**NORTHERN LIGHTHOUSE BOARD**
**GOVERNANCE BOARD**
**MINUTES – 19 FEBRUARY 2026**

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| **PRESENT:** | Hugh Shaw | Chair |
| | Brian Archibald | Vice-Chair |
| | Ron Robson | Commissioner |
| | Jamie Finlay | Commissioner |
| | Gillian Wade | Commissioner |
| | Fiona Larkin | Commissioner |
| | Bill Lobban | Commissioner |
| | Nigel Ross | Commissioner |
| | Eilidh MacDonald | Commissioner |
| | Aisha Anwar | Commissioner |
| | Dick Welsh | 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, Aldridge, Cameron, Maclaren, Philand, Dowdalls, Charteris and Murphy.

It was noted that this would be Commissioner MacDonald's last meeting. The Governance Board thanked Commissioner MacDonald for her contribution since Sheriff Principal Pyle left and look forward to welcoming Sheriff Principal Andrew Miller from 1 March 2026.

## 2. DECLARATIONS OF INTERESTS

There was no declaration of interest raised for noting.

## 3. MINUTES OF THE PREVIOUS MEETING

The minutes of the Governance Board held on 20 November were approved and can be published on the website.

***Action: Senior Executive Assistant***

Matters Approved Out of Committee
There were no matters approved out of committee.

## 4. MATTERS ARISING

**UK Maritime Strategy** – DfT have advised that the UK Maritime Strategy would be available last-Spring but NLB has had no visibility of the document. The Chief Executive will continue to chase to get an opportunity to provide input.

**Action: Chief Executive**

**Sustainability and Environmental Assurance -** Contacts for Isle of Man Department of Food and Agriculture (DEFA) and Manx Wildlife Trust (MWT) have been emailed to the Asset Manager and HS&E Manager on 13 February 2026. A face-to-face meeting is being arranged. This action can now be closed.

**Scottish Government Frameworks** – NLB continue to chase DfT and Cabinet Office for progress on this matter.

**Guide to Governance Review –** The Vice-Chair has drafted some proposals and shared with the Chair and Chief Executive. A draft document will be brought to the next meeting for discussion.

**Action: Vice-Chair**

**KPI Dashboard** – At the last meeting it was suggested that it would be helpful to include year to date budget on the Finance Chart within the Dashboard. The KPI Dashboard will be amended for the May 2026 meeting.

**Action: Director of Business Services**

**Audit Chair Meetings –** Commissioner Robson has still to arrange a meeting with the Risk & Improvement Manager to undertake a gap analysis of the Ministry of Justice and Government Internal Audit findings from a recent review of Chairs of all the departmental ARACs against NLB which will be provided to a future Governance Board.

**Action: Commissioner Robson**

## 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 remains our number one priority. The overall incidence rate remains low. However, we are very aware that we must keep working to maintain standards and learn from incidents, near misses and other organisations. As an organisation we continue to be proactive in our approach.

- **Climate Emergency** – NLB remains committed to responding as effectively as we can to the Climate Emergency both through mitigation and adaptation. Draft GGC targets to 2030 have been issued and we are working through that with DfT.

- **Projects** - It has been a busy period as we drive to get projects completed.

- **Vessels/ASP** – A report will be provided at Agenda Item 8, but everything is positive.

- **Annual Engagement Survey** - The results of the Annual Staff Engagement Survey were very positive. Around 75% of staff responded. The full details have been shared at the People Committee and also briefed to Staff during the Annual Staff addresses in December 2025. In answer to the question How Happy Are you at work 86% Scored 7 or better.

- **2025 Pay Award** – NLB is working hard to finalise the process for the for 2025 Pay Award and are awaiting response from Trade Unions.

- **Civil Service Pension** - The serious service failure with the Civil Service Pension is a concern, with a direct impact on individuals who have just left NLB or those who await quotes before they make decisions on retirement. This means some may delay retirement plans which may have a knock-on effect to NLB.

- **NLV POLE STAR Naming Ceremony** - The joy from all who attended the POLE STAR naming ceremony or brought their families onboard for a subsequent visit was obvious.

- **ALB Review** – Uncertainty remains around DfT's intentions around the ALB review, JSB Reform and the introduction of Sponsorship Boards.

- **Audit Arrangements** - In the wake of the move by the Irish Department of Transport to have greater oversight of Irish Lights it seems likely to audit arrangements for Trinity House and NLB will change, we are still working through the details and implications

In summary the Chief Executive's assessment is that overall the organisation is delivering well, and in most if not all areas we are setting the standards for others to follow.

**KPI Dashboard** - The Commissioners noted the KPI Dashboard included in the meeting pack. Unfortunately, the Programme & Renewals graph had been omitted from the iteration provided in the Governance Board papers.

## 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. The Governance Board noted the Assurance Statement provided by the HS&E Chair.

**Health & Safety Assurance**

NLB's HS&E committee met on 29 January 2026. 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:

- The incident rate remains low and an improvement to last year.

- A near miss driving incident had recently been brought to NLB's attention. This will be used as an opportunity to raise the awareness of all NLB drivers, via a training presentation akin to the recent Heliops initiative to reinforce the message that driving is

one of NLB's biggest risks.

- Atmospheric monitoring for mercury at Sumburgh Head has commenced using a recently installed system. Specialist mercury detection wipes have been obtained to determine whether there is any surface contamination at key 'touch' points in lighthouses. To date the wipes have been used at St Abbs with no mercury was detected. Further testing using the wipes will be undertaken at other stations and at different times during the year when ambient temperatures are higher. Test records will be retained on Q4 with the results helping to determine the way ahead for public access.

  Commissioner Welsh asked about a visit by the Lieutenant Governor to Maughold Head. The Director of Operations advised that we are still waiting on conclusive evidence before any visits would be permitted.

- The next tranche of 'fitness for work' medicals covering Commissioners will take place in the coming months. Information on this fitness for work standard has been shared with Trinity House and Irish Lights Health and Safety Managers.

- RLK visits to Loch Ryan have recommenced following receipt of advice from a specialist asbestos company of a suitable route that can be used access to the lighthouse. This has been recorded in Q4.

- The planned combined casualty rescue training exercise for Isle of Man and HMCG coastguard teams due to take place in October 2025 at Langness lighthouse was postponed due to flight cancellations. Both Coastguards have advised that they are seeking to reschedule a similar exercise on the Isle of Lewis in Spring 2026. This is a great example of NLB's collaboration and positive relationships with other agencies.

- A proactive Leadership Tour to the Inverness Base was undertaken by Chief Executive and HS&E Manager with open and positive dialogue held with Technicians. During discussions the opportunity for one of the Technician's partners, who is a leading expert on Lyme's disease, to deliver a briefing to NLB staff to raise awareness of the threat presented by Ticks was identified. This has been arranged for the upcoming RLK Meeting in March 2026.

- Ongoing investment in staff health, safety and environmental training has continued over the year with this likely to be at the highest level in a 5-year period by year end in terms of spend, number of courses, training days and average training days completed per person.

Commissioner Archibald asked if there was any progress on the removal of mercury from stations in the Isle of Man. The Chief Executive advised that NLB now have a provider that may be able to assist with the removal. The Procurement Manager is very much engaged with the provider to move things forward.

Commissioner Robson asked if cruise ships putting their waste ashore was causing the issues with waste recovery in Oban. The Risk & Improvement Manager advised that this was around the company not delivering on what was promised in the contract. NLB is working with the new contractor to improve overall performance within the Oban area. An improvement plan is in place and is being closely monitored by the Oban team and Procurement. There is no concern around illegal dumping of waste, issues were around record management.

Commissioner Larkin noted that a point had been raised in the Marsh Survey around training and asked how an individual would know the method to raise a concern confidentially. The

Chief Executive advised that the Whistleblowing process would be one of the routes that could be used to raise a concern. This is topic of conversation at Annual Staff Address when people do put negative markings against health and safety and the challenge to them is to do something about it. The various routes to raise any concerns are laid out very clearly.

**Sustainability and Environment Assurance**

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

Recently issued draft GGC 2030 targets were discussed and key information that supports positive assurance of NLB performance is contained within this statement. NLB have highlighted to DfT that there will be a requirement to set local NLB targets and to agree a reflective baseline position.

The Chair asked if the 2030 targets were going to present a challenge. The Risk & Improvement Manager advised that we previously had agreed NLB targets that were achievable given that the vessels dominate our carbon footprint. For total emissions reduction, the current draft targets are showing an over 40% reduction across Government against a 2025/26 baseline. NLB have highlighted that this is not going to feasible for the maritime sector and need to agree an achievable target and a more realistic baseline as we were not operating NLV POLE STAR over 2025/26. The direct emissions target should be achievable.

NLB is doing everything it can to reduce our impact on the climate. The roll out of further charging stations continues and active debate is ongoing around how soon NLB can transition to a fully EV fleet.

## 7. NAVIGATION AND OPERATIONS PERFORMANCE

The Navigation and Operations Committee met on 28 January 2026. 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.

- The AtoN Category 1 availability is at 99.80% 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.

- There were two navigation incidents reported since the last meeting. None of which were as a result of an AtoN failure.

- At the end of December 2025, 1221 LLA AtoN had been inspected out of a possible 2434 (50.2%) against a target of 70%, so well on track to meet this target by the year end. 378 NLB AtoN have been inspected out of a possible 490 (77.1%). One NLB AtoN are currently out with the 3-year maximum inspection period.

- Overall planned maintenance overdue continues to reduce demonstrating the value and success of the plan of action briefed to the Committee in August 2025.

- NLV PHAROS experienced 12 days of downtime due to defect rectification to thrusters and emergency switchboard, which were further complicated by availability of spares and a service engineer (over the festive period) and then class clearance.

- NLV POLE STAR entered service on 3 December 2025 and arrived into Oban on 25 December 2025. She was named by NLB Patron, HRH Princess Royal, on 21 January in Leith. Current plans see her fully operational by 28 February 2026.

- The NavOps Committee approved changes to the sectors and range of a new sector light to be installed at Calf of Eday. The changes narrow the white sector on the northeast approach, in order to keep mariners further away from a shoal patch on the western side of the channel.

- The UK Government has announced a £155m investment in PNT resilience including an eLoran programme, development of the National Timing Centre, funding for GNSS interference monitoring, and space based time transfer research and development.

- The NavOps Committee discussed the issues associated with the required SSEN infrastructure upgrades to make the Oban shore power transformer effective. The project has now been deferred to 2026/27.

- Risk Cards 5 and 6 were reviewed. Cards 8, 9, 10, 12 and 15 were noted. There were two risks escalated to the Committee around technician availability and the gapped Principal Electrical Engineer post.

- The terms of reference were reviewed with only minor amendments identified. The NavOps Committee approved the publication of the terms of reference on the NLB website.

Commissioner Archibald asked if there was any evidence that NLB were struggling with the maintenance programme due to the high level of vacancies. The Director of Operations advised that recruitment for Technician roles is currently ongoing. NLB are now advertising Technician vacancies as a rolling advert and will interview and select when suitable candidates apply. The Director of Operations highlighted that there is a general shortage of Electrical Technicians with offshore renewables, etc competing against NLB's requirements.

Commissioner Robson asked whether the delay to fender repairs in Oban will cause any operational issues. The Chief Executive advised that there are ongoing meetings with the Marine Directorate but NLB is caught up in an inflexible process which is in the hands of others. The issue is really around money not being spent in this financial year. Once we are in the summer period the jetty is very busy, any work during this period would therefore be inconvenient.

## 8. VESSEL REPLACEMENT AND AVIATION SERVICES PROJECT UPDATE

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

Vessel Replacement Project (VRP) – POLE STAR
VRP has very much moved into the final stages as we complete the final housekeeping. Having successfully delivered the vessel and formally celebrated acceptance into service at the recent Naming Ceremony it would be all too easy for focus to be lost, particularly as members of the Project Team have significant 'day jobs' calling on their time. But there is clear demonstration of the continued commitment of all to make sure the project is fully documented and properly closed. Work is well underway on Benefits Realisation with a session held 12 January 2026, and following the main part of the recent Health Check we conducted a review of Lessons, with great conversations across the experts present to identify and capture the details. VRP for POLE STAR has been a huge success and everyone is delighted with the vessel.

Commissioner Archibald asked if at Project Board level we were able to relax around the couple of issues raised around rack coolers and cranes or had the issued been resolved. The Director of Operations advised that rack coolers are a significant issue and we need to get to the route cause, once this is found and solved, we will clearly be in a much better position. The technical support and assistance from the manufacturer of the cranes is not as good as it should be and this is being worked through with Gondan.

Vessel Replacement Project (VRP) – PHAROS
The PMO are undertaking the Strategic Assessment. The PID is in draft. The internal documentation for creating the programme for the Project Board is ongoing. The first Project Board is scheduled for April 2026. The successful lessons from NLV POLE STAR and ASP will form the basis of this project. The timetable has contract award in March 2029 and delivery in April 2032.

Aviation Services Project (ASP)
This is a joint project between NLB and Trinity House. The project is progressing through Best and Final Offers stage. There are 3 suppliers fully engaged in the process and we expect this interest to continue through the Bid submission. The project remains on track for award in mid-July 2026 and to commence operations on 1 December 2027 following a mobilisation period.

The main focus now is on the drafting of the full business cases and getting through the assurances and approvals process.

## 9. AUDIT & RISK COMMITTEE (ARC)

The NLB ARC met on 29 January 2026. Key issues considered included: the Executive Report; 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. In addition, the ARC Effectiveness Survey results were reviewed.

The Committee confirmed that:

- The Executive Report provides sufficient explanation of, and assurance on, key issues.

- GIAA internal audit update – two reports were presented: the Aviation Services Project report gave a moderate opinion, raising two medium and one low priority recommendations, and the Assurance Mapping Validation and Reliance audit reviewed the existing assurance map. The report gave a substantial opinion. The latter was considered by the Committee to be a valuable source of assurance on NLB's entire

assurance landscape. The residual output will be used to bolster GIAA's annual opinion going forward.

- GIAA presented a paper on the new ALB Proportionate Approach, aimed at providing greater consistency, efficiency and relevance, but will continue to offer a maximum Moderate opinion.

- Reaching agreement on DoT's requirements for Irish Lights has further delayed the Framework Agreement. DfT are considering whether to include HR guidance which sets out holiday allocation, etc.

- The Irish Government have directed that in future Irish Lights are to produce Accounts to December each year in line with Irish financial reporting requirements. There have been discussions between Accounting Officers, GLF Accountant, NAO and GLA Finance Directors to discuss how this might be taken forward. The view is that the GLF would become a funding set of Accounts audited by NAO but the 3 GLAs would have their own independent audit with Trinity House/NLB using the same auditor. With independent Accounts for NLB, the materiality level will change which will require additional cost in terms of resource.

- Vessel replacement project –The total project including contingency delivered a saving of £1.3m. The Committee agreed that this was an exemplary project and thanked all concerned for delivering such a fine vessel with such a well-run and tightly controlled project from conception to completion.

- HMRC Employer compliance check continues to place a significant burden on the Finance team. Exacerbated by additional scrutiny in defending HMRC errors. The Committee thanked the team for their resilience, commitment, and patience in dealing with this matter, on top of other work.

- Implementation of the 'OneAdvanced' procurement and finance system is passing as planned with user acceptance testing (UAT) commenced. The Committee can give assurance that no material issues have been identified that would prevent progression to the next stage.

- The Committee received an update on support options for the current Integra system. NLB has managed to secure confirmation that the supplier will honour the 'perpetual licence', providing NLB with access to the system indefinitely. NLB would require to pay commercial rates for any support but it is unlikely any would be required in the critical 2–6-week period.

- The transition on 1 December 2025 of the Civil Service Pension Scheme from MyCSP to Capita is creating real problems for employees. Delayed payments, lack of any pension forecasts, long call wait times and communication issues are all problems being experienced. This prevents staff from planning retirement effectively and creates distrust of the pension system. There is National press interest in this matter and NLB is doing all it can to monitor the situation and support staff, whilst being unable to influence the situation or help its staff financially. This has the potential to have real negative effect on staff morale and NLB's image as a caring employer.

- A draft Economic Crime and Corporate Transparency Act (ECCTA) policy was circulated. The document was considered to be excellent, to the point and clear.

- A summarised version of the training course, Risk Management for Non-Risk Professionals, was provided to Committee members as part of the pack of papers. This was thought to be very useful.

- The Management Assurance Return 2025/26 question set was received later than normal with missing categories from previous sets. In addition, the document has been condensed by circa 50%. NLB have manually added self-assessment categories to enable progress to be made with the return, as required by 20 March 2026. The Risk & Improvement Manager has written to DfT for an update on the situation. The Accounting Officer will raise concerns about the process in his letter which will accompany the return.

- The Committee reviewed the results of the NAO ARC self-assessment checklist. The vast majority of responses showed returns of 'standard met' or 'working above the standard'. Returns outside of these categories were briefly discussed. The Committee can provide assurance that the Audit and Risk Committee remain effective, well-chaired and resourced. The mandated frequency for completion of the survey has changed from 1 to 3 years.

The Chief Executive advised that the DfT have approved the Pay Remit and the Trade Unions are now balloting their members. The Director of Business Services added that with the problems with Capita it is even more important for the pay award to be in the correct tax year. There are a number of people waiting for pension quotations and they may end up with incorrect figures as a result.

It was noted that the Civil Service Pension risk has been escalated to DfT. NLB have been nominated their own Employer Relationship Manager and a notification has been received that they have identified 5 high priority cases. Of those 5, 3 were people who had left NLB a number of years ago, one is a current partial retirement and one is someone who is due to retire in March 2026. NLB have replied with the details of people known to be looking for information. NLB is also working with DfT to get permission to make hardship payment to people if necessary.

Commissioner Robson asked if there was any indication from the GLF Accountant as to who will do the audit of NLB/Trinity House. The Director of Business Services advised that there is a meeting on 24 February 2026 to discuss audits. At the ARC Committee, NAO advised that they had not decided at Executive level whether they would wish to continue to do the GLF reporting. A rough map of timings has been completed and this will be shared with NAO to see if they would be able to buy into this. At this late point, could we move away to anyone else soon enough as we would need to have an annual opinion this year if we were to move to another auditor. The concern is around materiality levels, at the moment NLB is below the GLF materiality level to do stock checks with NAO present. If we are to do a single audit opinion for NLB the materiality level will be lower and this would be required. With the system work ongoing at the moment, this would cause an addition resource burden.

## 10. PEOPLE COMMITTEE AND NOMINATIONS FOR APPROVAL

The People Committee met on 28 January 2026.

**Part 1**

Part 1 of the People Committee covered the following issues: Recruitment and vacancies; sick absence; pay; safety critical medical assessments; health and wellbeing; drug and alcohol testing; NLB engagement survey; review of HR risk card.

The Committee confirmed that appropriate recruitment action is underway to fill vacancies; the staff engagement survey was reviewed, with high levels of staff satisfaction noted the Human Resources Risk Card was reviewed, with particular reference to possible retirement issues.

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

- Recruitment challenges remain for the post of Principal Electrical Engineer therefore an external recruitment agency has been appointed to support the process.

- Recruitment is currently ongoing for mechanical and electrical technicians, with a positive number of applications following revised approach giving greater geographic flexibility.

- The role profile for the Navigation Manager has been updated to reflect the requirement for a Master Mariner. The vacancy has attracted a good response which should allow the opportunity for a comprehensive period of handover before the current incumbent retires.

- Staff turnover overall is at satisfactory levels, and sick absences at a low level.

- Payment of pensions remains a concern, as the handover from MyCSP to Capita has created significant delays to pension payments, pension statements and redundancy quotes. Delayed payments have caused hardship to retired civil service staff.

- Many staff of retirement age have delayed a decision because Capita have delayed providing a pension statement, without which they are reluctant to commit to a retirement date. As a result, there is a risk of a substantial surge in retirements once staff of retirement age receive their pension statements. This creates a risk of exposing the organisation to a large number of vacancies to fill at one time.

- The Health and Wellbeing plan has been approved.

- The Engagement Survey showed very positive results, with morale at a high level.

- The Staff Council Minutes of 16 December 2026 continue to show good engagement.

- An expression of concern about insufficient levels of staffing for helicopter operations had been investigated and found to be incorrect. This has been communicated to the individual who raised the concern.

- The Risk Card will be reviewed to consider inclusion of the risk of a wave of retirements.

- Safety Critical Medical Assessments are largely completed. Co-opted Commissioners and those participating in the Annual Inspection Voyage will be assessed in the coming months.

**Part 2**

Part 2 of the People Committee covered the following issues: Co-opted Commissioners; annual Board evaluation of committee preferences; membership of committees; and honours and awards.

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

- Bonus payments to the Executive have not been awarded for approximately 10 years. The Committee were informed of an initiative to re-introduce bonus payments in line with the terms set out in the Pay Guidance for SCS. It was noted that the recent achievement of the NLB Executive, principally the commissioning and delivery of POLE STAR, had been exceptional, and merited a bonus payment. It would be unfair to exclude NLB from such an arrangement.

  The Committee recommended to the Governance Board that bonus payments to the NLB executive be approved, provided that any payment is not to the detriment of the Staff Bonus fund.

- The People Committee did not have any recommended changes to the Terms of Reference.

- Commissioner Shaw highlighted that he would step down in Spring 2027 at the end of his term as Chair, with Commissioner Archibald, the current Vice-Chair, subject to Governance Board approval, likely to be offered the role. Therefore, it will be necessary to establish a succession plan to identify a new Vice-Chair. The Committee noted the additional duties that Co-Opted Commissioners have taken on including VRP Project Board and Working Groups, participation in JSB and the likelihood of the requirement to support the yet to be established DfT Sponsorship Board. At present, Commissioners provide services to NLB from time to time on an unpaid basis. Such services can be onerous and exclude earnings in other jobs. The Committee favoured consideration of introduction of day-rate remuneration for such services, where appropriate. The options would be investigated by the Executive.

Following discussion, the Governance Board approved the recommendation to pay bonus payments to the NLB Executive.

Commissioner Robson highlighted that it has been talked about previously the idea of developing a job specification for Chair/Vice-Chair detailing the time commitment required. This would be useful for Commissioners to have before putting themselves forward for the role. The Chair advised that himself and the Vice-Chair have listed their commitments over the last year and these will be passed to the Executive for review. Consideration will be given to adding this as an Annex to the Guide to Governance.

Commissioner Welsh added that the Isle of Man Commissioner has travel days and suggested this should be factored in at a lessor rate during discussions on the introduction of day-rate remuneration for Co-opted 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:

**ALB Review** – It was noted that there has been little change or new news on the ALB Review or JSB Reform. It is understood that work is underway by the Sponsorship Team to prepare a proposal for the introduction of individual Sponsorship Boards for Trinity House and NLB with DfT (noting that IL will not be included in this arrangement as their governance lies with the Irish DoT). The proposed frequency is likely to be six monthly.

**JSB Dates.** After a great deal of confusion over the last month generated by a request from TH to change the long agreed JSB dates of 6-7 May, they have as of 10 Feb decided that the original dates should stand. On the understanding that the JSB would no longer be on 6-7 May NLB's Chair made holiday arrangements. Commissioner Archibald will take his place at the meeting.

It was agreed that Commissioner Robson, as the DfT Nominated Commissioner, will also attend the JSB on 6/7 May 2026 to support Commissioner Archibald. Commissioner Finlay will check his diary and let the Chief Executive know if he can also attend to gain experience.

**Action: Commissioner Finlay**

**Maritime Minister** – The Chief Executive met with the Maritime Minister Keir Mather MP in person on 13 January 2026. The meeting was very positive.

**Sanction Letter –** The sanction letter has been received. The full allocation has been obtained but with an adjustment to reflect a 3% pay award as opposed to a 5% assumption.

**IALA Council** – The Chief Executive attended the Council meeting in Mumbai, India 8-12 December representing UK alongside the Deputy Master of Trinity House. Amongst the routine reports and briefings NLB provided a brief and video on the new POLE STAR to the initial Council session under National Business. The next meeting is 8-12 June 2026 and it is anticipated this will take place in Paris.

**IALA Future Radion Navigation Workshop -** NLB hosted a very successful IALA workshop 9-13 February 2026 at 84 George Street with around 70 delegates participating. The event included a visit to POLE STAR which was berthed in Leith and an evening event onboard BRITANNIA. This event was aimed at maintaining global visibility of UK's commitment to IALA's work in advance of the General Assembly to be held in 2027.

**Lights Advisory Committee (LAC) -** Guy Platten, the newly appointed Chair of the Lights Advisory Committee, will visit Oban and Edinburgh as part of his induction on 7-9 April 2026. The Chair will join for the session in Oban on 8 April and the Vice-Chair will join the session in Edinburgh on 9 April.

**Transport Scotland** – There were no new items to report at this meeting.

**Isle of Man Government** – Commissioner Welsh advised that the Government hearings for the Mooir Vannin Wind Farm have been announced. The Navigation hearing is scheduled for 6 March 2026 but the Isle of Man Government had failed to let NLB know. The NLB Navigation Manager will join virtually and Commissioner Welsh will represent NLB at the meeting.

**Department for Transport** – There were no new items to report at this meeting.

## 13. CORPORATE CALENDAR

The Governance Board noted the Corporate Calendar for 2026.

## 14. ANY OTHER BUSINESS

**Business Continuity** – The Risk & Improvement Manager gave a presentation on Business Continuity to the meeting. The presentation covered:

- Framework of control
- Strategic Risk Overview
- Incident Response Plan
- Emergency Response
- Crisis Management
- Process Recovery
- Incident Response Guide
- Business Continuity Activity
- Training and Awareness
- Resilience

**Succession Planning** – The Risk & Improvement Manager provided a presentation on Succession Planning. NLB effectively undertake succession planning through a documented and robust HR mechanism. There are A, B and C listed posts which reflect independent levels of risk. Senior Manager's surveil their department to get a sense of what the succession profile looks like. This is done both annually and iteratively in August of each year. Any A listed post where there is risk it is ensured that there is an emergency stand in, long term successors identified or development actions noted. All of this is assimilated by HR. HR will take a risk-based review of the inputs and look at any actions that need to be mobilised/supported linking with the Corporate Plan.

Individual role planned actions form the basis of Senior Manager's work plans. The process will be enhanced through the delivery of the new HR System. The HR Manager will be consulting with Stakeholders throughout the year.

## 15. DATE OF NEXT MEETING

The next meeting will be held on 7 May 2026 at 2pm. This will be an in-person meeting.