NORTHERN LIGHTHOUSE BOARD
NAVIGATION AND OPERATIONS COMMITTEE

MINUTES – 18 OCTOBER 2023

PRESENT:	Hugh Shaw	Chair
	Brian Archibald	Commissioner
	Jamie Finlay	Commissioner
	Dick Welsh	Commissioner
	Phil Day	Director of Operations
	Mairi Rae	Director of Business Services
	Peter Douglas	Navigation Manager
	Ewen Mackerchar	Marine Operations Manager
	Andrew Mulhern	Principal Civil Engineer
	Karl Davies	Coastal Inspector
	Karen Charleson	Senior Executive Assistant (Notes)
	Elaine Wilkinson	Commissioner (Observer)

ASSURANCE STATEMENT

The Navigation and Operations Committee met on 18 October 2023. The agenda covered key areas including:

- Navigation, Operations and Business Services reports;
- Recent marine incidents and assessment of AtoN adequacy;
- Engineering requirements for existing AtoNs and future options for forthcoming projects;
- NLB lighthouse tender fleet status and helicopter operations; and
- Climate Change operational adaption measures.

The Committee can confirm that assurance was received in relation to all key issues.

- The Executive provided the necessary assurance that every effort was being made to attain, or exceed, the IALA recommended CAT 1 AtoN availability level.

- The Capital and Maintenance Programme remains under review and is subject to modification as operational priorities change.

- The Risk Cards for Aids to Navigation Provision, Asset Loss or Damage, Information Technology and Operational Technology, Technological Change and Obsolescence and Natural Events have been viewed by the committee and are updated on a regular basis.

The Committee wishes to draw the Governance Board's attention to the following issues:

- The AtoN Category 1 availability is currently at 99.80% and, although it has decreased slightly, it still meets the IALA recommended level. Minor fluctuations can be expected over the winter months as adverse weather and helicopter availability impact response times. Category 2 and 3 availabilities are well above the IALA Standard.
- The establishment of a temporary light at Hyskeir should increase reliability at this particular light until major works are completed.

- Three minor incidents have been reported since the last meeting:

- On 29 August the 499 GT fish carrier MV SETTLER ran aground in the approaches to Kylerhea, Skye. She was successfully refloated on 31 August and escorted to Mallaig.

- On 30 August the Border Force Cutter VALIANT reported contact with a submerged metal object in Loch Linnhe. Thanks to a prompt intervention by the Navigation Team and Oban Base, debris from a fish farm was successfully located and removed by a local fish farm.

- On 21 September the 7.3m fishing boat LEXI ROSE capsized off MacDuff with the tragic loss of one life. The vessel was recovered on 27 September and MAIB have opened an investigation.

- AtoN Inspections - At the end of August 23, 603 Local Lighthouse Authority (LLA) AtoN had been inspected out of a possible 2374 (25.4%) during the reporting year (April-March). The annual inspection target is 70%.

  Over the same period 350 NLB AtoN had been inspected out of a possible 485 (72.2%).

- Marine Licences - The workload of the Navigation Team, in terms of licensing cases, has increased significantly since summer 2022. This has been largely driven by Marine Scotland addressing a backlog of aquaculture site applications and by the Scotwind data-gathering phase.

- AtoN Review - The proposed timetable, objectives and stakeholder engagement for the 2025-2030 Aids to Navigation Review was discussed.

  NavOps Committee reviews of the NLB areas will take place between January and August 2024. Final approval dates for the NavOps Committee and the GLA CEO's Meeting are scheduled for January 2025.

- Draft Asset Management Plan – A comprehensive document laying out the plans for implementing the NLB asset management strategy was presented to the Committee for review and approval. The document is very informative and will, in addition to helping monitor progress, be extremely useful to Commissioners as a reference document. Comments given will be taken into consideration and a final plan will be published.

- Wreck Response Workshop – Following the NavOps Committee meeting on 18 October the Navigation Manager and Marine Operations Manager, supported by the Executive, held an excellent desktop exercise to discuss NLB's preparedness to respond to differing wreck scenarios. The provision of operational documents, briefings on Risk Response Criteria, GLA MoUs and cost recovery, followed by extensive discussions, left the Committee and other participants in no doubt that NLB has taken on board the lessons learned from other GLA incidents and are well prepared to deal with incidents in the future.

- Vessels – The NLV POLE STAR is currently undergoing a drydock at Babcock Rosyth. The work was delayed from September due to drydock availability. This has resulted in additional costs for an inspection alongside a berth using a diver as a Class hull survey was due and could not be extended. On completion of the drydock, a meeting will be held with Babcock to see if there are any lessons to be learned.

- NavOps Committee – Terms of Reference – The annual review of the ToR was undertaken and following minor changes was deemed to be current and fit for purpose.

Escalated Matters

- Planned Maintenance - Work on reviewing and clearing outstanding planned maintenance tasks continues however this has been further complicated due to problems with the helicopter availability.

- Helicopters - Since June all operations have been suffering significant disruption as NLB has lost 26 planned flying days due to aircraft defects. Three further days have also been lost due to weather so a substantial amount of replanning and prioritisation has been required.

- Access Roads - A number of neighbours have approached NLB regarding the condition of access roads with a view to getting it upgraded. Legal advice received is that where there was a burden on NLB or any other party to maintain facilities between related properties that the Title Conditions (Scotland) Act 2003, which came into force in 2004, created some additional enforcement rights for maintenance of facilities and it makes it clear that any burden which was imposed is also enforceable between the two divided parts of the land.

  It is suggested that the best way forward to share costs may be to come to an agreement based on common interest where a proprietor should only be liable for something they have an interest in and would not be liable for an area of the road that they do not use to access their property. Also, the share should, where practicable be based on usage.

- HQ refurbishment Project – The main contractor plan all works to be completed by 24 November. Due to the Christmas Ice Rink and associate facilities, there may be limited access to return some items from storage to HQ. Planning is underway to re-establish services which were suspended during the works and to identify any incidentals to be acquired for employees to return to the building as soon as practicable.

Escalated Risks

Three escalated risks were brought to the attention of NavOps Committee:

- Risk Card 5 – AtoN Provision – Risk of ineffective maintenance of Helicopter Fuel System. Currently under discussion between NLB and PDG and risk may be de-escalated imminently.

- Risk Card 5 – AtoN Provision – Risk that vessel drydock programme could be impacted by the prioritisation of MoD vessels. Framework Agreement now in place with RRDL (Babcock Marine). Letter of intent to be issued to RRDL by NLB up to one year in advance of preferred dates. Discussion to take place with RRDL on completion of NLV POLE STAR drydock.

- Risk Card 7 – Human Resources – Risk that a number of the crew could be severely restricted by ENG 1 (seafarer) medicals. Discussions ongoing with NLB Occupational Health provider around scope and scale of required medical tests.

It was agreed that any approvals would be dealt with as they arise rather than wait until Agenda Item 10.

1. APOLOGIES FOR ABSENCE

Apologies were received from Commissioner Charteris, Mike Bullock (Chief Executive), Paul Hudson (Programme & Renewals), Andrew Stevenson (Asset Manager), Gillian Burns (Navigation Officer) and Adam Lewis (Coastal Inspector).

2. MINUTES OF PREVIOUS MEETING

The Minutes of the Navigation Committee meeting held on 2 August 2023 were agreed (subject to an amendment to the wording around the Isle of Man) and can be published on the website.

Action: Senior Executive Assistant

3. MATTERS ARISING

The Committee noted the update provided within the meeting pack. The majority of outstanding Matters Arising from the previous meeting would be addressed within the relevant subject areas.

Isle of Man Harbours – The Secretariat of the Isle of Man Territorial Seas Committee (TSC) has confirmed that there is a meeting schedule and a paper has been submitted for discussion around NLB's inclusion in the Committee. Commissioner Welsh will report back to the next meeting.

Action: Commissioner Welsh

Oil and Gas Inspections - Four weeks have been allocated for rig and windfarm inspections in two blocks late November to early December and early January to mid-January. This gives the fullest opportunity to achieve the inspections. If necessary, additional time will be sought from vessel program on an ad hoc basis.

Environmental – Continuing to review the low water level rise and mitigations. Objective set to complete by end of January 2024.

Action: Asset Manager

Project Spend – The table has been updated to show initial project estimates and total project costs to date including prior year spends. There are a couple of areas to be reviewed before the next meeting. e.g., HQ refurbishment.

4. NAVIGATIONAL REQUIREMENTS

The Committee noted the report and discussion took place on the following items:

<u>Incidents</u>
MV SETTLER - On 29 August the fish carrier MV SETTLER ran aground at HW just east of the Southern approach to Kylerhea. She was refloated on 31 August and escorted to Mallaig.

VALIANT - On 30 August the Border Force cutter VALIANT reported contact with a submerged metal object to the north of Shuna, Loch Linnhe. It was subsequently reported as fish farm material that has now been removed.

LEXI ROSE – On 21 September the 7.3m fishing boat LEXI ROSE capsized off Head of Garness, MacDuff, with the loss of one life. The vessel was recovered to Macduff on 27 September. The MAIB have opened an investigation.

<u>2020 AtoN Review</u>
The Committee noted the 2020 AtoN Review tracker.

<u>2025 AtoN Review</u>

The Committee noted the proposed timetable for the 2025 AtoN Review. The Navigation Manager has undertaken some vessel data analysis and it highlighted the number of vessels carrying AIS has increased significantly therefore this is a lot more data available.

The Director of Operations asked for Beacons to be included as a focus area of the review to determine how important they are as navigation marks and which size of day mark is required. The Director of Operations added that as the Pentland Firth is to become a mandatory reporting area for predicting rough seas it would be useful to also include wind data in the process to ascertain if there are any other sites this could be useful.

Commissioner Archibald advised the Orkney Harbours have a number of recorded sites for wind data. The Director of Operations would be interested to understanding understand how the MCA would be able to see live data.

The Marine Operations Manager requested for areas like Loch Melfort, Loch Sunart and Loch Etive where there have been new shipping lanes created, to also be encompassed into the review areas.

Discussion ensued around engagement with Stakeholders. It was agreed that approaches would be made to NLB Masters, Solvtrans, RNLI, RYA, Scottish Fisherman's Federation, Caledonian Ferries Ltd, Migdale Transport, etc and it can be reinforced at the NLB Users Group in February 2024. The Committee would give consideration to any other organisations to approach and provide suggestions to the Navigation Manager before the next meeting in January 2024.

Action: Committee Members

NLB User Group
The Committee discussed the timetable for the NLB User Group. It was agreed to return the User Group meetings to November commencing in 2024.

Rova Head
Following discussions with Lerwick Port Authority, it is proposed to undertake trials of an LED sector light (provided by LPA) at Rova Head, with a view to potentially replacing both PEL and all-round lights with a single unit.

Firths Voe
A site visit was made to Firths Voe light on 25 July and followed up with a meeting with Shetland Islands Council (SIC). SIC have consulted with their pilots and confirmed that the current PEL and sector light could be replaced with a single LED sector light of approximately 10nM nominal range. The white sector to the North is no longer required.

Harbour Developments
Navigation section have recently received planning applications and marine licence applications for developments by Orkney Islands Council (OIC) at Deepdale deep water port in Scapa Flow and for extended facilities at Hatson. Both of these developments are within existing harbour areas. NLB have responded noting an ongoing requirement for liaison between OIC and NLB regarding aids to navigation provision.

DfT Workshop
The Director of Operations and Navigation Manager attended a workshop at DfT on 2 October with the other GLAs, MCA and UKHO to discuss the Future of Maritime Navigation in UK Coastal Waters'. There was broad consensus on the need to share data between different organisations and on the importance of Resilient PNT, on which a Government Policy statement is expected soon.

Wreck Response Within Wind Farms
The MCA are currently revising the requirements for Search & Rescue and Emergency Response within wind farms (MGN 654). Although this does not directly impact on NLB, it has raised the question as to whether potential wreck scenario in wind farms have been addressed at any stage.

The Navigation Team will ensure that this issue is raised at each development's Hazard Review workshop.

Irish Sea Wind Farms
Notification has been received from the Morgan, Mona & Morecambe wind farms that they have reduced their site boundaries and increased turbine spacing to a minimum of 1400 metres. This reflects the use of larger turbines and will increase the navigable space between and within (for smaller vessels) the wind farms.

Audit
Audits were undertaken of Fife Council on 15 August, Montrose Port Authority on 18 August, and ABP Ayr & Troon on 3 October. Zoned boat audits were also undertaken of Calypso Marine in the Forth on 15 August and SeaClyde LLP at Largs on 23 August.

GNSS update
Glonass K2 satellite 703 was launched on 7 August 2023 and is currently on test.

Aids to Navigation Inspections
At the end of August, 603 LLA AtoN had been inspected out of a possible 2374 (25.4%) during the reporting year (April-March). The annual inspection target is 70%. 158 AtoN are recorded as not inspected within the last 3 years, however this includes newly established and occasional AtoNs, as well as some not visible from inspecting ship. 54 faults remained outstanding at the end of the month; these are followed up by Navigation staff.

350 NLB AtoN had been inspected out of a possible 485 (72.2%). 4 GLA AtoN are currently out with the 3 year maximum inspection period (Esha Ness, Foula, Ve Skerries light & racon).

Commissioner Archibald asked whether the was any trend of faults remaining outstanding for longer or less. The Navigation Manager advised that that it was slightly less due to the Navigation Team chasing long standing faults.

Marine Licence and Sanction Requests
The Committee noted the summary of Marine Licence Activity and Sanctions for the establishment/ disestablishment of AtoN as required under the Navigation Committee Terms of Reference.

There has been a surge in workload since summer 2022, largely driven by Marine Scotland addressing a backlog of aquaculture site applications, and by the Scotwind data-gathering phase. The Scotwind licensing round has generated a number of meetings and applications for data gathering buoys & seabed sampling to date.

Commissioner Wilkinson asked if the cumulative monthly caseload graph could look at a rolling average basis which would provide a better indication of trend in the difference areas and would support further investment in resources. The Director of Business Services advised that there is a scheduled increase in headcount in this area included within the Corporate Plan.

5. OPERATIONS REPORT

The Committee noted and discussed the Operations report:

AtoN Availability
The Committee noted the 3 year rolling availability figures to 9 October 2023.

The figures for Category 1 availability have been significantly impacted by pillar rock outages during winter 2021/2022. However, Cat 1 availability has stabilised and is hovering around the IALA standard.

Category 2 and Category 3 availability remains well above the IALA standard.

Outages
Since the last committee there has been no outages over 72 hours.

Ships Downtime
There has been no downtime for either vessel since the last meeting.

Maintenance
The Committee noted the Q4 Dashboard. Following a reappraisal of closed work orders and substantial recent disruption to planned activities Overall Planned maintenance overdues are reported as 21.6%.

Commissioner Wilkinson advised that she found the different tables within Q4 Dashboard difficult to understand e.g., are the figures good, bad, indifferent, improving, worsening, etc The Chair added that if areas of more concern were flagged up that would be helpful. The Principal Civil Engineer will speak with the Maintenance Systems Manager around having a global position, graphs and other portrayals and a proposal will be brought back to a future meeting.

Action: Principal Civil Engineer/Director of Operations

Operations Projects
The Committee noted the Project Dashboard which was included in the meeting pack. Temporary lights for project work remain at Fair Isle South (Skadan), Start Point and Cava.

A temporary light has been established at Hyskeir. It is envisaged that this will be resolve any reliability issues at this light.

Assets

Planned Maintenance - Following a review of work orders there are 116 stations accounting for the 1258 overdue items, with the top 10 accounting for 59.22% of them. Safety critical overdues will be prioritised however some of the work orders are from 2018 so it is taking time to work through the logic of what should be re-opened as some tasks may have been completed in subsequent years.

Access Roads - A number of neighbours have approached NLB regarding the condition of the access road with a view to getting it upgraded. In general, the title deeds are silent on the maintenance and upkeep of the accesses. Recent legal advice was that where there was a burden to maintain facilities between related properties that the Title Conditions (Scotland) Act 2003 which came into force in 2004 created some additional enforcement rights for maintenance of facilities between related properties, that it makes clear that any burden which was imposed is also enforceable between the two divided parts of the land. Therefore, it was suggested that the best way to share costs is based on usage. It is envisaged that NLB will have some burdens in relation to access roads where access is shared and in some locations there will be a full burden to maintain.

Butt of Lewis, Galson Trust - NLB started discussions with the Galson Trust circa 2020 regarding looking with the local community group to identify sustainable future uses for the ancillary buildings at Butt of Lewis. The Trust were successful in their application for Grant Funding in 2022 to undertake a feasibility study including community engagement into potential uses of the site. They are now moving into the next phase of development and they are very much at the early stages in this. The Asset Manager will keep the Committee up to date with developments.

Action: Asset Manager

Draft Asset Management Plan – The Committee noted the Draft Asset Management Plan which was included in the meeting pack. Following discussion, it was agreed:

- to insert a schematic/diagram to show how the overall organisation and links between different parties to assist with prioritisation and conflicts of interest.

- to include a section to explain why the vessels are not included.
- the wording around the backlog of capital refurbishment work and revenue work (P89) will be revised to make is clearer that it is a legacy of issues to be addressed.
- the Committee will review progress on an annual basis.
- consideration will be given to how the document will be promulgated.

The Committee agreed that this is a very informative and good reference document.

RAAC - Approx 20% of NLB's Estate is undergoing a desk-top study to rule out RAAC but the presence of RAAC on stations is thought to be low due to the Marine Environment of the majority of NLB locations. If any sites are identified the next step will be to conduct sites survey to establish condition and action plan.

NLB have also complete the DfT RAAC Register and further meetings with DfT to discuss the finding of the desk-top study have been scheduled.

Escalated Matters

(i) Planned Operations
There has been a lot of disruption on planned operations due to weather and aircraft issues. The plan has been completely thrown into turmoil and will be difficult to recover from. Consideration is being given to having 2 aircraft operational in December to try to deal with the issue but this will be subject to weather and availability.

The defects with the aircraft have all occurred out of use and there were no safety issues for staff.

(ii) Monitoring
Some 38 RTU have been replaced across the estate. The replacement project is progressing well and remains on track to be complete by 2024 prior to PSTN switch off.

(iii) Pillar Rocks
Chicken Rock batteries have been identified as life expired with a number having to be disconnected for the system to remain operable. These batteries are approx. 15 years old. Replacements are being prepared and work scheduled.

(iv) Vessels

NLV POLE STAR - The vessel is now in dry dock. This was delayed from September due to drydock availability with the winning framework provider. The consequences of the delay and concerns for future dry docks were noted. A Lessons Learned with the provider is being scheduled.

NLV PHAROS - The vessel is operating normally. The Steel workboat remains out of action following a change of certifying authority resulting in a stability concern being raised.

(v) Helicopter
There has been a number of aircraft defects. These have included an unplanned engine replacement and a series of electrical faults all of which were identified prior to any flights.

(vi) Vessel Replacement
As a major strategic project this will be reported on at the Governance Board.

(vii) Oban Base
No significant Matters to report.

(viii) Oban Harbour
The Director of Operations provided an update on the development of the Harbour Revision Order (HRO).

Environmental

Oban Base lighting has now been put on a timer and switches off at night with a manual override available for night operations. The walkway from main gate to quayside has been fitted with PIR sensor operated lighting.

6. BUSINESS SERVICES

Procurement
Note Verbale – Following the UK exit from the EU IL were unable to procure with the other GLAs this position has been resolved by a Note Verbale between the UK and Ireland. The procurement teams are now reviewing upcoming contracts to establish where collaboration is possible. The main areas IL are keen to participate are the Aviation Services Contract and Maritime Insurances.

Aviation Services Contract – Discussions continue with the current contractor on additional extensions of the contract.

Legal Services – NLB has recently appointed two suppliers to provide legal services. Brodies will provide HR and Estates support and CMS will provide Commercial and Maritime services.

Business Development
The Committee noted the update on commercial work.

HQ Building
On the 19 September NLB received a planning application for the Christmas Ice Rink and associate facilities which would restrict the access to the front of HQ in George Street and Castle Street from 30 October 2023 to 19 January 2024. This may delay items being returned to the building until late November/early December. However, there are limits to what can be done physically within the building until the final building warrants, etc are signed off so it might be a time beyond November until staff are able to return.

ICT
HQ Relocation of Server Room – The server room UPS has been installed and the ICT will be granted access to begin the transfer of services which will be completed over the weekend of 27-30 October. All ICT staff will be available over this weekend to support the transfer but there is likely to be some restriction to services.

Finance
Quinquennial Revaluation Exercise – The valuation has now concluded. A Lessons Learned will be carried out to understand what went wrong in terms of delivery and timescale. NLB will also continue to monitor whether the HMT review of non-investment asset valuations may reduce this burden in future years.

Project Spend – The Committee noted that summary of the 2023/24 project spend for capital and revenue to Period 6 (30 September 2023). It was noted that the HQ Refurbishment figures needs to be updated to reflect the whole budget.

Action: Director of Business Services

Commissioner Archibald asked if there was any impact on the AtoN capital spend to accommodate the HQ Refurbishment Project. The Director of Business Services advised that the HQ Refurbishment Project was not creating a problem overall with forecast in terms of spend. As previous agreed, a full report on the HQ Refurbishment Project will be brought to a future meeting.

The Chair asked if the current forecast could be included on the report. Commissioner Wilkinson added that it was important for NavOps members to understand what the current forecast is and spend against that as opposed to the initial bid. It was agreed to discuss this request further offline noting an End of Project Slide is presented to the Committee as projects conclude which shows changes throughout the project.

Action: Director of Business Services/Director of Operations/Chair and Commissioner Wilkinson

7. NOTICES TO MARINERS

The 4 Notices to Mariners (NtM 06 of 2023, NtM 07 of 2023, NtM 08 of 2023 and NtM 9 of 2023) published since the last meeting were noted.

8. ESCALATED RISKS AND RISK CARD REVIEW

Escalated Risks

Three escalated risks were brought to the attention of the Committee:

- Risk Card 5 – AtoN Provision – Risk of ineffective maintenance of Helicopter Fuel System. Currently under discussion between NLB and PDG and risk may be de-escalated imminently.

- Risk Card 5 – AtoN Provision – Risk that vessel drydock programme could be impacted by the prioritisation of MoD vessels. Framework Agreement now in place with RRDL (Babcock Marine). Letter of intent to be issued to RRDL by NLB up to one year in advance of preferred dates. Discussion to take place with RRDL on completion of NLV POLE STAR drydock.

- Risk Card 7 – Human Resources – Risk that a number of the crew could be severely restricted by ENG 1 (seafarer) medicals. Discussions are ongoing with NLB Occupational Health provider around the scope and scale of required medical tests.

Risk Card Review

The Committee was invited to reviewed Risk Cards Numbers: 8 – Exploitation of Reserve Capacity and 9 – Technological Change.

Exploitation of Reserve Capacity - Additional Action: Review the wording "Review of strategy / approach to ensure that NLB avoids any liability for/dependence upon third party suppliers who are out with NLB's control." to take account of recent experience. The scoring can be reviewed once the work is completed.

Technological Change - Additional Action: "Revised Procurement & Supply Chain arrangements implemented following NLB's Programme for Change." This was around spares being held at lighthouses and could now be removed due to changes in technology.

Risk Card Numbers 5 – AtoN Provision; 6 – Information Technology and Operational Technology; 10 – Asset Loss/Damage; and 12 – Natural Events and 15 – Climate Emergency (Adaptation) were noted.

AtoN Provision – Additional Action: "Delivery of new Aviation Services Contract to support ongoing AtoN provision. Discussions ongoing with DfT inclusion SRO Briefings regarding the deliverability of the Aviation Services Contract, if categorised at Tier 2." to be reworded to reflect confirmation of the tiering.

Information Technology and Operational Technology – Additional Action: "Progress membership of the Cyber and Fraud Centre Scotland." to be moved to Control & Treatment; Additional Action: "Review impact of vessel bandwidth requirements to meet with increasing operational demands and systems capability" to be updated to reflect the testing of Star Link.

9. POLICY APPROVALS

Any approvals required were covered under the appropriate Agenda Item.

10. REVIEW OF TERMS OF REFERENCE

The Committee reviewed the Terms of Reference. There were no changes identified.

11. ANY OTHER BUSINESS

There were no items of any other business highlighted for this meeting.

12. ASSURANCE STATEMENT

The Chair will circulate a draft Assurance Statement following the meeting. Committee Members are requested to send any comments/amendment to the Chair over the next few days.

Action: All

13. DATE AND TIME OF NEXT MEETING

The next meeting of the NavOps Committee will take place on 17 January 2024 at 10.00am. This will be a virtual meeting.

Wreck Response Workshop

Following the NavOps Committee meeting the Navigation Manager and Marine Operations Manager, supported by the Executive, held a desktop exercise to discuss NLB's preparedness to respond to differing wreck scenarios. The provision of operational documents, briefings on Risk Response Criteria, GLA MoUs and cost recovery, followed by extensive discussions, left the Committee and other participants in no doubt that NLB has taken on board the lessons learned from other GLA incidents and are well prepared to deal with incidents in the future. The Workshop was recorded and can be made available to NavOp Committee Members who were unable to attend.