR's, this could possibly lead to a review of the Board of Commissioners structure and membership. This will be discussed in conceptual terms at the next Board of Commissioners meeting in October 2021.

Action: Commissioner Brew

The Chair will write to all Commissioners to inform them that the review is now underway and circulate the Terms of Reference of the Working Group.

Action: Chair

11. ANY OTHER BUSINESS

There were no items for any other business raised.

12. CORPORATE CALENDAR

The Managing Board noted the Corporate Calendars for 2021. Meetings will continue to be held virtually until further notice.