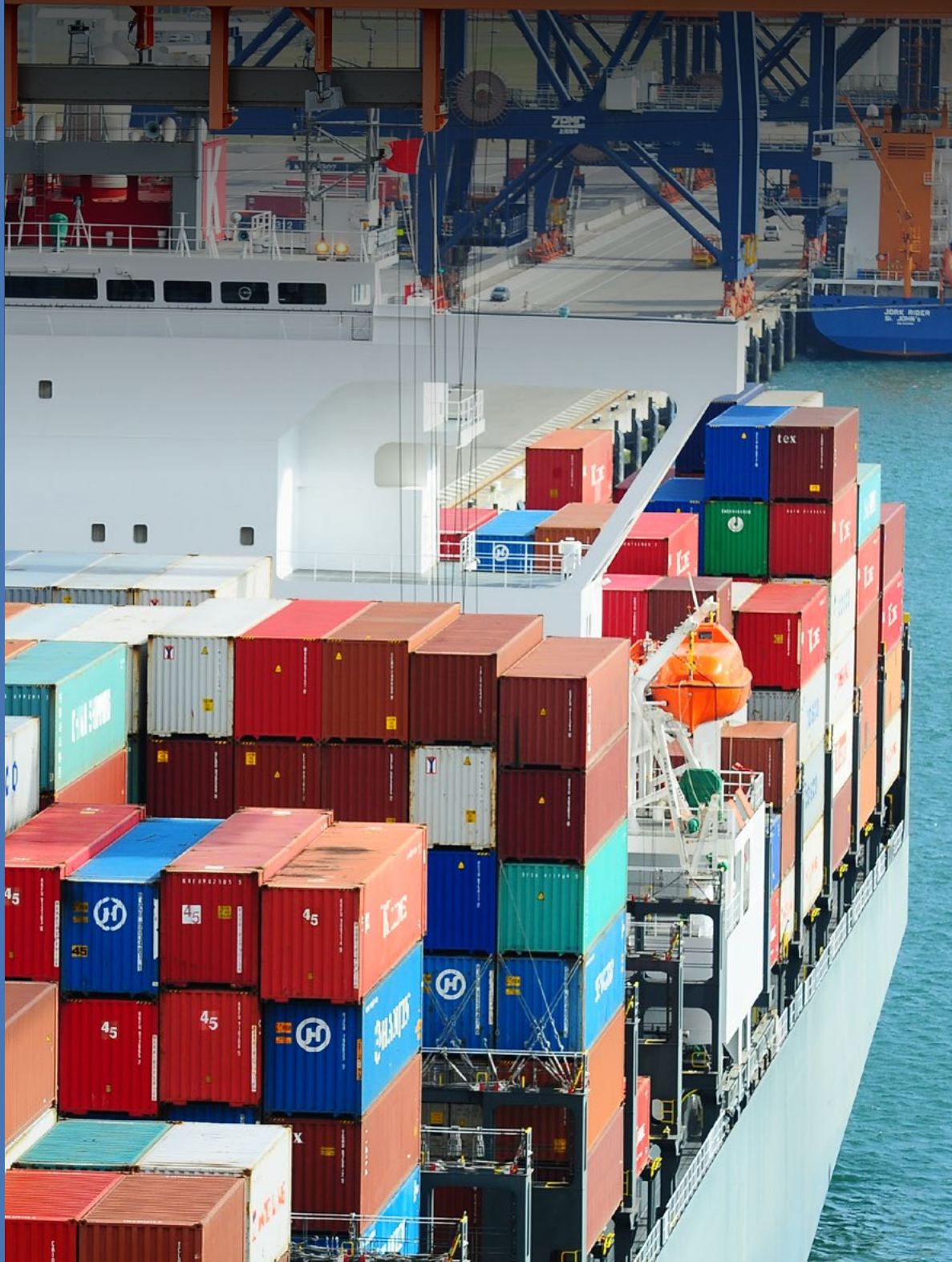


DISPATCH

FEBRUARY 2021

ISSUE NO 35



InterManager



It's Time to *Carpe Diem*

BY MARK O'NEIL,
INTERMANAGER PRESIDENT

As a relative newcomer to the third-party ship management sector – joining Columbia in January 2017 after 25 years as a maritime lawyer – I have never failed to be surprised by the sector's perceived lack of standing across the shipping industry and corresponding low self-esteem.

We have somehow managed to get ourselves into a position where managers are sometimes regarded, not only as a necessary evil but also as second-rate performers compared to owner/operator in-house management services. Such state of affairs wholly conflicts with my unjaundiced view of the sector, which is both relevant and compelling to the shipping industry.

Relevant insofar as it provides a very viable alternative to in-house technical and crew management (and associated maritime services) to *at least* the same standards as those owner/operators are able to secure themselves. Compelling where it is often able to bring



levels of efficiencies, economies of scale, expertise, and investment in technologies and digitalisation, which are simply not possible to achieve, except from the largest of owner/operators.

I certainly do not buy into the belief that a large owner/operator is always able to perform technical and crew management *better* in house. What is the logic for such a proposition? Much more logical is the converse proposition that an efficient, well run third-party manager should be able to perform these management services as well (if not better) than an owner/operator? It is all about the quality of the service provided and has nothing to do with who provides it.

What has truly amazed me is that the sector only accounts for approximately 20% of the shipping industry – without an industry association standard – spending the majority of the time fighting within itself for that 20% (often employing truly cut-throat and suicidal competitive strategies) as opposed to focussing its efforts on securing a fair and reasonable remuneration level from the industry and persuading the remaining 80% of owner/operators to see the benefits of out-sourcing their management services. Such an inward-looking, selfish, short-sighted, divisive, and unambitious approach de-values the sector by driving prices down to unsustainable levels and corresponding levels of service.

Overall, it's a vicious circle from which there is no way out except by the collective will of the sector's participating players. We need to bring about change, and to do that we need to change ourselves. The COVID-19 pandemic has proven to be a catalyst for change in an already fast-changing industry. We have so much industry-wide visibility and experience

to offer our clients, international governments, and industry regulators that it is high time we raised our sights, raised our ambitions and self-esteem, and assumed our rightful place as a key player – perhaps the key player – in the maritime industry.

The above ruminations led me to formulate the ONE Approach as part of my manifesto for Presidency of InterManager in November 2020: One Industry Standard, One Voice, One Market, One Membership, and One Team.

By **One Standard** I mean that we need to establish an industry standard which managers achieve, or aspire to achieve. This should be a broad church and diverse standard, but we should not shy away from excluding those companies which blatantly fall short of certain basic standards. Without this industry standard, we will never be viewed upon as equal, quality partners in the shipping industry, nor will we attract those ship managers who are presently not members, or are unwilling to become members. Becoming a member of InterManager and achieving its industry standard should be aspirational – a badge of pride which confirms a level of service which clients can rely upon and be attracted to. Such standard will soon inevitably become the pre-requisite for engagement and tenders for business with sophisticated and quality owners/operators, just as Rightship and other similar bodies have become indispensable in a very short space of time. InterManager needs to get to work on formulating such a sector standard soonest.

By **One Voice** I mean that members of InterManager should agree on the sector's standpoint on certain key issues and communicate that standpoint consistently and through agreed channels. If we speak with



one voice and from an expanded membership platform, then that voice will be compelling. Digression from the One Voice principle may lead to immediate commercial advantage, but that advantage will not be long-lasting and will only damage the long-term viability of the sector as a whole. We also need a closer relationship with other trade associations such as Intercargo, Intertanko, BIMCO etc. in order to better determine cooperation on particular issues. There is really no point in each association expending time, money, and effort in researching and commenting on the same topics (albeit from different viewpoints). It is much better for there to be a closer liaison and cooperation between all associations and determination on which association should deal with which issue and/or whether joint composition committees are not as suitable. At the moment, we have the ridiculous situation where employees attend committees in each association dealing with identical points.

By **One Market** I mean that we should agree a strategy on how we develop 80% of the shipping industry which is not served by third party managers. We should also agree on how we preserve the market at sustainable levels going forward and avoid the price-cutting wars which drive down profitability and service

levels. Cutting each other's throats just to win business serves no-one's best interests, including the clients', where service levels will be inevitably compromised at unsustainably low prices.

By **One Membership** I mean that we need to widen the appeal of membership to attract those (sometimes major) companies who are not members. Without a comprehensive and vibrant/engaged membership we will not achieve anything and the aspirations of the ONE Approach fail to materialise. Members of InterManager must make expansion of the membership a key priority going forward.

Finally, by **One Team** I mean that InterManager and its changes, influence, and reach should be there for the benefit of all members.

There are so many important international maritime issues on which InterManager can have a clearer, more focussed, and more respected voice for the benefit of its members, their clients, staff, and crew members. To achieve this, we need to firstly sort out the structural and procedural basics, and then secure ambitious and energetic engagement from expanded membership. Ship management has a great future and will only grow as a sector. *Carpe diem.*

Northern Marine Group Joins InterManager

The Northern Marine Group is a global family of companies dedicated to providing quality ship management and marine services solutions, putting the quality of their service and their people's safety at the heart of everything they do.

With a sizable and diverse fleet of managed vessels and a considerable international pool of marine and offshore personnel, they have

extensive experience in technical management and the management of multinational crews.

With a focus on tankers and gas carriers, they have almost 40 years of experience managing a wide variety of vessel types including offshore, oil & gas assets, and RoRo, RoPax ferries.

Headquartered in Glasgow, its onshore offices and marine supply warehouses are strategically located, with a rooted presence in major shipping hubs including Houston, Mumbai, Shanghai, Singapore, and St Petersburg.

They adhere to the highest safety, environmental, energy, and quality standards,



evidenced by their industry-leading safety performance, and year-on-year zero pollution incidents.

Complementing its ship management entities Northern Marine Management and Northern Marine Manning Services, their Marine Services offering includes Marine, Offshore & Renewables Training, Travel Management, Marine Supply, Ship Agency, Offshore Catering, and Marine Engineering.

They operate at the vanguard of industry technology, innovating to achieve more sustainable shipping.

In 2020, their proprietary JettyLess LNG transfer to power platforms became available to the market, with Vietnam the first to agree utilisation of their JettyLess Floating Terminal and Self-Installing Regas Platforms for the ground-breaking Bac Lieu LNG to power project.

As a proud subsidiary of Stena AB, Northern Marine Group benefits from the synergies available as the in-house ship management entity of one of the world's leading shipping groups. Most of its service provision is to external clients who share NMG's demand and expectation for quality shipping operations.

News From the IMO, February 2021

BY CAPTAIN PADDY MCKNIGHT

Welcome to this first report of the year from the International Maritime Organization.

Following a quiet January, meetings at IMO gather pace before the Easter break, which commences on 2 April. Virtual meetings of interest to InterManager members are scheduled to take place as follows:

15 – 19 February, Sub-Committee on Human Element, Training, and Watchkeeping (HTW

7); and, 22 – 26 March, Sub-Committee on Pollution Prevention and Response (PPR 7).

These online meetings commence daily at 1100, which enables countries in the Far East, such as Japan, to tune in during the late evening whilst somewhere like the USA does so around dawn. This typical geographic separation limits meeting time to three hours, and this, coupled with the need for simultaneous interpretation into the six IMO languages, means the number of items that can be discussed is somewhat curtailed.



Given these limitations, the agenda for HTW 7 is as follows:

- Adoption of the Agenda;
- Decisions of other IMO bodies;
- Role of the human element, but related to COVID-19 matters only;
- Implementation of the STCW Convention (an MSC priority);
- Comprehensive review of the 1995 STCW-F Convention;
- Development of amendments to the STCW Convention and Code for the use of electronic certificates and documents of seafarers (including a Correspondence Group report by the Russian Federation);
- Time permitting, plenary discussion of measures to ensure quality of on-board training as part of the mandatory seagoing service required by the STCW Convention;
- Time permitting, plenary discussion of measures to facilitate mandatory seagoing service required under the STCW Convention;
- Biennial status report and provisional agenda for HTW 8;
- Election of Chair and Vice-Chair for 2022;
- Discussion of NZ submission HTW 7/15/2 concerning draft guidelines for safety measures for fishing vessels of 24m in length operating in polar waters; and,
- Report to the Maritime Safety Committee.

The provisional agenda for PPR 8 on 22 March is as follows:

- Adoption of the Agenda;
- Decisions of other IMO bodies; safety and pollution hazards of chemicals and preparation of consequential amendments to the IBC Code;
- Review of the 2011 Guidelines for the control and management of ships' biofouling to minimise the transfer of invasive aquatic species;
- Reduction of the impact on the Arctic of emissions of Black Carbon from international shipping;
- Development of measures to reduce risks of use and carriage of heavy fuel oil as fuel by ships in Arctic waters;
- Revision of MARPOL Annex IV and associated guidelines to introduce provisions for record-keeping and measures to confirm the lifetime performance of sewage treatment plants;
- Follow-up work emanating from the Action Plan to address marine plastic litter from ships;
- Biennial status report and provisional agenda for PPR 9;
- Election of Chair and Vice-Chair for 2022;
- Any other business; and,
- Report to the Marine Environment Protection Committee.

After the Easter break, the Sub-Committee on Navigation and Search and Rescue (NCSR 8) will meet from 19 to 23 April: the agenda for which will be a subject in my next report.

Wishing you all a happier year ahead.

Let's Tackle Deaths in Enclosed Spaces

BY MARTIN SHAW

Look behind a major hazard and you will find many different root causes.

This year, the Human Element Industry Group, is looking to improve seafarer safety by looking at the worrying problem of mortality in enclosed spaces, as enclosed space deaths are one of the biggest occupational killers in shipping.

The headlines may refer to a person missing, or found overcome, in an enclosed space. Often, others attempting a rescue are overcome too. A formal rescue may be too late, and the subsequent investigation often blames the victims or others aboard the ship.

Much of the management of this risk relies on procedures, and failure to follow them is the end point of many investigations.

Yet we need to get behind procedures to find out why they are failing and the Human Element Industry Group (HEIG), of which IMarEST is a founder member, is doing just this.

There are four workgroups that the IMarEST is very active in.

Accident investigations – do they go far enough?

The Accident Investigation group is exploring why investigations do not go far enough. This group – led by InterManager's Secretary-General, Capt. Kuba Szymanski and featuring Andy Teasdale from the IMarEST – has been looking at developing a 'pro forma' to ensure investigators look at what needs to be in place for procedures to work.

Time pressures

An individual, or organisation, may feel itself under time pressures and cut corners: Titanic and Torrey Canyon are classic examples. This group, led by myself, and with strong industry representation, includes three members of the HEIG, questions what the designed industry defences to time pressures are, and why they may fail.



It has led to some interesting discussions about how the International Safety Management Code (ISM) works, and how it can be undermined.

Technical – Can we design better?

Technical Solutions is of great interest to IMarEST. In crude oil tankers, for example, the need for tank entry between drydocks has been eliminated (for environmental reasons) by crude oil washing and ‘load on top’. Are there other examples of unnecessary tank entries? If we have to inspect a space, are there ways to do it more safely, with drones for example?

Can we design better access so that people can enter tanks with all their equipment and provide access for rescue?

This project has IMarEST representation from the HEIG, the Repair and Maintenance and Naval Engineering Special Interest Groups

who have brought the Royal Navy into the discussions. (Sign in on Nexus to find out more.)

Behavioural issues – How do people react?

Last but not least, we are looking at behavioural issues, including why people might enter a hazardous space when a casualty is seen inside.

Look behind a major hazard and you will find many different root causes, and those root causes are likely to get to the heart of many of the problems in our industry.

This will keep us busy in 2021 – and it is the right thing to focus on.

Martin Shaw, FIMarEST, is MD, Marine Operations and Assurance Management Solutions Ltd. He was recently awarded the Merchant Navy Medal.



Staying Safe, Staying Competitive

Investing in maritime safety is putting your money in the right place when it comes to building and maintaining operational advantage in what is an intensely competitive domain, says John Roger Nesje of Norwegian wireless connectivity pioneer Scanreach.

Research company Verified Market Research (VMR) estimates the value of the global maritime safety market at USD 20.94bn in 2019 and that it will grow to USD 35.73bn by 2027. That equals an impressive compound annual growth rate of 7.45% over the next seven years. It is only a projection, but the value trend is clear – the maritime community

is spending increasing amounts on safety-related technology and services.

Busting the baseline

Regulations mean maritime companies have no option but to spend money on compliance just to keep ships trading. Cynical operators might say that implementing minimum standards is a necessary evil, and that the business case for investing a lot more on safety solutions over and above what is necessary, is weak. That might be correct if decisions are based purely on short-term cost/benefit analyses. But what is motivating the long-sighted who are implementing safety management and state-of-the-art solutions that go far beyond the minimum, despite opaque payback times? Vendors do not develop new safety technologies if there is little demand. Customers evidently want these innovations. Why?

“To me the answer is quite clear,” says chief executive John Roger Nesje of Norwegian wireless connectivity pioneer ScanReach.

“Having a regulatory framework that sets the baseline for safety standards and ensures a level playing field is important, but as world trade and sea transport grows in tandem with global population – the UN estimates we’ll be 10 billion people on the planet by 2050 – companies perceive that anything that can radically improve safety on ships adds value.”

Responsible companies aim to reduce risk wherever they can (ideally without incurring more risk in the process). “Excellence in safety management and investing in software applications and new technologies is part and parcel of that, and boosts competitiveness by default,” says Nesje.

Reputation is everything

A good safety record and documented safe operations are a priority for many charterers in their vetting processes. Being first in line for business on those criteria, perhaps over others who are not so proactive, is clearly a winning strategy. “If that’s not competitive edge, I don’t know what is,” Nesje says. “Reputation means a lot. You do not want any of your ships being detained for safety deficiencies, for example. That is your reputation in a temporary black hole, and it takes time to rebuild trust. Again, unless you are extremely unlucky, first-class safety tools and procedures help to avoid such outcomes. There’s a lot of hidden value.”

The same can be said of cargo owners as they become more discerning amid growing public awareness of the logistics lifecycle of getting products and commodities to market. “It’s plausible that in the future you might even

see products promoted based on sustainability of logistics and only using intermediaries committed to sustainability and optimal working conditions. “First-class safety speaks for itself here and will be crucial for business success,” says Nesje.

Performance differentiator

Safety also supports cost-effective operations, which lead in turn to higher performance. “Investing in safety solutions and training makes great bottom-line sense over the long term, Nesje says. “Reduced risk of accidents and related costs, reduced risk of injury or death, reduced risk of pollution, reduced insurance premiums, happy seafarers, lower turnover, high professionalism, the list is long.”

Crew confidence is invaluable

Seafaring is by nature dangerous, and no ship is 100% risk-free. “But striving to improve working environment and conditions is important. Well-trained and fairly employed crews can boost profitability and save money,” Nesje says. He also believes high safety standards foster a sense of belonging, which can also reinforce competitiveness. “It’s something that can get overlooked, and again it’s reputational. You can bet seafarers share their feelings about the great company they work for – or the not-so-great, if that’s the case.”

Ship Managers must spell out that safety is the priority. As global consultancy firm McKinsey writes in its Insight article ‘Overcoming limiting mind-sets to improve safety’ (21 May 2019): “It’s critical to explain to all employees what is expected of them and why. For example, for an organisation to have a positive

safety culture, leaders must be explicit about there being no acceptable trade-offs between safety and productivity. Safety is paramount at the expense of productivity. That said, when safety is truly prioritised, productivity often follows accordingly.”

At the end of the day, investing in top-level safety is much more than just the cost. It is simply the right thing to do and the right way to work.

Voice of authority

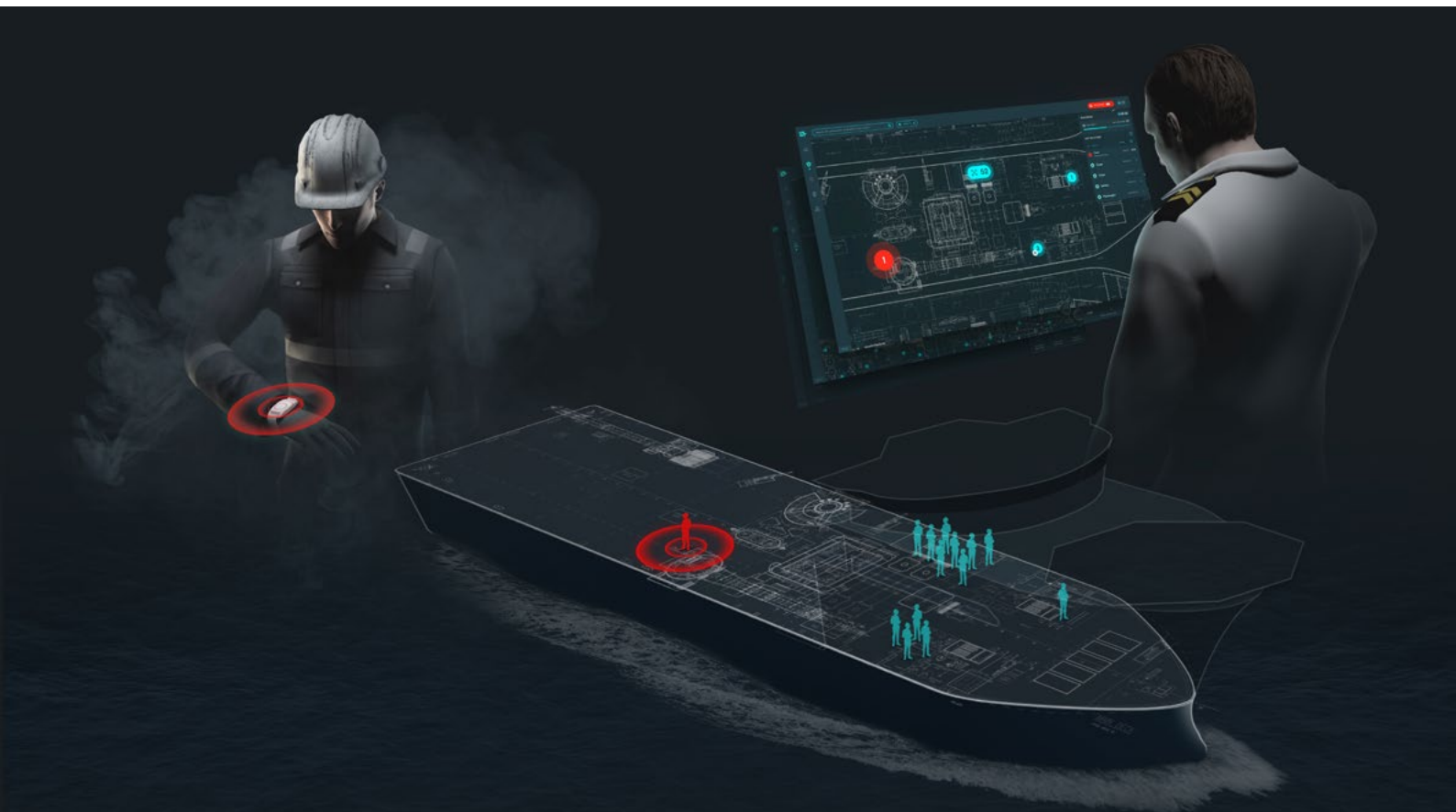
A McKinsey analysis of its Organizational Health Index (OHI), which covers companies in 100 countries and measures the hard elements that drive financial performance finds that Companies in the top quartile in organisational health have six times fewer safety incidents than those in the bottom quartile, which have almost three times as many incidents leading to lost work time as companies in the top quartile.

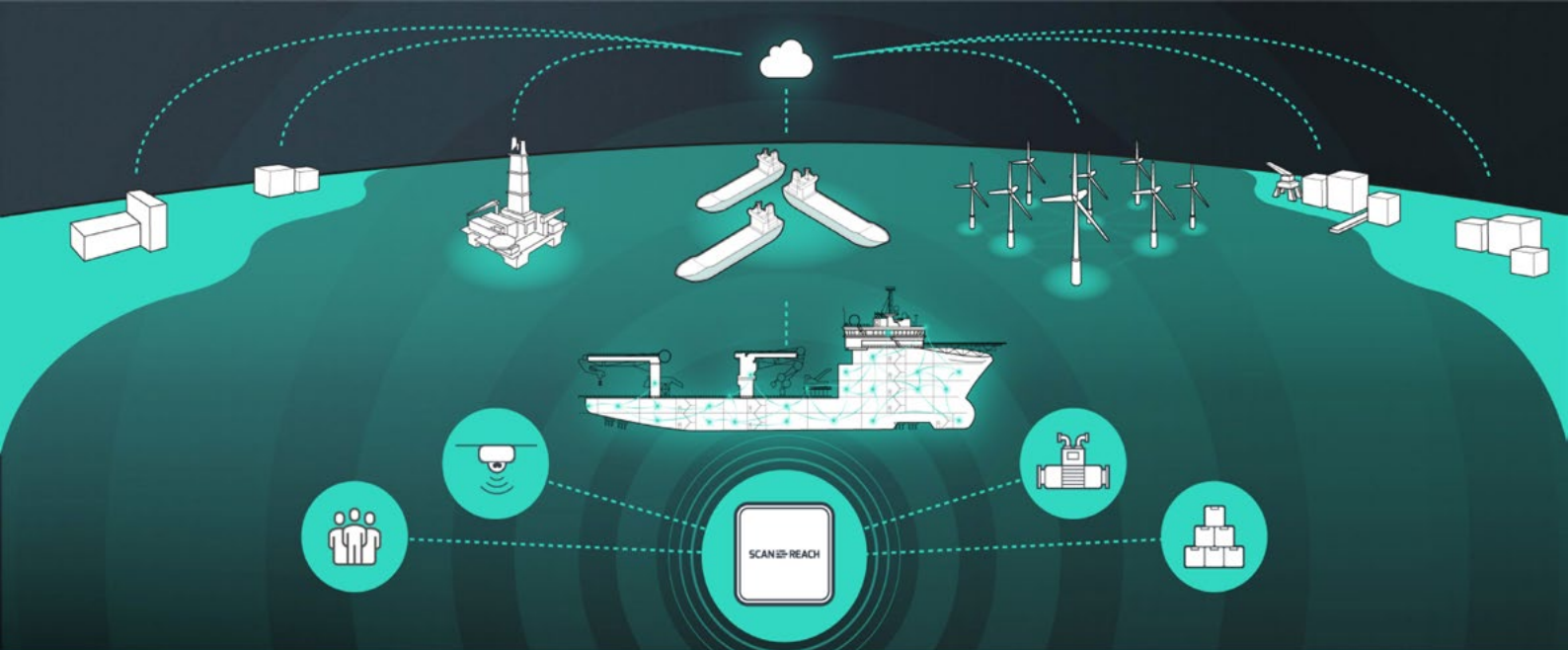
“At the end of the day, investing in top-level safety is much more than just the cost. It is simply the right thing to do and the right way to work,” says Nesje.

“Being part of that matrix is a great motivator,” adds chief technology officer Tor Christian Angeltveit. “We’re proud to have developed a wireless connectivity solution that can take safety to an unprecedented level.”

Breaking new ground with IoT

The ScanReach team has spent five years cracking the ‘Faraday cage’ problem where steel structures on ships and offshore infrastructure like rigs and offshore wind turbines block wireless signals. “Enabling full onboard wireless connectivity to personnel, equipment assets, cargo and environmental IoT sensors with no cables involved and at an affordable price, is a solution the market has been crying out for,” says Angeltveit.





The Nodes provides full onboard wireless connectivity and is a true enabler for future digital solutions increasing **safety, performance** and **sustainability** of maritime operations.

SAFETY

- Full Personnel Onboard Control
- Fall detection
- MOB (Man Over Board)
- Gangway control
- Easy integration with other systems

PERFORMANCE

- Instant monitoring on ship and shore
- Condition based monitoring
- Cloud connection
- Integration with partners

SUSTAINABILITY

- Fuel monitoring
- Environmental sensing
- Data analytics

SCANREACH

Many ships are already internet-enabled via satellite, but the connection stops at the bridge. So far, it has been expensive and time-consuming to connect to sensors and data sources to give a holistic picture of operational parameters like fuel consumption, vibration, noise, gases, cargo movement and not least people. That means a big chunk of the world fleet is operating at times inefficiently and with relatively low protection for crew. “Especially regarding crew, our safety tracking, including wearables, ensures a safe working environment and better incident and evacuation response. That can save lives and significant associated costs,” says Angeltveit.

Dive in with ‘plug and play’

ScanReach’s IoT Mesh technology is based on an IoT wireless network combined with Bluetooth and low-frequency radio communications. “It’s flexible and can be updated remotely ensuring low cost and long lifespan. Installation is “plug&play”, which is

completely wireless and can be completed in hours even while the vessel is in operation.

“We listen closely to end-users, so we know our wireless solutions and technology is a driver for competitiveness, with clear return on investment,” says Nesje, who is clear about his ambition. “We aim to lead the world in onboard wireless connectivity at sea. Our goal is complete wireless coverage on more than 10,000 ships and installations within five years. Scalability is the essence.”

For more information please contact:

John Roger Nesje

Chief Executive

email: jrn@scanreach.com

mobile: + 47 959 23 490

Jacob Grieg Eide

Chief Business Development Officer

email: jge@scanreach.com

mobile: + 47 979 88 305

www.scanreach.com

Mental Health in the Maritime Industry

What is resilience and why is it ubiquitous in the maritime industry?

Capt. Kuba Szymanski, InterManager's Secretary-General, and Alexander Dimitrevich, Mental Health professional from Intelligent Management & Crises Response Solutions discussed resilience in the maritime community during a recent webinar.

The harder you hit a ball on the ground, the higher it will bounce back: this is what we call resilience. In general, it's the ability of an object to return to its previous shape after a collision. The same refers to individuals and entire organisations.

Many of us have the ability to recover – and even become stronger – after various types of crises: personal, economic, political, social. In the old days, such an ability was associated with the genetic characteristics of personality, but it turns out that our own resilience can be – and should be – developed. Our success in all spheres of life directly depends on our resilience.

Let's imagine our resilience as a chair with four legs.

1. The first leg is our critical thinking. This is our ability to view a situation from different angles and be unbiased in our approach. It includes our ability to see not just risks and threats, but also to see opportunities to use the situation for our benefit. While easier said than done, our initial thoughts of "why did this happen" can change to "what do I need to do to overcome this": we can find a solution, a new meaning, and summon the strength and courage to act.

2. The second leg is pragmatic or healthy optimism, the sort of optimism that doesn't distort objective reality. For example, an extreme form of optimism is a view through rose-tinted glasses, but in the event of a crisis at sea or ashore, this style of thinking can be disastrous.

Generally speaking, denial of threats and risks – or sometimes even reality – is a form of psychological defence. What is really vital, however, is balanced and pragmatic thinking which takes into account risks and standard procedures & practices on the one hand, and

calm faith in a positive outcome on the other. In order to do this, it is crucially important to be honest, at least with ourselves. We need to learn to revise our thoughts, be aware of own emotions, and take control over our own behaviour.

3. The third leg is the persistent belief in our own uniqueness, and our perception of the purpose and meaning of life. Since childhood, many people nurture ideas such as ‘I was born to do something important and to do useful things’. The task for us is to find a goal in life.

How important and useful are we for ourselves, relatives, friends, colleagues, and society? Why did we become a professional in the field we are working in now? The moment we discover this goal and demonstrate it in our current work and personal development is the time we will discover self-motivation. We cease to be the person who simply worries and become the person with goals and the will to move toward it. If there are threats toward our goal, we instinctively react to overcome those threats. This is how our brain works.

4. The fourth leg is adaptation, which includes action. Behind any great success story there are years of attempts and errors, success and failures. We can’t always achieve our expected results if we are doing something for the first time. However, our failure does not mean that we must stop trying. Finding new solutions is important, but it is even more important to act. Many people know the source of their problems and know how to solve them, but for some reason, they do not act. Our activity determines our vitality and resilience.

More discussions will follow soon. Please join us for future InterManager/IMCRS & partners webinars.



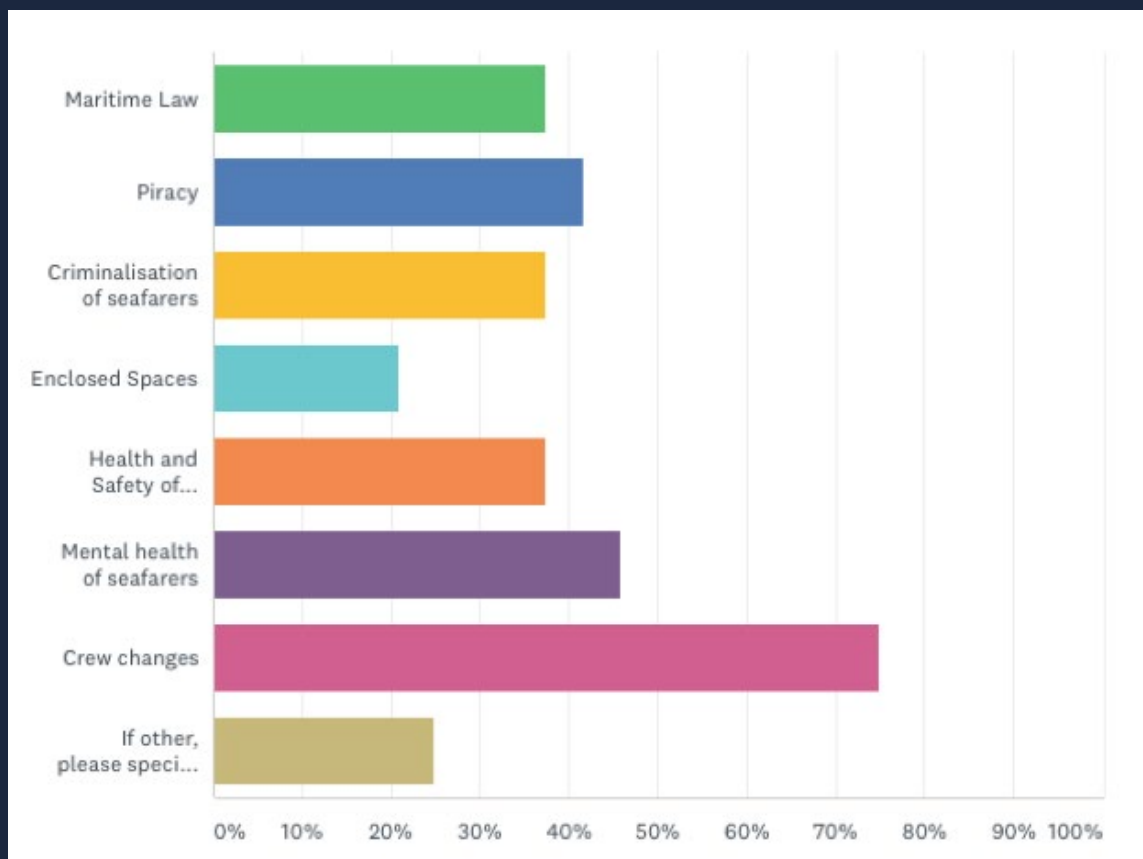


IMO 9253222

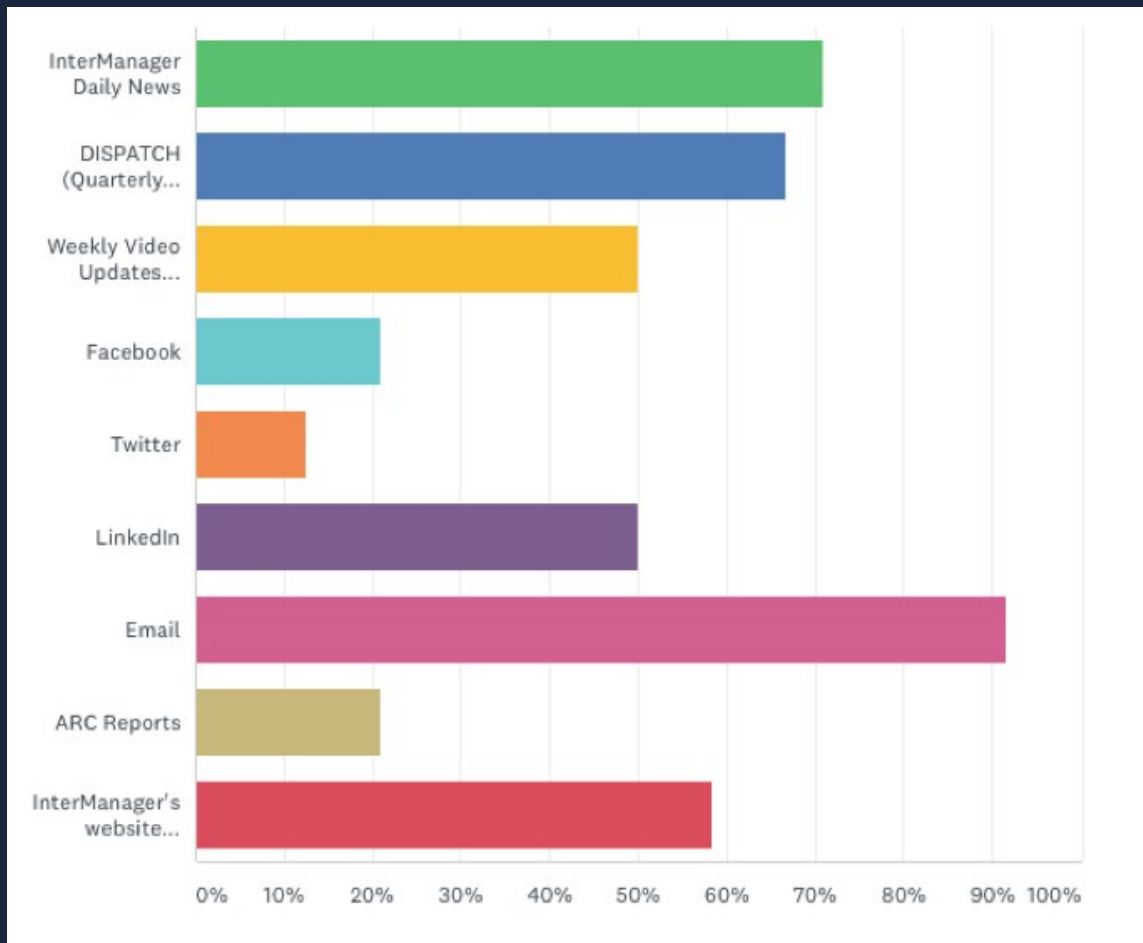
InterManager Member Questionnaire Results

To ensure InterManager continues to provide a quality service, we recently asked our members to complete a 'Member Questionnaire', which focused on the topics provided through various communication channels and the relevance of that material. We also gave members the opportunity to suggest additional communication methods that they would find helpful. The following graphs illustrate some of the results.

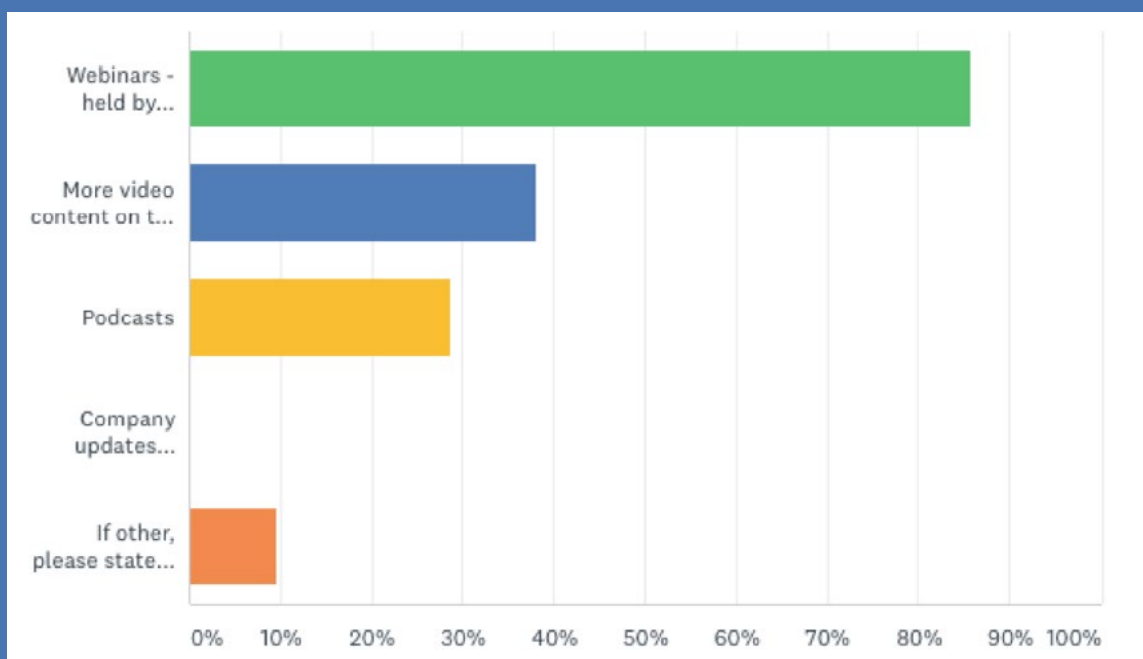
Question: What are the key issues in the maritime industry that can cause friction/issues within your organisation?



Question: Please click InterManager's content distribution methods that you follow and engage with.



Question: Are there any other means of communication which you would like to see InterManager provide content for?



MEMBER SURVEY

As shown in Figure 2, following the events of 2020 caused by COVID-19, it is unsurprising that crew changes continue to present an issue for many of our members. This is something that InterManager has worked – and continues to work – hard to correct. Our Maritime Champions Club has shown crew changes are still possible with some help and determination.

Our members receive direct daily communication via email from Kuba Szymanski (Secretary-General) who provides critical updates on industry news. The questionnaire showed that this is still the most popular communication channel and is currently focusing on some of the key issues seafarers are facing, such as COVID-19 testing regulations impacting on crew changes and updated documentation on the correct use of Enclosed Spaces.

As we continue to navigate in a digital and ‘contactless’ working environment, we are pleased that resources available via our website continue to provide value to our members. Mostly popularly, the Daily News section highlights some of the most important maritime information from the news each day.

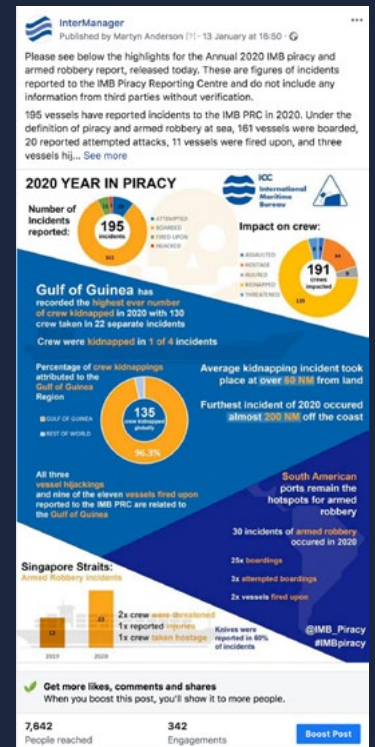
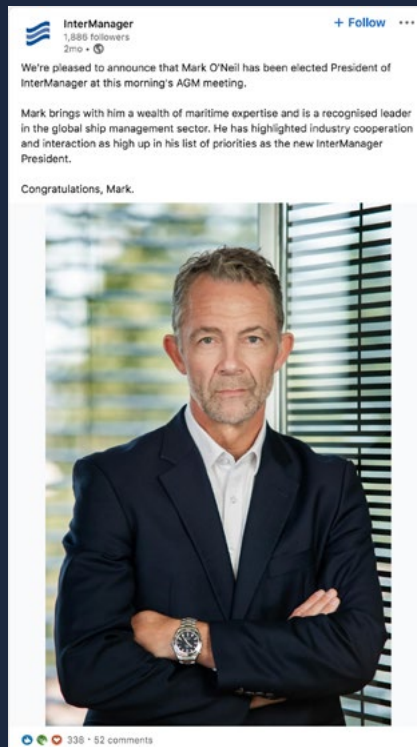
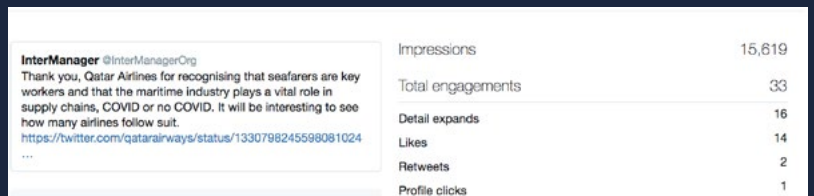
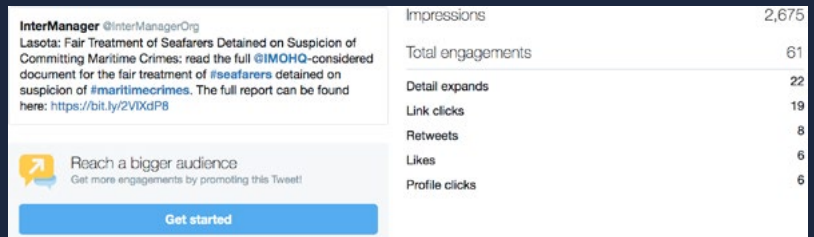
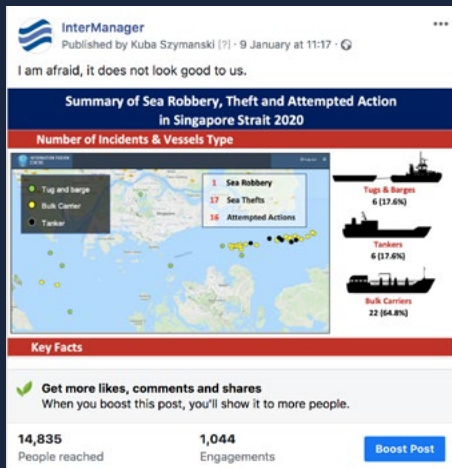
We would like to thank our members who took the time to complete the questionnaire and have given us these results so far. It has provided us with some interesting insights which we will be taking into consideration. We are always open to suggestions on how we can better help our members, so please don’t hesitate to contact us with your ideas.

For those members who would still like to take part in the survey, it is still available via the following link: <https://www.surveymonkey.com/r/DSTLMJG>



On the Wire

Snippets from across social media



DISPATCH

Get in touch

Captain Kuba Szymanski
InterManager Secretary-General

12 Brisbane Street, Douglas,
Isle of Man, IM1 3JJ

Telephone: +44 7624 498 266

Email: kuba.szymanski@intermanager.org

Skype: kubaalom



Photography by Danny Cornelissen
dcornelissen@chello.nl • Portpictures.nl



InterManager