

# Northern Ireland Fishery Harbour Authority

231<sup>st</sup> Board Meeting of the Authority

At the Downpatrick Office

on

**Thursday 15<sup>th</sup> December 2022 at 10.00am**

<b>Present:</b>	Alan McKeown – Interim Chair Kevin Quigley – Chief Executive David Hill (Davey) – Board Member David Knott – Board Member & Chair of Audit Committee Harry Wick – Board Member Kate Burns – Board Member Lynn Gilmore – Board Member
<b>In attendance:</b>	Belinda McCaughey – Accounts Administrator David Lindsay – Project Manager Jenny Lau – Environmental Officer (item 8 only) Eamon McCoy – DAERA Cyber Security (item 10 only)
<b>DAERA Sponsor Branch (Observer)</b>	None

	Action
<b>1. Chair's Opening remarks</b>	
<b><u>Welcome and Apologies</u></b> Alan welcomed all to the meeting There were no apologies. <b><u>Declaration of Interest</u></b> Davey declared his usual interest as a member of Sea Source, ANIFPO and vessel owner. Harry declared also declared his usual interests.	
<b>2. Minutes of the Board Meeting – 3<sup>rd</sup> October 2022</b>	
<b><u>Comments and Approval</u></b> Amendment to Section 8 – Environmental Management. Action for Lynn is to be changed to Action by Jenny Lau. Belinda will amend. Minutes were approved subject to amendment as noted above. <b><u>Matters Arising</u></b> Action points were discussed. In particular: CPD Letter from Kevin – Kevin discussed and noted this was not appropriate at this time.	Belinda

	<b>Action</b>
<p>Waste Management Training. This is not an imminent requirement and it first requires a licence in place and thereafter it may take a further 12 months to appoint a manager. The requirement will be reviewed at that time.</p> <p>Slipway Tank Risk flagged in Environmental Report. Kilkeel Harbour Master is working on this.</p> <p>Update on FSDP Report – Alan has meeting arranged for Jan 2023.</p> <p>Review Finance and General Purposes Committee and Audit and Risk Assurance Committee Terms of Reference. Belinda will forward copies of both to Committee Chairs.</p> <p>British Ports support letter to NIFF – this is still outstanding.</p> <p>Written Policy on Estate Procedures. This is a work in progress – scheduled for completion at end of Jan 2023.</p> <p>Lynda Lowe was to send 2 documents to Board after the last meeting. Alan will check and see whether these were sent directly to him.</p> <p>All other matters arising were actioned or will appear later in this meeting.</p>	<p>Danielle Rooney</p> <p>Belinda</p> <p>Harry</p> <p>Belinda</p> <p>Alan</p>
<b>3. Executive Report</b>	
<p><b><u>CEO Report</u></b></p> <p>Kevin advised the dredger licence for Kilkeel Inner Harbour will hopefully be received by the end of January 2023.</p> <p>Commercial Use of Dredger – There have been 3 enquiries one of which may be feasible. Short external campaigns should be able to be fitted in around our normal working. Selling point of our dredger is its small size.</p> <p>During the dredging of Ardglass Harbour dredging took place at the Ardglass Marina. Feedback on this is very positive.</p> <p>Under the new crewing model, dredger productivity is very good. Davey asked about value for money and Kevin confirmed the outsourced model is expensive, but the only option open to us at the moment. Alan noted the loss of key skills such as dredger operation were directly related to pay issues and should be referenced as evidence in the pay review business case development exercise.</p> <p>The dredger stability test is scheduled for 8 December – a new stability book is not required and there will be no additional charges for this.</p> <p>A licence application to dredge Portavogie has been submitted but the inner harbour is unlikely to be granted. It will be 2-3 years before this is expected to become an issue.</p> <p>Management of the dredger will now be moved back to the Kilkeel Harbour Master – but external hire will still be conducted by Kevin.</p> <p>Pelagic Quota – most of the catch lands at the start of the year. Belinda explained process for recording pelagic landings and the reason behind October pelagic being omitted from October Management Accounts.</p>	

	Action
<p>Kevin advised that the tender has been issued for the anchor for the decommissioning site in Portavogie. It will be a tight schedule but every effort is being made to have the two planned vessels in Portavogie decommissioned before end of March 2023.</p> <p>The tender has been awarded for the decommissioning of the Enterprise in Kilkeel. This is scheduled to take place in January 2023.</p> <p><b><u>Balanced Scorecard</u></b></p> <p>The format has been amended to include a previous status column. Kevin noted this gave a clearer picture of progress on targets.</p> <p><b><u>KPI's</u></b></p> <p>Kevin confirmed that the return of the full time harbour master in Kilkeel has improved the workings within the harbour.</p> <p>Maintenance of equipment is being moved from the Project Management KPI to a target under each harbour. Belinda and Kevin will be working on a system to improve schedules and recordings.</p>	Belinda & Kevin
<p><b>4. Safety and Personnel</b></p>	
<p><b><u>Health and Safety / Port Marine Safety</u></b></p> <p>Health and Safety and Port Marine Safety targets have been moved to a permanent agenda item within the ARAC meeting.</p> <p>The alleged incident regarding a person being blown over in Ardglass has not been officially reported and therefore there is no further action arising.</p> <p><b><u>Section 75, Personnel and Training</u></b></p> <p>Kate thanked Kevin for the quick turnaround on the business case to appoint a consultant to prepare the business case for a comprehensive pay and grading review for NIFHA.</p> <p>Kevin confirmed the tender will be awarded before Christmas with work scheduled for completion by the end of February 2023.</p>	
<p><b>5. Finance and General Purposes Committee Update</b></p>	
<p><b><u>Report Presentation (including Finance Pack)</u></b></p> <p>Alan discussed issues which arose at meeting.</p> <p>Belinda updated the Board with electricity costs and CPD contract. Belinda will approach PowerNI to get a feel for what other suppliers could charge. It may still be impossible to leave the CPD contract but all reasonable avenues are being explored to seek a more competitive electricity rate.</p> <p>Alan advised that with the initial revisions to the finance pack complete, we will now work on including a forward Cash Flow forecast.</p>	Kevin

	Action
<p>Dredging work carried out in Ardglass has been greatly appreciated by the local stakeholders. Losing one of the staff members in Ardglass will be a blow to the harbour, and again reflects the pay challenges faced by NIFHA. This needs to be referenced in the business case for the pay review in addition to the loss of the dredger operator.</p> <p><b>Budgeting for next year.</b> Due to previous year budget overruns by other departments, DAERA is warning of tight budget allocations ahead and it is unlikely there will be monies available for in-year funding calls in the next financial year. Whilst DAERA understand NIFHA has limited control over its income, the Department still wants confirmation of a timescale on when we may return to being self-funded.</p> <p>NIFHA is already under-resourced to do all that we wish to do. Consideration to future resourcing will need to be addressed in the Corporate Plan.</p> <p>Alan noted that he has arranged a meeting with Roger Downey (DAERA FD) in January as part of his strategic stakeholder engagement exercise with DAERA. Alan will provide an update at the next meeting.</p> <p>Board discussed grants and their availability to NIFHA. Kate noted that capital is unlikely to be cut and the green growth fund should still be available to us.</p> <p>Alan noted that David Lindsay Project Updates are now a permanent agenda item on the finance meeting and David’s reporting will transfer to that meeting.</p> <p><b><u>Acceptance of the Management Accounts</u></b></p> <p>The Board accepted the management accounts to the end of October 2022.</p>	Alan
<p><b>6. Audit Risk and Assurance Committee Update</b></p>	
<p><b><u>Report Presentation (including Risk Register)</u></b></p> <p>David Knott concentrated on advising the Board on the direction the Risk Register was taking, Going forward three documents will be produced – Evidential Support, Risk Register and an Executive Summary. The existing Risk Register had become too detailed over time and the new register will consolidate the risk register from 25 risks to 13 key risks without any detriment to NIFHA’s risk management process. The reports within the board pack are still a Work in Progress.</p> <p>David invited comments from the Board to be submitted before the end of January 2023.</p>	Board

	Action
<p>Kevin confirmed that the new document combined with the backing documents will give proper assurance that all risks are covered. Copy included with the Board papers have been updated since the ARAC meeting.</p> <p>David Knott confirmed that he had looked at Risk Registers of other companies and is confident we are well aligned. Each risk has been referenced to our Strategic Outcomes. Trends are visible using the arrows.</p> <p>Board Approval was given to this new approach for the Risk Register.</p> <p>David K asked for any suggestions of issues to be brought to a meeting of ARAC chairs which is due to be held on 21 Dec 2022 to be sent directly to him.</p> <p>Harry advised he has a meeting scheduled for 11 Jan 2023 with the immigration minister to discuss foreign crewing issues. Harry will provide an update at the next board meeting..</p> <p><b>Register of Interests</b> – David K advised that the online form should be completed detailing all interests – not just those perceived to be a conflict. Kevin reiterated that there are gaps now and that all members should update their declarations. Alan requested that all board members attend to this ahead of the next board meeting.</p>	<p></p> <p>Board</p> <p>Harry</p> <p>Board</p>
<p><b>7. Capital Works Update</b></p>	
<p>David L updated the board on the Kilkeel Fishmarket works. Progress has ground to a halt. He discussed the issues with this contract from the beginning and the potential exposure risk to NIFHA. This project must be wrapped up by end of March 2023 to complete Grant Claims.</p> <p>The Executive’s plan is to keep contractor on Board, consider costs/variation schedule with Dorans. We need a route to get the job finished.</p> <p>Ardglass Sawpit – meeting setup for next week to pull the application together.</p> <p>David L discussed the issues around the planning permission for the Ardglass project and next steps. Without approval / permission we cannot accept the grant.</p> <p>Procurement with CPD. At 1<sup>st</sup> stage 3 contractors recognized. Tender process needs to be complete by 17 March so we can input the tender sum into the grant claim. Planning permission will be required by the end of May to be able to accept the grant and move forward. Habitat Risk Assessment is underway.</p>	

	Action
<p>Portavogie Cradle Refurbishment – David L confirmed we had hoped to be able to use Supplies and Services with CPD but have been advised that there are Civil Works involved and therefore Construction Division will need to be involved.</p> <p>David L confirmed it is difficult to accurately estimate the costs in the changing world. Kevin noted that both projects should have Risk Funding attached.</p> <p>By May we may not have more solid information available. Impossible to put in a 5-10% risk. Kevin noted it is commendable being able to pull out 2 projects at short notice.</p> <p>DEFRA have their own team and our business cases may not get through the grants process. David L advised the Business Cases will be tailored to what DEFRA require. We will do our best to get the application in on time. Fund is for all nations fishing and there is nothing else from NI forthcoming.</p> <p>Sediment Contamination – option with dredging is to go to sea or to landfill. Samples need to be taken. Current NIEA standards may be tightened in the future. TBT is a legacy contaminant – but there will be always flecks of paint in our harbours. Old vessels will have this under their layers of paint. TBT contaminant will not originate from the river in Kilkeel.</p> <p>Traffic Management Project is complete. £30k of grant decommitted.</p> <p>Dredger Project – Additional invoice received from consultant engineer which is not grant funded.</p>	
<p><b>8. Environmental Management</b></p>	
<p>Jenny gave the Board an overview of what is currently happening within NIFHA.</p> <p>MLMP is complete with all targets met. 19T of litter was removed from the sea.</p> <p>Kilkeel waste project is moving forward as is the End-of-Life Fishing Gear Recycling Project.</p> <p>The End-of-Life Fishing Gear Recycling Project is specifically for DAERA.</p> <p>Jenny discussed what is happening across Ireland and the UK in relation to Waste Recycling.</p> <p>David K commented that NIFHA should have a permanent Action Plan in place and Jenny confirmed that the plan attached to the Board Papers could be adapted into a permanent plan.</p>	

	<b>Action</b>
<p>Jenny advised DAERA are reviewing their Marine Litter Strategy next year. Harry asked if we have engaged with DAERA on this? He will send contact information directly to Jenny.</p> <p>David K noted that in Belfast Harbour issues arise from litter coming down the river Lagan and not from seafarers. Currently working with NGO's and Seabins, etc.</p> <p>Alan commended Jenny on the Hearts and Minds piece – achieving behavioural change is difficult and the progress made with harbour users is a major achievement.</p>	Harry
<b>9. Estate Management</b>	
<p>Davey declared an interest – KFS sale to Seasource. As this business was not discussed there was no actual conflict issue arising in this meeting.</p> <p>Several issues were discussed and the following decisions taken:</p> <p>Hennings – after many years of no progress by Hennings, Alan proposed and the board agreed this to be removed from the board reports and the third party solicitors be advised of same.</p> <p>Rooney Road Site -Discussed in full. As an estates management plan has not been prepared that considers the potential future use of the site the board is not of a mind to dispose of the site at the current time - the current request was declined.</p> <p>SFITA – Company name to be changed to NIFPO. SFITA are meeting with EHO to determine a location for the firefighting equipment. Once this is known the plans can proceed to consultation with stakeholders. Approval in principle was given subject to suitable location, consultation, planning permission and any other relevant licensing requirements.</p>	Belinda
<b>10. Cyber Security Presentation by DAERA</b>	
<p>Online presentation (over Teams) was given by Eamon from the DAERA Cyber Team</p> <p>This presentation covered phishing, privileged IT accounts and third-party access to NIFHA systems.</p> <p>Offer of help going forward was given by Eamon and Kevin accepted this on behalf of NIFHA. Kevin noted that NIFHA has already taken significant action to safeguard the security of NIFHA IT systems and data.</p> <p>Eamon will update sponsor branch and work to make things as simple as possible for us.</p>	

	Action
<b>11. Board Effectiveness</b>	
<p><b><u>NIFHA: DAERA Engagement Plan</u></b></p> <p>Alan sent 7 changes to DAERA on the draft engagement Plan.</p> <p><b><u>NIAO: Board effectiveness guidance</u></b></p> <p>Alan has used the guidance to draft a checklist with 60 points.</p> <p>Alan will share this Checklist with the Board Members within the next few weeks – early Jan 2023.</p> <p>Alan to organise a closed session with the Board for self assessment and the results will be reported back to Kevin.</p>	<p>Alan</p> <p>Alan</p>
<b>12. NIFHA Corporate Plan</b>	
<p>Alan met with Brian Doherty who is supportive of the board taking the opportunity to revise the Corporate Plan to take account of recent major strategies e.g. Green Growth.</p> <p>Alan is arranging meetings with senior DAERA personnel to understand any significant points of interest from our sponsoring department as a key strategic stakeholder.</p> <p>Alan to work with Kevin to prepare for the Corporate Planning Meeting scheduled for February 2023.</p> <p><b><u>Future Revenue Models</u></b></p> <p>The board discussed the changing operations within the harbour and how in some cases NIFHA’s revenue models are becoming outdated - we need to innovate e.g. How can non-fishing vessels contribute?</p> <p>Davey updated Board on how other revenue streams may be possible from offshore. A plan is needed for the harbour to see what space could be provided.</p> <p>Key strength in Kilkeel is the engineering businesses. Alan asked how we could assess alternative revenue schemes. Kevin noted we have some thoughts around how we should be charging for our services. We need to focus on helping businesses and ensure we do not conflict with the fishing industry. Alan asked Kevin to consider existing revenue models and ideas on alternative revenue sources for review at the next meeting.</p> <p>Benchmarking was discussed and Kevin noted in his experience, Harbour Masters in fishing ports have been keen to support each other.</p>	<p>Alan &amp; Kevin</p> <p>Kevin</p>



	Action
<p>Davey suggested that a presentation to the Board from North Channel Wind might be helpful and will liaise with Kevin to arrange this for the next Board Meeting.</p> <p>Kevin confirmed we are holding back on advertising our Dredger for external work until we are sure current staffing works successfully.</p> <p>David K noted that there is a considerable growth in NI in Onshore renewables - when looking at our Estate Strategy this should be taken into consideration.</p> <p>Kevin confirmed we are looking at installing Solar Energy as an add on to the two big projects.</p> <p>Our next Corporate Planning Meeting will look at the 2023/24 Business Plan which will look at how we attract businesses into our Estates.</p>	<p>Kevin &amp; Davey</p>
<p><b>13. Staffing and Morale</b></p>	
<p>Kevin gave an update. Tender to Appoint a consultant to prepare the Business Plan is ongoing. Staff will not be advised until info is available. It is hoped that this externally prepared business case may work better with DAERA with an outcome early Summer 2023.</p> <p>Kevin advised we will lose a staff member in Ardglass in the New Year. The morale in this harbour is great apart from the pay.</p> <p>Proposed changes to the Time Management System which uses facial recognition to login has been met with resistance from the harbour masters. Kevin does not expect this to be difficult to address</p> <p><b>Executive Team:</b> As is the case with all staff, the Executive team is frustrated with the current pace of change with pay arrangements.</p> <p>Alan advised that additional efforts had been made to try and secure a one-off winter hardship payment for all staff but the proposal was rejected by sponsor branch. The current tender for the pay review business case being led by Kevin is moving forward as quickly as the process allows..</p> <p>Kevin advised that it is the intention to recruit Jenny's Maternity cover early in January 2023.</p>	
<p><b>14. FSDP Update</b></p>	
<p>Procurement process currently running for the 2 ICT's. This is the PQQ stage and should produce a result before Christmas. Invite to tender (ITT) will issue in January 2023.</p>	

	<b>Action</b>
<b>15. NIFHA Quinquennial Review</b>	
DAERA has a timetable for carrying out this review. Kevin has received the Terms of Reference. This will be an agenda item for the next Board Meeting.	Kevin
<b>16. Key NIFHA Activities</b>	
<p>Kevin has included with the Board papers an update since the last activity report given – this shows significant progress.</p> <p>Harry asked about the proposed plans for a Harbour Master led Stakeholder Meeting. Kevin noted he is working with the Kilkeel Harbour Master to trial a meeting. A Terms of Reference (ToR) will need to be created and consideration given as to who should attend from the industry.</p> <p>The Board noted the importance of ensuring stakeholders continue to have a close connection to the decision-making process.</p> <p>Kevin noted these meetings would be in addition to the current Stakeholders meetings.</p> <p>Alan summarised success of this will only be achieved if there is a clear ToR. Stakeholders will also need to be involved in creating this ToR.</p>	Kevin
<b>17. Schedule of Meetings / Next Meeting Date</b>	
Board advised that dates in the Schedule are no longer suitable. Belinda will carry out a poll and let all Board Members know of the results.	Belinda
<b>18. ANY OTHER BUSINESS</b>	
<p>Alan drew the meeting to a close and thanked everyone for their efforts and hard work to make 2022 a success.</p> <p>Meeting ended at 3.10pm</p>	