

# Northern Ireland Fishery Harbour Authority

229<sup>th</sup> Board Meeting of the Authority  
Virtual Meeting over Microsoft Teams on  
**Thursday 30<sup>th</sup> June 2022 at 10.00am**

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| <b>Present:</b>       | Robert McConnell (RMcC) – Chairperson<br>Kevin Quigley (KQ) – Chief Executive<br>Alan McKeown (AMcK) – Board Member<br>David Knott (DK)– Board Member & Chair of Audit Committee<br>Harry Wick (HW) – Board Member<br>Kate Burns (KB) – Board Member (joined by Zoom at 10.30am)<br>Lynn Gilmore (LG) – Board Member |
| <b>In attendance:</b> | David Lindsay (DL) – Project Manager<br>Belinda McCaughey (BMcC) – Accounts Administrator<br>Karl Gilchrist (KG) – MB McGrady (Item 5 only)  |

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| 1. <b>WELCOME AND APOLOGIES</b><br>DAERA Sponsor Body   |               |
| 2. <b>CONFLICT OF INTEREST</b><br>None declared.  |               |
| 3. <b>MINUTES OF 227<sup>th</sup> MEETING</b><br>Minutes of the 227 <sup>th</sup> meeting held on 8 <sup>th</sup> March 2022 were approved with 2 minor adjustments.<br>Point 8 – Marine Safety Management System Audit is complete. (DK)<br>Point 17 – 2 new risks were added to the Risk Register. (LG)   |               |
| 4. <b>MATTERS ARISING</b><br>KQ noted the following:<br>Duty Holder Training – still being organised.<br>Ardglass Costing Option – report to be forwarded to Board.<br>Corporate Plan and Business Plan – KQ explained that within DAERA many different people now review these plans.<br>DAERA’s preference would be for shorter plans but 85% of our Corporate Plan relates to our Core Values. They require the plan to directly refer to a commitment to lower Zero Carbon – the Corporate Plan will be amended to reflect an intended journey towards “Net Zero” Carbon footprint. . | KQ<br>KQ      |

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| <p>Issue over core goals – we now have 7 (up from 6). KQ is working on this and will action next week.</p> <p>KQ will finish the minor adjustments – nothing fundamentally different from Board approved copy, forward to board for review and subject to no change requests this will proceed to DAERA Board and then to the Minister for approval. DK queried this process but RMcC confirmed he was satisfied with it.</p> <p>KQ advised this is a tight turnaround for us but this is a normal process that happens every year. DK asked if any of the changes made could be tracked before sending copies to the Board.</p> <p>All other matters arising will be covered in the meeting.</p>  | KQ     |
| <p>5. <b>2021/22 REPORT AND ACCOUNTS</b></p> <p>KG joined the meeting at this point – shared screen and discussed accounts in detail.</p> <p>KG confirmed the accounts show a true and fair view of 2021/22.</p> <p>KG asked for questions – none.</p> <p>RMcC noted that a significant amount of time is spent, especially in the Finance Committee and then at Board going through these figures so there are no surprises within the accounts. Great that this is backed up within the Annual Review.</p> <p>RMcC thanked KG who left the meeting at this point.</p> <p>RMcC thanked KQ and BMcC for their contribution during the year in keeping the Board up to date with all the figures.</p> <p>KQ confirmed we have to adjust our thinking and realise we will be in a deficit funding position for the foreseeable future. We have the same monitoring reports to complete as all other ALB's.</p> <p>Board approval was given and members were tasked to forward any typo's etc to BMcC. The Accounts will be taken to the September meeting for signature.</p> | KQ     |
| <p>6. <b>CHIEF EXECUTIVE'S REPORT</b></p> <p>Significant motivational issues in Kilkeel at the moment. Meeting with HM organised for next week to try to address these issues. Ardglass staff may help out on a regular basis.</p> <p>KQ discussed staffing levels and issues over Low Pay. Also confirmed issue around some missing weekly safety checks. Will be addressed next week when he visits the harbour and reported back to Board.</p>  | KQ     |



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| <p>8. <b>2022/23 BALANCED SCORECARD – JUNE 2022</b></p> <p>KQ spoke to the oranges in particular:</p> <p>1.A. Operational KPI’s for the safe and efficient management of the harbours are continuously delivered – Due to KQ’s having Covid the meeting with Kilkeel Harbour Master has been delayed.</p> <p>2.C. Manage Capital Projects – Traffic Management Project is still underway. Offending bollards have been removed. Dredging project has about 1 weeks work left to completion.</p> <p>4.D Ensuring sufficient skills and human resources available to ensure NIFHA has the capacity to deliver agreed plans. Business Plan addresses staffing shortfalls but approval still awaited from DAERA.</p> <p>Questions were then taken on the other outcomes.</p> <p>Outcome 4 which talks about building capacity is referenced in 4.A which relates to the building of capacity by growing our staff. Kilkeel events were discussed and a decision was made to move from green to orange to reflect the overall capability of the organisation.</p> <p>4C. Enhance staff engagement through fair and equitable remuneration. This is subject to Business Plans being approved. Scheduled to be prepared in July with hopefully some help from DAERA.</p> <p>4E. Understanding and engaging our stakeholders. A full and frank discussion was held by the Board.</p> <p>KQ fully accepts the Boards concerns for 4C &amp; 4E; colour will be changed to Red. We will work to get back to green. Recovery Plan will be amended to reflect how we are progressing these to move back to green.</p> | <p>KQ</p> <p>KQ</p> |
| <p>9. <b>REVIEW OF RISK REGISTER – JUNE 2022</b></p> <p>KQ noted that changes made at the Risk and Assurance Committee Meeting were marked in green on the Risk Register.</p> <p>1 - Covid Risk lowered but subject to revision.</p> <p>5&amp;6 - Dredging Risk has been split into two separate risks and changed to red risks.</p> <p>9 - Geopolitical Risk has been reworded to include the risk of no executive.</p>   |                     |

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| <p>10 - Delivery of Capital Projects to cost and time has been raised to a higher risk level due to uncertainty over traffic management project. DK requested that this should be moved to red based on recent evidence.</p> <p>18 - Reputational Risk possibly should be broadened out to include other harbour issues. LG agreed with this. DK requested that this should be moved to red based on recent evidence.</p> <p>25 - Authority operating beyond available HR capacity. DK noted this needs to be included as a static item at both R&amp;A and Board Meetings. KQ noted this would be added to CEO Report as noted in the comments.</p> <p>DH asked about the new Harbour Order. KQ spoke to what was happening with regard to the new Harbour Order. It is a recommendation within the Internal Audit Report which cannot be ignored.</p> <p>After a full discussion it was agreed that although the draft harbour order was taken to, and approved by, a previous Board that it should now be reviewed by this Board.</p> <p>KQ noted the Harbour Order does not override the founding legislation of the Organisation. This might need to be addressed as well. KQ will inform DAERA to place a hold on the draft they have.</p> <p>KQ will forward draft Harbour Order and paper on reasons behind the change prepared by our solicitor to Board members during August.</p> <p>DAERA owns delivering the Harbour Order – we prepared the draft Harbour Order to facilitate the moving forward of the changes.</p> <p>After a full discussion the Risk Register was approved.</p> | <p>KQ</p> <p>KQ</p> <p>KQ</p> <p>KQ</p> |
| <p>10. <b>HEALTH AND SAFETY / PORT MARINE SAFETY</b></p> <p>KQ attends all of the H&amp;S meetings. There were timing issues when KQ was on leave which meant the interim H&amp;S meeting in Kilkeel did not take place although the quarterly internal audit meeting did take place.</p> <p>Architects are happy that the weights on the vessel has sorting out the reversing issue with the Dredger.</p>  |   |
| <p>11. <b>SECTION 75, PERSONNEL AND TRAINING</b></p> <p>Training continues. We are now undertaking annual staff reviews.</p> <p>High level of inflation is having a severe impact of staff and their moral.</p>   |   |

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| <p>12. <b>KEY PERFORMANCE INDICATOR (KPI) REPORT</b></p> <p>KQ discussed information leading to assessment of the KPI indicator.</p> <p>After a discussion it was agreed to include a KPI around communication and actual dredging</p> <ul style="list-style-type: none"> <li>- Actual Dredging</li> <li>- Communication</li> <li>- Project Budgets</li> </ul> <p>KQ confirmed DAERA have set a budget level of Pay Increase at 2%.</p> <p>Complaints received regarding Kilkeel Slipway were discussed. KQ noted there are two separate issues – maintenance and fit for purpose. Larger vessels use Portavogie Slipway.</p> <p>H&amp;S Management System KPI's – KQ spoke to the oranges and in particular:</p> <p>2.3 – Vessels in Portavogie are not berthing correctly.</p> <p>2.8 – Even small accidents are an issue.</p> <p>DK asked in light of issues with safety checks in Kilkeel should this now be changed to Orange. KQ will change.</p> | <p>KQ</p>                                    |
| <p>13. <b>SELF ASSESSMENT</b></p> <p>BMcC introduced opinions and additional comments.</p> <p>The Board discussed the process in detail and the format of the questions. Questions are standard. As partly agree and partly disagree are one in the same, the Board agreed to reduce the options next year to Agree, Disagree, Partly and N/A.</p> <p>AMcK noted the divergence of views on some questions and suggested that members provide a report to the chair of reasons behind some of their strongly felt scores. Board agreed to do this.</p> <p>RMcC confirmed that as we are in a heated period of activity in terms of projects it would be a good idea to revisit in 6 months. KQ will add to December Agenda.</p> <p>KQ noted that a number of the responses seem to relate to communication with the Board. We may need to introduce communication between Board Meetings. KQ will address.</p>  | <p>BMcC</p> <p>Board</p> <p>KQ</p> <p>KQ</p> |

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| <p>RMcC noted that whilst it was good to be enthusiastic – there is a need to control ourselves that we don't go back with engagement questions. This would overload KQ.</p>  |        |
| <p>14. <b>CAPITAL AND MINOR WORKS UPDATE</b></p> <p>DL gave an overview of current projects and shared pictures of the Portavogie Slipway Rails project. Also discussed the Project Costs Summary.</p> <p>DL also gave details on the Emerging Issues as noted in the papers.</p> <p>The Board fully discussed the issues around current projects.</p> <p>A question over whether our assets are being deployed where they can best service the Authority was discussed. DL noted that no matter what project we propose, a positive business case is required to be developed for grant funding. A deeper slipway in Portavogie could be used for decommissioning in the future.</p> <p>A question arose over lessons learnt from the Anodes Project. It was suggested that this project was a mess with anodes showing at low water, etc. DL confirmed the contractors did not follow the design process and had to replace the anodes in the correct location – at their own cost.</p> <p>KB suggested that our Capital Works Program has been largely remedial, replacement, or repair of existing assets and asked would it not be possible to apply for funding to research what is needed in each harbour. We should be thinking further ahead. As Board Members more assurance is needed.</p> <p>KQ confirmed consultation meetings were held in fishmarket and persons interested in the north and south side. The plans we are working to now are those that were agreed on. There is no guarantee that the fishermen will be content with this. They do not like speed bumps but they are necessary to slow traffic.</p> <p>DL advised that some of the assurance requested is outside of our control. Our Engineers were appointed by CPD. CPD recruits the contractors and award contracts. They vet the contractors before they are placed on the Design and Build list. As an example Solar panels were not allowed to be included in Portavogie FM Roof.</p> <p>DL ended his report expressing dissatisfaction with his pay and that his morale is at an all time low. RMcC confirmed in relation to those points he will pick this up with DL and KQ at a later stage. This is not an issue for today.</p> |        |

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| <p>KQ – we are proceeding at risk with the Ardglass pontoons and the Portavogie Slipway. Given these risks Board Approval is requested to proceed with the works. Board Approval was unanimously given.</p>  |        |
| <p>15. <b>ENVIRONMENTAL OFFICER REPORT</b></p> <p>This report was taken as read.</p> <p>KQ noted that the pump at Kilkeel Slipway needs repaired – hence the red area of concern on Kilkeel Slipway holding tank.</p> <p>DK noted that pollution risk is contained on the Risk Register.</p>   |        |
| <p>16. <b>FINANCE MEETING OF 23 JUNE 2022</b></p> <p>RMcC gave an overview of the minutes of the meeting and praised the information presented.</p> <p>KQ took questions on the Accounts to 31 March 2022.</p> <p>KB asked about funding being available for Solar Panels and noted AFBI had been awarded funding under Green Growth. They didn't spend last year but are going to spend this year. Should NIFHA be looking at this funding?</p> <p>DL noted we put forward to MFF funding for technical assistance for net zero energy at Harbours. We were informed it was too early. We need to move towards other energies – wind, solar, water. It will depend on what direction the boats take. DAERA may not be willing to fund this. Can we share the energy we produce? We need a proper development plan.</p> <p>DK – we need to employ someone who knows the renewable business. Fleet does not drive what NIFHA needs. Specialist help is needed. DAERA have set up a green growth team – surely we can tap into this.</p> <p>RMcC – There is a changing funding landscape. We need more funding to grow our team.</p> <p>Debtors – BMcC and WC keep a handle on this and it continues to come under closer scrutiny.</p> <p>Management Accounts were accepted and approved.</p> |        |
| <p><b>Estate Management</b></p> <p>KQ noted that communication with a Kilkeel Business with regard to a land exchange was currently on hold.</p> <p>Approval given to fund fees for Kilkeel Net Store change of ownership.</p>   |        |



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| <p><b>Rooney Road Site</b><br/>Ready to exchange contract and complete. Consent to storm drain across site was approved.</p> <p><b>Portavogie Trading Licence</b><br/>Complaint received was discussed and permission to trade granted subject to actual trading times being provided.</p> <p>A written policy is required which details procedure to follow on Estate matters. BMcC to action and bring to future Board Meeting.</p>   | BMcC   |
| <p>17. <b>RISK AND ASSURANCE COMMITTEE MEETING OF 23 JUNE 2022</b></p> <p>DK thanked BMcC for the quick turnaround of the minutes.</p> <p>Self assessment was discussed and all content with summary.</p> <p>Risk Register – already discussed earlier in this meeting. (see Note 9).</p> <p>DK noted that both DAERA and Internal Audit attended the Risk and Assurance Committee Meeting.</p> <p>Annual report on the Work of the Risk and Assurance Committee was discussed - no issues raised.</p> <p>Internal Audit Annual Opinion – Satisfactory Finding. Internal Audit deals with processes and not outcomes. Report is final. All findings from previous report were complete.</p> <p>Governance Statement approved.</p> <p>Audit Committee Terms of Reference will be reviewed at the next meeting.</p> <p>Health and Safety Minutes – Ardglass and Portavogie were OK. Kilkeel did not take place although an Internal Audit visit was made.</p> <p>KQ confirmed that the MSMS Report can back as satisfactory as it was an Audit.</p> <p>KB confirmed it is easy in meetings to take these things as read but it is good to take the time to go through the detail.</p> |        |
| <p>18. <b>FSDP – HARBOUR DEVELOPMENT</b></p> <p>There has been substantive movement – we have been attending meetings to encourage CPD to get the project moving.</p>   |        |

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| <p>DL confirmed there was a commitment to get the PQQ stage complete by the end of July but CPD are awaiting info from management on how to move this forward – either design and build, or design first and then issue to a contractor. This changes the initial team requirements. DAERA and CPD need to choose which route to take. Project Management Board needs to be put in place. Unlikely to be the end of July now.</p> <p>KQ noted that Project management will be overseen by NIFHA – with 2 new members of staff required to do this.</p> <p>AMcK asked if the Board could have a quarterly update from DAERA on this. KQ will speak to DAERA on this. RMcC confirmed it is important that we are kept up to date on FSDP.</p> <p>RMcC thanked KQ, DL and BMC for all their input and work in preparing these documents. KB noted her appreciation of the papers in electronic format and LG praised the addition of the papers to the meeting invite.</p> <p>KQ noted challenges are great and there is no objection to differing opinions.</p> | KQ     |
| <p>19. <b>SCHEDULE OF MEETINGS</b></p> <p>Board discussed the issues arising from proposed meeting dates. September Board Meeting starting time to be confirmed.</p> <p>DK noted that strategy for the joint board meeting in September needs to be addressed.</p>  |        |
| <p>20. <b>ANY OTHER BUSINESS</b></p> <p>DL – Kilkeel fishmarket – works are progressing. The internal drain channel will be installed over the holiday period.</p> <p>KQ – There is an emerging issue over the fishmarket operation raised by the EHO. Post project this will have to be addressed. FLT’s may have to be banned from the fishmarket – trolleys may have to be used. There may need to be dedicated equipment to use in the fishmarket.</p>  |        |
| <p>21. <b>DATE OF NEXT MEETING</b></p> <p>Wednesday 21 September 2022</p>   |        |