

NORTHERN LIGHTHOUSE BOARD

ORGANISATION AND BUSINESS SYSTEMS MANUAL

Sponsor:- Quality Co-ordinator

Approver:- QHSE Manager

Scope of Registration:

Provision of navigational aid services to seafarers and other organisations around the coast of Scotland and Isle of Man, including design and maintenance of navigational aids and systems, logistical support and associated technical services including consultancy.

CONTROL SHEET

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SECTION 1 - FOREWORD

The Northern Lighthouse Board (NLB or The Board) has a long tradition of providing a high value service to the mariner, within the area of its allocated responsibility to the furtherance of safety of life at sea. The Board is committed to the continual improvement of all aspects of the service it provides and the management of the organisation. To this end the Board has adopted several internationally recognised Management Standards. This manual defines the Boards aims and objectives and describes the Business Management processes in place to deliver them.

The Board is committed to developing and maintaining a management system which meets the philosophies and all requirements of BS EN ISO 9001, BS EN ISO 14001 and BS OHSAS 18001 which in turn enables us to be certificated to these standards. The scope of certification covers "The provision of navigational aid services to seafarers and other organisations around the coast of Scotland and the Isle of Man, including design and maintenance of navigational aids and systems, logistical support and associated technical services, including consultancy". This Manual describes our overall approach to the organisation and implementation of the Business Management System processes. These processes are further defined in the next tier of documentation called Operating Procedures (see Appendix 3) which link to work instructions contained in Departmental Manuals.

Our marine operations are certificated to the requirements of the ISM code, the relevant procedures, work instructions etc. which answer the requirements of the code are contained in the ISM Manual.

SECTION 2 - VISION

VISION STATEMENT:

To deliver a reliable, efficient and cost effective network of Aids to Navigation for the benefit and safety of all Mariners.

The NLB's principal concern is with safety: the safety of the mariner at sea, the safety of our own people employed in and around some of the world's most dangerous coastlines, and the safety of the environment in which we, and those who come after us, must live and work. This is succinctly summed up in our motto: "In Salutem Omnium" which translates as "For the Safety of All."

The NLB has long been at the forefront of navigational technology and is continuing with an ongoing programme of modernisation and overhaul of its existing 'traditional' Aids to Navigation. The Board recognises, however, that there will be a decreasing reliance on this type of Aid to Navigation and increasing reliance on high precision radio aids. The NLB is involved and will continue to be involved in technological advancements which aid navigational safety.

The NLB is committed to achieving and maintaining IALA standards of performance and availability throughout its network of Aids to Navigation. By operating within Budget and by increasing cost-effectiveness, the Board also aims to contribute to sustainable reductions in Light Dues.

SECTION 3 - STATUTORY BACKGROUND

A summary of the applicable statutory requirements governing our core business is as follows:

- Merchant Shipping Act 1995
- Coastal Protection Act
- Merchant Shipping and Maritime Security Act 1997

The Commissioners of Northern Lighthouses are vested with the superintendence and management of all lighthouses, buoys and beacons throughout Scotland and the adjacent seas and islands including the Isle of Man under Section 195 of the Merchant Shipping Act 1995. They are a corporate body, known as the Northern Lighthouse Board (the Board), constituted by Section 193 of that Act.

The Commissioners, within the area of jurisdiction for which they are the General Lighthouse Authority, have various powers and responsibilities in connection with the provision, maintenance, alteration, inspection and control of Lighthouses, buoys and beacons, under Section 197 of the 1995 Act as amended. They also have Wreck Removal powers under Section 253 of the Act.

Under new legislation brought into effect in 1997, the General Lighthouse Authorities are permitted to exploit spare capacity commercially. Therefore, the expertise, commitment, and spirit of service which has forged the Northern Lighthouse Board's reputation, together with the Service's supporting resources, are now available on a contractual basis to other entities charged with maintaining aids to navigation, deploying floating instrument platforms and comparable marine works.

SECTION 4 - POLICY AND OBJECTIVES

The Board's overall Quality, Health, Safety and Environmental Policy is shown in Appendix 1. This is reviewed at Management Review meetings and formally re-issued and re-endorsed annually by the Chief Executive. The Board operates a Business Planning Process on an annual cycle. This is the means by which the Vision Statement and key aspirations are defined and strategic objectives - as well as long and short term targets to meet the objectives - for the organisation are reviewed and set. Objectives are set taking cognisance of input from various sources, e.g. Staff meetings, Staff Attitude surveys, Clients and Customers meetings, Joint User's Consultative Group meetings.

A statement of the NLB's Aim and the current Board Objectives are shown in Appendix 2. Heads of each department create their departmental objectives in support of those at the strategic level. Departmental objectives are then flowed down into individual objectives where relevant via our annual Performance Management process. The Board's Objectives are promulgated throughout the organisation via the News Briefings and copies are posted in the buildings at NLB Edinburgh, NLB Oban and on board the tenders.

More detail on the Business Planning Process and the Performance Management process can be found in the Commissioner's Handbook and the Personnel Manual, part B, section 4, respectively.

The Board currently has 8 Key Performance Indicators with set targets. These are:

- Availability statistics for each light category (1, 2, 3) and DGPS systems
- Running Costs
- Ships Down Time
- Sick Absence
- All Accident Frequency Rate

These figures are published in the News Briefings and Journals and show whether Performance Targets are being met.

SECTION 5 - CUSTOMER FOCUS

As previously stated the NLB are committed to the efficient provision and improvement of their services for the benefit of all users. Customer requirements and perceptions are gathered and solicited by various means. These include face to face discussions via, Joint Users Consultative Groups and Clients and Customers meetings as well as Customer Surveys. All complaints from customers, other users and external sources are recorded and discussed at Management Reviews. The methods of feeding the information back into the Business System for improvement are broadly outlined in Section 8 and explained in more detail through various Operating Procedures.

SECTION 6 - CORPORATE PLAN

The Business Planning Process also describes the system for developing, agreeing and reviewing the Board's Corporate Plan for the coming three years. The Corporate Plan defines the major projects the Board will undertake, along with financial projections, in support of the aspirations and objectives.

SECTION 7 - ORGANISATION

The non-executive Board of Commissioners leads the organisation via several committees. These are detailed in the Commissioner's Handbook along with Commissioner's corporate and individual responsibilities. The Chief Executive acts as the liaison between the Commissioners and the rest of the organisation, which has three directorates. The executive responsibilities of these directorates are listed in the Commissioner's Handbook and shown in the organisation chart on page 7 of this manual. The Quality, Health, Safety and Environment (QHSE) manager is the appointed Management Representative as defined in ISO 9001:2008 clause 5.5.2.

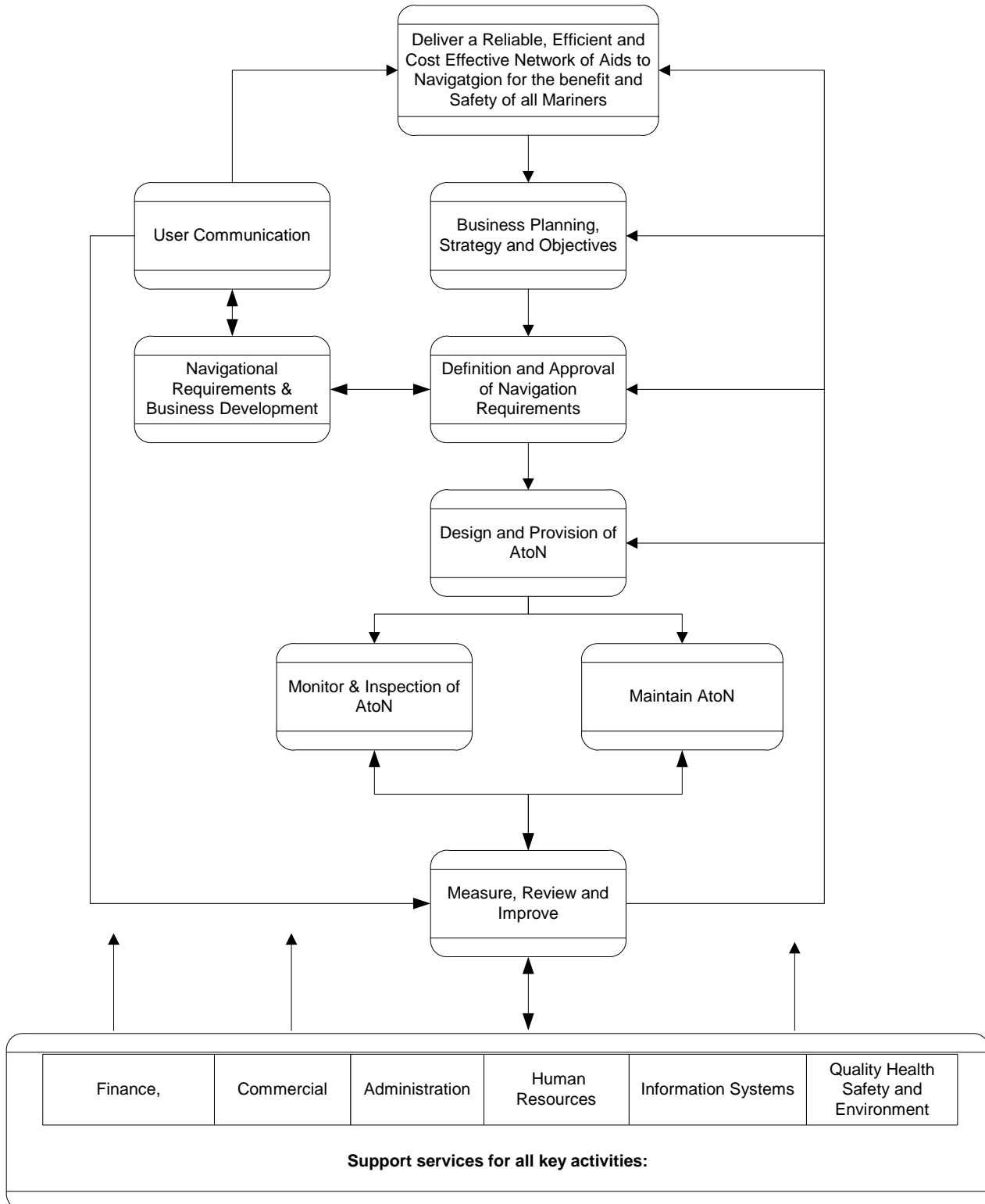
Responsibilities and authorities of all staff are detailed in Job Profiles for each post, specific Health & safety responsibilities are also contained within the H&S Manual (Part 1; Arrangements, section 2.2 – H&S Responsibilities).

The following provides a link to the latest organogram on the data.gov.uk website [Northern Lighthouse Board Organogram](#).

SECTION 8 - BUSINESS MANAGEMENT SYSTEM

A diagrammatic representation of our core business processes and how they interact is given below.

NLB CORE PROCESSES



As previously stated our Business Planning Process is used to define our aspirations and objectives for the future. We use various methods to elicit information from user groups (e.g. web feedback, user consultative groups) and information from internal sources to define and prioritise navigational requirements. These are subject to review and approval by our Navigation Committee and the DfT for major projects.

Our Projects Engineering Department plan and carry out the Engineering requirements to provide new or upgrade existing navigational aids. Once the Project work is complete a formal handover is made to the Maintenance Engineering Department who are responsible for the upkeep of navigational aids and are the first line response for the correction of faults. A large percentage of our major Aids to Navigation are remotely monitored in our Headquarters in Edinburgh, by the Monitoring Section of the Marine Operations Department. Ships personnel carry out seaward checks of AtoNs to ensure they are operating within stated characteristics. They also inspect the physical condition of buoys and perform basic maintenance where required. The Maintenance Department is responsible for inspecting and maintaining the physical condition of land based AtoNs and infrastructure. Information on land based AtoNs is also collected from other sources e.g. Commissioner's Trips and Inter GLA Reviews.

Data from these activities and other sources (e.g. user groups, internal audits, management reviews) is fed back into the system to effect continual improvement. As shown in the diagram, these core processes are supported by various other groups. Our Business Management System has been formed around the framework of BS EN ISO 9001, and a matrix of the main documentation we have in place to respond to the various clauses of the standard is shown in Appendix 3.

References are also made to the documentation in place for the ISM and Health and Safety Management systems.

APPENDIX 1



NORTHERN LIGHTHOUSE BOARD

QUALITY, HEALTH, SAFETY AND ENVIRONMENTAL PROTECTION POLICY

The Northern Lighthouse Board's aim is to continue to enhance the value of its navigational services whilst successfully managing Health and Safety within the workplace and protecting the environment. The Board aims to improve the organisation's Health and Safety performance so that work-related accidents to, and ill health in, employees and others affected by its operations are prevented and eliminated, so far as is reasonably practicable.

The Chief Executive will lead on these policies, with strong leadership being demonstrated through personal example and management practices of **Directors** and **Managers**. The whole organisation supports the Board in recognising the importance of Quality, Health, Safety and Environmental Protection and in the achievement of agreed policy objectives.

The QHSE Manager is the Board's appointed "Competent Person" and is responsible for the provision of Quality, Health, Safety and Environmental Protection advice to the Board.

Employees and their **Representatives** make an important contribution to improving Quality, Health, Safety and Environmental Protection and will be encouraged through involvement in relevant committees and working groups and through implementation of this policy via relevant arrangements, procedures, safe systems of work and also through the use of safety initiatives such as "Golden Rules" poster campaigns etc.

The Board recognises that they have a duty to provide so far as is reasonably practicable: safe plant, safe systems of work, safe places of work, Information, instruction and training and safe working environments that are adequate with regards to facilities and welfare arrangements for the health, safety and welfare of all staff. It also recognises the relationship between good management practices and the control and reduction of risk.

The Board recognises that Quality, Health, Safety and Environmental performance must be measured against planned objectives using agreed performance indicators whilst ensuring compliance with relevant statutory instruments, regulations, codes and guidelines. These objectives will be promoted and published annually within the Corporate Plan in the same way as other business objectives. They will become part of the organisational Quality, Health, Safety and Environmental culture.

The Board's Quality, Health, Safety and Environmental Protection policy aligns with other Business Management processes designed to secure the commitment, involvement and well-being of employees, and the protection of the environment, using best practice philosophies as evidenced by our certification to the ISO 9001:2008, OHSAS 18001:2007 and the ISO 14001:2004 standards. All NLB staff are committed to the maintenance of our certification to these standards and the improvement of the processes associated with them.

"A quality organisation is a safe organisation.

We are committed to excellence and believe that minimising risk to people, the environment and our assets is inseparable from all other organisational objectives."

Roger Lockwood

Chief Executive.

Issued 01/04/2011

Date of next review March 2012

APPENDIX 2**NORTHERN LIGHTHOUSE BOARD****Vision Statement**

To deliver a reliable, efficient and cost-effective Aids to Navigation service for the benefit and safety of all Mariners.

Aim

The aim of the Northern Lighthouse Board is to deliver the 2011/2016 Corporate Plan as agreed with the Department for Transport.

Key Objectives for the year 2011/12 in particular are below.

Board Objectives 2011/2012

- To reduce reliance on the General Lighthouse Fund by ensuring rigorous delivery of the Corporate Plan through 2011/2012, restricting Net Expenditure to the reduced target of £22,815k or less and without compromising the high levels of Aids to Navigation availability as required by international agreement.
- To reduce Running Costs in order to achieve or improve upon the Real Cost Reduction Target of 2.68% pa (3.12% if commercial income/cost is included) for the Plan period 2011 – 2016 agreed with the Secretary of State for Transport.
- To play an active and effective part of the work of the Joint Strategic Board.
- To implement the centralisation of out-of-hours Monitoring to Harwich in accordance with the Atkins Review finding T6 by 30 November 2011.
- To realise the benefits, with the other GLAs, of standardising buoy maintenance and procurement to realise the Atkins Review finding T7 by 31 March 2012.
- To complete the full introduction of the “Golden Rules” by 31 December 2011 and to embed them in the HSE culture of the NLB.
- To complete Phase 5 of the AIS Aids to Navigation programme by 31 March 2012.
- To complete the re-engineering of all four NLB DGPS sites by the contractually agreed date.
- To plan and begin the introduction of new internal processes as part of the implementation plan for the new Management Information system by 31 March 2012.

APPENDIX 3**MATRIX OF ISO 9001:2008 CLAUSES AGAINST INTERNAL TOP LEVEL DOCUMENTS**

ISO 9001:2008 CLAUSES		RELEVANT TOP LEVEL DOCUMENTS
4	QUALITY MANAGEMENT SYSTEM	Organisation and Business Systems (OBS) Manual sections 1 & 8
4.1	General requirements	OP 01, 02
4.2	Documentation requirements	
4.2.1	General	
4.2.2	Quality Manual	OBS Manual Section 1 & Appendix 3
4.2.3	Control of Documents	OPs 02, 06
4.2.4	Control of Records	OP 19
5	MANAGEMENT RESPONSIBILITY	
5.1	Management commitment	OBS Manual sections 1, 2 & 4 OP 01
5.2	Customer Focus	OBS Manual section 4, Commissioner's Handbook (Annex 8, Navigation Committee) OPs 03, 04, 11, 12, 33
5.3	Quality Policy	OBS Manual Section 5 & Appendix 1
5.4	Planning	
5.4.1	Quality Objectives	OBS Manual Section 5 & Appendix 2
5.4.2	Quality management system planning	OBS Manual section 8, OP 32
5.5	Responsibility, authority and communication	
5.5.1	Responsibility and authority	OBS Manual section 7
5.5.2	Management representative	OBS Manual section 7
5.5.3	Internal communication	Commissioner's Handbook (Corporate Communications Strategy)
5.6	Management review	OBS Manual sections 4 & 8
5.6.1	Review Input	OP 01
5.6.2	Review Output	OP 01
6	RESOURCE MANAGEMENT	
6.1	Provision of resources	OBS Manual sections 3 & 7
6.2	Human Resources	
6.2.1	General	OPs 21, 22 & HR Manual Section 4
6.2.2	Competence, awareness and training	HR Manual Section 4
6.3	Infrastructure	OP 23
6.4	Work environment	H&S Manual (PPE, Risk Assessment)

APPENDIX 3 cont.

ISO 9001:2008 CLAUSES		RELEVANT TOP LEVEL DOCUMENTS
7	PRODUCT REALIZATION	
7.1	Planning of product realisation	OBS Manual Sections 6 & 8 OPs 05, 09, 11, 13, 14, 24, 30, 32
7.2	Customer Related Processes	OBS Manual sections 4 & 8
7.2.1	Customer related processes – Determination of requirements related to the product	OPs 03, 04, 05, 12
7.2.2	Review of requirements related to the product	OPs 03, 04, 05
7.2.3	Customer communication	OBS Manual Section 4, OP 33 & Commissioner's Handbook (Corporate Communications Strategy)
7.3.	Design and development	OP 05 & Engineering Manual
7.4	Purchasing	OPs 07, 08, 14, 24 & Procurement Manual
7.5.1	Control of production and service Provision	OPs 03, 05, 08, 10, 11, 13, 18
7.5.2	Validation of processes for production and service provision	OP 05
7.5.3	Identification and traceability	OPs 09, 10, 11, 13, 18, 25
7.5.4	Customer property	OPs 04, 09, 13
7.5.5	Preservation of product	OPs 10, 18, 25
7.6	Control of monitoring and measuring devices	OP 15
8	MEASUREMENT, ANALYSIS AND IMPROVEMENT	OBS sections 1, 10, 20
8.1	General	OPs 01, 09, 11, 13, 31
8.2.1	Monitoring and measurement – Customer satisfaction	OBS Sections 7 & 8 OP 04
8.2.2	Internal audit	OP 20
8.2.3	Monitoring and measurement of Processes	OPs 05, 20
8.2.4	Monitoring and measurement of product	OPs 05, 09, 11, 13, 14, 24
8.3	Control of non-conforming product	OPs 11,12, 16, 17
8.4	Analysis of data	OP 11, 13, 17, 20
8.5.1	Continual improvement	OBS Section 8
8.5.2	Corrective action	OPs 12, 16, 17, 20
8.5.3	Preventive action	OPs 05, 13, 16, 17, 20

INDEX OF OPERATING PROCEDURE NUMBERS AND TITLES

OPERATING PROCEDURE NO.	TITLE
OP 01	Management Review
OP 02	Documenting of Procedures
OP 03	Provision of Statutory Services
OP 04	Provision of Services Under Contract
OP 05	Design Construction and Installation of AtoNs
OP 06	Document and Data Control
OP 07	Assessment and Approval of Suppliers
OP 08	Procurement Control
OP 09	Inspection of Statutory and Local Lighthouse Authority AtoNs
OP 10	Stock Identification and Control
OP 11	Monitoring of Aids to Navigation
OP 12	External Complaints
OP 13	Maintenance of AtoNs, Plant and Buildings
OP 14	Incoming Stock Inspection
OP 15	Calibration of Equipment
OP 16	Control and Action on Outages
OP 17	Control and Monitoring of Non-Conformances and Corrective and Preventive Actions
OP 18	Preservation of ATON and Associated Equipment
OP 19	Control of Quality Records
OP 20	Internal Audits
OP 21	Induction of New Employees
OP 22	Training and Development of Staff
OP 23	Information Systems and Technology
OP 24	Incoming Stock Inspection at NLB Oban
OP 25	NLB Oban Stock Identification and Control
OP 26	Tender Support
OP 27	Health & Safety Management System
OP 28	ISM Code Management System
OP 30	NLB Implementation Strategy
OP 31	Climate Tool Guidelines
OP 32	Business Planning Process
OP 33	Use of Facility Process