

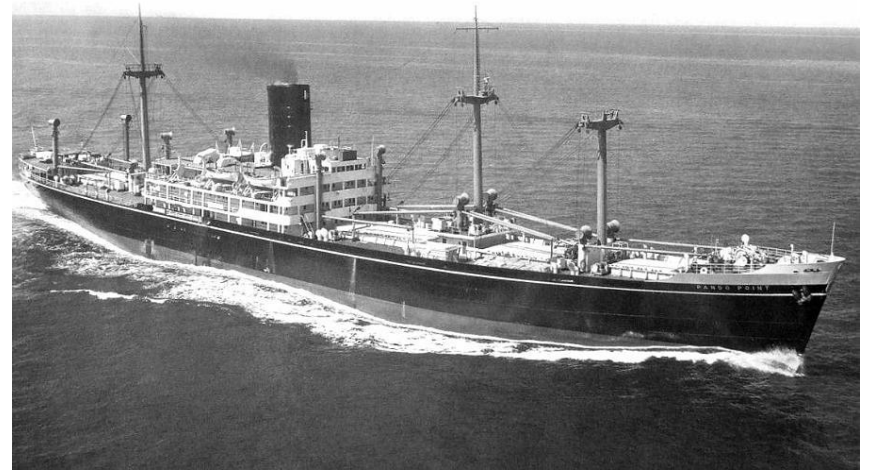
Synthesis

Mark Bull –
Independent Marine Consultant



Synthesis

- Mark Bull
- Started my career in 1970



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- Trained as a Deck Officer



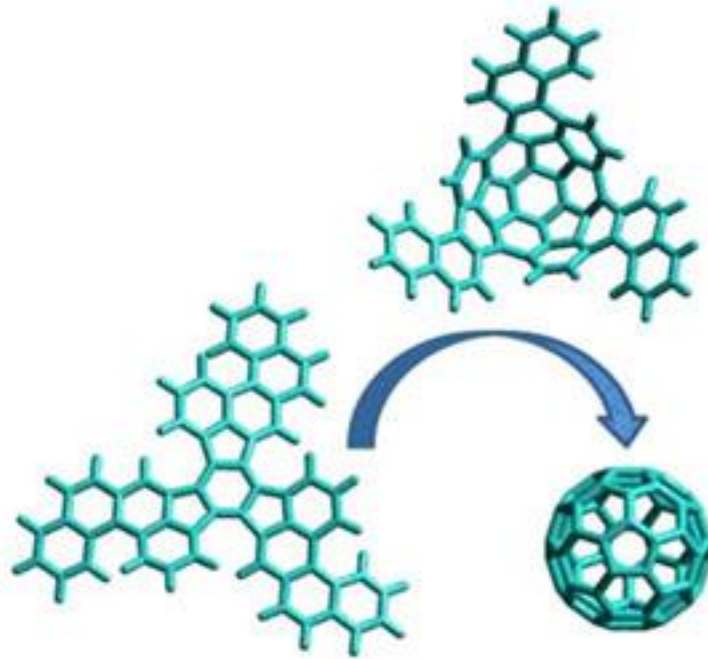
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- Came ashore in 1997
- Spent 10 years in ship management
- 3 years as LPM at IG P&I Club
- 1 and half years back to ship management
- Independent Consultant for the last 2 years



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The sum of the parts equals the whole



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- My talk today is about areas where closer cooperation and information sharing may help to reduce costs.
- Time necessitates change and change in itself is refreshing

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- Ariel – parent company
- VW
- JCB – family owned company (3rd largest)
- shipping
- Proctor & Gamble (P&G) – sales 16.8 billion dollars 2013
- VW sales 9.7 million vehicles
- JCB worldwide sales 2.68 billion (11000e)
- 400 billion (liner sh.)

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- The shipping industry
- What is it?
- What does it do?
- What logo/s do we place here that are representative of the shipping industry?
- If we do not know, how can we expect to improve our public image.

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- **Part 1: Synthesis and the industry's image.**
- An initiative by the head of Lloyds Register just a few years ago aimed to bring organisations together to improve the image of the shipping industry. This was to be applauded. Six organisations responded positively but nothing seemed to progress from that moment onwards. I have to ask if the net was cast wide enough. Within a few months of the initiative I remember reading an article in Lloyds List where a senior figure in freight forwarding questioned the navigational ability of container ship's officers based purely on service schedule reliability. It is little wonder, then, that we have a bad public image.
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- It has become something of a sport for one part of our industry to knock another – the blame game refined!

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- That the shipping industry is fragmented then comes as little surprise, and the focus of attention will always be on the negative until we learn that working together can produce outstanding results.
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- Let's knock Class; let's knock ship registers, let's blame the lawyers, let's blame the regulators, let's blame the ship managers, let's blame the banks, let's blame the insurers and so it goes on
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- Could we not turn this around and start talking about the positive things our industry does, and how well it does it. As a start, why can we not take the former IMO secretary general's statement that "if shipping stopped today, within one week half the world would be starving and the other half would be living in the dark", ?
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- Why can't we stop focussing on the negative and start looking at the positives; that we as one part of a huge industry – the oldest global industry – provide to society. Instead of our obsession with detentions, deficiencies, non conformities, non compliance, defects as a measurement of performance could we not talk about tonne – miles completed, millions of tonnes of food delivered, total numbers of persons employed, satisfied passengers? Contribution to local commerce, employment figures etc.

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- **Synthesis Part 2: lessons to be learned.**
- “If you think safety is expensive, wait until you have an accident”
- In the same way as we need to come together to improve our image and profitability, so to do we need to share and deliver information much better than we do today.
- During my own professional training – taking the Radar observer’s course as one example,– classic examples of collisions were used as part of the course material. One that immediately comes to mind is the Stockholm and Andrea Doria collision which was attributed to misunderstanding the radar data.
- Since then there have been many noteworthy marine incidents, Exxon Valdez, Scandinavian Star and Herald of Free Enterprise are just three of them.
- Are these used in your training onboard? Have your officers and crew heard about them?
- But what if I ask about the Pasha Bulker (8th June 2007)? Or the Full City (31st July 2009)?
- Or Sheng Neng 1 or the RENA?
- What about the MSC Carla or the MSC Napoli?
- Has anyone heard of the Benchruachan which goes back to 1973.

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- Do your Safety Management Systems cover these types of incidents? Ignore them at your peril!!
- My own experience at the P&I Club where I worked, showed that the vast majority of ships did not have a copy of the Club's safety bulletin onboard. In fact, I use the example of the Pasha Bulker to this day to gauge the effectiveness of lessons to be learned. In all this time, I only met one captain who knew about the incident and even then his knowledge of the key details was hazy.
- Is this not a major failure of safety management?

- I have heard of companies requiring a minimum number of incidents and near misses to be reported each month – this is as bad as not reporting them at all – but it satisfies the tick box!.
- I am afraid the modern seafarer is more clever and when he sees something dangerous, he will record it and post it on YouTube.
- Does your corporate policy allow the use of YouTube in the office?
- Is it time to have a collective re-think about safety management and how we get the message across

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- Synthesis Part 3: Regulations.
- We all need rules to live by; the alternative is anarchy. Nowhere more so than in our own industry and maritime law forms a huge part of statute law. The combination of the many laws we have go towards providing a safe environmentally responsible industry.
- However, I am sure without exception, all within our industry will agree that we have been faced with an onslaught of regulation in recent years. The problem is that the legislators are not “deleting” old and outdated legislation to ease matters. A second issue is that some legislation was ill considered and a third problem is that other legislation is badly written. Compliance is a complex business and it should not be

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- Much has been written about ballast water legislation, so I will leave that point as an unwritten example. Let me talk about some others, and of course these are my personal views.
- **Example 1: Colregs** (International regulations for the prevention of Collision at Sea). Last major change 1976 – remain fit for purpose – well written.

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- **Example 2: ISM Code**
- Introduced 1979 – no longer fit for purpose – badly written.
- I have been a big supporter of the ISM Code since its inception and it has obviously brought some discipline to the world fleet – BUT, after all these years of being a major practitioner, I now realise its faults.
- First and foremost, those charged with drafting such legislation MUST be aware that it will have to be translated into other languages to enable it to be used on a global basis. Therefore the content must be unequivocal and the highest standard of grammar should be employed. But the ISM Code throughout employs the word SHOULD – should in English expresses no obligation whatsoever (75 times used)(compare with the use of SHALL in Colregs or ISPS Code.

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- Secondly, the ISM Code makes no reference to the key activities and skills performed and used onboard ship. I refer to Navigation, Seamanship (example of how to fix a computer)) Marine Engineering, Cargo Handling and care. What proportion of time does your ship spend at sea, and what is the main activity being undertaken? Navigation. Instead these are supposedly wrapped up in the term “shipboard operations” like some kind of dirty word. The users or practitioners will thus feel no sense of pride or ownership of a Code which does not recognise their profession. There is little wonder then that today incidents falling under these headings continue to form the largest proportion of safety failures and claims

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- Finally, the way that the Code is “policed” or audited is flawed. The interval between external audits is two and a half years. In that period of time, there could have been 8 different masters and 8 different chief engineers; the verification audit referring to a completely differently applied onboard system to that during the initial audit. Then there are the auditor’s backgrounds; it must be about 95% of the world’s fleet is audited for ISM SMC by Class surveyors, whose background is engineering/naval architecture. Essential details are thus being missed due to the untrained eye.
- If we are the users of such legislation, should we not have a voice during the consultation phase, and should that voice not be louder?
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- Example 3: The ISPS Code – a missed opportunity
- Ill conceived - No longer fit for purpose – but well written
- Safety = Security in some languages so how do they differentiate?
- We all know the background. 9/11 and everyone reacted with shock and horror and jumped on the bandwagon. I myself, having already been dealing with security on passenger ships, had a security plan written and onboard all ships in the fleet where I worked by November of the same year.
- In reality, the ability of the ship's crew to deter the criminal element boarding a ship is limited to those who will cooperate with them, which in itself is a misnomer. (How do you address a man with a gun? The crew are also required to constantly move around the ship and the whole exercise of marking Restricted Areas was a lot of effort for dubious results.

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- Really, the ISPS Code was a missed opportunity. The first threat to onboard safety is who boards the vessel. The developers could have used this need as their starting point and put in place a strict control of who actually boards a ship. Responsibility to defend the ship against illegal boarding should have been passed to the port authorities and quite simply, the entire ship could have become a restricted area.
- In all honesty, have there been any real security incidents onboard ships since the ISPS Code was introduced?

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- So for Synthesis, If we are the users of, or affected by such legislation, should we not have a voice concerning its effectiveness and ongoing relevance?

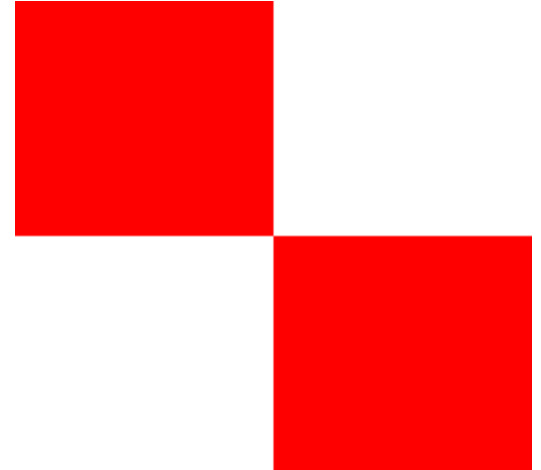
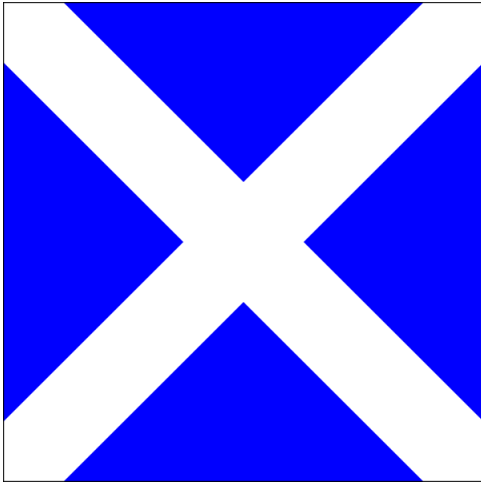
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- **Synthesis Part 4:**
- Surveys, Audits and Inspections.
- A few years ago at another conference, a colleague pointed out that during the first 12 weeks in service of one of his tankers, the ship underwent 14 external audits/inspections. This is of course crazy and counter productive. With new hours of rest regulations and focus on fatigue, when will we see the first incident attributed to the root cause of over-inspection?.
- All the surveys, audits and inspections attempt to confirm that the ship is in a safe and suitable condition to operate. I will try to quickly resume these

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- Surveys – Class and Statutory. Conducted by Class Surveyors
- Inspections: Flag State – normally conducted by independents on behalf of Flag with some exceptions.
- Inspections: - PSC – beyond their sell by date for tankers entered into SIRE. Each mou can inspect a ship at least once per year and so if you are trading worldwide, you could end up having 6.

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- Inspections ; USCG. If you trade to the USA they are going to visit
- Inspections – P&I Clubs. If your tanker is over 10 years old it will be inspected or surveyed by the Club
- Vetting Inspections. SIRE and others. I am not aware of any limit to the number of these which may be conducted
- CDI – m
- Audits – ISM/ISO/ISPS Performed by Class with one or two exceptions every two and a half years, normally all combined into a single visit
- Green Award – voluntary
- And I am sure there are more.

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- Compliance with all these inspections cost money, and time on the part of the crew.
- If we look closely, there are many duplications and all inspections can be split into 2 main groups – the first which look at the physical ship and its machinery and the second which look at procedures and activities (the Human Element) . Mix in a little transparency and imagine the result:-
- Class Surveys continue as is and a new HE system based along the lines of SIRE, incorporating the ISM SMC, conducted at intervals not less than 3 months and not more than 5. A little help (in c/ps)to cut out the unnecessary inspections.
- Of course none of the existing audits or inspections look closely enough at navigation to provide any kind of Loss Prevention element.

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- I have specifically left internal technical inspections and audits to the end. Ships are run by people and people are prone to make mistakes. By knowing our people more closely we can help them achieve our common goals. Visits by our own superintendents or auditors are then essential. But the cost in both time and money of getting a superintendent onto a ship can make a big dent in vessel expenditure. With modern communications, (video conferencing) it is possible to keep the personal contact with the ship now. So it would be possible to outsource some of the internal inspections to independent surveyors and inspectors around the world. After all, P&I do.

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- Summary
- We all form part of a huge and immensely important industry – we need to sell ourselves more
- We need a forum to bring everyone together, which does not need to be mega and expensive conferences in key cities like London, Hamburg, Athens and Singapore, but I mean everywhere with a connection to the sea based industries – it could be like the Lloyds coffee house of old.

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- We need to communicate better both amongst ourselves, the greater shipping industry and the public. We must ensure barriers to communication which still exist are broken down.
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