NORTHERN LIGHTHOUSE BOARD

GOVERNANCE BOARD

MINUTES – 15 MAY 2024

PRESENT:	Hugh Shaw	Chair
	Brian Archibald	Vice-Chair
	Ron Robson	Commissioner
	Jamie Finlay	Commissioner
	Dick Welsh	Commissioner
	Gillian Wade	Commissioner
	Aisha Anwar	Commissioner
	Kate Dowdalls	Commissioner
	Fiona Larkin	Commissioner
	Dougie Philand	Commissioner
	Sean Murphy	Commissioner
	Mike Bullock	Chief Executive
	Phil Day	Director of Operations
	Mairi Rae	Director of Business Services
	Jim McBrier	Risk and Improvement Manager
IN ATTENDANCE:	Karen Charleson	Senior Executive Assistant (minutes)

1. WELCOME, APOLOGIES AND INTRODUCTIONS

Apologies for absence were received from Commissioners Bain, Charteris, Ross, Aldridge, Cameron, Maclaren, Pyle and Lobban.

The Chair welcomed Commissioner Larkin to her first meeting of the Governance Board.

2. DECLARATIONS OF INTERESTS

There was no declaration of interests raised for noting.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the Governance Board held on 19 February 2025 were approved and can be published on the website.

Action: Senior Executive Assistant

Matters Approved Out of Committee
The Transfer of Heritage Assets and Disposal of NLV Pole Star – Way ahead were approved out of Committee.

4. MATTERS ARISING

Scottish Fire and Rescue Service (SFRS), Oban Base – It has been established that ADT do not have an App for Commercial premises. There are follow up discussions planned with ADT and a report will be brought back to the next meeting.

Action: Director of Operations

Further work has been done with the SFRS and it is confirmed that the correct confirmations of multi sensor activation should (subject to resource availability) trigger an attendance. Some of the issue is around separate contracts for HQ and Oban and multiple points of contact leading to ADT control centres having incorrect guidance in place. This continues to be addressed with the Asset Manager taking on the point of contact for NLB.

5. ORGANISATIONAL PERFORMANCE

Overview

The Chief Executive, who is also the Accounting Officer, provided an overview of the main issues since the last meeting.

- **Health & Safety** – Health and Safety is our number one priority. Financial Year 2024/25 was a successful year with a low rate of incidents but, as a team, NLB continue to look for opportunities to bring improvement by learning from our own incidents and near misses and also by studying lessons identified by others.

- **Climate Emergency** – NLB remains committed to responding as effectively as possible to the climate emergency both through mitigation and adaptation. This is very much everyone's responsibility with the NLB Team showing genuine commitment to do what is right. An entry has been submitted to the Maritime UK Awards for our sustainability work.

- **NLV POLE STAR** – The build is progressing well with critical paths areas being closely monitored. The relationship with the shipyard remains positive and transparent. NLB teams have been testing the ship in the simulator and feedback is generally positive. An invitation has been extended to DfT Officials to attend the next simulator training session.

- **Aviation Services Project** – The project is in good shape. The Selection Questionnaire process has been completed and clearance has been received from DfT to issue the Invitation to Negotiate. The assurance process has been painful and wasteful and is indicative of the challenges experienced with DfT.

- **Sponsorship Arrangements** – DfT are undertaking a review of Sponsorship arrangements and also there is a Government review of Arm's Length Bodies.

- **Staff Morale** – Morale across the workforce is good but we continue to do what we can to ensure NLB is a happy place to work.

- **KPI Dashboard** - The Commissioners noted the KPI Dashboard included in the meeting pack. Commissioner Larkin highlighted the overdue maintenance tasks and asked what the target was and what action is it driving. The Director of Operations advised that the target is between 15%-20% however a lot of the outstanding tasks are around tasks such as checking fire extinguishers, generator oil changes, checking solar panels, etc therefore one station can have a lot of individual tasks. Many of the tasks are also sitting within Pillar Rocks stations and remote sites where there is difficulty with access due to helicopter availability and weather. 15% is very good in relation to International Standards for planned maintenance but NLB want to improve and ultimately these stations will be reengineered so that they will be more reliable and require less maintenance.

In summary, overall the organisation is delivering well, and in most if not all areas NLB is setting the standards for others to follow.

6. HEALTH, SAFETY AND ENVIRONMENT (HS&E) PERFORMANCE

The HS&E Committee is attended by representatives from across the organisation and continues to be an open and transparent forum. This was Commissioner Archibald's first attendance at the Committee in his new role has Vice-Chair. The Governance Board noted the Assurance Statement provided by the HS&E Chair.

Health & Safety Assurance

NLB's HS&E Committee met 17 April 2025. The agenda included the key headings identified for discussion at organisational Health and Safety meetings with a broad range of issues covered which included: Statistical Performance and Review of Incidents, Review of Inspections and Audits, New Legislation, Contact with Enforcing Authorities, Workforce Concerns, Management Concerns, Introduction of New Equipment, Changes to Procedures, Occupational Health and Training.

The Committee confirmed that: assurance was received in relation to all key issues; transparent reporting of incidents and near misses is taking place; necessary steps are being taken to identify and share lessons in order to prevent further incidents; Legislation is being tracked and compliance reviewed; dialogue is being maintained with external authorities; introduction of new equipment is being addressed; there is positive and open dialogue between Management and the Workforce on the full range of H&S issues.

The Chair of the HS&E Committee highlighted the following key areas:

- There have been no reportable injuries since the last meeting.

- Over FY 2023/24 there was 1 over 3 day injury reportable to MAIB and 13 minor injuries.

- The number of Manual Handling incidents was just 1 compared to 6 in the previous year, this result followed a concerted effort to raise awareness of the risk particularly amongst vessel crews.

- Following the receipt of the final report by the University of Graz on residual Mercury, action is in hand for GRAD to install an atmospheric sensor at Sumburgh. Wipes to detect surface contamination will also be used. The results will help determine the way ahead for public access. It was noted that there has been some major work done at Sumburgh Head to replace a mercury bearing with a mechanical bearing.

  There are 8 stations that have had the large volume of mercury in bearings removed but the concern is the residual mercury at these stations absorbed in the historic mechanism and fabric of the lightroom.. A number of other mercury bearings were removed in the 1980's when the whole mechanism and fabric was stripped out so any risk of residual mercury is substantially reduced.

  Reminders have been issued to staff to highlight existing safety measures including the importance of hygiene. NLB remains compliant with existing legislative requirements.

- NLB have provided support to RSPB at Ailsa Craig to deploy cameras and monitoring stations for the detection of invasive species. NLB has also supported RSPB, NatureScot and National Trust Scotland in a publicity campaign to encourage participation in biosecurity workshops. Both activities demonstrate NLB's continuing commitment to protecting biodiversity.

Sustainability and Environment Assurance

The agenda included Statistical Performance, Review of the activity of the Environmental Workgroup, Operational Activities Impacting on Carbon Emissions/Environment; GGC Reporting; Biodiversity and Biosecurity.

The Committee confirmed that: assurance was received in relation to all key issues: Delivery and reporting mechanisms for GGC - Targets agreed with DfT continue to be in place and operating effectively; Proposed New targets for 2025-2030 have been consulted upon, with NLB reporting back to DfT who in turn would have reported to DEFRA. The release of the targets (due 1 April 25) has been delayed due to a ministerial backlog. NLB await formal release of the new GGC Targets to allow programmes to be aligned and ensure the continued operational delivery against these new targets.

Risks are being captured and managed; there is commitment across NLB to tackle the Climate Emergency in terms of both mitigation and adaptation; as such a second revision of NLB Carbon Management plan (July 24) has been approved and released, in addition to the release of a second revision of NLB's Adaptation to Climate Change Progress Report (Dec 24), under the Adaptation Reporting Power (ARP 4). Both documents are available via NLB's Website.

The importance of Biodiversity and Biosecurity is fully recognised by staff and reinforced via NLB's standard operating procedures, and subsequent continual review of associated policies and procedures.

The Committee wished to draw the Governance Board's attention to the following issues:

- Data for Q3 24/25 was reviewed during the meeting; the average monthly emissions totals from NLB operations has increased by 1 tonne of CO2e between 2023/24 and the current FY. Positive assurance is provided in the way NLB are managing this data – recording over and above what was sourced in the GGC baseline – 'doing the right thing'. NLB Q123 Emissions per month averaging – 445 tCO2e with the organisation continuing to perform well against the DfT Agreed Target figure of 503 tCO2e.

- Vessel eco-steaming is a significant contributor to the above success, with monitoring and sharing of best practice now taking place across the three GLAs. PHAROS and POLE STAR show that savings of up to 44% consumption can be made, and 56-61% of all journeys made by NLB vessels were undertaken under 'Eco-Steaming' during Q123. Marine Gas Oil use down 2% on previous year.

- NLB continue to closely monitor the GGC target refresh. No major changes are currently anticipated after receipt of a consultation document from DfT in Nov 24 showing proposed GGC targets. Most recent communications from DfT in March 2025 provided no clarification or confirmation of the likelihood of new targets (and baseline year requirements) being agreed. NLB will continue to work to provide data in relation to existing targets and known emission sources ahead of these new targets to remain prepared to continue to deliver against current mandatory reporting requirements.

- A new waste vendor, Reconomy, has been selected for NLB's waste management; with commitment to deliver 97% + recovery rate on all waste streams. Performance audits to begin post-May 2025.

  Commissioner Archibald asked how contractual the 97% + recovery rate on all waste streams was and if they do not achieve it was leverage do NLB have. The Risk & Improvement Manager advised that there are no penalties clauses applied but Reconomy were able to ascertain an idea of the nature of NLB's waste streams and how

they can be handled and processed. Reconomy are a robust and capable organisation with access to the right type of infrastructure.

- NLB have continued to actively participate in all ARP4 DEFRA led workshops and received a letter of thanks from the Parliamentary Under Secretary of State for DEFRA for the submission of our Climate Change Adaptation Plan ahead of the December 2024 deadline, being one of just 3 Marine Organisations to report.

- There continues to be positive communications and relationship building with RSPB, NatureScot, National Trust Scotland Hebridean Whale and Dolphin Trust and other organisations to show ongoing support and commitment to Biodiversity and Biosecurity.

7. NAVIGATION AND OPERATIONS PERFORMANCE

The Navigation and Operations Committee met on 16 April 2025. This was the first meeting with Commissioner Finlay as Chair. The agenda covered key areas including: Navigation, Operations and Business Services reports; Recent marine incidents and assessment of AtoN adequacy; NLB lighthouse tender fleet status and helicopter operations; Climate change operational adaption measures.

The Committee confirmed that assurance was received in relation to all key issues. The Executive provided the necessary assurance that every effort was being made to attain, or exceed, the IALA recommended CAT 1 AtoN availability level; The Capital and Maintenance Programme remains under review and is subject to modification as operational priorities change; The Risk Cards for Aids to Navigation Provision, Asset Loss or Damage, Information Technology and Operational Technology, Technological Change and Obsolescence and Natural Events have been viewed by the Committee and are updated on a regular basis.

The Committee wished to draw the Governance Board's attention to the following areas.

- Aecom joined the meeting to provide a fascinating presentation on AtoN screening assessment which was packed full of information and highlighted just how complex it is for planning maintenance activities.

- The AtoN Category 1 availability is at 99.92% and exceeds the IALA recommended level. This reflects the teamwork and tremendous commitment, dedication and effort by all those contributing to operations from across the organisation. Category 2 and 3 availabilities are well above the IALA standards.

- Two incidents have been reported since the last meeting. Neither incident was a result of an AtoN failure.

- NLB vessel response to 2 real world events. NLV POLE STAR responded to a Mayday and NLV PHAROS was requested to respond to the collision incident between MV SOLONG and STENA IMMACTULATE off the Humber on 10 March 2025.

- The final 2025 AtoN Review document was presented to the Tri-GLA Joint Users Group on 7 May 2025.

- A neighbour has submitted a complaint to NLB in respect of dealings around an access road and water supply pipe. The complaint was initially investigated by the Director of Operations and following further dissatisfaction from the neighbour, has been referred for legal advice.

- The latest version of the New Ports and Marine Facilities Safety Code was launched on

15 April 2025 by the MCA and DfT. The Operations team are studying the revised code to understand whether there is any impact on NLB business/activity as a result of the update, particularly at Oban base.

Commissioner Archibald asked if there was anything in the new code that was of interest or concern. The Director of Operations advised that there was nothing of substance to note. However, there will be a piece of work required to link existing procedures.

- Escalated matters around mercury vapour testing and vessel ownership/disposal were noted.

- Commissioner Finlay attended for a day of the simulation training for the new POLE STAR. Spending time with the vessel crew, their knowledge and professionalism displayed provides real assurance to the NavOps Committee and to the Governance Board.

8. VESSEL REPLACEMENT AND AVIATION SERVICES PROJECT UPDATE

The Governance Board noted the updates provided in the meeting pack.

Vessel Replacement Project (VRP)
The project is in a very good place. There is a 10 week delay with the new delivery date being 23 September 2025. Issues around the wiring and buoy crane are being closely monitored. However, the wiring is catching up and the shipyard is confident that there is now a technical solution for the crane.

There have been Variation Orders to the value of around £500k have been approved leaving a contingency of £1.1m. There are no thoughts of any additional Variation Orders apart from the powered sheeves for the crane.

Purchase of NLV Vessels and Disposal of NLV POLE STAR
Following an update from the Director of Operations and Director of Business Services, the Governance Board noted the continuation of discussions with Lombard Business Leasing Limited in relation to the purchase of current NLV POLE STAR.

Further to discussions with the General Lighthouse Fund (GLF) Accountant and Trinity House (TH) a business case was submitted to Department for Transport on 11 December 2024 demonstrating the value for money for the General Lighthouse Fund if NLB and TH purchased their respective vessels (NLV POLE STAR, NLV PHAROS, THV GALETEA and THV ALERT) from the relevant lessor in 2025. The Department for Transport approved the business case on 8 January 2025. The Governance Board noted NLB can finance the costs of these transactions within financial year 2024/25 or 2025/26.

The Governance Board resolved the following objectives:
1. Agreed that the current NLV POLE STAR should be purchased from Lombard Business Leasing Limited.
2. Agreed to the disposal of the current NLV POLE STAR before the entry into service of the new build NLV POLE STAR later in 2025. This will ease the arrangements for the transfer of crew to the new vessel
3. Agreed to purchase NLV PHAROS from Lombard Leasing Company Limited and noted NLB are assisting TH in the purchase of their vessels THV GALETEA and THV ALERT.
4. The Executive to engage with Lombard Leasing Company Limited/Lombard Business Leasing Limited, Braemar Valuations Limited, CMS Camerson McKenna Nabarro Olswang LLP (NLB's legal provider), Norton Rose Fulbright (legal provider for Lombard Leasing Company Limited/Lombard Business Leasing Limited) and any other parties to

facilitate the necessary documentation and actions to affect the purchase of NLV POLE STAR and NLV PHAROS.

5. The Executive to prepare a business case to submit to Department for Transport detailing the options for subsequent disposal of current NLV POLE STAR. The Board noted the desire to deliver a value for money solution to the General Lighthouse Fund and the recent Braemar Valuations Limited comments regarding the potential recycling of the vessel due to obsolescence and the limited market for MCA approved recycling facilities.
6. The Director of Operations to ensure that the preliminary arrangements for the sale e.g. inspections, do not unduly interfere with the operations of NLV POLE STAR in meeting the NLB's statutory responsibilities until its planned removal from service at the end of April 2025.

The Board also noted that the following have already been informed of the purchase and sale plans:

- Department for Transport.
- GLF Accountant
- Willis Limited, the Insurance Brokers for the General Lighthouse Authorities' Marine Insurance Policies.

The Acting Chair of the Audit and Risk Committee commended this approach as an efficient and effective route to ownership of the vessels which will provide best value for money for the GLF. The Board authorised the Chief Executive to proceed and conclude the purchase and sale arrangements to meet the agreed objectives. The Board noted that the Guide to Governance Schedule of Delegation sets out the arrangements for the Chief Executive and Director of Business Services to execute documents on its behalf

<u>NLV POLE STAR IV Disposal</u>

Following a paper from the Director of Operations and Director of Business Services, circulated on 9 April 2025, the Governance Board noted the options in relation to the disposal of current NLV POLE STAR.

The paper detailed.

- Timeline
- Vessel ownership
- Vessel condition
- Disposal routes
- Layup options
- Valuation
- Private Company interest
- Approval from Department for Transport

The paper advised that a business case had been submitted and approved by the Department for Transport to dispose of NLV POLE STAR to an interested private buyer. The Governance Board noted the desire to deliver a value for money solution to the General Lighthouse Fund and the recent Braemar Valuations Limited comments regarding the potential recycling of the vessel due to obsolescence and the limited market for MCA approved recycling facilities. The sale would avoid the environmental impacts of recycling and associated carbon footprint.

The Governance Board endorsed the following objectives:

1. Agreed that the Executive should continue discussions with Hays Ships and progress the sale of NLV POLE STAR provided an offer is made above the cost threshold detailed in the paper.
2. The Executive to engage with CMS Camerson McKenna Nabarro Olswang LLP (NLB's legal provider), Maritime and Coastguard Agency, and any other parties to facilitate the necessary documentation and actions to affect the sale of NLV POLE STAR.

3. The Director of Operations to ensure that the preliminary arrangements for the sale e.g. inspections, do not unduly interfere with the operations of NLV POLE STAR in meeting the NLB's statutory responsibilities until its planned removal from service at the end of April 2025.

The Governance Board also noted that the following have already been informed of the sale plans:

- Department for Transport.
- GLF Accountant Willis Limited, the Insurance Brokers for the General Lighthouse Authorities' Marine Insurance Policies

The Governance Board authorised the Executive to proceed and conclude the sale arrangements to meet the agreed objectives. The Governance Board noted that the Guide to Governance Schedule of Delegation sets out the arrangements for the Chief Executive and Director of Business Services to execute documents on its behalf.

Aviation Services Project (ASP)

Since the last Governance Board update, the ASP Outline Business Case (OBC) has been approved by UK Government. This included approval from DfT Commercial Assurance Board (CAB) Stage 2, DfT Combined Tier 2 Investment Board (CT2IB) and Cabinet Office Commercial.

The Selection Questionnaire (SQ) was launched on 31 January 2025 and 5 responses were received showing healthy competition in the market. The SQ was evaluated and all 5 bidders have passed to the next stage.

On 6 May 2025, the ASP attended a combined Commercial Assurance Board (CAB) for Stages 3 and 4 to review the SQ results and to grant approval to move ahead to the Invitation to Tender (ITN) phase. The successful SQ process and subsequent endorsement by the Stage 3 and 4 Commercial Assurance Board on 6 May 2025 gives a clear path to start the ITN process. The Committee noted the challenges experienced with the CAB process and that this was the continuation of difficulties experienced during the Vessel Replacement Project. The Chief Executive has already raised concerns with DfT about Assurance and Approvals processes through the Sponsorship team and has been promised a meeting with DG Corporate Delivery, Nick Joyce but despite hastening this has not yet been achieved.

ASP is on track to deliver Aviation Services from December 2027 to Trinity House and NLB.

9. AUDIT & RISK COMMITTEE (ARC)

The NLB Audit and Risk Committee (ARC) met on 17 April 2025. This was Commissioner Robson's first official meeting as Chair. Key issues considered included: the Executive Report; Flash Management Results; Risk and Improvement Manager's Report; Risk Card Review; Compliance Officer's Report; Internal Audit Report; External Audit Report and the ARC's Forward Workplan.

The Committee confirmed that:

- The Executive Report provides sufficient explanation of, and assurance on, key issues.
- The Flash Management Results for the Financial Year to 31 March show an underspend against Budget, the reasons for which are clearly explained and largely out with the control of NLB.
- The Risk and Improvement Manager's Report demonstrates that risk management arrangements are effective in assessing and managing risk and continue to drive improvements.
- The Compliance Officer's Report provides assurances that NLB remains compliant in

responding to complaints, data incidents and Freedom of Information requests.

- In line with the scheduled programme, the Committee reviewed and updated appropriate, Risk Cards.
- Scheduled ISO Audits are progressing as planned and provide assurance across a range of NLB activities and requirements in respect of Quality, Health, Safety, Environment, and Information Security.
- The participation at ARC of auditors from NAO (National Audit Office) and GIAA (Government Internal audit Agency) continues to be of value to all parties.
- NLB's Environmental Management System continues to drive a risk-based approach to monitoring and mitigating NLB's Environmental Aspects and Impacts.
- The Committee reviewed and agreed its terms of reference and 5 key Operating Procedures (81, 83, 84, 85 and 86) along with the revised Committee forward plan.

The Committee wished to draw the Governance Board's attention to the following areas.

- The Committee participated in a useful and interesting training session conducted by GIAA and NAO prior to the meeting.

- GIAA was very complimentary on the work NLB has done on the Insights Documents and GAP Analysis. This is being fed back to the wider DfT family.

- A first draft 2024/25 Annual Report & Accounts is expected to be provided to NAO for audit at the end of June, before being brought to ARC in August. The interim audit was successfully completed at the end of January and the accounts are expected to be filed in October / November.

- NLB has received ministerial sanction for the 2025/26 Budget, which is being rolled out to departments along with the delegated authority refresh.

- Historically, RLKs have received liquidated leave payments which have been included in pensionable salary calculations. Moving forward this will not be the case and submissions will be made to unions and staff to explain why.

- The treatment of taxable travel expenses of Commissioners, RLKs and ships' crew have historically been inequitable. The treatment will now be aligned, with such payments "grossed up" to account for the tax payable. This will be a significant benefit to ships' crew as the tax and NIC cost will no longer fall on them. This is good news for ships' crew.

- The Committee extended its congratulations to the Finance Manager who, after much hard work and dedication, has been awarded full Chartered Public Financial Accountant (CPFA) status, alongside his other chartered designations.

- The Committee received a comprehensive report on fraud trends and statistics for the year and noted that no actual occurrences were reported or suspected, and there were no events reportable to the MLRO, both of which are a reflection on the strong systems and controls in place.

- Overall, NLB closed 2024/25 with an underspend against budget and against forecast, both excluding contingencies. A detailed paper clearly explained the reasons for this, most of which were out with control of the organisation, such as fuel and utilities costs, weather delays and the positive effects of eco-steaming and commercial activities.

- The Committee conducted its annual accounting policy review and an assessment of the potential impact of IFRS17 (insurance contracts), with minor changes approved.

- Since the last ARC, GIAA completed their Cyber Security and Key Financial Controls audits. Both were awarded a Substantial grading. GIAA commented that due to changes in GIAA processes and current cyber threat environment, such ratings are becoming much rarer and congratulated both the finance and ICT teams on these results, which were endorsed by the Committee.

- A proposed new audit format for 2025/26, incorporating a proportionate internal audit approach, is also under discussion. GIAA personnel presented their organisation's "insights 2024" report detailing key themes and trends flowing from their work across Government in 2024.

- The Chair encouraged Governance Board members have a look the Global Conflict Risk Register.

It was noted that Commissioner Robson had recently visited NLV POLE STAR and commented that the crew were an absolute pleasure to be with.

10. PEOPLE COMMITTEE AND NOMINATIONS FOR APPROVAL

The People Committee met on 16 April 2025.

Part 1

Part 1 of the People Committee covered the following issues: Recruitment and turnover statistics; sick absence; Occupational Health; Pay; Drug and Alcohol Testing; Review of Staff Council minutes; Review HR Risk Card.

The Committee confirmed that appropriate recruitment action is underway to fill vacancies and the Human Resources Risk Card was reviewed with minor amendments identified.

The Committee wished to draw the Governance Board's attention to the following issues:

- Recruitment activity is busy but overall successful. The only area of difficulty is the recruitment of a Civil and Electrical Project Engineers where there have been poor responses to date. Additional effort will be made to publicise the opportunities when readvertising. The posts are essential to project delivery.

- The pilot Technician to Project Engineer trainee initiative has resulted in a former Apprentice successfully making the transition into this role. This offers the possibility of a route to fill Project Engineer posts and a chance of further career progression.

- Turnover remains low – particularly on the vessels where morale is noted as being very positive.

- Overall sick absence has remained the same. Long-term absence has slightly reduced with a number of employees returning to work in recent months, short-term absences have increased slightly reflecting winter illness. There is no concern with the levels.

- The rollout of Safety Critical Medicals continues across team groups resulting in a small number being temporarily restricted from travelling to remote sites.

Part 2

Part 2 of the People Committee covered the following issues: Review of Commissioner Training Matrix.

The Committee wished to draw the Governance Board's attention to the following issues:

- Following the implementation of the actions agreed at the Governance Board on 9 February 2025 for Committee membership and succession planning there was little for the People Committee to consider on this occasion.

- The Commissioner Training Matrix was reviewed and agreed to be valid. The opportunities identified in the matrix are drawn to the attention of the Governance Board. A copy of the matrix will be circulated to all Commissioner following the Governance Board meeting.

Action: Senior Executive Assistant

The Director of Business Services advised that access to the Body Coach App has been launched for NLB staff. If any Commissioners are interested in the App, they should contact the Senior Executive Assistant and she will arrange for access.

Action: Commissioners

11. MATTERS FOR APPROVAL

There were no matters for approval at this meeting.

12. STAKEHOLDER ENGAGEMENT

The Governance Board noted the Stakeholder Engagement update. Key areas to note:

Annual Board Evaluation – The annual meeting with a DfT Senior Official, NLB's previous Chair (Elaine Wilkinson) and Chief Executive to discuss the Board effectiveness evaluation took place virtually on 28 March 2025. In addition to the Board Evaluation, Elaine set out the NLB's positive transformation over the period of her tenure including organisational change, governance overall and positive sustainability journey. Updates were also provided on VRP and ASP as well as an overview of NLB's Risk Management maturity and culture of Continuous Improvement. The meeting went exceptionally well with positive feedback about NLB's achievements.

Joint Strategic Board (JSB) – The JSB took place 29-30 April 2025 at Trinity House. The Chair, Vice Chair and Chief Executive attended. The minutes of the meeting have not yet been received.

It was noted that NLB suggested a change to the JSB format to give DfT (and the Irish Department of Transport and Transport Scotland) greater involvement. Currently the Departments attend for just one hour of day 2 of the meeting with the rest of the JSB attend only by the GLAs. NLB further advocated that the session with the Departments should be chaired by DfT. DfT's Deputy Director Maritime Strategy and Sponsorship very much welcomed the suggestion for greater involvement and agreed to take the lead to set up a meeting between the Sponsorship Team, the three Chief Executives and the JSB Chair to discuss further.

DfT Maritime's review of Sponsorship arrangements for the GLAs - DfT Maritime's instigation of a review of Sponsorship arrangements for the GLAs (and other ALBs) was noted. The GLAs have not been asked to provide any input to the review. The timelines for a conclusion are unknown but it is understood that a meeting is to be held mid-May 2025.

Government-wide review of Arms' Length Bodies (ALBs) - The Government-wide review of ALBs recently instigated by the Prime Minister was noted. This now lies with Ministers and the Cabinet Office and any feedback will be in a number of months.

Framework Document - Given the ongoing review of ALBs, work on the long outstanding Framework Document will be suspended.

Procurement Reform - Following the implementation of Procurement Reform which negated the Note Verbale put in place to allow joint procurement with IL across the UK/EU border, it is no longer possible to place Tri-GLA contacts.

Maritime Minister - The three GLA Chief Executives took the opportunity for an informal meeting with the Maritime Minister at Portcullis House late afternoon on Tuesday 29 April 2025. The Minister emphasised his thanks for the collaboration on the response to the incident off the Humber otherwise the chat was a genal update. He expressed his wish to visit NLB on the West Coast which will be followed up.

Action: Chief Executive

IALA General Assembly and Council Elections – It was noted that IALA is a focus for DfT, Trinity House and NLB. The UK is in a good position with its memberships of Committees, the Council and the NLB Director of Operations taking over the Chair of the Policy Advisory Panel (PAP) which is an important and influential role which provides direct advice to the Council and Secretary General.

UK Maritime Strategy - Immediately after the close of the JSB the attendees were joined by DfT officials leading the work on the development of a UK Maritime Strategy. The intention was to draw from the knowledge and experience of the GLAs. It should be noted that NLB has arranged for the DfT team to meet with members of the Scottish Marime Cluster to ensure Scotland has a voice in the formation of the strategy.

Commissioner Finlay asked whether this new Strategy would replace the Maritime 2050 Strategy and the National Strategy for Maritime Security and whether it was a holistic strategy. The Chief Executive advised that the main focus was around safety and it is hoped that there would be further discussions with the GLAs. Commissioner Finlay would be invited to attend any future discussions.

Action: Chief Executive

Isle of Man Government – Commissioner Welsh reported that there has been interest from the Isle of Man Government Communications Team around his reappointment as a Commissioner. A video interview is taking place on 21 May 2025 at Langness Lighthouse.

Department for Transport – Commissioner Robson advised that there was no update since the last meeting. Commissioner Robson will make contact with Alan Moore and Curtis Juman from Trinity House to set up meetings with DfT.

Transport Scotland – Commissioner Larkin is due to speak with Transport Scotland following the meeting and will set up regular communications.

13. CORPORATE CALENDAR

The Governance Board noted the Corporate Calendar for the remainder of 2025.

14. ANY OTHER BUSINESS

Commissioners Road Trip - The programme has now been issued. Any questions should be flagged up to the Chief Executive.

Commissioner Pyle – It was noted that this is Commissioner Pyle's last meeting. The Executive wished it recorded that he has been a great strength to the Board throughout his tenure and has brought wisdom and humour to some tense moments. He will be missed.

Annual Board Effectiveness Review – The Annual Board Effectiveness Review form will be issued by the end of June with a return date by the end of July. The Chair will continue to hold one-to-one meetings. All views are greatly valued, positive and negative feedback is very useful.

15. DATE OF NEXT MEETING

The next meeting will be held on 28 August 2025 at 10am. This will be a virtual/hybrid meeting.