

# NORTHERN LIGHTHOUSE BOARD

## MANAGING BOARD

### MINUTES – 24 June 2020

<b>PRESENT:</b>	Mike Brew	Chair
	Alastair Beveridge	Vice-Chair
	Elaine Wilkinson	Commissioner
	Hugh Shaw	Commissioner
	Brian Archibald	Commissioner
	Rob Woodward	Commissioner
	Mhairi Stephen	Commissioner
	Alison Di Rollo	Commissioner
	Mike Bullock	Chief Executive
	Phil Day	Director of Operations
	Mairi Rae	Director of Business Services

<b>IN ATTENDANCE:</b>	Jim McBrier	Risk and Improvement Manager
	Karen Charleson	Senior Executive Assistant (minutes)

This meeting was held by Zoom due to COVID-19.

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

There were no apologies for absence.

#### 2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 14 May 2020 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 reviewed the following items:

**Isle of Man Wreck Response** – Confirmation received from Isle of Man Harbours that they would like to go ahead with an online exercise. Commissioner Shaw has circulated draft exercise slides for review.

*Action: Chair/Chief Executive*

**Navigation** – MAIB has contacted the Navigation Team in relation to an incident at Kylerhea where a vessel grounded on approach to the Mowi fish feed plant. A full report has been submitted to the Navigation Committee and updates will be provided as necessary.

**ICT Disaster Recovery** – A discussion took place into the many facets that impact the resources required to address an ICT outage and mitigations in place.

**Cyber Security Presentation** - The ICT Manager will provide an annual presentation to the Managing Board.

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

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

##### **Safety**

There has been one reportable incident since the last Managing Board. A mariner on board NLV POLE STAR slipped and fell breaking a rib/s when carrying out deck wash-down after buoy operations on the working deck. A number of lessons were identified and have been implemented.

##### **Operations Report**

**Outages** - Since the last meeting there have been three outages over 72 hours. NLB continues to suffer failure of AIS units (Cat 3). There is now a supply of replacement units and the existing units are being replaced as they fail or as they are returned for normal rotation during a full buoy refurbishment.

##### **Marine Operations**

**NLV PHAROS** – There is still a condition of Class for the worn electrical cables from a main engine. This unit will be permanently repaired at the end of June 2020 along with some other outstanding maintenance work. NLV PHAROS has also been carrying out helicopter operations, storing a number of lights and supporting technicians (acting as a floating hotel) at Skerryvore and Bell Rock.

**NLV POLE STAR** – The vessel is continuing routine buoy work and is also doing replacement buoys now that Oban Base has reopened for refurbishment work. It was noted that there is an issue with the vessel's sewage system which is being investigated.

**COVID-19** – The vessels continue to operate in accordance with guidance on social distancing, cleaning, etc. As the Scottish Government moves to Phase 2 of the Route Map, shore leave has been reinstated but local leave (overnight stays) is still not permitted. This control will be kept in place until COVID measures are removed or they become a normal part of life. Passengers i.e. technicians, helicopter crew, etc live entirely separately from the crew except for when they are on deck boarding the helicopter or taking exercise.

**Helicopter** – The helicopter has continued to support NLB operations successfully. The helicopter provider is a pilot down at the moment but they have responded quickly and training of additional air crew has started. COVID-19 restraints are in place.

**EU Exit** – Commissioners received an update on the mitigations in progress should the EU/UK negotiations result in the current helicopter provider being unable to offer the contracted service to all three GLAs.

**Oban Base** – Oban Marine Operations are largely back to normal within the necessary social distancing constraints. The ESTF has had some technician attendance to mobilise spare equipment and complete some mechanical tasks including manufacture of new weather vanes.

**Navigation** - Site inspections are suspended as a result of COVID-19. The Navigation team are all working from home and as well as routine work have progressed CPD training.

**Programme and Renewals** - The contractors are starting to return from furlough and are carrying out the initial preparatory work to return to site. Work on site will resume at the end of June/early July subject to appropriate social distancing measures. NLB is working closely with

Scottish Government in terms of awareness of NLB's intention to get back to work particularly when sending contractors to remote sites. Commissioner Wilkinson suggested that signage be displayed in non-NLB vehicles to highlight that it is essential works that are being carried out. This suggestion was approved by the Board and the Executive will instigate it.

*Action: Chief Executive*

The works for the 2020/21 programme have been largely prepared for tender though some site visits are required.

**Delivery and Planning** - Technicians have attended a number of sites on breakdown work including an overnight stay on Bell Rock. Technicians were back on Skerryvore to carry out an inspection, essential maintenance and refuel. The tower was found to be in good condition following the flaking paint/asbestos issue. Staff were confident that they could work in their normal work wear apart from in the battery room which still has a flaking paint/asbestos issue that needs to be resolved.

**Assets** - The Asset Team are starting to progress with site visits.

## **HR Report**

**Sick Absence** - Sick Absence remains steady with long-term cases being high. These cases are primarily on the vessels and are being managed in line with the Sick Absence Policy. Two vessel employees have received 'Shielding Letters'.

**Homeworking Questionnaire** - A questionnaire was sent out to all employees who are working from home. It asked questions in relation to desk setup/equipment, workload, communication and work/life balance. The general consensus is that employees are working well from home and most seem to have adapted quickly to their new way of working. The main issues are in relation to desk set up, however, despite NLB being prepared to supply equipment some employees do not have the space for extra equipment. Managers will be asked to ensure that those employees are prioritised in terms of being allowed back to the office to work when HQ re-opens, even if it is for just some of the working week.

Commissioner Beveridge asked if any thought had been given to a managerial approach to home working generally looking at it becoming part of the norm. The Chief Executive advised that home working has always been a possibility for those who have wanted to do it and have had it approved. Home working will be a reality for some considerable time yet but NLB are very aware that the success of home working has been on the basis of relationships and there needs to be caution about losing the opportunity for conversations around the water coolers, innovation in the corridors and the chats after meetings, etc which make the organisation very strong. Home working does not always suit everyone. NLB recognises the bigger picture around sustainability and climate ambitions and is working with Zero Waste Scotland to capture this.

## **Business Services Report**

ICT, Procurement, Finance and Business Support teams continue to work effectively from home.

**ICT** - ICT is still managing the server room position until the fire suppression system is installed. The UPS has been replaced and replacement of the server room door is being progressed.

Other works are ongoing including the evaluation of Office 365 tenders. ICT is working closely with the engineers in terms of getting the equipment in situ for the monitoring software to go through final User Acceptance Testing and start parallel running of the two systems.

**Procurement** - DfT has now confirmed their acceptance of the two single tender actions (STA) requested by NLB in late April for phase 2 of Cape Wrath and Barra Head projects to be awarded

to the phase 1 suppliers. The STAs will allow the contractor to remain on-site and complete both phases which would reduce set-up time, cost, helicopter and ship resources, etc.

One contractor requested support due to COVID-19 restrictions impacting on their business and DfT has now approved financial support for this supplier

HQ cleaners are returning for a couple of days each week including deep cleaning the office and the high traffic areas.

NLV POLE STAR dry-dock tender received a much higher response than normal. NLB may need to consider building more time into the procurement process in future to provide sufficient time to assess higher numbers of applications.

**2020/21 Management Results** - Following a discussion with the Chair of the Audit & Risk Committee and an internal review, a revamped and refreshed version of the management reporting pack has been created and was included with the meeting papers. The new management reporting pack now provides both figures and analysis alongside narrative in one document. The Director of Business Service took the Managing Board through the pack, noted comments and answered questions raised. The revised managing report pack will now be shared with the Executive Group at their next meeting. The Commissioners commended the Finance Team for this excellent piece of work which is a significant improvement and is much clearer and easier to understand for those from an operational background.

**Business Support** - Recruitment is underway for a new Business Support Manager. The closing date for applications has passed and sifting is now being undertaken.

**Business Development** – Commercial work has recommenced. A contract with NLV POLE STAR has been carried out with no third-party representative on board. NLV PHAROS is scheduled to carry out contract work during July where eight company representatives will join the vessel with the appropriate social distance measures in place. There have also been enquiries regarding surveying work and Oban berthing dates for 2021.

**Scotland's Year of Coast and Waters #YCW2020** - Scottish Ministers have agreed the proposal from Visit Scotland to extend YCW2020 into 2021 subject to further feasibility work which is currently underway. There will be no further funding towards the initiative but participants are pleased their events will be able to take place under this banner next year.

### **Risk & Improvement**

**UKAS Accredited External Audit Provider** - Lloyds Register Quality Assurance have completed a Transfer Review Audit on 12 May 2020. The outcome of the review was positive and highlighted no significant areas of concern, pending completion of the independent Technical Review. Revised certification has been received and all appropriate corporate/commercial documentation will be updated. The first surveillance audit will be carried out next week and will be carried out remotely.

**Escalated Risk Overview** - Since the last Managing Board, all risks have been updated. No risks have been closed and two new risks have been added i.e. delivery of the 20/21 capital plan following the COVID-19 lockdown and subsequent closure of construction sites; and a Condition of Class relating to the isolation of NLV PHAROS' Starboard Main Engine. The Managing Board agreed that in order to ensure appropriately targeted reporting, the risks (marked green) which have now dropped below the escalation trigger levels, will be removed from the report following two cycles of Managing Board reporting. A link to the full Risk Register will be included in future meeting papers.

**Action: Risk & Improvement Manager**

**Deep Dive Risk Reviews** – Executive Group reviews continue in line with the agreed programme. Since the commencement of this initiative, fourteen deep dive risk reviews have been undertaken, with additional detailed reporting to the Audit and Risk Committee.

**Vessel Replacement Project** - Following a “deep dive” of the associated project risk register, this was revised to align with the risks identified within the Strategic Outline Case. Project opportunities have also been included within the register. Monthly ‘Health Check’ reports, capturing the position regarding risks, continue to be communicated to the Project Sponsor/SRO and Highlight Reports detailing risk status are routinely presented to the Project Board. Commissioner Beveridge highlighted that the technical consultants are running with their own risk process which has a direct link into the vessel replacement project risk register.

**Tri-GLA Brexit Risk Register** - There are no changes to the register following the review by the Chief Executives Committee which highlighted the compounded impact of COVID-19 on the delivery of a successful withdrawal agreement. The implications for all 11 Tri-GLA risks were highlighted on this basis and reported to the JSB on 20 May 2020 and promulgated to Managing Board members on 15 June 2020.

**Business Continuity** - COVID-19 response continues to be treated as a Crisis Management event, with NLB’s Crisis Management Team continuing to formally manage their co-ordinated response in line with evolving Scottish Government Guidance. The approach is underpinned by clear policy and risk management controls which continue to evolve in line with the lifting of restrictions by the Scottish Government. NLB’s Crisis Management Response dovetails with NLB’s Project Restart.

## **Organisation**

**Patron** - The Chief Executive will provide the Patron with an update report on the position regarding COVID-19.

**Action: Chief Executive**

**Co-Opted Commissioner Re-Appointment** – Transport Scotland has approved the reappointment of Commissioner Wilkinson which she has accepted. Still awaiting approval from DfT on the reappointment of Commissioner Woodward.

**84 George Street Refurbishment** - A Space Audit has been commissioned in order to analyse the best use of the available space within 84 George Street and gather the views and requirements of staff. This will include individual interviews and workshops. The findings will inform the refurbishment project definition work.

## **External Engagement**

**Director Maritime** - The rescheduling of the cancelled meeting of Chief Executive and the Chair with Roger Hargreaves for the annual Board Evaluation has been discussed with DfT and the suggestion made by NLB that it should cover 2019/20 instead of 2018/19. DfT officials will make enquiries with Roger Hargreave’s Office to establish his availability.

**DfT Sponsorship Meeting** – The Chief Executive and Director Business Services had a meeting with the DfT Sponsorship Team to provide a general update of activity.

**Lights Advisory Committee** - In late May the Chief Executive gave a verbal update on NLB and the initiatives taken to respond to COVID. A briefing on the Ship Replacement Project will be undertaken in due course.

**Scottish Maritime Cluster (SMC)** - As a Non-Executive Director of SMC the Chief Executive has been engaged in a series of Board meetings. There will be a series of seminars, one of which will be around ship procurement/contracting for ship build which will be useful for NLB.

**Media Coverage** – The Managing Board noted the list of good coverage and commended the excellent work achieved by the Communications Officer in keeping up NLB's profile during this difficult period.

**Brian Johnson, Chief Executive MCA** – The Chief Executive gave a general update on NLB to Brian Johnson last week.

### **Dashboard**

The Managing Board noted the updated Dashboard included with the meeting papers. The Chair highlighted the issue with Racons. It was noted that new racons have been bought to replace any that are over 20 years old. However as information has been received that Tideland Signal product lines will be discontinued NLB will have to retender for further supplies.

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

### **Weekly Bulletin**

Commissioner Di Rollo took the opportunity to say how much she has personally enjoyed the Chief Executive's Weekly Bulletin. Commissioner Di Rollo has circulated the bulletin within her organisation as a good example of communication of leadership.

### **Master Recruitment**

The Director of Operations advised that the role of Master has been advertised and applications are now being shortlisted. Psychometric testing will be part of the short-listing process before interview. It was noted that psychometric testing is carried out for all senior manager roles.

### **Commissioners Inspection Reports**

The Asset Manager provided a paper reviewing the Commissioners inspection results which was circulated with the papers. The paper served two purposes, firstly it demonstrated how the information gathered during inspection voyages is used and secondly, it discussed how Commissioner's input could be improved in the future. The Managing Board noted and discussed the proposed form and agreed it was a good step forward. It was felt that more structured preparation and training should be given to Commissioners so everyone was completing the form using a similar standard. The Director of Operations undertook to carry out training at the start of the voyage.

***Action: Director of Operations***

It was also agreed that it would be helpful to know beforehand who would take the lead for each site to allow Commissioners time for background checks on what works have taken place since the last inspection. This would allow for more focused and relevant comment on the condition of the site. There would also be value in relevant technical advice being available to the Commissioner to help provide expertise. The Chief Executive will add this into future programmes, allocating a Commissioner against each site. The brief provided at the start of the voyage will be looked at to provide more information.

***Action: Chief Executive***

### **Absence Report**

The Chair highlighted the increasing trend in ships staff absence. The Director of Operations advised that most of the longer term absences are due to medical retirements remaining on the statistics for the 6 months on full-pay/6 months half-pay but also until they exit the organisation. There are one or two absences that will return to duty but many are medical retirements. This situation reflects an aging workforce and should be expected.

## 6. COVID-19

### COVID Crisis Management Team

Weekly meetings continue. The policy is updated to reflect any changes following Scottish Government announcements and the risk assessment revised to align with the policy. The instruction for the vessels has been subsumed into ISM documentation in line with MCA direction. Communication with staff remains key to keeping them aware of what is going on within the organisation.

### Maritime Mutual Support Group

NLB continues to effectively lead the Maritime Mutual Support Group. The Group has proved really useful for NLB most recently to represent to the Scottish Government the issue of contractors returning to site. The meetings continue to be extremely useful to the ferry operators particularly in the ramp-up to deal with more passengers and the opening up of the tourist season. The Group have been absolutely clear that they wish to continue meeting weekly and NLB is content to continue to oversee the meetings.

### Project Restart

NLB is on track to continue work in a more normal way, particularly for projects. Technicians are back on site and the Retained Lighthouse Keepers (RLKs) are returning to work. A High Level Project Plan has been produced to illustrate progress in line with the various phases of the Scottish Government Route Map. NLB will manage the return to more normal working in a steady manner and only when fully prepared. Feedback on staff morale remains very positive. The Managing Board was content with the situation and commended the Executive on progress..

Commissioner Archibald asked how NLB intended to deal with “hot spots”. The Chief Executive advised that this issue had also been raised by the DfT. The only area that would affect NLB operations would be Oban. If there was a local lockdown in Oban it would severely hamper business e.g. loading of ships, ability to turn ships around, buoy refurbishment, repairs to AtoNs, etc. NLB is risk adverse and intends to keep strict social distancing and will not carry any unnecessary people on the vessels, etc. NLB is now trying to facilitate those workers who need to get out to survey and carry out routine maintenance and for contractors to get back on site. NLB will liaise with the local community on any site visits to provide reassurance.

Commissioner Woodward asked what aspects of NLB work would it will look to deliver in a different way e.g. office space, communications, etc. The High Level Plan is extremely good but he felt there were some themes that should be captured. The Chief Executive advised that NLB is still evaluating what might happen in the future and a formal review will be carried out in due course. The subsequent report will be brought to a future Managing Board.

**Action: Chief Executive**

## 7. COMMISSIONERS TRAINING

An action had been placed on the Chief Executive to compile a schedule of training. With additional input from the Chair and Vice-Chair, the Chief Executive has carried out a review and put together a training and development matrix. The Chair commented that it has been a useful exercise and been good to bring everything together in one document. The matrix illustrates what is available and what is undertaken on a routine basis. Following comments earlier in the meeting, training for Commissioners in terms of preparation for inspections voyages will also be included. The matrix will continue to be developed as required.

**Action: Chief Executive**

Commissioner Archibald, as the newest member of the Board, found the matrix very useful. However it was noted that a lot of it is experience based training which cannot be done virtually and he was very much looking forward to visiting Oban and HQ over the next 12 months.

The Chair concluded by encouraging Commissioners to request information or training as soon as the need becomes apparent.

## **8. VESSEL REPLACEMENT PROJECT**

The Strategic Outline Case (SOC) has been approved by the Chief Executive. Although this is an internal document it has been shared with Scottish Government business case experts who have supported its development and DfT's Centre of Excellence. Good feedback has been received. The next stage is the formal Outline Business Case (OBC) which must be submitted to DfT in accordance with the Green Book process. The intention had been to submit this document in July 2020 but it now September is more likely as there is still much work to be completed. This change of delivery date of the OBC does not change the delivery of a replacement ship in 2024.

The Project Board met on 5 June 2020 and carried out a comprehensive review of the project to date. A detailed review of the project risk register is underway by Project Board members. Various workshops have been held which have been useful in developing the case.

Technical specialists have been appointed and have now started the 30 week programme to develop the technical specification required for the tendering process. An initial meeting with the specialists has been held with the Chief Executive, Director of Operations and PMO when they attended a technical working group kick-off meeting and the latest Project Board. The Director of Operations has now seen an early design of the hull form. It is planned to send NLV PHAROS to Denmark for the technical specialist's team to look around the vessel and discuss issue with the crew. NLV PHAROS is being used because she is the appropriate standard and layout that NLB wants from the new vessel.

A shipbroker is on contract to help with the tendering process and work is also underway to appoint a specialist to undertake the environmental impact assessment. Further recruitment is underway for a Project Co-ordinator and NLB is keen to start upward stakeholder engagement with DfT and LAC to bring them up to speed with the project.

The Managing Board noted the good progress being made and discussed the difficulties and challenges surrounding this project.

## **9. REPORT FROM THE HS&E COMMITTEE**

The Managing Board noted the minutes from the meeting held on 13 May 2020.

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

Commissioner Beveridge, as Chair of the Navigation Committee, gave an update from the meeting that was held earlier in the day.

- The AtoN availability statistics remain satisfactory.
- MV KAAMI grounded on Sgeir Graidach in the Minch on 23 March and the chemical products tanker KEY BORA grounded on 28 March whilst approaching the new Allt-an-



Avaig pier West of Kyleakin. Both incidents are subject to MAIB reports and were discussed at length at the Navigation Committee.

- The LLA Annual report was approved.
- There has been request from the National Air Traffic Control Service for access to marine aid to navigation lights which are included on their aeronautical charts. There is desire to formalise the process and the Executive are looking at the legal position before it is signed-off.
- Following the work done on the Isle of Man Wreck Response exercise a number of issues have been identified that should be looked at on a GLA basis. In the first instance they will be raised with the JSB for discussion with a view to agreeing a consistent approach in future.

## **11. INTER-GLA MATTERS**

### RPI-X

The Managing Board noted the relevant minutes of the JSB which were circulated with the meeting papers. Following the JSB, IGC 2 met to put together a list of pros and cons on the options and a meeting of the Chief Executives was held subsequently to review the list. Thereafter, IGC 2 have been asked to work-up a proposal on what a modified measure would look like. In the meantime the Chief Executives' will meet the DfT Sponsorship team to seek their views on future options. A proposal was due to be submitted to DfT by 30 June 2020 but more time is required to look at options. The Chief Executive will continue to keep the Managing Board informed on developments and an extra-ordinary Managing Board meeting will be scheduled if required.

*Action: Chief Executive*

## **12. ANY OTHER BUSINESS**

There were no items of any other business raised.

## **13. CORPORATE CALENDAR**

The Managing Board noted the Corporate Calendars for remainder of 2020 and 2021.

The Chief Executive advised that, looking ahead, it was likely that meetings would continue to be held virtually for the remainder of the year. The Commissioners' Dinner in October and the Annual Awards Ceremony will be rescheduled when it is appropriate. The Corporate Calendar will be amended to clarify this decision.