

# NORTHERN LIGHTHOUSE BOARD

## MANAGING BOARD

### MINUTES – 28 June 2017

<b>PRESENT:</b>	Graham Crerar	Chairman
	Mike Brew	Vice-Chairman (telephone)
	Mike Close	Commissioner (telephone)
	Alistair Mackenzie	Commissioner
	Alastair Beveridge	Commissioner
	John Ross	Commissioner
	Mhairi Stephen	Commissioner
	Alison Di Rollo	Commissioner
	Mike Bullock	Chief Executive
	Mairi Rae	Director of Finance & Administration

<b>IN ATTENDANCE:</b>	Jim McBrier	Risk, Assurance and Compliance Manager
	Karen Charleson	PA to Director of Finance (minutes)

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

Apologies were received from Phil Day, Director of Operations.

#### 2. MINUTES OF THE PREVIOUS MEETING

The Minutes of the Managing Board meeting held on 25 May 2017 were agreed as a correct record and could now be published on the website.

*Action: PA to the Director of Finance*

#### 3. MATTERS ARISING

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

**Disposal of Property** – A formal paper setting out how NLB proposes to deal with property in its care going forward will be presented to the September 2017 Managing Board for approval.

*Action: Chief Executive*

**Business Continuity** – The new Communications Officer is determining options for media training for key staff and Commissioners.

*Action: Chief Executive*

**Framework Document** – The framework agreement has now been signed and is available on [www.gov.uk](http://www.gov.uk) and NLB website.

**Organisational Review** – A manual dashboard, populated with information identified from the Managing Board papers, will be presented to the Managing Board meeting in November. As the dashboard is developed it will be brought back to the Managing Board to ensure that it is fulfilling their needs.

*Action: Chief Executive*

**Occupational Health** – The Occupational Health provider has reviewed the wording of the table on page 2 of the Clinical Protocol – Table 1 tier 1 Fitness Standard – and has confirmed that the table described the requirements accurately and in a way which is standard in this sort of policy document.

**Year End** - The Managing Board noted that the Report and Accounts for 2016/17 were still on target to be delivered to the Audit & Risk Committee in July.

**Recruitment of DfT Appointed Commissioner** – It was noted that recruitment is progressing but the Chairman was not yet in a position to announce the appointment of the new DfT appointed Commissioner.

#### **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. Discussion took place on the following matters:

##### **Safety**

##### **Chicken Rock**

An issue had been reported at Chicken Rock with overcharging of the nickel metal hydride batteries resulting in them overheating. There was no damage to the batteries. Resulting from this incident it was identified that there had been a failure to clearly articulate the risk NLB carries with these batteries and in providing clear instruction to the technicians. This has now been rectified and staff have been made aware. There is a longer-term mitigation to the risk as a thermal cut-out arrangement has been developed so that when the batteries get to a certain temperature the charge cycle cuts out. A detailed brief on the safety system for charging batteries was provided to the Navigation Committee at their meeting on 27 July.

##### **HSE Report**

##### **RLK Briefing**

The second group of RLKs met in 84 George Street on 15 June 2017 to receive a series of updates and briefings including H&S. This initiative has been very well received by the RLKs.

##### **ICG8 – Health & Safety**

HSE Managers from the three GLAs met in June in Edinburgh. This gave the opportunity to share knowledge and best practice. A HSE peer review/audit of St Abb's Head Lighthouse was carried out by TH & IL during the visit. The relevant audit findings will be incorporated into the programmed station refurbishment work.

##### **Evacuation of Casualties**

A training exercise took place at Tiumpan Head Lighthouse on 24 May with 16 HM Coastguard (HMCG) staff present. This was followed on 25 May by an exercise at Butt of Lewis Lighthouse with similar HMCG numbers plus 2 Scottish Ambulance Service representatives. Each exercise was preceded by a briefing on the potential hazards present within the stations and on the evacuation equipment and training package. Both briefs were very well received. The Scottish Ambulance Service confirmed that the defibrillators were of a good standard and the pads compatible with the equipment they carry which allows easy transfer into their care.

An important lesson learned was that even with the mechanical advantage of the rescue

equipment, the process of preparing and rescuing a casualty from a lighthouse is both a time consuming and physically demanding operation. Overall it was felt that this was a very good initiative and it is hoped to carry-out a similar exercises with other Coastguard teams.

## **Operations Report**

### **Pole Star**

The replacement engine room unmanned alarm system is to be fitted over 15 days commencing 26 June 2017 in Leith. Commissioners are encouraged to visit to vessel whilst she is in Leith.

### **Oban Bay**

The new Code of Conduct for Oban, revised chart information and improved use of VHF CH12 have had a significant positive impact on the safety of port activity. Discussions regarding the next step to becoming a statutory harbour have commenced.

## **Engineering Report**

### **Outages**

It was noted that there has been one outage over 72 hours (Port Ellen Buoy) since the last meeting.

### **Projects**

The light sources have arrived which will enable the remaining projects from 2016/17 that have run over to 2017/18 to be completed. Planning for 2018/19 continues.

### **Maintenance**

It was noted that maintenance overdues were currently sitting at 17.34% for Orkney (up 0.7%), 26.23% for Oban (up 8.7%), and 19.7% for Edinburgh (up 1.6%). The reasons for the rise and the underlying issues are being investigated.

### **Estate**

Neist Point - A meeting has been held with the neighbouring property owners at Neist Point Lighthouse to determine what assistance can be given to help rectify some of the issues surrounding their property. It was noted that there had been a dramatic improvement to the property.

Rubha Nan Gall - During site clearance at Rubha Nan Gall transport assistance was provide to a community project to restore the access path.

Earls Hill - The heritage Decca equipment which has been left on neighbouring land is either being removed or prepared to be handed over in a fit state.

### **R&RNav**

A briefing and discussion event was held in Edinburgh on 21 June 2017. The focus was on NLB requirements and there was good discussion between the Research & Radionavigation Manager and NLB Engineers/Operations staff. It is the intention to send Engineering staff to R&RNav in Harwich on a more regular basis.

## **HR Report**

### **Leadership Development Programme**

A focus group has now been held with the Senior Management/Executive team and the launch date for the programme is 29 June 2017. This is the first event of a 12 month programme to help senior managers to prepare for the future and to help implement the organisational review.

### **Occupational Health – Medical Assessments for Safety Critical Staff**

Communication to staff affected has begun with RLKs being briefed on 18 May and 15 June. Technicians and Base Assistants will be briefed during August and September 2017 with the first assessments taking place in October 2017.

### **Engagement Survey**

The Organisational Review Project Board has approved the survey and it will now be circulated to staff. This will be continued year-on-year to judge improvements.

## **Finance and Administration**

### **Year End**

There were no issues of note raised by National Audit office (NAO) during their final audit fieldwork.

### **Results to 31 May 2017**

The Managing Board noted the summary financial position for May 2017.

### **Internet**

The final connection to access the Scottish Government Wide Area Network (SWAN) is scheduled to take place at the end of June 2017. This will provide much greater resilience.

### **Cyber Security**

The importance of security online continues to be promoted to staff and a 'cyber' page has been created on SharePoint. Following the recent GIAA cyber security audit specific risks have been identified and added to the IS Operational Risk Register. Work is underway to deliver solutions where required. The audit report will be discussed in detail at the Audit & Risk Committee in July 2017.

### **Pay Remit**

The 2016 pay offer has now been approved by the Shore Staff Trade Unions and will be paid in July 2017 salaries. The Marine Staff offer was rejected by Nautilus members so a revised offer has been issued and a formal response is awaited.

## **Organisation**

### **Recruitment of DfT Appointed Commissioner**

A formal announcement from the DfT is awaited.

### **Recruitment of Transport Scotland Appointed Commissioner**

It was noted that interviews are to be held late July/ early August 2017.

### **84 George Street Project**

Snagging is continuing with the Stevenson Rooms and new staff facilities. It has been identified that nine internal fire doors have been wrongly specified. The Engineering consultancy responsible for the design and Project Management has admitted full liability and

will pay for remedial works. Building Control has confirmed that it is safe to continue to use the facilities whilst the new doors are awaited.

### **Aids to Navigation Technicians**

It was noted that interviews for the two new Aids to Navigation Technicians are taking place on 28 June 2017.

### **Organisational Review**

Following an intensive Assessment Centre an internal candidate was appointed as the Operations Delivery and Planning Manager with effect from 19 June 2017. A successful candidate was not identified for the Asset Manager role and therefore external recruitment has commenced.

### **External Engagement**

#### **City of Glasgow College – Prizes**

The Chief Executive presented prizes from the NL 2000 Trust to the best Deck and Engineering Cadet at the annual graduation ceremony in Glasgow Cathedral on 22 June 2017. The principal guest was the Deputy Master from Trinity House.

#### **Transport Scotland**

Representatives of Transport Scotland visited 84 George Street on 20 June 2017 to receive a briefing on the work of R&RNav.

#### **Minister for Transport and Islands**

The Chief Executive attended the Annual Chamber of Shipping Scottish Lunch held in Edinburgh 14 June 2017. The guest speaker was the Minister for Transport and Islands Humza Yousaf MSP. Mr Yousaf publically thanked NLB for their important contribution and highlighted that work was underway to recruit a Commissioner appointed by Scottish Ministers.

#### **Cabinet Secretary**

Rosanna Cunningham, Cabinet Secretary, will be visiting the Oban base on 9 August 2017 to receive a briefing on NLB.

#### **Roger Hargreaves, Director of Maritime**

An invitation has been extended to Roger Hargreaves to attend the Managing Board on 27 September and Oban Base on 28 September 2017. A response is awaited.

#### **Stevenson Rooms**

The Managing Board noted the update on the usage of the Stevenson Rooms by external parties.

#### **JUCG**

It was noted that the Joint User Consultative Group was held in London 2 June 2017.

#### **Communications Officer**

It was noted that the new Communications Officer had now taken up post. NLB had now gone live on Twitter on @NLB\_UK.

#### **NLB Intranet - SharePoint**

It was noted that some of the Managing Board had been trialling accessing documentation, etc from SharePoint. Feedback has been positive so far and it was acknowledged that this will be a very useful tool for Commissioners going forward.

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

### Zoned Boats

There had been some misunderstanding about whether staff could use contractors' boats. The issue has now been clarified and staff will be advised accordingly.

### HSE Training

It was noted that the heading of a column was wrong and the figures reported for 2016/17 are actually for 2017/18.

### Hazard Reports

It was noted that there had been 15 HSE inspections undertaken resulting in 70 unsafe acts being reported. There is no cause for concern at this apparent increase as this is due to better visibility of documentation using SharePoint. It was agreed that the Chief Executive would speak to the HSE Manager to ask him expand the wording in his report to make it clearer.

*Action: Chief Executive*

### HCL Installations

It was noted that of the 67 dome access systems across the estate 17 have been inspected and returned to service.

### Year End

- Finance Team  
The Managing Board noted that discussion had taken place with the DfT regarding the support and requirements of the Finance Team. The DfT supported the plan to continue with some additional finance staff until the end of December 2017 by which time it is hoped to have established the improved structure of the Team. The additional cost will initially be met from the contingency budget but later on in the year if there are other calls on the contingency the DfT have agreed to provide additional sanction, if necessary.
- NLB Audits  
Commissioner Ross (Chairman of the Audit & Risk Committee) advised that, in general terms, he was expecting NLB to get a clean audit and to be a position to advise the Board of Commissioners to sign-off the Annual Report and Accounts to 31 March 2017 after the Audit & Risk Committee meeting on 18 July 2017.
- Irvine Harbour  
It was noted that it is planned to fund the work at Irvine Harbour out of the contingency budget pending an application to DfT for additional sanction.
- Scottish Government Grant  
It had been identified that there is a grant received from the Scottish Government which historically had been off-set against specific costs and not treated as income. This sum is for the maintenance of lights in the Highlands and Islands area. Changes have been reflected in the 2017/18 financial year for this contribution.
- MNOPE  
Amendments have been made to reflect the changes in the Pension Scheme which will show as an underspend in the overall sanction. This risk is still reported to DfT as a contingency liability for the fund being under-resourced.
- Capital Expenditure

The Managing Board noted the revised schedule of capital expenditure that now reflects projects that had carried-over from 2016/17 and also contains confirmed tender figures.

## **6. FLEET REVIEW**

The Managing Board noted and discussed the presentation on the Coordinated Fleet Planning process provided by the Chief Executive. The presentation covered:

- Planning Zones
- GLA Area of Jurisdiction and showing Risk Response Areas
- GLA (NLB&IL) Tender Daily Report
- GLA Fleet Coverage
- Daily Diary Narrative
- Analysis
- Acceptance of Routine Risk to allow operational flexibility

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

The minutes from the HSE Committee held on 10 May 2017 were noted.

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

The Managing Board noted the update from Commissioner Beveridge on the Navigation Committee meeting held on 27 November 2017.

### **Irvine Harbour**

Commissioner Beveridge reported that, for operational safety, NLB would reinstate the beacon at Irvine Harbour. The Managing Board acknowledged the operational need and pragmatic approach taken by the Navigation Committee and approved the request to approach the Secretary of State for additional sanction.

*Action: Commissioner Beveridge*

## **9. MONITORING**

The Managing Board noted the paper on Monitoring prepared by the Chief Executive. Following the withdrawal of IL the Single Tender Action will now move ahead as a bi-lateral arrangement between NLB and TH.

## **10. BREXIT**

It was noted that Brexit and the associated risks were being monitored. The JSB discussed the Tri-GLA Brexit Risk Register at the JSB meeting on 8/9 June 2017 and added one additional risk covering Maritime Transport regulations.

## **11. INTER GLA MATTERS**

The Managing Board noted the paper included with the meeting papers. It was noted that Freedom of Information protocol would be ratified at an operational level and submitted to

the JSB at its meeting in November 2017.

## **12. ANY OTHER BUSINESS**

### **Mike Close**

The Managing Board noted that this was Commissioner Close's last meeting. The Managing Board thanked him for his extraordinary contribution to NLB both as a Commissioner and Chairman.

## **13. CORPORATE CALENDAR**

### **Audit & Risk Committee**

Commissioner Mackenzie asked for the Audit & Risk Committee, scheduled for 16 November 2017, to be rescheduled to allow him to attend the Fleet Review Reference Group Meeting in London on the same day.

*Action: PA to Director of Finance*

### **Navigation Committee**

Commissioner Beveridge advised that the Navigation Committee meeting scheduled for 20 September 2017 will now be held on 20/21 September and will commence with a visit to the Isle of May and conclude with the Navigation Committee meeting hosted by Aberdeen Harbour Board.