

# NORTHERN LIGHTHOUSE BOARD

## MANAGING BOARD

### MINUTES – 21 March 2018

<b>PRESENT:</b>	Graham Crerar	Chairman
	Mike Brew	Vice-Chairman
	Alastair Beveridge	Commissioner
	Mhairi Stephen	Commissioner
	Elaine Wilkinson	Commissioner
	Rob Woodward	Commissioner
	Alistair Mackenzie	Commissioner
	Alison Di Rollo	Commissioner
	Mike Bullock	Chief Executive
	Mairi Rae	Director of Business Services
	Phil Day	Director of Operations

**IN ATTENDANCE:** Karen Charleson                      Senior Executive Assistant (minutes)

#### 1. APOLOGIES FOR ABSENCE & DECLARATIONS OF INTERESTS

There were no potential conflicts of interest other than that already declared at previous meetings and in the Annual Report and Accounts.

#### 2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 24 January 2018 were agreed as a correct record and could now be published on the website.

*Action: Senior Executive Assistant*

#### 3. MATTERS ARISING

The Managing Board noted that the majority of items would be covered in the Agenda and noted the following items:

**Business Continuity** – The tender process is underway to appoint a Crisis Media contractor. Once in place the requirement for media training will be looked at in partnership with the new supplier.

*Action: Chief Executive*

**Monitoring** - The Managing Board noted and discussed the GANTT chart circulated with the meeting papers. The Managing Board were assured that there is a stage in the process, prior to tendering, where they would be given the opportunity to provide comment, to understand that the project is going to deliver, what is needed in the timeline, and what the risks are. It was noted that the Project Initiation Document (PID) will be shared with the Managing Board which will set out the timeline and decision points however it was agreed that these would also be included on the GANTT chart. This item will be kept on the Agenda.

*Action: Director of Operations*

**Communications Officer Overview and Communication Strategy** - A framework communications paper will be produced to promote discussion at the Board of Commissioners meeting on 26 April 2018.

*Action: Chief Executive*

**Gender Pay Gap Reporting UK** – A short report/narrative on any identified issues and associated actions will be produced for discussion at the Remuneration Committee to be held on 22 March 2018.

*Action: Chief Executive*

**Fire Risk Assessment** - The Managing Board noted that this is a long-term project which will include surveys at stations. Assessments will be prioritised to cover areas of greatest risk first. Initial discussions have taken place with the newly contracted consulting engineers.

**Risk to the Public** – The Managing Board noted the advice received from NLB lawyers with regard to liability for the pier at Eilean Glas. Discussion ensued on the broader issue of duty of care to NLB employees if there is no alternative routes of access at stations and the statutory obligation to maintain the light. It was agreed that legal advice would be sought on a case-by-case basis as required.

**Cyber Security** - The Managing Board noted the update on cyber security and that Commissioners should ensure their own equipment is suitably protected with antivirus/malware.

**Corporate Plan** - The Managing Board noted that a more detailed breakdown for capital projects will be presented as part of Corporate Planning discussions for 2018/19.

**Annual Board Effectiveness Review** - The Annual Review has been completed with 12 responses including 3 from the Executive. A summary of the review will be presented to the Board of Commissioners meeting in April 2018.

*Action: Chairman/Chief Executive*

**Legal Advice** - The Registers of Scotland have extended their estimated time to digitise titles from 6 weeks to 6 months. Any new/non-estate legal work will continue to be considered on a case by case basis until the Registers of Scotland project is complete.

#### **4. CHIEF EXECUTIVE'S REPORT**

The Managing Board noted the report from the Chief Executive, highlighting items from the Departmental reports backed up by the full reports.

##### **Safety**

There have been no reportable incidents since the last meeting.

##### **HSE Report**

**Evacuation of Casualties** - A joint exercise with HM Coastguard (HMCG) and NLB took place at Eilean Glas 27-28 January 2018. The exercise was a success and an excellent example of two organisations coming together to work collaboratively. A further training exercise with other NLB staff has been provisionally arranged for April 2018.

**Leadership Tour** - The Director of Operations and HS&E Manager have been out with the Inverness and Edinburgh Technicians to better understand what is involved in their work, how they access sites and what tools/equipment have to be carried. A similar exercise will be

carried out in April 2018 with Oban Technicians. The Chairman enquired as to whether the concern from technicians about the amount of kit requiring to be carried had been raised during the Leadership Tour. The Chief Executive advised that the issue had come up at a recent HSE meeting and had been resolved after a discussion with the HS&E Team.

**Environment** – The Managing Board noted the recently submitted staff suggestion to reduce the plastics used by NLB and the measures being considered and introduced by NLB.

**Stair and Ladder Access Protection** - There are a number of different configurations of stair and ladder access protection across the estate. A review has commenced to establish differences and to determine a way ahead. In the meantime courses are being provided by experts from the Health and Safety Executive. The main priority will be to address fall risks where there is public access or lone workers.

## **Operations Report**

**Outages** - The Managing Board noted that there have been three outages over 72 hours since the last meeting however overall AtoN availability figures remain above that required. Following a brief discussion the Director of Operation will investigate the Mean Time To Repair (MTTR) figures for buoyage.

*Action: Director of Operations*

**NLV PHAROS** – The Managing Board noted NLV PHAROS' main activities and were concerned in particular about the small electrical fire which had occurred in an electrical cabinet on the bridge. Commissioner Mackenzie suggested that as there had been some issues over the last few years it would be prudent to reinforce the Management of Change procedure. The Director of Operations will also look to include the ships ETOs in the Electrical Skills Community (ESC).

*Action: Director of Operations*

**NLV POLE STAR** - Routine and casualty buoy work has continued. LLA inspections and work to upgrade the crane have been completed.

**Helicopter** - Routine operations have continued. The Managing Board noted that one of the pilots has resigned and a replacement is being sourced. In the meantime the contract is being operated with three pilots.

NLV PHAROS' helideck has been surveyed to comply with new regulations coming into force in July 2018. Some minor issues were raised which have been addressed.

**Oban Base** – The Managing Board noted that the concrete pier repairs are now complete.

## **Navigation**

**Navigation Team** - The Managing Board noted that staffing issues within the Navigation Team continued. It was noted that Trinity House had provided assistance through the loan of an experienced member of staff for a week and a Ship's Master has also assisted for a few days. Interviews for replacement staff are taking place on 21 March 2018.

## **Programme and Renewals**

**2017/18 Programme** – The 2017/18 programme of works is set to be completed by the end of March 2018 with Copinsay being the only project at risk of overrunning. It was noted that the Copinsay overrun will not impact on the 2018/19 budget.

**2018/19 Programme** - Work on preparation of 2018/19 works has progressed with several projects ready to tender and start early in the year. Site surveys of 2019/20 projects will continue.

### Planning and Delivery

**Planning and Delivery Team** – The Managing Board noted the current technician capacity at Oban, Inverness, Orkney/Shetland and Edinburgh. It was noted that the recruitment issues did not appear to be as a result of the Organisational Review and with the implementation of centralised planning the burden of work will be more evenly shared amongst technicians.

Commissioner Wilkinson enquired whether NLB monitors the number of overnight absences individual staff are doing. The Director of Operations advised that it had not done so up until now but he will look to get it added to the HR Strategy.

*Action: Director of Operations*

### Asset Management

**Electricity** - The Managing Board noted that an Electrical Skills Community (ESC) is being formed in order to engage with all electrical staff.

**Nickel Metal Hydride Batteries** - The design for fixed AtoN stations has been tested at Bell Rock and has now been passed to the Planning and Delivery Team to be rolled out.

**Fire Extinguishers** - Following a review of fire extinguisher testing requirements, and to provide cost savings, Carbon Kevlar extinguishers have been purchased. They require a simple annual check that can be undertaken by NLB staff and have a 10 year life before requiring a manufacturer's check.

**Heritage Environment Scotland (HES)** - The Managing Board noted that HES have approached NLB to see if we would be interested in taking part in a project for Scotland's designated Year of the Coast 2020. HES are to provide a project brief for NLB's review.

### HR Report

**Organisational Review** - Good progress has been made in relation to recruiting into new and vacated posts. Following full implementation of the employee element of the review and GDPR implementation, work will commence on specific projects recommended in the Ernst Young (EY) report ie Capability Matrix, new Performance Management System. However it has come to light that Performance Management has become less of an issue now managers are better equipped to tackle issues and accountability is clearer. Commissioner Wilkinson asked if there were timescales in place for the specific projects. The Chief Executive advised that timescales are contained within the EY Report which is overseen by the Organisational Review Project Board.

**Pay Remit** - Finalisation of the 2017 pay remit has allowed for an additional bonus payment to be made to all Shore Staff and Mariners.

During March 2018 initial meetings with Trade Unions will identify any specific concerns or suggestions they may have with respect to the 2018 pay remit. Once their input is received the business case to request increases in line with Scottish Government Pay Policy will be developed.

### Finance and Administration Report

**Year End Accounts 31 March 2018** - The National Audit Office (NAO) have completed their interim audit and provided positive feedback to the Audit and Risk Committee. The final audit will commence on 9 July 2018 however NAO have indicated a wish to review the fixed asset valuations and transactions prior to the audit if possible. The District Valuation Service is due to provide their report by 23 March 2018 which should allow all GLAs to complete the DfT reporting as scheduled in early May 2018. The GLF and TH Accountants have offered assistance if required.

**Results to 28 February** - The Managing Board noted the summary financial position for 28 February 2018 as contained in the Finance Report.

**Finance Staffing** - An assessment centre to recruit a new Finance Manager was held on 15 and 16 March 2018. A candidate has been selected and will start at the beginning of May 2018.

**Business Development** – The Managing Board noted the update on Business Development detailed in the Business Services Report.

**Business Support Team** – The Managing Board noted the Business Support Team update provided within the Business Services Report. It was noted that the reception area in 84 George Street has been redecorated to improve the initial impression of NLB.

**Cyber Security** - GIAA are scheduled to carry out a follow-up cyber security audit early in April 2018. It was noted that the ICT team members were experiencing more demands on their time to deliver security related tasks. Commissioner Woodward asked if NLB has ever simulated a cyber attack. The Director of Business Services advised that this had not been carried out but she undertook to see if it could be included in the plan.

*Action: Director of Business Services*

**Citation Received** – The Managing Board noted that NLB had been served with a Citation from the Lothian and Borders Sheriff court pertaining to an out-of-court settlement. This was due to an issue with the insurance broker and lawyers and it has now been settled. NLB has raised concern over how this was handled and will address issues with the lawyers and the P&I Club.

**Procurement** - The Managing Board noted the update on procurement projects contained within the Business Services Report.

## **Organisation**

**Climate Surveys** - Directors and Senior Managers have completed their individual Climate surveys with their staff. The Climate Survey was constructed to complement the Summer 2017 Staff Engagement Survey. The results overall were positive and individual actions are in hand to deal with localised improvements. A meeting to look at common themes which require corporate level action was held 13 March. These themes will be taken forward by the Executive Group.

**Business Continuity Exercise** - The Managing Board noted that a facilitated Business Continuity Exercise and refresh for key staff took place 20 February 2018. It was also noted that 84 George Street had been closed for two and a half days in response to severe weather and the suspension of all public transport. Where roles allowed staff worked from home using remote systems including SharePoint and Integra. Although some improvements were identified in the main this worked successfully.

**Organisational Review** – The Managing Board noted that new Senior Technician appointments have been made.

**Leadership Development** – It was noted that the final phase of the programme will be completed by end April 2018.

**Risk Management Audit** – The GIAA Risk Management Audit Report has been received and gave a “substantial” rating. The Managing Board wish to commend the Risk & Improvement Manager on obtaining this rating.

**General Data Protection Regulations (GDPR)** - Preparations are on track to meet the May 2018 deadline. Assistance and alignment have been sought with DfT and NLB are actively sharing policy and records compliance schedules with the other GLAs to facilitate best practice. Staff awareness has been carried out through the Executive Group, Programme and Project Management Board and a series of presentations. A dedicated GDPR area within SharePoint has also been created. It was noted that a GIAA audit will be undertaken in Q2 FY 2018/19.

**Management Assurance Report (MAR)** - Following endorsement by the Audit and Risk Committee the MAR has been submitted to DfT.

### **External Engagement**

**Gaelic Policy** – An enquiry was recently received about whether NLB had a Gaelic/Manx language policy. The Managing Board noted NLB’s response.

**Visit of DfT Officials** - The opportunity was taken while DfT’s Sponsorship team and GIAA Audit Manager were in Edinburgh to take them onboard NLV PHAROS while she was alongside for a self-maintenance period.

**DfT Executive Committee** – The Managing Board noted the possible dates that the DfT Executive Committee (ExCom) may use the facilities at 84 George Street.

**Visit of Lord Duncan** – The Managing Board noted that Lord Duncan, Parliamentary Under Secretary of State for Scotland, had visited Oban Base on 2 February 2018.

**Stevenson Rooms** - On 15 March 2018 a breakfast meeting was hosted between a number of MSPs and MCA’s CE Sir Alan Massey in the Stevenson Rooms.

**Year of Young People 2018** - The Chief Executive attended a Parliamentary Reception at Holyrood sponsored by Scottish Natural Heritage (SNH) 7 March 2018. This was a good opportunity to meet a number of young people involved in various projects. The Chair and Chief Executive of SNH are planning to visit 84 George Street for a briefing about NLB’s role and work.

**Outreach** - The Managing Board noted that the Chief Executive has given presentations to:

- Leith over 50s Club
- Rustler Yacht Club
- Lothian and Borders JPs. (A second group of JPs will receive a presentation on 22 March 2018)
- West Highland Steamer Club

It was also noted that Commissioner Beveridge gave the after-dinner speech at the Royal Highland Yacht Club on 3 March 2018.

## **Dashboard**

The Managing Board noted the updated Dashboard included with the meeting papers.

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

#### **Operations Report - HUET**

Commissioner Brew asked about the recent changes to HUET for offshore oil and gas which requires an OPITO medical certificate to undertake the wet training with the escape. The Director of Operations advised that it has been ascertained that the courses held in Clydebank do not require the OPITO medical certificate and NLB is still waiting to hear what Petrofac in Aberdeen are going to do.

#### **HSE Report – Near Miss**

Commissioner Mackenzie enquired as to what steps had been taken by the helicopter contractor to address the helicopter load hook near miss which had occurred onboard PHAROS during Helicopter Landing Officer training. The Director of Operations advised that the pilot was no longer working for the contractor and this issue had been discussed at management meetings in which the helicopter contractor attends.

#### **HR Report – Electrical Technician Shetland**

The Chairman asked whether failure to make an appointment was because there had been no suitable candidates or whether there had been no applicants for this post. The Director of Operations advised that there had been no suitable candidates.

### **6. FLEET REVIEW**

The Managing Board noted and endorsed the recommendations of the Fleet review final report which was included with the meeting papers. The Managing Board recorded their thanks to the Director of Operations for the huge amount of work involved in the project.

### **7. ANNUAL REVIEW OF EFFECTIVENESS OF MANAGING BOARD PERFORMANCE**

It was agreed that the Managing Board continued to deal with appropriate issues and were content with the presentation of reports and meeting minutes. It was agreed that it would be good to increase exposure of the Non-Executive's to the wider NLB Team and would encourage staff to come along and present papers to the meeting. It was acknowledged that the NLB Executive were happy with the level of support and advice they receive from the Managing Board.

The Managing Board discussed the number of meetings and agreed that six meetings per year remained appropriate. Overall the Managing Board were content that the Board was working well.

### **8. REPORT FROM THE HSE COMMITTEE**

The Managing Board noted the Minutes from the meeting held on 24 January 2018.

### **9. REPORT FROM THE NAVIGATION COMMITTEE**

The Managing Board noted the next meeting of the Navigation Committee was due to be held on 22 March 2018. Commissioner Beveridge advised that the meeting would discuss the recent NLB customer survey of the Scottish Users Consultative Committee invitees and he would report back to the Managing Board at a future meeting. Commissioner Beveridge also made the Board aware that eLoran may be resurrected due to further concerns regarding security issues of GNSS.

## **7. INTER GLA MATTERS**

**Captain Nigel Palmer** - The Managing Board noted that Nigel Palmer was due to retire as the Chair of the JSB.

## **8. ANY OTHER BUSINESS**

There was no items of any other business.

## **9. CORPORATE CALENDAR**

It was noted that the JUCG meeting was now scheduled for 7 June 2018.