

NORTHERN LIGHTHOUSE BOARD

MANAGING BOARD

MINUTES – 23 September 2021

PRESENT:	Alastair Beveridge	Chair
	Elaine Wilkinson	Vice-Chair
	Mike Brew	Commissioner
	Hugh Shaw	Commissioner
	Brian Archibald	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 Teams due to COVID-19.

1. APOLOGIES FOR ABSENCE & DECLARATIONS OF INTERESTS

Apologies for absence were received from Commissioner Woodward.

2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 23 June 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:

Transport Scotland – Commissioner Wilkinson will next meet with Transport Scotland before the Board of Commissioners meeting in October 2021.

Department for Transport (DfT) – Commissioner Woodward met with the DfT Director Maritime in early August. The first discussion point was the Vessel Replacement Project (VRP) and there were no points of contention raised, however it was highlighted that there is more Ministerial interest than normal. Inefficiencies in the procurement process were recognised and there are new advisers being appointed which should streamline the whole process in the future. The sustainability agenda was discussed and it was emphasised that there will be enhanced support available. Commissioner Woodward emphasised that the NLB Board were fully committed to the whole sustainability agenda. Overall, DfT are very impressed with NLB.

Report on Pillar Rock power Blue Sky Thinking – Future updates will be provided through the Navigation Committee.

Ship Emissions - This item remains a work-in-progress with Masters and the Technical

Superintendent continuing to seek optimal modes of operation. A paper covering the findings will be produced as resources allow, hopefully by the next Managing Board.

Action: Director of Operations

Commissioners Training Matrix – Commissioner Wilkinson has asked for details of the Annual NED course from Company Assets. This course covers best practice and provides an opportunity for interaction.

On-line cyber training/awareness for Commissioners – The ICT Manager is investigating if it would be possible to extend access to the training provided for staff to Commissioners.

Isle of Man Wreck Response - Commissioner Shaw continues to pursue a date with Isle of Man Harbours, SoSRep, etc to set up a small working group to look at the actions from the Isle of Man Wreck exercise.

Greening Government Commitment - Priority has been given to managing data collection and on establishing targets and reporting requirements to DfT. A Key Matrix for the Managing Board will be developed in due course.

4. DASHBOARD

The Managing Board discussed the Dashboard. The following points were noted:

- The table on overdue maintenance will be reinstated to replace DGPS when it no longer requires to be reported.
- Sick absence statistics are really positive
- There has been a lot of procurement activity with tenders being awarded
- Finance expenditure will start to come through following tender awards.

Action: Director of Operations

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

Carbon Management Plan - NLB's Carbon Management Plan has been issued in draft format to staff for their input and comment prior to this being finalised. There is formal launch with Zero Waste Scotland planned for 14 October 2021 in Oban.

Biosecurity - RSPB are attending Oban Base to assist NLB with biosecurity checks of loads prior to them being dispatched. This is to look after the natural state of Sule Skerry and not introduce any alien species i.e. rats, mice that could damage the existing wildlife and nature present on the island.

NatureScot have undertaken a joint review of NLB's Management of Biodiversity procedure and the Director of Operations has been in contact with them in relation to some proposed changes to assist with NLB operational activities.

Safety Leadership Tours – The Chief Executive and Director of Operations have both been on separate tours since the last meeting to engage with staff on health, safety and environmental topics and demonstrate leadership engagement.

Oban Incident - A number of young persons were witnessed drinking under Oban pier. There was a possibility they could have been trapped with a rising tide blocking their escape route. Security arrangements under the pier are now being reviewed and mitigation action has been taken to prevent this happening again.

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 staff continue to be kept aware of the situation via policy updates and the weekly email sent by the Chief Executive.

Project Restart - As planned, 84 George Street reopened 1 September 2021 on an interim arrangement until the full 6 month hybrid working trial can be implemented. The purpose is to allow staff to return to the office to carry out outstanding tasks and get used to commuting and being in the office environment.

Maritime Mutual Support (MMSG) - The NLB instigated and led 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 for the moment.

Operations Report

Outages - Since the last meeting there has been five outages over 72 hours. All but one, were resolved quickly.

NLV PHAROS – The vessel has been largely engaged in routine work. However, the vessel did experience a black out at anchor off Tiree due to a switchboard fault and returned to Oban for investigation and repair. A review of the components associated with Azimuth drives was undertaken and four items have been identified as requiring to be purchased.

NLV POLE STAR - The vessel has completed a wreck survey charter in the North Channel and Isle of Man area plus buoy work in Outer Hebrides, Orkney, Shetland, Moray Firth and East Coast. NLV POLE STAR commenced a self-maintenance period in September including some steel deck repairs around chain pound main deck penetrations due to excess corrosion.

Recruitment - Two deck rating apprentices have been recruited and start college in September 2021. The Chief Officer vacancy has been filled internally and a Second Officer recruitment has been commenced.

COVID 19 – There has been a number of COVID related issues in Oban, but none have caused operational disruption. The NLB procedures and arrangements in place continue to work well.

Helicopter – The helicopter has been working mainly without any issues. However, whilst embarked on NLV PHAROS the helicopter did experience a gearbox warning light which required the aircraft to be inspected and ground run in Oban. Two days of flying operations were lost.

Oban Base - Routine operations continue at Oban Base. The HEBRIDEAN PRINCESS recommenced on 3 September 2021.

Programme and Renewals – A full and active programme of work continues. Cape Wrath generators are now supplied and the project is progressing to completion. The generators were due to Barra Head on 22 September 2021 but this has been delayed due to weather.

The future Plan reflects the changes required due to delays in relation to COVID, weather and the difficulty in recruiting a Project Leader.

Monitoring - The Datac system continues run without issue. Delays in the monitoring replacement project due to the pandemic continue to affect overall completion. However, site tests have been successful and training is planned for later in September 2021. It is intended that the change over to the new system will be at the end of September with Datac continuing to monitor 12 sites until the RTUs have been changed which is intended to be complete by end of FY21/22.

Delivery and Planning - Maintenance is continuing and the falling overdues reflect the efforts being made. Work at Skerryvore and Dubh Artach has progressed to install the cranes and change batteries (Skerryvore) and generator (Dubh Artach). It has been a herculean task of work at Skerryvore to get the batteries out and back in at the light and a lot of work has been achieved. This project was really well planned with a clear programme of activity however weather, helicopter and ship breakdowns have all caused disruption.

Dubh Artach remains behind schedule and more work is required here.

Technician Apprentices - Two new apprentices have been recruited and have started at college where the majority of year one training will be conducted. Current apprentices have both been taken on as technicians.

Oban Bay - The Director of Operations provided an update on progress to date. The Managing Board discussed NLB's position and agreed a way forward. Commissioner Brew and the Director of Operations are to agree a line to take with the Provost.

Action: Commissioner Brew/Director of Operations

HR Report

Sick Absence - Sick Absence has slightly decreased and long-term cases have been reducing due to NHS reports being received. Shore based short term absence is still low.

Post Pandemic - Hybrid Working - HR are currently collating hybrid workers' workstation DSE forms and photographs of workstations. This is to ensure compliance with Health and Safety Legislation prior to final approval being given for hybrid working. The full new hybrid working model will be implemented once social distancing is no longer required.

Healthy Working Lives - The Healthy Working Lives programme for 2021 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. Two sessions were held in May to help employees find strategies to improve their mental wellbeing. A walking challenge was also held during the summer to encourage everyone to leave their desks and get out for a walk.

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. NLB is 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 the end of 2021.

NLB Values - Visits by the HR Manager and the Marine Operations Manger are being made to both ships and both crews in order to brief staff on the addition of NLB Values to appraisals. This follows the implementation of NLB Behavioural Competencies which align with the Values introduced into appraisals for Shore based staff for reporting year 2020-2021. This will ensure NLB's Values are embedded across the whole of NLB.

Business Services Report

Finance

Comprehensive Spending Review 2021 (CSR21) - Submission for the 2021 spending review was made to DfT on 16 August 2021. The submission followed on from Spending Review preparations sent in June 2021. The submission included Greening Government Commitments spend (both capital and revenue) and the replacement vessel. It is likely that it will be into next year before feedback is received.

2020/21 Annual Report and Accounts - NAO have completed their field work and review of the GLA's and GLF accounts. The Audit and Risk Committee reviewed the Accounts at their meeting in September and agreed to recommend that the Board of Commissioners approve the accounts at their meeting in October. However due to the requirement for the GLF accounts to be submitted to the DfT Audit and Risk Committee in September, to allow an early laying in Parliament, each GLA must confirm their Board's approval of accounts. This has now been requested by email.

2021/22 Management Results – The Management Reporting Pack (MRP) for period 5 to 31 August 2021 was noted.

Pay Remit - NLB have submitted a Pay Remit which was within the 2021/22 Civil Service Pay Remit Guidance. DfT HR provided minor comments on the document and the revised submission was sent back the same day. DfT have advised that the submission will be sent to Ministers as soon as possible.

Pensions - McCloud Judgement - MyCSP have now advised the number of affected members (current and former staff). Phase 1 data collection will take place from January to April 2022, with phase 2 occurring July to mid-September 2022. Planning is to commence on the timeline and resource required within the payroll team to address the workload required.

It is likely that there will be increase in pension contributions required in the future. This risk has been highlighted to the GLF Accountant.

Pensions – Pensions Awareness Week (13 - 17 September) - Each year, Civil Service Pensions delivers a five-day engagement event called Pension Awareness Week (PAW). PAW provides an opportunity for members to engage with their Civil Service pension, supporting one of the scheme's goals of ensuring members value and understand their Civil Service pension and actively plan for their retirement. The sessions are now available online.

Procurement

Additional Procurement Burden - The procurement burden continues to increase with requirements to publish pipeline of procurement activity, modern slavery statement, social values, contract management, etc. The Corporate Plan will include an additional post (FTE) to help deliver this requirement.

Tri-GLA Procurement - The GLAs continue to engage with DfT (legal and policy teams) regarding the potential to continue to procure with IL post the UK exit from the EU. If

dispensation from the EU is not received during September for IL to be able to procure jointly with the other GLAs, then it has been agreed that TH and NLB will begin joint procurements without IL. NLB is progressing tenders for lanterns and moorings to meet operational requirements until this matter is resolved.

Joint procurements may deliver financial savings to the GLAs but also reduces the procurement burden. If IL can no longer procure with the other GLAs, additional procurement resources will be required and discussions are underway to formalise a third-party procurement resource.

This will be a topic for discussion at the next JSB meeting.

ICT

Public Switched Telephone Network (PSTN) update - The equipment used to run the PSTN is ageing and will reach end-of-life in December 2025. This means the analogue telephone voice services that are reliant on this network will no longer be operational after this date.

Ofcom have recently classified NLB as a Critical National Infrastructure Provider. This classification gives more priority to BT's work to move NLB to Session Initiated Protocol (SIP). SIP and Voice Over Internet protocol (VoIP) offer flexibility over the traditional fixed line as you can make calls anywhere globally as long as you have an internet connection vs being fixed in one location with a traditional connection.

NLB has secured a new contract with BT and have agreed a roadmap. A target project completion date has been set for August 2023.

SatComms - A Single Tender Action (STA) request has been submitted to DfT for an extension of the existing contract to provide greater bandwidth for both vessels. The revision in the contract comes at a lower annual cost and extends the contract for a year.

Microsoft Office 365 (M365) - The transition of departments to the new SharePoint platform continues with data cleanse work running in parallel. Digital Champions have been identified across NLB and training has started to tailor our use of M365 in the most effective manner.

Vipre Safe Send - After an initial pilot to configure functionality and ensure the Data Protection Officer (DPO) was content with options, Vipre has been distributed across NLB. This product provides greater security around sending emails to ensure users are aware of sending information out with NLB.

Staffing – The new Network Manager started on 6 September 2021. This will allow a 6 week handover before the present Network Manager retires.

Business Support

Vessel Charter Work & Buoy Maintenance – The Director of Business Service provided an update on current commercial activity.

Website - The work required to ensure NLB's website met the accessibility requirements of The Public Sector Bodies (Websites and Mobile Applications) (No. 2) Accessibility Regulations 2018 has been completed and an accessibility statement is published on the website.

Estates - NLB continues to be involved in discussions around the George Street Development Plan. The next stage is further consultation with businesses regarding the operational implications of the suggested restrictions. NLB has expressed an interest in participating in this consultation.

Risk & Improvement

Strategic Risk Spread - A further 7 strategic risk cards have been reviewed by the Executive Group since the last meeting. There has been no movement in risk spread or scoring.

ISO Business Management System - NLB continue to work to improve and optimise the integration of our ISO Certification and associated management systems to ensure that these continue to add value, effectively support and advance operational priorities in addition to driving continuous improvement throughout the organisation.

A Focused Review Audit was conducted on 14-18 June 2021 by Lloyds Register Quality Assurance (LRQA). This audit functioned as a precursor to the full the Recertification Audit, which is currently ongoing. The ISO 27001 Re-certification Audit is scheduled for January 2022.

Sale of LRQA - Lloyds Register have advised that LRQA Ltd are being sold to Goldman Sachs Asset Management via a Share Purchase Agreement of the entire LRQA business. LRQA have confirmed to NLB's Procurement Team that there will be no change to the legal entity for contracting with NLB and no change to the business operation on this basis.

Risk Management Maturity - NLB continues to leverage established operational procedures to manage risk and report in detail to the Audit & Risk Committee. The Risk Management Framework is now under high level scrutiny via GIAA, LRQA and the currently ongoing Triennial Risk Management Review. The completion of the Triennial Risk Management Review, which includes an all staff survey, is expected in October 2021.

Assurance – The GIAA Landscape Assurance Audit is nearing completing and a draft report is expected soon. Early indications are, from a risk management point of view, that NLB's systems remain robust. As an output from the audit there will be some level of assurance mapping which will be used to further develop systems or identify gaps in assurance protocols.

GIAA Cross Government Insight Documents - Following the review of the GIAA Sharing Cross - Government Insights (CGI) - COVID-19 Lessons for Government Bodies from the Response to the Pandemic, an associated gap analysis document was presented to the last Audit and Risk Committee. A range of additional CGI documents have subsequently been received and are undergoing a similar appraisal with any identified gaps being reported via the Audit & Risk Committee and managed via NLB's Process Improvement System. This approach has been shared with IGC 6 as an example of potential Tri-GLA benchmarking or tools that can be used across the GLAs to drive improvement.

Environmental Risk management - NLB's approach to environmental risk management has enabled a solid platform upon which to address the Greening Government Commitments. The associated DfT Emissions Reduction Targets (of 62% total and 19% direct emissions by 2024/25) have been further discussed with the DfT's Sustainability Projects Manager and it is anticipated that NLB specific and SMART targets will be agreed by end September 2021.

Escalated Risk Overview - There have been 4 escalated risks highlighted since the last meeting.

Tri GLA Brexit Risk Register – The Brexit Risk Register was updated at IGC 6 in September 2021. This will be promulgated to the Managing Board once received.

Action: Risk & Improvement Manager

Business Continuity - NLB's Executive Team continue to implement the improvement actions identified following the exercise held in December 2020. A further exercise is also being planned for Winter 2021 and will focus on Oban Base taking account of local emergency preparedness,

response arrangements and involving key site risks including helicopter activity, fuel storage and vessel operations.

Organisation

Stevenson Rooms Remedial Work - Alteration to a number of doors within the Stevenson Rooms to meet requirements for door width will take place in October/November 2021.

AtoN Inspection Road Trip – The Commissioners AtoN Inspection Road Trip will take place from 29-30 September 2021 and will visit stations in the Galloway area.

External Engagement

Visit of UK Maritime Minister to NLB HQ. Robert Courts MP visited 84 George Street on 1 September and met with the Chair, Director of Operations, Director Business Services and Chief Executive. This was a very positive meeting and the Minister expressed an interest in visiting Oban Base. The Minister also met with the Scottish Maritime Cluster's Chair, Douglas Lang, from Anglo Eastern and the NLB Chief Executive as a non-executive Director of the Cluster.

Visit of Scottish Minister for Transport to Oban Base - Graeme Dey MSP visited Oban Base on 24 August 2021. The visit was a walk and talk tour of the Base plus the opportunity was taken to visit NLV PHAROS. The intended presentation was not delivered because of time overrun but Mr Dey expressed an interest in visiting NLB HQ which might provide an opportunity.

Scottish Maritime Cluster (SMC) - SMC held a reception on 13 September 2021 as part of London International Shipping Week. NLB hosted a number of DfT Officials including members of the Commercial Assurance Board and Lights Advisory Committee (LAC). The event was assessed as being very successful.

LAC – The Chief Executive and Director Business Services met with LAC in person at the Chamber of Shipping on 13 September 2021. The primary purpose was to brief them on VRP. The LAC were very appreciative of the update and complimentary about NLB's work.

Maritime Biennial Report – The Director of Operation, Director of Business Services and Chief Executive attended the launch of the DfT's Maritime Biennial Report onboard WELLINGTON. The document, which features NLV PHAROS on the front cover and images from NLB feature throughout, is available online.

SSBA Dinner - The SSBA dinner is planned for 23 November 2021 in Glasgow. An invitation has been extended to the UK Maritime Minister and to Laura Marquis, DfT Deputy Head of Maritime Operations Division.

DfT Director Maritime - Petra Wilkinson has confirmed that she will visit Oban Base on 19 October 2021. A programme is currently being collated.

DfT Permanent Secretary – The Chief Executive had an opportunity to talk to Bernadette Kelly onboard WELLINGTON on 14 September 2021 during a LISW event. A very useful discussion was had around the VRP.

CE MCA - Another routine quarterly discussion was held with Brian Johnson on 14 July 2021. Mr Johnson attended the Scottish Maritime Cluster Reception 13 September 2021 as NLB's guest. NLB also hosted him for supper on 14 September 2021 along with Laura Marquis.

Future Maritime Fuel Group (FMFG) - The FMFG has now met 5 times, with a sub-group focused on Shore Power and Battery technology running in parallel with NLB's Technical Superintendent chairing. Useful links have been made and a network reaching beyond operators into MCA, DfT and Scottish Government established. After the initial activity of the first five months the group has agreed to go to quarterly meetings. The next meeting will be held on 7 December 2021.

Museum of Scottish Lighthouses - The Museum has been operating over the summer albeit on a limited scale due to repair work to the Kinnaird Head Lighthouse site. The Museum will close in October for the winter to preserve resources. A campaign to recruit new Trustees and a Chair is underway.

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

6. ANY CLARIFICATION (BY EXCEPTION) ON OPERATING REPORTS

CAA Audit of Helicopter Operator – Commissioner Wilkinson enquired as to whether the CAA Audit of the helicopter operator took place and if there were any outcomes from it. The Director of Operations advised that NLB did not form part of the audit in terms of onsite activity.

Biosecurity – Commissioner Archibald asked where the biosecurity checks would be done and what is the perceived risk that NLB stores would be habitat for rodents, etc. The Director of Operations advised that the checks will be done in Oban but it not planned that these checks will be become standard practice. NLB perceive this to be a very low risk.

NLB Values – Commissioner Wilkinson enquired as to what feedback has been received from shore staff on the introduction of the Values in appraisals. The Chief Executive advised that it is working well ashore and has been very useful being able to have those conversations with people during the appraisal process. There has been no push back from the vessels.

Pay Remit – Commissioner Wilkinson raised the issue that if pay rises had been awarded they would have been effective from 1 August. NLB were early in submitting their pay remit to ensure that they were in a position to make the award on time and while it only affects a few people this year, there is a principal issue about the DfT holding this up and this should be raised. The Chief Executive advised that this issue had been discussed with the DfT Sponsorship Team.

Voluntary Registration – Commissioner Archibald asked for more information on the Voluntary Registration Project. The Director of Business Services advised that a number of years ago the Scottish Government set a desire through the Registers of Scotland for public bodies to voluntary register their information and put it into a digital register for ease of access. NLB are continuing to work on this but the pace is determined by Registers of Scotland.

Capital Spend – The Chair asked whether there were any particular projects that the Commissioners should be concerned about. The Director of Business Services advised that due to some projects being carried over from last year there has been some reprioritising of projects that have not started yet. This is normal practice but due to COVID and weather impacts the movement this year has been greater.

Commissioner Wilkinson suggested that Commissioners would find it extremely useful to understand what the overall project costs are and to measure expenditure against that cost. The Director of Business Services advised that the Monthly Project Reports, which include expenditure, are submitted and detailed discussion takes place at the Programme and Project Board each month. However, the Director of Business Services undertook to look at whether it

would be feasible to include a RAG status against projects in future reports.

Action: Director of Business Services

A presentation from that Asset Team on asset prioritisation will be given to the next Navigation Committee. All Commissioners are welcome to attend.

Action: Director of Operations

7. CORPORATE PLAN

The Managing Board reviewed the Draft Corporate Plan 2022-2027.

It was noted that no RPI+/-X calculation is included within the draft plan as following consultation with DfT, the Maritime Minister has agreed to a one-year break in the RPI-X regime due to the unprecedented uncertainty created by COVID-19 and Brexit.

Commissioner Wilkinson asked for details of what RPI-X would have been based on the bid over the 5 years. It was agreed that the Director of Business Services will provide a figure based on the current RPI-X regime.

Action: Director of Business Services

The Managing Board approved the Draft Corporate Plan 2022-2027, subject to the various comments/amendments proposed, for submission to the Board of Commissioners on 20 October 2021.

8. REPORT FROM THE HS&E COMMITTEE

The Chief Executive gave a verbal update from the meeting on 25 August 2021. This was a very good meeting with no concerns from the workforce raised.

9. REPORT FROM THE NAVIGATION COMMITTEE

The Managing Board noted the minutes from the meeting held on 7 September 2021. Points to note were:

- Small craft - A large number of small craft groundings have been notified to NLB via MCA this summer. This demonstrates the large number of such incidents but is not considered to be complete and no meaningful evaluation of cause is feasible.
- Pillar Rock Review – There was a good debate around ranges, power requirements, etc. The Navigation Committee agreed the recommendations put forward in principle but asked that the Executive and Navigation Manager put together a summary report covering what the other GLAs are doing and technical aspects/engineering consequences, for discussion at a future meeting.
- Irish Lights (IL) eNavigation Roadmap – The report took a detailed look at future developments and drew together a number of strands of work that is ongoing.

10. VESSEL REPLACEMENT PROJECT BOARD

The Managing Board noted the report on the Vessel Replacement Project which was included in the meeting pack.

The SQ evaluation and the draft letters to tenderers was subject to the DfT CAB Stage 3 process on 14 September 2021 and received an Assured Amber Status. The Invitation to Negotiate

(ITN) has also successfully been awarded an Assured Amber status from the CAB Stage 4 process on 17 August 2021. The CAB Chair congratulated the project for the progress made and for setting a high standard and noted CAB's intent to use the VRP as a Best Practice Case Study.

DfT have prepared and submitted a Ministerial submission to inform the Minister of the shortlist. During the preparation of the submission for the Minister some questions were raised from Special Advisers. A comprehensive reply was provided and they were content with the response given.

Once noted by the Minister, NLB will be able to publish the SQ results and proceed to ITN stage.

11. INTER-GLA MATTERS

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

Effectiveness measure - Discussions have continued with IGC2 to prepare a proposal for discussion with the CEC on 8 October 2021 and JSB on 9/10 November 2021. The Chief Executive will provide feedback from the CEC meeting and a discussion on the proposal will also be held at the Board of Commissioners on 20 October 2021.

Action: Chief Executive

Framework Agreement – Work is in progress to review the Framework Agreement. The DfT Sponsorship Team have advised this can be a lengthy process with a standardised update taking 6 months or more.

CEC Meeting – The next meeting of the Chief Executives will be held virtually on 8 October 2021.

JSB - The Chair, Vice-Chair and Chief Executive will attend the JSB meeting on 9/10 November 2021 at NLB HQ.

12. BOARD OF COMMISSIONERS WORKING GROUP

Commissioner Brew gave a verbal update on the outcome of the Board of Commissioners Working Group.

The Working Group will recommend a Governance Board to replace the Managing Board of which all Commissioners, Chief Executive and Directors will be appointed members. The Board of Commissioners will vest all its responsibilities in the Governance Board. The Governance Board would meet quarterly (May, August, November and February) to review the previous quarter. There will be fifth meeting held, separate to the quarterly review of performance, to deal with the Annual Report & Accounts and Corporate Plan. The proposal will enable a reduction in administration from both from the Executive's perspective and streamline how the Board works.

There is very little in terms of recommendations for Committees however, it will be advised that there should be a Stage 2 to this process to look at what the Committees do, how they work, who sits on them and how they report to the Board.

It was agreed that Commissioners Turnbull and Wilkinson will contact Commissioners prior to the Board of Commissioner meeting to discuss the paper and answer any questions that arise.

Action: Commissioners Turnbull and Wilkinson

The Chair thanked the Working Group for the huge amount of effort required and for the excellent draft document.

13. ANY OTHER BUSINESS

Carbon Management Plan – The Chair highlighted this good piece of work which is maturing nicely but will remain a living document. The Managing Board are encouraged to provide input.

Action: Managing Board members

14. CORPORATE CALENDAR

The Managing Board noted the Corporate Calendar for 2021. It was agreed that the Board of Commissioners meeting on 20 October 2021 will be held virtually.

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