NORTHERN LIGHTHOUSE BOARD
GOVERNANCE BOARD
MINUTES – 20 NOVEMBER 2025

PRESENT:	Hugh Shaw	Chair
	Brian Archibald	Vice-Chair
	Ron Robson	Commissioner
	Jamie Finlay	Commissioner
	Gillian Wade	Commissioner
	Kate Dowdalls	Commissioner
	Fiona Larkin	Commissioner
	Bill Lobban	Commissioner
	Nigel Ross	Commissioner
	Eilidh MacDonald	Commissioner
	Aisha Anwar	Commissioner
	Ruth Charteris	Commissioner (to Agenda Item 6)
	Sean Murphy	Commissioner (from Agenda Item 8)
	Dick Welsh	Commissioner (from Agenda Item 8)
	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, and Philand.

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 28 August 2025 and the minutes from the Strategy Day on 25 September 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 – At the Joint Strategic Board on 11 November 2025, DfT informed the group that the strategy was on hold awaiting direction from the new Maritime Minister

Action: Chief Executive

Scottish Government Frameworks – DfT and Cabinet Office have indicated that they expect

the Scottish Government to align with the Procurement Act 2023 in December 2025, which will allow NLB to continue to utilise Scottish Government Frameworks for procurement.

Guide to Governance Review – The review of the Guide to Governance by the Vice-Chair is ongoing.

Terms of Reference Wording - The phrase "best value" comes from the Best Value Standards for Local Government Act 1999. As NLB is not a local authority they do not require to follow the Act but have looked to it to seek best practice.

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 our 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 possible to the climate emergency both through mitigation and adaptation. DfT are once again engaging with Arm's Length Bodies (ALBs) on Greening Government Commitments (GGC), but NLB still await targets for the current 5 year period which started on 1 April 2025.

- **Vessels** - As planned, NLB have been operating with one vessel over the summer period following the disposal of NLV POLE STAR.

- **NLB Staff** - The Annual Staff Engagement Survey has been completed and the overall results are very positive with an increased participation – around 75% of staff, 156 people and improved results across the board over last year. Full details will be shared with staff at the annual address and with the People Committee. NLB are also working through the process for the for 2025 Pay Award.

- **Stakeholder Engagement** - This has been a very busy autumn for the whole team. There has been a number of visits including Director General Corporate Delivery from DfT, LAC and NLB have even come to the rescue of the RNLI by providing a venue for a reception with 24hrs notice.

- **ALB Review** – The Executive team have been heavily committed to carrying out background work in preparation for and in support of the ongoing UK Government ALB review.

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.

Commissioner Larkin asked what confidence there was that the capital projects will be completed within the financial year. The Chief Executive advised that because the programme

must take account of restrictions in the summer due to wildlife, etc, the spend is always quite hockey sticked. Weather and helicopter availability also play a huge role in how much work can be completed. However, all efforts, through the Programme and Project Board, are taken to drive the programme forward.

Commissioner Robson suggested that it would be helpful to include year to date budget on the Finance Chart within the Dashboard as it would provide a more meaningful explanation. The Director of Business Services will look to have this included on the next iteration.

Action: Director of Business Services

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 23 October 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:

- Whilst over a year has been worked since the last reportable injury, one reportable injury has occurred since the last meeting in September. This was following on from an object being moved by pallet barrow that was lowered to the ground and then tried to be moved by the individual without the aid of the pallet barrow and in doing so they sustained an injury to their arm. NLB have since procured powered pallet movers.

- Up to the end of the second quarter of the FY 2025/26 there have been 11 incidents, 1 reportable injury, 8 minor injuries and 2 damage incidents. The overall statistics show an improvement on comparison with the previous year where 16 incidents occurred for the same period.

- Following receipt of the final report by the University of Graz on residual Mercury, atmospheric monitoring at Sumburgh Head has commenced and specialist surface wipes obtained to determine whether there is any surface contamination at a number of key 'touch' points throughout the lighthouse. Records of this will be kept with the results helping to determine the way ahead for public access.

  The Chair raised that while in Dublin there was a visit to the Maritime Museum where he noted the lens was rotating in mercury and asked if there was a standard policy across the GLAs. The Chief Executive advised that there is a standard policy for staff but what

is currently missing is a policy for public access. The Director of Operations added that wipes have been purchased for trialling in Sumburgh and St Abbs and depending on the results this will drive the way forward. If the space is well ventilated, if it is monitored and no one is touching the fabric around the lens, if may well be perfectly safe to have mercury on site.

- The next tranche of 'fitness for work' medicals will take place in February 2026 for Commissioners and demonstrates an active approach to looking after people's health and safety and not placing any individual at unnecessary risk.

Commissioner Archibald asked for an update on the HQ roof. The Chief Executive advised that boards have been put in place to capture any slippage and there is a longer term project underway to undertake repairs. The third party civil engineers that inspected the roof have assured NLB that, as an organisation, has done everything it can to protect the public.

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.

The Committee wished to draw the Governance Board's attention to the following issues and to confirm that assurance was received in relation to the function of NLB's framework of environmental control, including compliance with GGC requirements as follows:

- FY 24/25 marked the end of the 5 year GGC Reporting period. A period in which NLB has continued to meet and exceed all emissions targets. While Q1 (and expectantly Q2 and Q3) will show a significant emissions reduction due to the sale of the outgoing vessel in April 2025, NLB has been very clear, when discussing targets with DfT, that this should not be the baseline adopted for any future targets.

- NLB's Exemption from compliance with the Government Fleet Commitment for a full transition to ZEV by Dec 2027 remains in place. However, NLB continues to strive towards decarbonising the fleet by deploying hybrid vehicles in addition to continued work to identify the most effective means to install charging points at road end lighthouses.

- Following the publication to NLB's Biodiversity Report earlier in 2025, the organisation continues to work in partnership with RSPB, NatureScot and National Trust Scotland on biodiversity and biosecurity related initiatives. NLB has also supported RSPB, NatureScot and National Trust Scotland in a publicity campaign to encourage the participation of boat owners and the general public in good biosecurity practices. NLB featured in Scotland on Sunday for our work at Bass Rock with RSPB.

- When NLB's contractors have downtime on site they undertake beach cleans rather than sitting idle. Tons of material has been collected which is another good illustration of NLB's contribution to social value.

7. NAVIGATION AND OPERATIONS PERFORMANCE

Commissioner Finlay, as Chair of the Navigation and Operating Committee thanked everyone that helped organise the NLB User Group meeting which was held on 4 November 2025. It was a really good meeting with a great range of attendees from organisations across Scotland and

Isle of Man. There was some feedback on what to include on the agenda for the next meeting which included buoy maintenance, virtual AtoNs and climate change.

The Navigation and Operations Committee met on 22 October 2025. 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 99.92% 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.

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

- Overall planned maintenance overdue is reported as 1531 out of 9099 (18.67%) marking a significant reduction (10.9%) since the last committee meeting, demonstrating the value (and success) of the plan of action briefed to the Committee in August. The Committee noted and praised changes in the reporting of these items, which now provides greater clarity and understanding of overdue maintenance tasks.

- Cards 10, 12 & 15 were reviewed. Cards 5, 6, 8 & 9 were noted. There were no matters that required escalated to the Governance Board.

Commissioner Finlay highlighted the UK Government announcement on funding a UK eLoran service.

Commissioner Archibald had noted that there was some local resistance to the recovery of a wreck in the Clydeport harbour area and asked if NLB was aware of this and if there were any issues. The Director of Operations advised that NLB were liaising with the harbour authority but he was not aware of any issues.

Commissioner Charteris leaves the meeting

Commissioner Robson asked if NLB had the ability or authority to enforce the removal of wrecks. The Director of Operations advised that for vessels over 3,000 tonnes there is wreck removal insurance which is an international obligation. Commercial vessels can be instructed to remove the wreck in a number of scenarios and in those cases the Secretary of State's Representative has the powers to direct the removal and salvors would undertake that work. For smaller vessels that are not insured there is a reserve in the General Lighthouse Fund that would allow the GLAs to user their powers under the Merchant Shipping Act to take charge of a wreck.

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
Sea trials are now underway with delivery expected on 2 December 2025. Progress with the sea trials has been good with a one day delay due to sea grass blocking tubes for the cooling system but this has now been resolved. The vessel is performing extremely well.

Commissioner Murphy joins the meeting.

Following the update on the progress of sea trials and expected delivery date of 2 December 2025, the Governance Board endorsed the following objectives:

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1. Agreed that the Executive should continue sea trials and discussions with ASTILLEROS GONDAN, S.A. to progress the delivery of POLE STAR (Gondan number 505, IMO 9993614).

2. The Executive to engage with CMS Camerson McKenna Nabarro Olswang LLP (NLB's legal provider), Maritime and Coastguard Agency, Lloyds Register and any other parties to facilitate the necessary documentation and actions to affect the delivery and transfer of POLE STAR to NLB.

3. The Executive to engage with Willis Tower Watson, the Insurance Brokers for the General Lighthouse Authorities' Marine Insurance Policies, to ensure adequate and appropriate insurances are in place at the point of transfer.

4. The Executive to arrange the appropriate final instalment payment to ASTILLEROS GONDAN, S.A. based on the contract price, variation orders, any additional consumables adjusted for any liquidated damages and penalties. ASTILLEROS GONDAN, S.A. to provide a final financial report to NLB.

The Governance Board authorised the Executive to proceed and conclude the purchase 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. The Director of Operations will be present in Spain on delivery, so the Governance Board agreed for expediency that they authorise the Director of Operations to sign the relevant documents in person as required.

Commissioner Welsh joins the meeting.

Vessel Replacement Project (VRP) – PHAROS
The replacement of NLV PHAROS is undergoing a Strategic Assessment by the Project Management Office (PMO). As part of the development of the Strategic Assessment and

subsequent business case, all options will be considered and narrowed down based on operational, financial, and business requirements.

Full project governance is still under development as the PMO team are currently working across VRP POLE STAR delivery and closure and Bi-GLA Aviation Services Project (ASP) full business case development. The Project Initiation Document drafting has started. The successful learnings from VRP POLE STAR and Bi-GLA ASP form the foundation for VRP PHAROS.

Aviation Services Project (ASP)
The Initial Tender evaluation meeting took place on 21 September 2025 and a consensus report was drafted with all scores, reasons for any scoring changes and the outcome ahead of the negotiations.

The first rounds of negotiations were fruitful and were well-attended by the suppliers. Round 2 of negotiations was held 19/20 November 2025. A decision will now be made around the necessity of Round 3. Currently, the ISFT will be issued on 16 January 2026 with a closure date of 14 February 2026.

The Bi-GLA ASP remains on-schedule for contract award on 13 July 2026 to commence BAU aviation operations on 1 December 2027.

9. AUDIT & RISK COMMITTEE (ARC)

The NLB ARC met on 23 October 2025. 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.

The Committee confirmed that:

- The Executive Report provides sufficient explanation of, and assurance on, key issues.
- The Management Results for the 6 months to 30 September show an underspend against Budget, the reasons for which are clearly explained.
- A letter was received from DfT regarding communication of the updated sanction. The expectation will be that Executive Agencies and Arms' Length Bodies will come within 1% under their declared Supplementary Estimate position.

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

- None of the planned GIAA internal audits have yet been completed, although the draft ASP report is with the Executive for comment and will be presented at the next Committee meeting.
- Following some changes to GIAA scheduling, the bulk of the internal audit reporting was weighted towards the end of the financial year and thus raised a concern as to whether this would impact on GIAA's ability to complete sufficient work for their annual opinion. GIAA reassured the Committee that the planned timetable would allow for this, and the Committee will continue to monitor the position.

- There is a welcome change in GIAA's approach to the annual audit opinion; future GIAA reports to the Committee will provide an updated indication as to what their annual opinion will be. This will be based on a combination of the prior year's work and current year work completed to date.

- There has been no further feedback on the proposed Proportionate Approach to internal audit for smaller ALBs, which is now being trialled across a number of ALBs. For now, GIAA will continue with the current approach to NLB audits.

- NAO's work on the annual report was almost complete. The key area of potential management override of controls has been completed satisfactorily.

- One risk was escalated to the Committee from the schedule of Organisational Business Risk, being that the Scottish Government Procurement Frameworks would be unavailable to NLB following the introduction of the Procurement Reform Act. Significant mitigation was subsequently received from DfT and Cabinet Office that the Scottish Government is expected to align with this in December 2025, thus allowing NLB to continue to utilise Scottish Government Frameworks.

- Cyber security continues to be of increasing importance across Government and the private sector. The CEO of the National Cyber Security Centre recently noting that "cyber security is now a matter of business survival and national resilience". The Committee noted that this continues to be an appropriately high priority for NLB.

- HMRC payroll compliance audit is underway, and no issues are expected to arise. During the compliance visit the HMRC officer noted that incorrect advice had been given by a previous HMRC officer that NLB did not need to operate the Construction Industry Scheme. The Committee noted that the finance team had acted correctly in implementing the previous advice from HMRC and the error was caused entirely by that advice that now turns out to have been incorrect, and not due to any action by NLB.

- VRP remains below budget, with delivery expected early December 2025. Final contract variations and any penalties for late delivery will be agreed prior to delivery.

Commissioner Archibald asked what the significance was of capitalising the interest on the ship and did it affect the asset value of the vessel over time. The Director of Business Services advised that it was done on the advice of DfT and will not affect the valuation of the vessel.

It was noted that the Director General of Corporate Delivery has been very interested in NLB's approach to assurance and particularly assurance statements. A copy of the Governance Board minutes from 23 August and 25 September will be shared as an example of NLB's openness and transparency.

10. PEOPLE COMMITTEE AND NOMINATIONS FOR APPROVAL

The People Committee met on 22 October 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 also approved the adoption of a revised policy on leaving, retirement and long service gifts and the introduction of a Commissioners' Award to replace the Special Recognition Award.

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

- Two recent resignations mean there are vacancies for specialisms which are historically challenging to recruit for, namely Electrical Project Engineer (one) and Mechanical Technician (now three). This process is underway.

- Two deck ratings will be recruited next year and, due to the low number of local applications, recruitment will be extended outside Scotland to the rest of the UK.

- Pay remit has been submitted to DfT requesting 3.25% for all and a further 0.5% targeted to specific groups. DfT have asked for clarifications which have been provided and we await their approval before discussing with TUs. DfT have approved paying part of the bonus for staff in November salaries.

The Director of Operations advised that following the resignation of the Principal Electrical Engineer there will be a gap while that individual's post is recruited. This is an extremely important role in NLB and is the appointed person for electrical safety which is a statutory role under the Electricity at Work Act. NLB's Programme and Renewals Manager is qualified and will take on the appointment person's role until a suitable candidate is recruited.

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 recommended to the Governance Board the reappointment of Commissioners Archibald and Finlay for a further three year period in each case. The Committee also recommended to the Governance Board the appointment of Commissioner Philand to the People Committee. Following discussion, the Governance Board approved the recommendations.

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

- The Annual Board Evaluation is approaching completion, and 1:1 interviews will be offered to the remaining ex officio Commissioners. Feedback on committee work is welcomed.

- Commissioners Archibald and Welsh have expressed interest in being involved with the forthcoming Vessel Replacement Project for PHAROS. The Committee recommends to the Governance Board that this be approved in anticipation of the formal formation of the Project Board and Working Groups.

  The Governance Board approved this recommendation.

- Other Commissioners have expressed interest in serving on further committees. These requests have been noted, and appointment will be considered when vacancies become available.

- The Committee congratulated the award of the Merchant Navy Medal to the Director of Operations, Phil Day.

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:

Chief Executives' Committee (CEC) – The CEC took place on 20 October 2025 virtually. In addition to reports from Inter GLA Committees (IGC), the Corporate Plans for each GLA were discussed and there was some discussion on the future construct of JSB.

Joint Strategic Board (JSB) – The JSB took place 10-11 November 2025 at Irish Lights. NLB was represented by the Chief Executive, Chair and Vice-Chair. The main focus was on Corporate Plans with the GLF Accountant providing an overview of the individual plans (TH, NLB, IL and GLA Research and Development (GRAD)). In brief it was confirmed that the plans do not present any significant issues, are in line with the predications put forward in years 2-5 in the 2025-2031 plans approved last year and overall, they are affordable within the current and predicted forecast for the GLF.

Updates were provided on Vessel Replacement Projects for the three GLAs. NLB's overview included the work underway on VRP PHAROS. ASP was also briefed.

JSB also discussed the future of JSB and the ongoing ALB Review.

ALB Review – The Chief Executive provided an update on discussions during the JSB meeting.

Commissioner Anwar leaves the meeting.

Maritime Minister - Mike Kane MP was replaced by Keir Mather MP as the Maritime Minister in September 2025. The new Minister has a wider remit than his predecessor and is still getting to grips with this portfolio. The Chief Executive, Director Business Services and NLB's Chair did meet the Minister briefly at LISW25. A request for him to visit NLB or have an audience in London has been lodged.

IALA – The old NGO IALA has ceased to exist. The IGO is now the only IALA.

IALA Council – The Chief Executive will attend the Council meeting in Mumbai, India on 8-12 December 2025.

IALA Future Radion Navigation Workshop - NLB will host an IALA workshop on 9-13 February 2026 at 84 George Street with around 80 delegates expected to participate. The

detailed programme has yet to be finalised. This event will help maintain visibility of UK's commitment to IALA's work in advance of the General Assembly to be held in 2027.

Naming Ceremony - The naming of POLE STAR is on 21 January 2026 at the Leith Cruise Terminal. Commissioners are requested to let the Senior Executive Assistant know if they wish to attend by 30 November 2025. Unfortunately, due to capacity no partners are invited.

Public Appointments Outreach and Networking Event – NLB hosted the DfT Public Appointments Outreach and Networking Event on 17 November 2025. The event was a huge success and good feedback was received.

Transport Scotland – Commissioner Larkin had to opportunity to participate in the presentation of the NLB Corporate Plan to Martin Ritchie, Head of Ports, Shipping, Freight and Canals at Transport Scotland. This was a step forward in terms of engagement.

Isle of Man Government – Commissioner Welsh is looking to set up meetings with the Manx Wildlife Trust and Isle of Man DEFA on biodiversity and biosecurity related initiatives. Commissioner Welsh is also meeting with the Chief Harbour Master before Christmas.

Department for Transport – Commissioner Robson reported that every quarter there is a meeting of Audit Chairs. At the most recent meeting there was representatives from the Ministry of Justice and Government Internal Audit who presented findings from a review where they had interviewed the Chairs of all the departmental ARACs. Commissioners Robson is going to work with the Risk & Improvement Manager to do a gap analysis of their findings against NLB which will be provided to a future Governance Board.

Action: Commissioner Robson/Risk & Improvement Manager

13. CORPORATE CALENDAR

The Governance Board noted and agreed the Corporate Calendar for 2026.

14. ANY OTHER BUSINESS

Safety Critical Medicals - Safety critical medical assessments continue, and the third phase has been commenced. The final group comprises the Commissioners. These are compulsory for all Co-opted Commissioners and will be required for Ex-Officio Commissioners who wish to participate in Inspection Voyages and other operational activity e.g. accompanying Technicians during maintenance visits. Commissioners will be contacted early in the new year to arrange assessments.

Commissioner Ross leaves the meeting.

ICT Presentation - NLB's IT Manager, Scott Willoughby, joined the meeting to provide a presentation to the Governance Board which included an overview of Secure by Design which is a new requirement for all Government Departments procuring software with lifetime costs exceeding £1,000,000 or including an artificial intelligence (AI) element. This entails extra checks to ensure security and integrity of systems and requires all NLB teams to be both aware and briefed on its operation.

Commissioner Welsh asked whether Secure by Design was a useful tool or an unnecessary evil. The IT Manager advised that while it was more time consuming it did provide more

assurance as the question sets are quite involved.

15. DATE OF NEXT MEETING

The next meeting will be held on 19 February 2026 at 10am. This will be a virtual meeting.