

# NORTHERN LIGHTHOUSE BOARD

## MANAGING BOARD

### MINUTES – 24 January 2018

<b>PRESENT:</b>	Graham Crerar	Chairman
	Mike Brew	Vice-Chairman
	Alastair Beveridge	Commissioner
	Mhairi Stephen	Commissioner
	Elaine Wilkinson	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

Apologies were received from Commissioner Woodward. 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 29 November 2017 were agreed as a correct record and could now be published on the website.

*Action: Senior Executive Assistant*

#### 3. MATTERS ARISING

The Committee noted the Matters Arising and requested that in future a target date be included in the table.

*Action: Senior Executive Assistant*

The Committee noted that the majority of items would be covered later on in the Agenda. The Managing Board discussed the following items:

**Business Continuity** – Owing to technical issues the tendering process has had to be re-run. Cover is being provided by extending the current contract. Once the contract is awarded the requirement for media training for Directors, Senior Managers based in Oban and relevant Commissioners will be highlighted to the new provider.

*Action: Chief Executive*

**Monitoring** - Following the decision by Department for Transport (DfT) not to proceed with a Single Tender Action a Monitoring Replacement Project has been started with a view to go out to open tender. The project is currently at the conceptual stage of defining User requirements. It is anticipated that replacement activity will begin in Financial Year 2019/2020. It was agreed that the Director of Operations will provide a GANTT chart to the next meeting.

*Action: Director of Operations*

**Freedom of Information Requests (FOIs)** - The Risk & Improvement Team are currently evaluating and categorising the range of FOIs received throughout 2017/2018. This information will inform discussions with the Information Commissioner which will be undertaken in February 2018. It was noted that the DfT's FOI Team have also offered support.

**Stevenson Rooms** - The intent highlighted by the Managing Board at the meeting in November 2017 that the Stevenson Rooms should be actively marketed is fully understood and will be factored into the decision making for future external use of the new facilities. However, utilisation of the facilities to meet NLB's own requirements has grown rapidly and 'spare' capacity is proving to be relatively limited. The Managing Board agreed that this should now be "business as usual" and not tracked further.

**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** – As discussed at the last meeting, the HR Manager will calculate NLB figures against the criteria set out in the legislation. A short report/narrative on any identified issues and associated actions will be produced for review by the Executive and subsequent discussion at the Remuneration Committee to be held on 15 March 2018. Due to other priorities with the HR team the review will not be carried out until later in February 2018.

*Action: Chief Executive*

#### **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. It was noted that the Chief Executive's Report has been revised and does not now contain KPIs as these are consolidated within the Dashboard. As the Operations Department has now formed-up the former Engineering section has been absorbed into the Operations Report and broken down into Programme & Renewals, Delivery & Planning and Asset Management.

Discussion took place on the following matters:

##### **Safety**

There has been one reportable incident since the last meeting.

##### **HSE Report**

##### **Fire Management**

The review of fire management across the estate is on-going. The Managing Board noted the key issues:

- Fire Risk Assessment - the Chairman requested that the Chief Executive set a target date for the completion of the assessments.
- Fire Alarm Installation
- Fluorinated (F Gas) Suppression Systems
- F Gas Cylinders

*Action: Chief Executive*

Fire management will remain a longer-term action as there are a number of areas to cover. Trinity House (TH) are also reviewing fire management across their estate and there will be the opportunity for information sharing.

### **Ionising Radiation Regulations**

The Managing Board noted that the Ionising Radiation Regulations have changed and that there is currently no known source of ionising radiation within the NLB.

### **Risk to the Public**

The Managing Board noted the issue at Eilean Glas regarding a wooden cover over a 5ft deep pit on the pier. Initial checks by the NLB Estates Team revealed that it is unclear who has responsibility for the maintenance and upkeep of the cover. Refurbishment work at the station is planned for 2018/19 and a permanent solution to remove the hazard will be examined. This incident has highlighted that it is not clear on all sites what NLB owns and is responsible for and is also a reminder that there may be other stations where public risk hazards exist. The Managing Board noted that there is currently a project under way to digitise the titles of NLB properties at the Registers of Scotland which should provide a better understanding of what NLB is responsible for. The Managing Board requested that legal advice be obtained to establish what NLB owns and what burdens they have at sites that are visited by the public.

*Action: Director of Business Services*

The Managing Board went on to discuss the question of public liability especially if NLB carries out work, albeit for safety purposes, on property that does not belong to them. It was agreed to add this issue as an Agenda Item for the next Managing Board meeting.

*Action: Senior Executive Assistant*

### **Operations Report**

#### **NLV PHAROS**

NLV PHAROS' main activity has been site clearance and buoy work. It was noted that NLV PHAROS dealt with a buoy casualty off the Northumberland coast on behalf of TH shortly after Christmas.

#### **NLV POLE STAR**

NLV POLE STAR has continued with routine and casualty buoy work. The Managing Board noted that when NLV POLE STAR was berthed at Stromness the NorthLink ferry HAMNAVOE made contact as she was berthing in high winds. Damage will be repaired at the next dry-docking.

It was noted that the Condition of Class for a faulty alternator has been cleared.

#### **Helicopter**

Routine operations have continued. The Managing Board noted that the GLA ship helidecks are being surveyed to ensure compliance with new regulations coming into force in July 2018.

#### **Oban Base**

It was noted that an Oil Spill Exercise had been carried out at Oban Base.

### **Navigation**

#### **Navigation Team**

The Managing Board noted the current staffing issues within the Navigation Team. Recruitment action to fill the vacant post is underway.

## **Oil and Gas Sector**

The Navigation Section hosted a meeting with BEIS (Department for Business Energy and Industrial Strategy), TH and UK Hydrographic Office on 1 December 2017 to discuss issues related to the oil & gas sector.

## Programme and Renewals

### **2017/18 Programme**

It was noted that the commissioning of the new LED Optic is due to start at Douglas Head, Maughold Head and Scurdie Ness is underway and should complete before end of January 2018. Works are ongoing at Noss Head, St Abbs, Rona, Neist Point, Ardnamurchan, Rubh Reidh and Copinsay.

Concrete repairs on Oban pier are progressing well and are on track to be completed by March 2018.

### **2018/19 Programme**

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 has commenced.

## Planning and Delivery

### **Planning and Delivery Team**

The Managing Board noted the difficulties in the last 2-3 months with technician manning in the Orkney/Shetland areas and that recruitment to the vacant posts has been conducted.

## Asset Management

### **Asbestos**

Building asbestos management surveys by accredited contractors are continuing. A recent GIAA audit of asbestos management was conducted which confirmed that the programme put in place to improve management of Asbestos has been successful.

### **Monitoring**

Development of project documentation for replacement of the NLB monitoring system is ongoing.

### **Butt of Lewis**

An Electro Magnetic Field (EMF) survey has been conducted and the results are being analysed. Early indications show that the former two storey keepers dwelling is safe for public access and consideration is being given to what might be achievable at the site.

### **Risk Registers**

The Managing Board noted the identified items with high residual risks.

## HR Report

### **Pay**

The Managing Board noted that the Marine and Shore Based Pay had been agreed and processed in December and January salaries. Work will commence shortly on 2018/19 consultation meetings and it is noted that there is likely to be pressure from the Trade Unions and Staff to deliver more than the UK Government Pay Policy of 1%. The difficulties NLB faces as a result of the differentials between Scottish and UK governmental pay cap arrangements

have been highlighted to the DfT Sponsorship and Pay Teams and the risk has been formally escalated to the DfT's Maritime Risk Register.

## **Finance and Administration Report**

### **Year End Accounts 31 March 2018**

The Managing Board noted that the interim audit commenced on 22 January 2018 and the final audit is scheduled to start on 9 July 2018. NLB are liaising with the District Valuation Service and other GLAs to prepare for the five year full revaluation of fixed assets. The new Asset Management team is working with other GLA teams to agree the various types and costings of lights. Site visits with the valuers are scheduled for Skye in January and Dumfries and Galloway in February.

### **Results to 31 December**

The Managing Board noted the summary financial position for 31 December 2017.

### **Finance Staffing**

The Managing Board noted the resourcing issues within the Finance Team and acknowledged the offer of support from the GLF Accountant if required.

### **Business Development**

Commercial work continues. The cruise season is now closed but salmon vessels have continued to use Oban Pier for harvesting.

### **Business Support Team**

The Business Support Team came into being on 27 November and are currently working together to establish workloads and training needs.

### **Cyber Security**

It was noted that new firewalls are now in place in all locations and that further staff training is underway to ensure understanding of the functionality the new firewalls deliver. It is expected that all computers, iPhones and iPads will have transferred to the new antivirus/malware protection by the end of January 2018. The Director of Business Services to check if the Commissioners require NLB antivirus/malware protection installed on their personal devices now that they access SharePoint to download and upload documents.

*Action: Director of Business Services*

## **Organisation**

### **Annual Address to Staff**

The Managing Board noted that the Chief Executive's Annual address had been conducted at Oban (onboard NLV PHAROS) and at 84 George Street in December 2017. The Edinburgh event had been expanded to include other training i.e.IT Security, Health and Safety and Finance.

### **Climate Surveys**

As part of the Leadership Development Programme for Directors and Senior Managers a training session on carrying out 'Climate Surveys' within individual teams was completed at the end of November. The survey was constructed to further examine issues highlighted in the Staff Engagement Survey which was conducted in the late summer. The surveys are in progress and the results will be used to instigate improvements within individual teams. In addition the consolidated results will be used to drive improvement at the organisational level.

## **Christmas**

The Managing Board noted that the Carol Concert and Children's Christmas Party had been well received by staff and the intention to hold similar events in 2018.

## **Organisational Review**

The Managing Board noted the steady progress being made with implementation.

## **Business Continuity**

A facilitated Business Continuity Familiarisation Exercise for key staff is to be held on 20 February 2018. This will include the use of the Stevenson Rooms facilities as the Crisis Centre for the first time.

## **Risk Management Audit**

The Managing Board noted that the Government Internal Audit Agency (GIAA) had conducted a Risk Management Healthcheck in December 2017 which resulted in a "Substantial" rating.

## **External Engagement**

### **Annual Corporate Planning Meeting**

It was noted that the Chairman and Chief Executive had attended the Annual Corporate Planning Meeting on 30 November 2017. This had been preceded by briefing sessions with the Lights Advisory Committee (LAC) and DfT to explain the detail of the Corporate Plan and to address queries.

### **Sanction Letter**

It was noted that the letter providing confirmation of the annual budget sanction is awaiting the appointment of a new Shipping Minister following the recent Cabinet reshuffle.

### **Governance Seminar**

The Chairman and Chief Executive attended a central Government Governance Seminar on 30 November. The DfT Permanent Secretary was in attendance and the opportunity was taken to offer an invitation to visit NLB.

### **DfT Executive Committee**

The Managing Board noted that DfT has earmarked either 7-8 June or 13-14 September as potential dates for the DfT Executive Committee to meet at 84 George St and to carry out other engagements in Edinburgh.

### **Visit of Lord Duncan**

Lord Duncan, Parliamentary Under-Secretary of State for Scotland will visit Oban Base on 2 February 2018. The briefing and tour of the base will include a short visit to NLV PHAROS which will be alongside. The Chairman and Chief Executive will be in attendance.

### **Patron**

It was noted that the Chief Executive had taken the opportunity to call on HRH The Princess Royal's team at Buckingham Palace on 11 January for a general update.

### **Stevenson Rooms**

A successful Cruise Scotland meeting was held 10 January. There is an outline plan for a number of MSPs and the MCA's Chief Executive, Sir Alan Massey, to meet Fishing Industry representatives on the issue of safety in early March.

### **Outreach**

The Managing Board noted that the Chief Executive is to give presentations to:

- Leith over 50s Club
- Rustler Yacht Club
- Lothian and Boarders JPs
- West Highland Steamer Club

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

### **Dashboard**

The Chief Executive presented a second iteration of the Dashboard to the Managing Board. The Dashboard had been revised to provide more “trend” information following comments provided by the Managing Board and Navigation Committee.

The Managing Board discussed the Dashboard and agreed to “freeze” the document for a couple of months to allow time to see how it is working and then review the contents and presentation at a future meeting.

*Action: Senior Executive Assistant*

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

### **Tender Utilisation**

Commissioner Wilkinson requested an explanation of how tender utilisation was calculated. It was agreed that the Director of Operations would speak with Commissioners Wilkinson after the meeting.

*Action: Director of Operations*

### **R&RNav - EGNOS**

The Director of Operations provided clarification on the section regarding EGNOS within R&RNav Report. It was noted that it reflected a lack of understanding within the R&RNav Team about legislation in respect of Aids to Navigation.

### **HSE Training**

Commissioner Beveridge enquired as to why there had been a “dip” in training within the last two years. The Chief Executive explained that there had been a backlog of training required and as this has now been completed it makes it look like there has been a reduction. The Chief Executive reassured the Committee that NLB deliver the training that is required.

### **Results to 31 December 2017**

Commissioner Mackenzie and Commissioner Wilkinson asked for clarification on a number of figures contained within the Financial Summary Report. The Director of Business Services answered their queries but it was agreed that she would discuss with Commissioner Wilkinson the temporary staff and redundancy estimates which were included within the numbers out-with the meeting.

*Action: Director of Business Services/Commissioner Wilkinson*

The Managing Board was encouraged to see the improving picture with expenditure being almost in line with where it should be at this point in the year. However, the Chairman emphasised the need to maintain a robust forecast for capital expenditure.

## **6. FLEET REVIEW**

The Managing Board noted the update by the Chief Executive on the Review and in particular

the concerns raised by the LAC.

The Reference Group is due to meet on 26 January 2018 where an update on the assessment of fleet size will be presented.

The Director of Operations gave a presentation on the analysis that has been undertaken, using data gathered through the Coordinated Fleet Planning.

## **7. CORPORATE PLAN 2018-2023 CAPITAL PROJECTS**

Following questions surrounding the Capital Programme included within the 2018-2023 Corporate Plan it was felt it would be useful to have a more detailed discussion at the Managing Board.

The Managing Board noted that NLB remained in a transitional period where the programme is still based on the risks and priorities of the former Engineering Projects Team rather than the newly formed Asset Management Team. It acknowledged that this position will evolve over the coming years as will the estimation of project costs.

The Managing Board appreciated being able to see the more detailed breakdown for capital projects which had been circulated with the papers and requested that this level of detail be provided to the Managing Board when the Corporate Plan is presented to them for discussion. It was felt that this would allow the Managing Board to interrogate more fully the Corporate Planning processes.

*Action: Director of Business Services*

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

The Managing Board noted the Minutes from the meeting held on 16 November 2017.

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

The Managing Board noted the minutes from the meeting held on 14 December 2017.

## **9. INTER GLA MATTERS**

The Managing Board noted the following meeting dates:

- Chief Executives' Meeting – 25/26 January 2018
- IALA Diplomatic Conference – 7/8 February 2018
- IGC Forum – 8/9 February 2018
- JSB – meeting in January has been cancelled

## **10. ANY OTHER BUSINESS**

### **Annual Board Effectiveness Review**

The Chairman reminded the Managing Board to complete and return the Annual Board Effectiveness form to him by the beginning of February 2018.

*Action: All*

## **11. CORPORATE CALENDAR**



It was noted that there was a possibility that the Audit & Risk Committee scheduled for 4 July will have to be moved to the end of August due to the timing of the final NAO audit. The Corporate Calendar 2018 will be amended once a date has been confirmed.

***Action: Senior Executive Assistant***