

**NORTHERN LIGHTHOUSE BOARD  
NAVIGATION AND OPERATIONS COMMITTEE**

**MINUTES – 20 APRIL 2022**

<b>PRESENT:</b>	Mike Brew	Chair
	Alastair Beveridge	Commissioner
	Hugh Shaw	Commissioner
	Brian Archibald	Commissioner
	Mike Bullock	Chief Executive
	Phil Day	Director of Operations
	Mairi Rae	Director of Business Services
	Peter Douglas	Navigation Manager
	Andrew Stevenson	Asset Manager
	Ewen MacKerchar	Marine Operations Manager
	Gillian Burns	Navigation Officer
	Adam Lewis	Coastal Inspector
	Karen Charleson	Senior Executive Assistant

**ASSURANCE STATEMENT**

The Navigation and Operations Committee met on the above date and key issues considered during the meeting included:

- Aid to Navigation availability
- Navigation and Operations reports
- Business Services report
- GRAD report into the luminous range of the Isle of May light
- Papers on aspects of Asset Management and Disposal
- Safety signage at lighthouses
- Update on COVID arrangements across NLB
- Risk Cards for Exploitation of Reserve Capacity and Technological Change and Obsolescence.

The Committee can confirm that:

- Assurances were received in relation to all key issues
- The draft year end financials were noted. The underspend on both capital and revenue projects was due to supply chain issues and reduced contractor availability.
- The Capital and Maintenance Programme remains under review and any corrective action has been taken or is planned
- The Risk Cards for Aids to Navigation Provision, Asset Loss or Damage, Information Technology and Operational Technology, Exploitation of Reserve Capacity, Technological Change and Obsolescence, Natural Events are utilised and updated on a regular basis
- The COVID arrangements remain under frequent review.

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

- The reduction in availability of Category 1 lights to 99.77% (IALA standard is 99.8%) due to a combination of ageing infrastructure, winter weather, tidal limitations and helicopter availability. Significant resources have been committed to addressing these matters in the coming months.
- Argyll and Bute Council is progressing a Harbour Revision Order in order to expand its existing harbour area to cover the currently unmanaged area of Oban Bay and

approaches. NLB continues to be supportive and has been consulted on the extent of the proposed harbour area and protective provisions.

- The GRAD report highlighted that the existing light on the Isle of May does not meet the published range and reviewed various corrective courses of action. Investigation of other lights may show a similar deficiency. A detailed options paper will be presented to the NavOps Committee at the next meeting.

## 1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Commissioner Murray, Paul Hudson (Programme and Renewals Manager) and Tom Cairns (Delivery and Planning Manager).

## 2. MINUTES OF PREVIOUS MEETING

The Minutes of the Navigation Committee meeting held on 18 January 2022 agreed and can be published on the website.

**Action: Senior Executive Assistant**

## 3. MATTERS ARISING

The Committee noted that the majority of Matters Arising from the previous meeting would be addressed within the relevant subject areas.

**Audit of Inverness Harbour** – The audit of Inverness Harbour has still to be arranged. The number of incidents within the Inverness port limits will be discussed during the audit. The Committee noted the intention to do the audit in-person this year.

**Action: Navigation Manager**

**2020 AtoN Review** - It was noted that where there has been a change to range, the previous range has been included to provide a complete picture. It was agreed that this made the updates much easier to understand.

**Q4 Dashboard** – A separate session with the Maintenance Systems Team to provide an overview of the data has still to be arranged. The Senior Executive Assistant will look to schedule a date before the next meeting.

**Action: Senior Executive Assistant**

**Risk & Opportunities Register** – The Senior Executive Assistant will schedule a session to provide an overview and more detail on the spreadsheet.

**Action: Senior Executive Assistant**

**Whiting Rocks** – CMAL has committed to marking these rocks with either a perch or a buoy. However they have a number of resourcing issues and this work is currently scheduled for Q3 2022.

## 4. NAVIGATIONAL REQUIREMENTS

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

### Incidents

- **RONJA COMMANDER** - At 0315 on 4 April, the 54 metre live fish carrier RONJA COMMANDER, southbound from Kyleakin through the Sound of Luing, reversed course and

ran aground on Dubh Sgeir (Luìng). Both light and racon on the island were operational. The vessel refloated at HW and made her way into Loch Shuna.

- NEW DAWN - On 7 March the 9.7 metre fishing vessel NEW DAWN sank 4nM NE of Aberdeen. The two crew were rescued by the RNLI. Given the size of vessel and the depth of water (approx. 36 metres) it was assessed that there was no risk to navigational safety.
- SWIFT SHORE - On 8 March SOSREP notified NLB of an investigation by Marine Scotland Compliance into the sinking under tow of the 21 metre fishing vessel SWIFT SHORE on 16 January off Lochaline in the Sound of Mull. Given the depth of water (100+ metres) it was assessed that there was no ongoing hazard to surface navigation.

#### Annual Offshore Inspection Voyage

The annual inspection voyage was scheduled for 11-25 November, however unfavourable weather conditions limited this to 19 platforms in and to the east of the Moray Firth. The wind turbine arrays in the Moray Firth were also inspected. Four of the platforms failed inspection.

Further opportunities in the ships' programme were also cancelled due to weather conditions. However, extra windows are being added to the plan for this winter coming to allow for more opportunities to inspect.

Commissioner Shaw asked whether NLB should consider the use of commercial vessels for inspections. The Director of Operations advised that the new vessel will be a more capable seakeeping vessel and the anticipation is that both it and Pharos will be suitable for these inspections in the future. There is no current budget for vessel charter and NLB is aware of the cost constraints and pressures over the coming years.

Commissioner Beveridge suggested that a short-term measure might be to see if it would be possible to get someone onboard a Marine Scotland compliance vessels. The Director of operations advised that this option would be considered.

#### Aids to Navigation Inspections

At the conclusion of the 2021/22 reporting year in March, 1667 LLA AtoN had been inspected out of a possible 2269 (72.8%). The annual inspection target is 70%. 142 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 ships. 111 faults remained outstanding at the end of the month; these are followed up by Navigation staff.

442 NLB AtoN had been inspected out of a possible 488 (90.6%). No NLB AtoN are currently out with the 3 year maximum inspection period.

#### Renewable Energy

NLB has been in discussion with MSL0T and MCA regarding streamlining of the licensing process with particular regard to renewable energy developments (Scotwind and INTOG programmes). NLB is also receiving initial contacts from some of the Scotwind developers.

It was noted that as result of the potential level of development Marine Scotland is anticipating a significant lift in workload. NLB is also monitoring the Navigation Team resource. Following Commissioner Archibald's suggestion it was agreed that this issue should be added to one of the Risk Registers.

**Action: Navigation Manager**

#### Marine Licence and Sanction Requests

The Committee noted for information the summary of Marine Licence Activity and Sanctions for the establishment/ disestablishment of AtoN as required under the Committee's Terms of Reference.

### Actions from 2020 AtoN Review

The Committee noted the update on actions from the 2020 AtoN Review. DGPS was closed out on 1 April 2022. An investment approval was submitted to the Programme and Project Board to start the design and upfront work for Loch Spelve beacon.

## **5. OPERATIONS REPORT**

The Committee noted and discussed the Operations report:

### AtoN Availability

The Committee noted the 3 year rolling availability figures to 31 March 2022.

The Availability figures for Category 1 have been significantly impacted by pillar rock outages reported at the last meeting and still ongoing. It is expected that these figures will slowly improve due to work planned for this year but the impact of this significant issue will carry through for the coming 3 years.

It was noted that there was a further outage at Dubh Artach. The solutions to resolve the issues and permanently fix the light will take place over the summer period. Haskeir is similar to the Pillar Rocks as it is an aging installation in an offshore location but it is programmed for refurbishment in next financial year.

### Projects

Temporary lights remain at Stroma (Swilkie Point) and Fair Isle South (Skadan) and Lunna Holm.

### Escalated Matters

#### (i) Monitoring

Ignition monitoring system and servers are operational and monitoring all but 10 sites which remain on the legacy system until RTUs are changed. Snagging and improvement work on the Ignition system is ongoing. Problems with extension units configuration for more complex sites has delayed the rollout of the remaining 10 RTU.

The end of Orbcomm services this year and the larger issue of PSTN replacements by the end of 2025 is being addressed in a separate project which requires the change-out of a significant number of RTUs.

#### (ii) Pillar Rocks

Despite formally reducing the range to that of the emergency optic, Dubh Artach suffered a further outage due to low battery voltage. Tide and weather restrictions delayed a response but once on-site technicians restored the light quickly. It is anticipated that with the shorter lighting times now being experienced and better weather the light can be restored to full operation over the summer.

The crane has been set up at Dubh Artach and is now fully commissioned and load tested. This will enable the new generator to be lifted-in and to get the old generator out. It will also enable battery changeouts if required.

At Skerryvore, a second bank of batteries is scheduled to be installed and the old batteries to be removed later this year. Skerryvore has operated well over the past winter period.

(iii) Vessels

NLV POLE STAR is fully operational. One defect (EM Log) has required an MCA dispensation to continue to operate until repaired. The defect can be resolved by the installation of a new electromagnetic log by divers without the need to dry-dock.

NLV PHAROS – The Stena ferry that NLB PHAROS is currently docked with has had its own unexpected defects and PHAROS is currently locked-in with the ferry. Once PHAROS comes out there will be a few days of commissioning then sea trials. It will be the end of April/start May before the vessel will be operational. NLB had not intended to dock with another vessel but due to unforeseeable issues was the most pragmatic solution.

Alternative solutions are being arranged to minimise the adverse impact on scheduled work e.g. a twin squirrel helicopter will be used at Start Point to mobilise loads which will enable PHAROS to be used for other work.

Commissioner Archibald asked why there was a 2 week delay going into drydock and if that had been avoided would NLB be in a much better position now. The Director of Operations advised that the delay had been due to preceding work at the shipyard which had not been finished on time due to COVID. NLV PHAROS would have been ready on the agreed date.

Commissioner Archibald enquired as to how much of the cost of the drydock had slipped into the new financial year. The Director of Operations advised that around £170,000 has slipped into 2022/23 financial year some of which was due to extra costs e.g. azimuth drives.

Commissioner Archibald asked if any of the costs could be reclaimable against yard. The Director of Operations did not feel there was an avenue to pursue the yard.

(iv) Helicopter

The Director of Operations briefed the meeting on an issue where one of the aircraft accidentally lost the underslinging hook when it was on service to TH. There was no load attached. The releasable hook accidentally activated and the hook and strop fell into the sea. The incident is currently being investigated but it is thought to have been caused by an electrical fault. Currently there is only one aircraft that is available for underslinging operations.

The three year extension under the current contract has been advised to the contractor and is being formalised. Preparatory work on the next contract has commenced with a technical working group working on the specification. Project governance has commenced with a draft PID currently out for comment with the GLAs. The Chief Executive added that the Chief Executives' Committee had discussed the PID in detail and had agreed that the necessary expertise was included within the proposed Project Team. This would enable any necessary decision to be made within that forum.

The GLAs have also been looking into using the Dauphin to transfer personnel for particular tasks. Adverse weather had prevented the planned use for a visit to Barra Head. The GLAs are anticipating the contract extension to include options for Dauphin and Squirrel use where appropriate.

(v) Vessel Replacement

As a major strategic project this will be reported on at the Governance Board.

(vi) Oban Base

No significant Matters to report.

(vii) Oban Harbour

Argyll & Bute Council is progressing with preparatory work to promote a Harbour Revision Order. To date this work is addressed proposed harbour areas and protective provisions which NLB has been consulted on.

Performance Indicators

The Committee noted the Q4 and Projects Dashboards. Any comments should be sent to the Director of Operations following the meeting.

**Action: All**

Luminous Range of Light from the Isle Of May Lighthouse

A small working group was set up in the Programme and Renewals Department to consider the implications of the GRAD site measurement of luminous range performed in September 2021. The published range for the Isle of May is 22 nautical miles, but it was measured to be 18 nautical miles.

It was highlighted that the report only considers the Isle of May and that the other sites targeted by the solar reinforcement project may have to be reviewed in due course.

The Committee discussed the various corrective courses of action and agreed that the Navigation Manager would come back to the next meeting with an evaluation/analysis for further discussion. In the meantime, as there was no operational or safety issue, NLB should publish that the light is at a reduced range.

**Action: Navigation Manager**

Asset Management Strategy

The Committee noted the Asset Management Strategy document including in the meeting pack. The Strategy has been reviewed by various department and GIAA and was presented to the Executive Group in April 2022. The Strategy is now ready to be published.

Commissioner Archibald asked whether there was enough flexibility in the adoption of new technology. The Asset Manager advised that every refurbishment project will be looked at individually. Underneath the Strategy there will be individual Asset Management Plans for civil engineering, electrical and mechanical. The next stage will pull this work together into the Asset Management Plan looking at short-term, medium-term and long-term requirements and this is where sufficient leeway can be accommodated.

Asset Disposal

There have been a low number of requests from neighbours to purchase NLB assets. The Executive has agreed that there should be a proforma to ensure that the opinions of other Teams were captured before a decision on disposal or not is taken. The final sanction would be at the Navigation and Operations Committee.

**Ratray Head Garage** - The neighbour made an approach to purchase the garage.

**Winkie (Point of Ayre) Lighthouse** – The neighbour made an approach after the previous sale fell through.

After discussion it was agreed:-

- Not to dispose of the garage at Ratray Head as it could be used for future storage
- Winkie Lighthouse could be sold but that further discussion was required with the neighbour.

**Esha Ness** – There is an old cast iron water tank which NLB had believed it owned. As the water at this site is now from a mains supply NLB had tried to dispose of the tank a number of times during previous refurbishment projects but had always been prevented by its protective listing. When NLB was working with Historic Environment Scotland (HES), on the Year of the Coast project, a further unsuccessful request to remove the listing was made. However, whilst NLB was engaged with HES it was found that the tank was actually owned by Shetland Amenity Trust and NLB owns the

substructure that supports it. The ground under the tank is owned on a 50/50 basis. NLB is liaising with the Shetland Amenity Trust around the maintenance of the roof of the accommodation/mess building and has included mention of the water tank in discussions. Shetland Amenity Trust has advised that it is willing to purchase NLB's share of the tank. A proforma has just been completed and has been passed to the Directors for comment. The Finance Manager asked if Finance could be included in the proforma to ensure appropriate financial planning for future disposals. The Committee noted the progress to date.

**Action: Asset Manager**

Commissioner Shaw asked if any valuation is put on assets e.g. Winkie prior to engage with potential new owners. The Asset Manager advised that in this instance it was felt better to liaise with the neighbour first to make an informed decision on the way forward. It may be that it is decided to advertise again.

It was agreed that in future the forms will be included under the Agenda Item – Any Relevant Policy Approvals.

**Action: Senior Executive Assistant**

### Visitors Safety

The Committee noted the report on Visitors Safety. Following a number of concerns raised by the HS&E Team and a number of reported incidents around our lighthouses a review of Visitor Safety and how it should be managed has been undertaken.

All 209 lighthouses on NLB's Estate have been reviewed and 15 have been identified that require additional action. NLB will use signs with standard designs and colours which are prescribed by the Health and Safety (Safety Signs and Signals) Regulations 1996. These regulations specifically apply to the safety of employees in work situations but are also appropriate to use for the safety of visitors. It is the intention to add the signage to Q4 to ensure they become a point of inspection when staff on-site.

### Butt of Lewis

NLB has recently heard that the Galson Estate Trust have been successful in their grant application bid to Foundation Scotland and Crown Estate Scotland, via the Community Capacity Grants Programme, for the feasibility study for the development of the ancillary buildings at Butt of Lewis. The Trust is expecting this phase of the works to take 12 months with a provisional start date of mid-April.

Consideration will also be given to making the designated space being retained for technicians of a standard that it could potentially be used by other staff.

The Committee confirmed that it was content to proceed with the proposed initiative for future use of both the ancillary, non-operational buildings and those to be retained for use by NLB.

### Tri-GLAs KPIs

The Committee noted the Coordinated Fleet Management Dashboard summary included in the meeting pack that are reported to the Chief Executives' Committee and JSB.

## **6. BUSINESS SERVICES**

### Procurement

The supply of paint and solar panels were adversely impacted in the last months of 2021. Oban stores will keep in contact with suppliers to monitor these issues and TH as Project Managers have been notified in order to raise with suppliers. To date any delays have not caused any operational issues.

There have been several other delays around the yearend e.g. late supply of vehicles on order due to microchip delays; wifi equipment which was scheduled to get delivered in March but now will not be delivered until August. While there has been a number of delays on procurement and supply chain issues nothing has stopped progression of normal duties.

## Business Support

The Committee noted the update on commercial work.

**Car hire** – NLB has experienced reoccurring issues with the contractor. The main issues are around the availability of suitable vehicles and last-minute cancellation/changes to pre-booked vehicle hires. NLB understands these problems are due to a shortage of new vehicles (a nationwide issue) and cars not returning from repair on time. Other options are being investigated.

**George Street and First New Town Transformation Project** - A meeting with Atkins (the design engineer consultants for the project) took place at 84 George Street in March. This included a presentation from the Director of Operations on how NLB operates and the work carried out from 84 George Street. This was well received by Atkins and they now have a much better understanding of NLB's needs.

**Fire Alarm system – 84 George Street** - The original fire alarm panel needed replacing due to its age and the risk of potential failure due to its obsolescence. New intelligent digital fire panels will replace the old panel fire panel, along with new compatible fire heads, sounders, call points etc. The new fire panel will work on a “double knock” system.

## ICT

**PSTN** - Recent publicity following storms potentially leaving people in remote locations without a means of communication when there is a power outage, has resulted in BT delaying its plans to remove analogue lines, but this is only for residential customers. BT remains committed to moving businesses on to alternative lines and NLB's replacement project continues to plan.

**Cyber** – Knowbe4 training campaign issued to all staff. The committee noted that a report has been prepared for the Audit & Risk Committee on lessons learnt from recent SEPA and RNLi experiences.

Commissioner Brew asked if NLB was seeing any increase in activity given the current situation in Ukraine. The Director of Business Services advised that there had been an increase in activity pre-Christmas. There has been an additional workload on the ICT team due to the checks and actions that need to be followed-up. A copy of the report being submitted to the Audit & Risk Committee will be shared with the Committee.

**Action: Director of Business Services**

**Disaster Recovery** – A test was carried out on 2 April with ICT staff in both Oban and Edinburgh. The test was designed to prove the integrity and reliability of NLB's replication and DR data protection plan with servers being replicated to Oban in the event of a major incident and “Unavailability” of data in Edinburgh. The team identified 8 issues/opportunities for improvement which are now being actioned.

## Finance

The Committee noted the summary of the 2021/22 project expenditure for capital and revenue. This information will be developed to highlight total project costs over multiple years from the next report.

It was noted that the year-end figures are still being finalised and the update following the recent Programme and Project Board.

## **7. COVID UPDATE**

NLB remains responsive to the Scottish Government updates. The weekly COVID meeting continues and policy updates are issued as appropriate.

The Maritime Mutual Support Group continues to provide a good source of advice and best practice.



## 8. NOTICES TO MARINERS

The two Notices to Mariners (NtM 4 of 2022 and NtM 5 of 22) published since the last meeting were noted.

## 9. ESCALATED RISKS AND RISK CARD REVIEW

The Committee noted and reviewed the Escalated Risks.

The Committee reviewed in detail Risk Card Numbers 8 – Exploitation of Reserve Capacity and 9 – Technological Change and Obsolescence at this meeting.

Risk Cards Numbers 5 – AtoN Provision; 6 – Information Technology and Operational Technology; 10 – Asset Loss/Damage and 12 – Natural Events were noted.

**AtoN Provision** - The Asset Manager will have a discussion with the Risk & Improvement Manager to assess the most appropriate approach to capturing the risk around inaccurate engineering assumptions.

**Action: Asset Manager**

**Exploitation of Reserve Capacity** – The review of the strategy to avoid a position where NLB is dependent on third party supplier that is out with NLB's control should be added as an additional action.

## 10. POLICY APPROVALS

There were no Policy Approvals required for this meeting.

## 11. TERMS OF REFERENCE

Following the Governance review all Committee Terms of Reference require revision. A draft will be circulated for comment out of Committee to enable the final document to be submitted for final approval at the next meeting.

## 12. ANY OTHER BUSINESS

### Chief Executives' Committee

The Chief Executive gave a verbal update on the OWEC research work and PNT resilience. It was noted that there is still considerable debate required and updates will be provided to the Committee as it develops.

### NLBUG Survey 2022

The Committee noted the positive results from the NLBUG Survey 2022.

### Mike Brew

It was noted that this would be Commissioner Brew's last meeting. The Chief Executive, on behalf of the Committee, thanked him for his guidance, hard work and leadership over the years.

**13. ASSURANCE STATEMENT**

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

**Action: All**

**14. DATE AND TIME OF NEXT MEETING**

The next meeting of the Navigation Committee will take place on 3 August 2022 at 10.00am.

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