

# NORTHERN LIGHTHOUSE BOARD

## MANAGING BOARD

### MINUTES – 23 June 2021

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

<b>IN ATTENDANCE:</b>	Jim McBrier	Risk and Improvement Manager
	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 Di Rollo had now stepped down from her role as Solicitor General and her successor is in the process of being appointed. A decision has been made, that for the moment, the Committee and Board positions held by Commissioners Di Rollo and Wolffe will remain vacant as the individual meetings will remain quorate. This will give additional time for any implications falling out of the BoC Working Group to be addressed. This will be reviewed at the October Nomination/Remuneration Committee.

#### 2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 13 May 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:

**PSTN Lines** – Following a review by ICT and Procurement the decision has been taken to move all existing lines to another supplier. At some sites PSTN lines were not possible and reliance will be on mobile technology. This item can now be removed from Matter Arising and the Director of Business Services will include updates, as necessary, in future reports.

**BoC Working Group** - The Chair issued an email to all Commissioners to inform them that the review is now underway and included the Terms of Reference of the Working Group. No

feedback was requested and no comments have been received.

#### **4. DASHBOARD**

The Managing Board discussed the Dashboard. It was noted:

- that there had been a slight improvement in operational delivery
- that the spend is always slow at the beginning of the year but will pick up as the year progresses

#### **5. 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 (GGC)** – The Chief Executive met with senior officials from other DfT Arms' Length Bodies and DfT's Sustainability team on 11 June 2021. The purpose of the meeting was to gauge senior buy-in of GGC. The Chief Executive was able to provide strong assurance that NLB's Board is well briefed and closely engaged.

**Sustainability and Environmental Training** - NLB has recently met with Zero Waste Scotland (ZWS) to investigate whether there may be an opportunity to conduct further sustainability and environmental training for NLB staff. ZWS have indicated the possibility of a training course being tailored to suit NLB's need based on the job roles. A follow up meeting has been arranged for 23 June 2021.

**Casualty Rescue Training** – An HM Coastguard exercise has been organised for week commencing 20 September 2021 at Buchan Ness lighthouse. NLB will be supporting this exercise.

**Mercury Monitoring** - Clear up and investigative work to establish the reason for the appearance of mercury at Sumburgh Head is planned for the 13-15 July 2021 with Technicians from Shetland and Oban attending.

**Signage for HQ railings** - Four information panels have been installed to cover up the gaps in the railings at 84 George Street.

##### **COVID19**

**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. NLB continue to adopt a precautionary approach to the delivery of services with all appropriate controls and ongoing vigilance remaining in place. NLB staff continue to be kept aware of the situation via policy updates and by a weekly email sent by the Chief Executive. Staff morale overall is still assessed to be good.

**Project Restart** - Project Restart remains ongoing and focussed on planning for the easing of restrictions. NLB is progressing with a phased plan of reopening 84 George Street from 1 September 2021, subject to the application of Level 0 restrictions.

**Maritime Mutual Support** - The NLB instigated and led Maritime Mutual Support Group (MMSG) continues to provide a very helpful forum to participating organisations. The frequency of the MMSG remains at fortnightly and participants have confirmed they wish the group to continue.

### **Operations Report**

**Availability** – It was noted that the 3 yearly rolling averages has fallen slightly for each of the categories, however NLB still remain well above the IALA targets. Some of the more significant outages have been due to the pillar rocks at Skerryvore and Dubh Artach. Preparations are well advanced to install new batteries in Skerryvore and a generator at Dubh Artach over the Summer period, this will start in July with crane replacements.

**NLV PHAROS** – The vessel has undertaken some commercial work on the east coast along with NLB operations.

**NLV POLE STAR** – The vessel has recently completed a successful 7 day wreck survey charter plus buoy work in the Inner Hebrides and is completing another 14 day survey work in the Irish Sea and North Channel.

**Recruitment** – Chief Officer recruitment is ongoing with interviews scheduled.

**ISM** - An MCA ISM Document of Compliance audit was held virtually on 3 June 2021. There were no Findings.

**Helicopter** – The Director of Operations advised that there had been a further breakdown of the aircraft which was out of action for a couple of days whilst precautionary checks and inspections, etc were conducted. The aircraft is now back operational. It was noted that the first annual audit of the contractor was carried out by the GLA's new consultants and it has come back as a clean audit with no fundamental Findings. A Civil Aviation Authority (CAA) audit of the contractor is also scheduled.

**Oban Base** – Operations continue within the COVID safe environment.

**Navigation** – A complaint was received in regard to the handling of changes to a sector light on Muck. This was fully investigated and a response issued which has been accepted by the complainant. The complaint was fully discussed at the Navigation Committee.

**Programme and Renewals** – Good progress has been made on the delayed projects at Cape Wrath and Barra Head. There have also been project completions achieved at Loch Ryan, Holy Island Slipway, Butt of Lewis, Sound of Harris Fiery Beacon and Davaar slipway. Following the relaxation of COVID restrictions, the Programme and Renewals team will be resuming monthly site visit and will be supervising the contractors to a much higher degree going forward.

**Monitoring** – There have been delays because of both the pandemic and communications issues which continue to affect overall completion. The top end is at the site test stage but it will be much later in the year before the RTU's can be deployed on site and staff can be trained. The Datac system continues to run without issue.

**Asset Management.** The Asset team have returned to site visits and continue working on a wide range and diversity of matters.

**Delivery and Planning** – Technicians continue to operate in bubbles as much as possible. Plans are in place to get Skerryvore and Dubh Artach fixed over the summer months. The situation at the two pillar rocks is frustrating for staff who want to get on but the need for CDM and LOLER compliance along with the delivery and installation of new cranes delivery is driving the pace of the work.

**Technician Apprentices** - Two new apprentices (one electrical in Edinburgh and one mechanical in Oban) will be recruited for a September 2021 start. It was noted that one of the existing apprentices has decided to move on. All college training has been completed, but trade tests still are required to be conducted which are unable to be provided by Forth Valley College due to COVID.

**Oban Bay** - OCHDA is continuing to progress preparatory work towards harbour orders. The Director of Operations gave a verbal update at the meeting.

### **HR Report**

**Sick Absence** - Sick Absence is low and is slightly decreasing. Long-term cases have been reducing due to NHS reports being received.

**Post Pandemic - Hybrid Working** – The Chief Executive and Directors met with the HR Manager to review the Senior Manager reports which have now been accepted. HR will write out to individual employees in preparation for the 'go live' date for the six-month hybrid working trial to commence. It is intended to go to a phased return from 1 September 2021 and then to see when hybrid working can be implemented in full. The full new hybrid working model cannot be implemented until social distancing is no longer required.

**Young Persons Guarantee** - NLB is keen to support the Scottish Government initiative – Young Persons Guarantee. The initiative is to help young people from the age of 16-24 who have been impacted by the COVID-19 Pandemic e.g. finding difficulty gaining paid employment or left school with no specific destination. NLB are looking to provide two placements at NLB Oban (one office based and the other in the Buoy yard) and have the placements commence prior to end of 2021.

### **Business Services Report**

**Comprehensive Spending Review 2021(CSR)**. DfT have now launched the first part of the CSR. They believe that there will be a call from HM Treasury for substantial cuts across the non-protected areas of Government. Initially they are looking at Business as Usual but many of NLB's figures do not feature in the DfT Reporting. As part of the Vessel Replacement Project (VRP) 3rd party funding may have to be considered however NLB will keep arguing for DfT funding for the VRP on the basis that the funds would be repaid to HM Treasury. Third party funding would have a significant impact on the General Lighthouse Fund and light dues in the future.

**2020/21 Annual Report and Accounts** - NAO have confirmed they will be carrying out their final field work remotely starting on 12 July 2021. The Annual Report and Accounts should be presented to the September 2021 Audit and Risk Committee prior to being submitted to the October Board of Commissioners meeting for approval.

**The 2015 Remedy Programme and Data Project** - A project has been launched by Cabinet Office following the recent McCloud judgement which upheld that the Government's 2015 public sector pension reforms unlawfully treated existing public sectors differently based upon members' age on 1 April 2012. An important part of the 2015 Remedy Programme will be the

collection of additional data by MyCSP to perform dual calculations for affected members. As NLB have a lot of staff who are, or have been, in some of these older pension schemes, it is anticipated that this could be a substantial piece of work to be carried out. It is uncertain at this time what impact it will have on pension costs in the longer term.

**2021/22 Management Results** - The Managing Board noted the Management Reporting Pack (MRP) for period 2 to 31 May 2021.

**Tri-GLA Procurement** - A meeting was held on 17 June 2021 with the GLAs and DfT Legal and Policy team members to discuss procurement regulations post the UK exit from the EU in relation to the future of tri-GLA procurement contracts.

**Meet the Buyer Event** - NLB participated in a virtual meet the buyer event organised by South Lanarkshire Council. There was good engagement with several smaller SMEs e.g., electrical subcontractors, environmental consultant, environmental products, engineering inspection service and plant hire. NLB are investigating the possibility of hosting a similar event in the future.

**Commercial Lifecycle Assurance** - NLB have recently completed the first project through the DfT Commercial Lifecycle Assurance (CLA) process for awards above the old OJEU limits. At the CLA stage 6 NLB attained a Green assurance rating. A further stage 7 review will take place in 3-6 months' time to provide assurance on the effectiveness of the Contract Management Plan.

**Office 365** - The transition of departments to the new SharePoint platform continues with data cleanse work running in parallel. A project to digitise paperwork held within the office is also being undertaken.

**Viper Safe Send** - An initial pilot is underway to trial the product's functionality and plan the most appropriate configuration for NLB.

**Staffing** - Interviews took place for the NLB Network Manager role during June. The post has now been offered.

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

**Estate's update** - A letter has been sent to the Director of Place at Edinburgh City Council, expressing NLB's concern around the proposals to severely restrict vehicle access on George Street.

**Website** - NLB's website was selected at random and reviewed by the Central Digital & Data Office within the Cabinet Office in April 2021. A report was provided detailing the accessibility issues they found and NLB have been asked to rectify the issues by 8 July 2021.

### **Risk & Improvement**

**Strategic Risk Spread** - There has been no movement in risk spread or scoring since last Managing Board Report in May 2021. Two risk cards have been reviewed by the Executive Group with updates and further treatment actions identified in both cases.

**ISO Business Management System** - During February 2021, NLB participated in two separate audits conducted by Lloyds Register Quality Assurance (LRQA). All resulting findings have been raised as Process Improvements and are being tracked within the QPulse system.

**QPulse Implementation** - Good progress continues to be maintained in regard to the

implementation of the QPulse Upgrade Project. All PI and audit data is now consolidated within one system in order to better support NLB's continuous improvement activity.

**ISO 9001, 14001 & 45001** - A Management Review was held on 28 May 2021, ahead of the LRQA (Focused Review) Audit which was carried out on 14-17 June 2021. The audit identified no non-conformities however 8 opportunities for improvement were identified. The opportunities for improvement will be pursued through the QPulse system to completion with the Service Managers concerned.

**ISO Audits** – The next ISO 27001 audit will be a full Re-certification Audit which is scheduled for January 2022. There are also audits of ISO 9001, 14001 and 45001 standards scheduled for September 2021.

**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 2021-22 GIAA 'Assurance Landscape' audit has now commenced and will further assist with optimising the value of NLB's system of control, thus more clearly informing the level and volume of GIAA audit oversight, when compared to other ALBs. NLB's Risk Management Framework will also receive further scrutiny via the 2021 Tri GLA Triennial Risk Management Review.

**Deep Dive Reviews of Departmental Risk Registers** – Reviews continue to be undertaken monthly via the Executive Group Meeting and to date 24 reviews have been completed and reported in detail to NLB's Audit and Risk Committee.

**Environmental Risk Management** - Work remains ongoing in respect of NLB's response to Greening Government Commitment (GGC) reporting with a range of activities underway across the organisation in response to our Climate Emergency Risk Card. This work is supported by the Carbon Management Plan and work of the Environmental Working Group. NLB also completed a survey received via NAO, which will feed into a guide for ARACs on Climate Change Risk.

**Escalated Risk Overview** - There have been no escalated risks reported since the last meeting.

**Tri GLA Brexit Risk Register** – The Tri GLA Brexit Risk Register remains unchanged from the last Managing Board meeting.

**Additional BCM Activity** - NLB's Executive Team continue to implement the improvement actions identified following the December 2020 Business Continuity Exercise. A further similar exercise is planned for November 2021 in line with LRQA recommendations. In the meantime, vessels exercises continue in line with ISPS requirements with the latest exercises involving NLV Pole Star on 21 May 2021 and NLV Pharos on 9 June, both incorporated the use of NLB's Business Continuity Framework.

## **Organisation**

**Long Service and Special Recognition Dinner** - Due to COVID the event was cancelled in 2020 with the hope that it could be combined with 2021. However, with the current restrictions in place it has been decided to wait until next year and then have a combined event for the three years.

**Stevenson Rooms Remedial Work** - The alteration work required to a number of doors within the Stevenson Rooms to meet requirements for door width will take place in August. The reopening of HQ will not take place earlier than 1 September 2021 to deconflict from this work.

**Visit to Loch Ryan** - The Chief Executive went on site with NLB's Project Engineer and the contractor on 3 June to see the refurbishment work that has been completed.

**Visit to Oban Base** - The Chief Executive worked from Oban Base on 9/10 June to be able to spend time talking to staff face to face for the first time in many months. The visit coincided with a crew change with both vessels alongside so a significant number of base, crew and technician staff were seen and the Chief Executive was also able to meet the new Master. The mood of the team was judged to be very positive with no issues of any concern raised.

**Commissioners AtoN Inspection Road Trip** - A Commissioners Inspection Road Trip has been arranged for 29-30 September to visit stations in the Galloway area.

## **External Engagement**

**Future Maritime Fuel Group** - Meetings continue with strong attendance. A DfT representative attended to talk about Emissions Reduction policy, Scottish Government provided a presentation of Hydrogen policy and Schneider Electric gave a briefing on Shore Power and on the back of this it was agreed to set up a Cold Ironing Working Group which met for the first time on 16 June 2021 chaired by NLB's Technical Superintendent.

**Museum of Scottish Lighthouses** - The Museum is unable to reopen until the remedial repair work is completed. It is hoped that the contractors will be finished on site by the end of June.

**Maritime Safety Week** - The DfT sponsored Maritime Safety Week will take place 5–9 July 2021. NLB will be supporting this through Social Media.

**DfT Director Maritime** - Petra Wilkinson has been confirmed as Director Maritime.

**VIP Visits** - Offers have been made for the UK Maritime Minister, Director Maritime DfT and Scottish Maritime minister to visit Oban Base.

**Outreach Presentations** – The Director of Operations delivered a presentation as part of a series of Webinars organised by Sealite on how NLB use insights from risk assessment to undertake future planning and the operation of their AtoN network.

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

**Transport Scotland** - Commissioner Wilkinson provided a verbal update on her recent meeting with Transport Scotland. It is the intention to establish 6 monthly meetings to coincide with the Board of Commissioners meetings. Commissioner Wilkinson will raise the leadership of the FFMG at the next meeting.

*Action: Commissioner Wilkinson*

**Department of Transport** – A meeting has been arranged between Commissioner Woodward and the DfT Director Maritime for the beginning of August. Commissioner Woodward will report back to the Managing Board following the meeting.

*Action: Commissioner Woodward*

**Isle of Man Government** – It is felt that the outcome of the Isle of Man Wreck exercise and resulting recommendations will be a catalyst to set up more formal routine meetings.

## 5. ANY CLARIFICATION (BY EXCEPTION) ON OPERATING REPORTS

### Casualty Rescue Training

Commissioner Archibald asked whether HM Coastguard were undertaking their own Risk Assessment and if NLB would be providing any input to it. The Chief Executive advised that, in terms of the exercise itself, HM Coastguard would be carrying out their own Risk Assessment but NLB does have a standard Risk Assessment for visitors coming into its property.

### Maritime Mutual Support Group

The Chair asked whether there was any plan to make the MMSG a more formal organisation, that meets less frequently. The Chief Executive advised that there are Terms of Reference in place and the meeting is for contingency to deal with emerging issues. The MMSG can be descaled if required. The benefit gained from the MMSG has now transferred to the Future Maritime Fuels Group, as it is the same participants, which has taken the energy of the first group into this new phase.

### Programme and Renewals

Commissioner Wilkinson asked, where there were quality issues with contractors, if it was reflected in future contract letting and scoring. The Director of Operations advised that a fuller paper would be submitted to the Board about the issues around supply of contractors, future Public Sector Guidance on procurement and setting up Frameworks, etc. The recent issues were mainly snagging issues that would have normally been picked up through monthly visits.

Commissioner Wilkinson also asked whether the issue, in regard to material shortage and price increases, was going to be reflected in significant pressures on the budget. The Director of Operations reported that this was something that was being closely watched with increases in the price of paint going up 24%, timber prices increasing and the specification of cement required not being available. This will reflect on expenditure and it may be required to push some projects into next financial year to keep within sanctioned budget.

### Recruitment

The Chair asked for the percentage of male/female applications to be made available for future recruitments. It was noted that HR will collect this information more routinely going forward.

### Hybrid Working

Commissioner Archibald highlighted the mention of savings emanating from hybrid working within the papers. It was noted this is not a savings exercise and is around work life balance/COVID reality and doing the right thing for the environment with reduced travel, etc. It is not about saving money.

Commissioner Shaw asked whether there were many staff requests for home working turned down. The Chief Executive advised that there are some roles that are unable to be done from home. The consultation has been with those who could work from home but within the cohort there are some people that need to be in the office for some of the time e.g. Business Services. There have been some adjustments made to people's desires to facilitate organisational requirements.

### The 2015 Remedy Programme and Data Project

Commissioner Wilkinson noted that this was a risk highlighted in the last Corporate Plan as it is not clear for NLB if the funds will have to come out of the GLF and it is not quantifiable as it is individual choice. The Director of Business Services agreed that there was a financial issue for NLB along with the resource issue that will need to be managed. The Director of Business Services will keep the Managing Board up to date with any developments.

**Action: Director of Business Services**



### Commercial Lifecycle Assurance

The Chair enquired as to whether going through the CLA process had delayed the issuing of contracts, did it cost more money and whether there was a resource issue within the procurement team to deal with the process. It was acknowledged that these were issues that were being kept under review and would be managed/minimised where possible.

### 2021/22 Management Results

Commissioner Wilkinson enquired whether vacancies could be broken down into particular departments to give a better sense of where the risks are. The Director of Business Services undertook to review this slide and amend for future meetings.

*Action: Director of Business Services*

### HS&E Report

Commissioners Wilkinson asked if there was any further information on what prompted the Health & Safety Executive (HSE) to contact Oban Base to ask about COVID procedures with specific reference made to hand sanitiser and whether the hand sanitiser had an alcohol content. The Risk & Improvement Manager advised that NLB were confident that this was just a "round robin" request from someone within HSE conducting research on the alcohol content of antibacterial gels.

### Report on Pillar Rock power Blue Sky Thinking

The Managing Board noted and discussed the paper produced by the Asset Team which investigated various options for charge cycle stations renewals. There are number of technology choices that will have to be made, not least around the costs involved. A Group will be formed (which will include one Commissioner) to consider the options and to see what is feasible. The Navigation Committee has also agreed to look at pillar rock light ranges to feed into this discussion.

A paper detailing the criteria and weightings that are going to be set that will ultimately determine the final option will be submitted to a future meeting to provide a better understanding of the future strategic direction.

*Action: Director of Operations*

### Ship Emissions

The Chair requested that a discussion on ship emissions be scheduled for the September 2021 meeting.

*Action: Senior Executive Assistant*

Commissioner Woodward suggested that when the emissions analysis comes back it would be useful to know that if the same operating pattern for NLV POLE STAR is assumed for the new vessel what the equivalent CO<sup>2</sup> contribution would be. The Chief Executive advised that there is work going on in the background to look at more effective ways of operating the vessels. A paper covering the item will be submitted to the next meeting for discussion.

*Action: Chief Executive*

## **6. COMMISSIONERS TRAINING MATRIX**

The Managing Board noted the Matrix summarising opportunities for Commissioners' training.

Commissioner Wilkinson will provide details of the Scottish Government Annual NED course to be included in the Matrix.

*Action: Commissioner Wilkinson*

## 7. VESSEL REPLACEMENT PROJECT BOARD

The Managing Board noted the report on the Vessel Replacement Project which was included in the meeting pack. The project is on track and in good order.

The Contract Notice and Selection Questionnaire (SQ) were published on 19 May 2021 with a return date for the SQ of mid-July 2021. Appropriate resource has been allocated for the evaluation process.

Dates of Commercial Assurance Board (CAB) Stages 3 and 4 have been set for 31 August and 17 August 2021 respectively.

## 8. REPORT FROM THE HS&E COMMITTEE

The Managing Board noted the minutes from the HS&E Committee on 12 May 2021. This had been a good meeting with excellent exchange with staff members. Commissioner Wilkinson reported that great assurance can be taken from the detail and scrutiny that is undertaken at meetings.

## 9. REPORT FROM THE NAVIGATION COMMITTEE

Commissioner Brew, as Chair of the Navigation Committee, gave a verbal update of the meeting held on the morning of 23 June 2021. Points to note were:

- A good debate was had around the Blue Skies paper
- The 2021 Annual Report was approved for submission to DfT, etc.
- Some suggested changes to minor lights were approved
- The AtoN Risk Card was reviewed and some amendments were made
- The GRAD Webinar presentation which looked at electronic navigation was discussed

It was noted that focus at the IALA Council meeting was around eNavigation and technology. Physical AtoNs got no mention and do not feature in their forecast document. The Director of Operations will raise NLB's concern around this at his handover of the ARM Committee.

*Action: Director of Operations*

## 10. INTER-GLA MATTERS

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

**Effectiveness measure** - Discussions have continued on the approach to a replacement to the previous RPI-X measure. The GLAs have written to DfT requesting a deferment for 2022/23 advising alternative options will be provided later this year.

**JSB** - The Chair, Vice-Chair and Chief Executive attended the JSB virtually on 27 May 2021. The next meeting is scheduled for 9-10 November and will be held at NLB HQ.

**IALA** - The Chief Executive attended the IALA Council Meeting on 8-10 June 2021. The Convention for the change of status to an IGO is moving forward.

## 11. ANY OTHER BUSINESS

### Cyber Attacks

Commissioners Woodward highlighted the significant increase in cyber attacks and requested a further fuller brief on the topic be provided to the Board. The Director of Business Services

advised that cyber is very much on the NLB's agenda and is constantly being looked at. It is planned for the ICT Manager to present to the Board of Commissioners in October 2021. The Director of Business Services will investigate the possibility of providing on-line training/awareness for Commissioners.

**Action: Director of Business Services**

#### Isle of Man Wreck Response

Commissioner Shaw has amended the report to incorporate feedback. Subject to any final comments the report will be issued with the proposal to move forward with the 7 recommendations within the report. The next step will be look at recommendation 7 – the establishment of a small Working Group – to come up with a list of actions and decide how to take the other recommendations forward.

**Action: Commissioner Shaw**

#### BoC Working Group

Commissioner Brew gave a verbal update on the work of the BoC Working Group. The recommendation is likely to result in further work to look at Committees, how they are made up and their terms of reference. A verbal update will be provided to the September Managing Board followed by a full report for discussion at the Board of Commissioners meeting in October 2021

**Action: Commissioner Brew**

Commissioner Brew will consider offering a virtual briefing session to all Board of Commissioner members prior to the October meeting.

**Action: Commissioner Brew**

## **12. CORPORATE CALENDAR**

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

The Corporate Calendar for 2022 is subject to change depending on the outcome of the Board of Commissioners meeting in October 2021.