



STANDARD SAFETY

SETTING THE STANDARD FOR SERVICE AND SECURITY

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THE MARITIME LABOUR CONVENTION 2006 SPECIAL EDITION



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INTRODUCTION

In this special edition of *Standard Safety* we outline the requirements of the Maritime Labour Convention 2006. The convention has been described as the 'fourth pillar' of international maritime regulatory conventions, complementing:

- The International Convention for the Safety of Life at Sea (SOLAS)
- The International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) and
- The International Convention for the Prevention of Pollution from Ships, 1973 as modified by the Protocol of 1978 (MARPOL)

The Maritime Labour Convention has incorporated 67 previous International Labour Organisation (ILO) legal instruments relating to seafarers' accommodation, rest hours, medical care and repatriation.

Shipowners should be aware of the convention requirements and prepare for its introduction. Most well-operated companies may already comply with the requirements or at least most of them. However, after ratification, failures to comply could result in fines or detentions.



^ Safe working environment

On 7 February 2006, the ILO, a United Nations agency, established the Maritime Labour Convention. The convention applies to ships of 500 gross tons or above engaged on international voyages. All commercial ships over 500 GT trading internationally will require a Maritime Labour Certificate and a Declaration of Maritime Labour Compliance. The convention will also apply to ships below 500 GT or those operating on domestic trades (within the flag's territorial waters) but will not require certification, only inspection. Shipowners will be required to develop and carry out the requirements of the convention as ratified within the regulations of the flag state. At present the convention has not been internationally ratified as it requires at least 30 member states with at least 33% of the world's tonnage to sign the accord. To date, only 11 member states have signed, but it is expected that sufficient states will ratify the convention by the middle of 2012.

The Maritime Labour Convention 2006 is part of the campaign to reduce accidents at sea and protect seafarers' rights. It covers a wide range of labour issues relating to the protection of seafarers and their working environment, with particular emphasis on:

- safe and secure working conditions
- fair terms of employment
- proper living conditions
- medical care
- hours of rest
- recreational facilities
- food and catering
- welfare and social protection

Shipowners should be aware now of the convention's scope and authority, as member states begin the formal process of ratification.

International seafaring unions hope that the new legislation will also tackle some of the challenges with which seafarers must contend, in particular those concerning rest and living conditions.

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MARITIME LABOUR CONVENTION 2006 STRUCTURE AND OVERVIEW

The convention comprises two sections. The first consists of articles and regulations, with a follow on two part code. That code is then divided into five titles. The five titles are:

- Title 1 – Minimum requirements for seafarers to work on a ship
- Title 2 – Conditions of employment
- Title 3 – Accommodation, recreational facilities, food and catering
- Title 4 – Health protection, medical care, welfare and social security protection
- Title 5 – Compliance and enforcement

Part A of each title is compulsory and will be a statutory requirement. Part B of each title acts as a guideline for the flag state and may or may not be included within its national laws. The five titles of the convention should be absorbed into owners' and operators' plans for implementation of the convention on their ships. The plans will be subject to verification, followed by certification, by the flag state or by an approved organisation on its behalf (probably class on behalf of flag).

Title 5 of the convention acts as a strong enforcement tool which establishes:

- roles and responsibilities of flag states, port state authorities, shipowners and masters
- inspection and compliance procedures

Under this new mandatory compliance and enforcement legislation, ships may be detained by port authorities for non-compliance with the convention.

Ratifying states are provided with a significant amount of flexibility as to how the convention is to be implemented and enforced.



^ Personal protective equipment supplied

PLAN FOR COMPLIANCE

It is recommended that planning for compliance should be put onto the agenda now and the implications of non-compliance with the convention understood.

There will be benefits in early training of crew in these matters with particular emphasis on shore management (Designated Person Ashore, commonly referred to as DPA, and superintendents) and the senior management onboard. This will inevitably result in closer compliance with new procedures. The biggest benefit will be to the seafarers themselves. The Maritime Labour Convention, properly implemented, will provide a comprehensive set of maritime labour rules to protect their rights to a safe working environment, to healthy conditions and appropriate training.

It should be stressed that certain ships are already complying with the Maritime Labour Convention's requirements and will require little change to their present protocols.

Therefore it is recommended that an effective gap analysis should be conducted at the earliest opportunity to highlight deficiencies as defined under the new convention. Furthermore, if a club member has not yet given consideration to the implementation of the convention, then they should do so at the earliest opportunity.

GAP ANALYSIS

A gap analysis, if not already done, should be carried out evaluating present procedures and levels of compliance under the new requirements of the convention. The role for classification societies in advising on Maritime Labour Convention compliance is becoming increasingly popular amongst shipowners, with many looking to class for pre-assessments and voluntary certification. A classification society has recently issued a 'pre-convention' MLC 2006 certificate of compliance.

Through analysis of a shipowner's procedures and policies, the company can gauge what needs to be adapted to comply with the provisions of the convention. A statement of voluntary compliance can be issued to the company's ships. This may quicken the process of formal certification when the convention has been internationally ratified.



^ Maritime Labour Convention 2006 inspection

The gap analysis should focus on:

- inspection of shipboard working and living conditions
- inspection of documentation including hours of rest records, training procedures, medical certificates, and seafarers' contracts and agreements
- interviewing crew members, evidence of fair treatment, effective complaints procedures, suitable living conditions, and recreational facilities

A pre-assessment survey, although optional, may identify areas for improvements to seafarer working and living conditions before a formal application is made for certification.

SAFETY MANAGEMENT SYSTEM

The company's safety management system (SMS) is at the core of compliance with the new convention. It is likely that the new procedures, policies and records of compliance will need to be incorporated into the SMS, especially as this is required for evidence of on-going compliance.



^ Hours of work are to be posted in public areas available to all crew members

This will include but not be limited to:

- hours of rest
- employment contracts
- medical certificates
- seafarer statutory certification
- crew complaints

The requirements for an effective crew complaints system should be considered as an important aspect for integration into the company management or disciplinary system. An electronic system can be used as an efficient way of recording, cataloguing and following up complaints, providing valuable evidence to inspectors of the ship's continued compliance.

A successful complaints system should be constructed within a framework of a just culture without fear of reprisals. The seafarer must feel any complaints raised will not result in victimisation or fear of reprisals. It is recommended that such culture is adopted to ensure crew are comfortable bringing deficiencies to the attention of onboard management and the company. It is in the best interests of shipowners for new deficiencies to be brought to light by seafarers at the earliest opportunity so that ships may avoid fines or detentions in port.

Procedures for crew rest should also be reviewed to ensure compliance with the convention. Requirements of the convention stipulate that the hours of work for each crew member should be posted in a public area and rest hour logs should be signed by every seafarer. Some shipowners have updated their safety management system to include the use of electronic rest hours and this has proved effective in maintaining crew rest and evidence of compliance.

TITLE 5 – COMPLIANCE AND ENFORCEMENT

The issuance of Maritime Labour Convention certification is determined by the successful inspection of the 14 points listed in Title 5, 'compliance and enforcement', regarding living and working conditions.

1. Minimum age (Regulation 1.1)

- no persons under the age of 16 are allowed to work at sea
- persons under the age of 18 onboard ships will be restricted from working at night. The period of 'night' is to be determined by the national law of the flag state but may be considered as 0000hrs to 0500hrs
- night work which is specific to their duties or training may be considered, provided it is not harmful to their health or wellbeing

2. Medical certification (Regulation 1.2)

- seafarers will be required to hold a valid medical certificate issued by a duly qualified medical practitioner
- the certificate must note the state of a seafarer's hearing and sight, including colour vision (if applicable)
- the certificate must state that the seafarer is not suffering from any illness or injury which could be aggravated by sea service

3. Qualifications of seafarers (Regulation 1.3)

- seafarers must be trained and qualified as competent in their job role, with proper certification
- seafarers shall be given a training course for their own personal safety onboard ship before beginning work (onboard familiarisation)

4. Seafarers' employment agreements (Regulation 2.1)

- seafarers must sign and be in possession of their employment agreement

5. Use of any licensed or certified or regulated private recruitment and placement service (Regulation 1.4)

- private recruitment and placement services for seafarers are not to charge or impose fees on seafarers for obtaining employment (it is not clear how this will be enforced at present)

6. Hours of work or rest (Regulation 2.3)

- hours of work and rest to be clearly specified to seafarers
- details of hours of work and rest to be signed by the seafarer and retained onboard
- avoid disturbing seafarers' rest periods with drills
- work schedule for sea and port duties to be posted in a public place

The flag state stipulates whether the limits are set on maximum hours of work or minimum hours of rest. The majority of flag states base their limits on minimum hours of rest, giving the shipowner more flexibility as seafarers may be required to work up to 91 hours in any seven-day period. That equates to 13 hours a day.

Maximum hours of work

- a seafarer must not work more than 14 hours in any 24-hour period
- a seafarer must not work more than 72 hours in any seven-day period

Minimum hours of rest

- a seafarer must have at least 10 hours of rest in any 24-hour period
- a seafarer must have at least 77 hours rest in any seven-day period

The hours of rest can be divided into no more than two periods, one of which must be at least six hours long. A seafarer must not work more than 14 hours without taking rest. It is believed the amendments to the STCW Convention will incorporate proposed MLC 2006 requirements and will harmonise the hours of work/rest requirements between the conventions.



^ Clean and comfortable living area

A fatigue management plan should be considered for use onboard ships and integrated into the safety management system. This plan would establish hours of rest periods and act as an effective tool for reducing fatigue and facilitating compliance.

7. Manning levels for the ship (Regulation 2.7)

- manning levels onboard must be maintained as per the safe manning document issued by the flag state

8. Accommodation (Regulation 3.1)

- accommodation spaces to be clean and in a good state of repair
- accommodation to be sufficiently heated or air conditioned
- accommodation fixtures and fittings to include proper bedding, mattress, tables, lamps
- sufficient ventilation
- suitably equipped laundry facilities
- sufficient natural and artificial light
- anti-mosquito facilities in place for malaria regions
- sanitary facilities to be hygienic, accessible and comfortable
- cabins to have a bed, lamp and table
- cabins to have a basin with hot and cold running water or a private bathroom
- master to conduct regular inspections of accommodation and retain records onboard

9. Onboard recreational facilities (Regulation 3.1)

- recreational facilities to be provided to seafarers, which may include:
 - libraries – books and movie DVDs
 - gym to promote health and fitness

10. Food and catering (Regulation 3.2)

- plenty of quality food and water
- varied choice of meals, respecting religious considerations
- ship's galley to be kept in hygienic condition
- ship's cooks must be trained and qualified
- minimum cook's age 18
- frequent inspections of ship's galley, and records kept

11. Health and safety, and accident prevention (Regulation 4.3)

- risk assessment system in place and fully utilised
- sufficient personal protective equipment and other safety equipment readily available
- develop health and safety policies
- accident reporting system in place
- analysis of accidents
- safety reporting system for hazards to health

FLAG STATE INSPECTION AND CERTIFICATION

Upon flag state approval of MLC 2006 compliance, the ship will be issued with:

- Maritime Labour Certificate
- Declaration of Maritime Labour Compliance (DMLC)

The certification will be subject to revalidation every five years, with mid-term assessments of the quality of the compliance onboard. It will also form part of future port state control inspections.

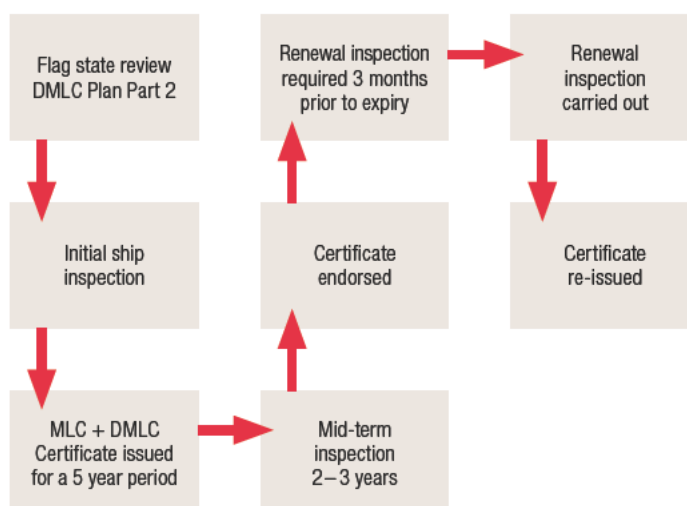
The issue of a Maritime Labour Certificate to a ship is evidence that the ship complies with the requirements of the convention and meets the flag state's approval for seafarers' living and working conditions onboard.

The DMLC is attached to the Maritime Labour Certificate and is completed by both the flag state and the shipowner.

The DMLC contains two parts;

- Part 1 – establishes the national regulations as ratified and is drawn up by a competent national authority in the flag state. It stipulates requirements for drawing up plans for implementation and must address the 14 items listed in the Maritime Labour Convention 2006
- Part 2 – established by the shipowner to ensure measures are in place for compliance and continued monitoring. It must be approved by the competent national authority and meet requirements as established in Part 1 of the DMLC

CERTIFICATION PLAN



The process for compliance will include verification of DMLC Part 2 followed by shipboard inspections. Most shipowners have taken early steps to ensure that their ships will be Maritime Labour Convention 2006 compliant, by using a gap analysis service and instigating voluntary certification.



^ Well maintained ship's galley

12. Onboard medical care (Regulation 4.1)

- adequate health care facilities provided onboard and ashore
- seafarers able to have access to medical doctor without delay in port
- dental care if essential

13. Onboard complaint procedures

- onboard complaints system in operation
- complaints reviewed and action taken
- record made of complaints

14. Payment of wages (Regulation 2.2)

- wages to be paid at least monthly
- pay slip issued with statement of earnings and deductions
- seafarers able to transmit all or part of wages to family



^ Clean crew mess



^ Good standard of recreational facilities

SHIPOWNERS' RESPONSIBILITY AND LIABILITY



^ Shipowners will be liable for financial security for their seafarers

REGULATION 4.2 – SHIPOWNER'S LIABILITY

"Purpose: To ensure that seafarers are protected from the financial consequences of sickness, injury or death occurring in connection with their employment".

Shipowners will be held responsible under the convention for certain liabilities incurred by the seafarer, ranging from injuries and compensation, to repatriation. Many of these requirements are already shouldered by shipowners.

Under the regulations, the shipowner's liability will extend to:

- providing financial coverage for seafarers who are sick or injured, until they are repatriated
- providing financial compensation where death has occurred, or long-term disability is caused by an occupational injury, illness or hazard during time onboard
- providing financial costs for burial of a seafarer following death occurring onboard or ashore during the period of engagement
- paying wages, in whole or in part, to seafarers incapacitated through sickness or injury and unable to work. Such liability will be for not less than 16 weeks
- paying indemnity to each seafarer onboard against not being able to work as a result of the ship being lost or foundering
- providing financial security ensuring that seafarers are repatriated

FINANCIAL SECURITY

Before the drafting of the Maritime Labour Convention 2006, a joint working group was formed on behalf of the International Maritime Organization (IMO) and ILO to explore the issue of financial security for seafarers with regard to contractual compensation for illness, injury or death and abandonment. The working group established mandatory principles for financial security obligations, and these will be incorporated into the Maritime Labour Convention 2006 by a Special Tripartite Committee (STC) comprising ratifying states, shipowners and seafarers. When the Maritime Labour Convention 2006 comes into force, the STC will be created and the mandatory principles included in the Maritime Labour Convention 2006.



^ Shipowners will have to provide compensation for injuries resulting from occupational accidents

Financial security provided to the seafarer, on behalf of the shipowner, may be in the form of P&I insurance. A financial security system addressing abandonment of seafarers and compensation for contractual obligations as a result of injury, illness and death should provide for:

- reasonable expenses granted to the seafarer from the time of abandonment to the time of repatriation
- outstanding pay and benefits
- a right to challenge and take action against the financial security provider

Certain ship registries are looking to oblige each ship to carry a certificate issued by the P&I club as evidence that financial security is available. The certificate would be posted in the seafarers' accommodation and be readily available for inspection.

The certificate, as a minimum would include:

- name of the ship
- IMO number
- port of registry and call sign
- details of financial security provider
- shipowner details
- period of validity of financial security

NON-COMPLIANCE WITH MARITIME LABOUR CONVENTION 2006

The convention's scope will include ships from all states. Non-ratifying members will be subject to a '*no more favourable treatment*' policy when entering ports of a foreign ratifying state. This strives for a level playing field for shipowners and may succeed in sidelining sub-standard owners and operators.

Port state control inspections will be used as an enforcement tool for the convention. Inspectors finding certificates invalid or falsified, working and living conditions not acceptable, ship's flag changed to avoid compliance, or a specific complaint about conditions onboard, will seek a further detailed inspection of the ship, possibly resulting in further delays, fines and possible detention.

PORT STATE CONTROL INSPECTION

Port state control (PSC) inspections will be the key enforcement tool for on-going compliance and are most likely to be conducted in accordance with the 'Guidelines for port state control officers carrying out inspections under the Maritime Labour Convention 2006'. These guidelines give the inspectors an overview of the type of deficiencies which constitute non-compliance under the Maritime Labour Convention 2006. The following are examples of non-compliance and actions that may be taken by PSC.

Title 1	Non-compliance	Possible action by PSC
Minimum age Reg A1.1	Under the age of 16	Detention
	Night work under the age of 18	Deficiency
Medical certificate Reg A1.2	No valid seafarer's medical certificate	Detention
	Certificate not stating hearing and sight	Deficiency
Training/qualifications Reg A1.3	No seafarer certification (COC)	Detention
	Seafarers working without completing onboard personal safety course (familiarisation)	Detention

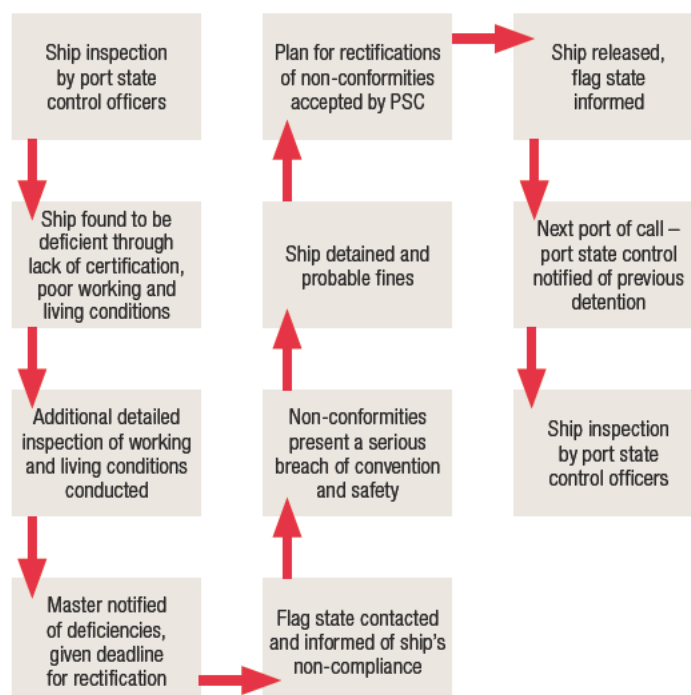
Title 2	Non-compliance	Possible action by PSC
Employment agreements Reg A2.1	Not signed by seafarer	Detention
	Seafarer does not have copy	Deficiency
Wages Reg A2.2	Wages not paid for at least one month	Deficiency
	Monthly payslip not issued	Deficiency
Hours of work and rest Reg A2.3	Maximum hours of work exceeded	Detention
	No public posting of work hours	Deficiency
Entitlement to leave Reg A2.4	No minimum calculation of leave entitlement	Deficiency
Repatriation Reg A2.5	Details of repatriation e.g. pay, mode of transport, not specified in crew agreement	Deficiency
Seafarer compensation for ship's loss or foundering Reg A2.6	Shipowner does not have indemnity insurance against unemployment of seafarers	Uncertain
Manning levels Reg A2.7	Inadequate manning levels, not complying with safe manning document	Detention

Title 3	Non-compliance	Possible action by PSC
Accommodation and recreational facilities Reg A3.1	Inadequate sanitary facilities or comfort	Detention
	Inadequate ventilation, heating or lighting	Deficiency
Food and catering Reg A3.2	Insufficient food and water supplies	Detention
	Lack of varied meals and poor hygiene conditions	Detention

Title 4	Non-compliance	Possible action by PSC
Medical care onboard ship and shore Reg A4.1	Not allowed to visit doctors, dentists without delay in port	Detention
Shipowner's liability Reg A4.2	Shipowners to provide financial security for compensation to seafarer in event of death, illness or long-term disability as set out in member's national law	Deficiency
Health, safety and accident prevention Reg A4.3	No system in operation for precautions to prevent accidents, injuries and disease	Deficiency

As stipulated in the convention, port state control inspectors must accept the Maritime Labour Certificate as *prima facie* evidence that the ship is Maritime Labour Convention 2006-compliant. If there is reason to believe otherwise or if a specific complaint has been received, PSC will conduct a detailed inspection of the ship.

PORT STATE CONTROL INSPECTION PROCEDURE



MASTER'S INSPECTIONS

REGULATION A3.1 18 ACCOMMODATION AND RECREATIONAL FACILITIES

"...competent authority shall require frequent inspections to be carried out onboard ships, by or under the authority of the master to ensure seafarer accommodation is clean, decently habitable and maintained in a good state of repair."

It has always been a part of a master's duty to conduct accommodation inspections and record them. Now it is a statutory requirement under the convention.

It is important that the master inspects the accommodation at frequent intervals to ensure the ship is continuing to comply with provisions of the Convention. Title 3 of the convention 'Accommodation, recreational facilities, food and catering' makes specific references to what should be required in seafarers' accommodation. Only frequent inspections will ensure on-going compliance, reducing risks of additional detailed inspections by port state control or of complaints from seafarers.

It has always been a part of a master's duty to conduct accommodation inspections and record them. Now it is a statutory requirement under the convention.

EXAMPLES OF DEFICIENCIES



^ Sanitary facilities – Poor sanitary conditions not meeting the minimum standards of health, hygiene and reasonable standards of comfort



^ Accommodation – Poor state of repair and cleanliness



^ Food and catering – Food stored and prepared in unhygienic conditions



^ Lighting – Inadequate lighting



^ Sleeping rooms – No wash basin with hot or cold running fresh water or private bathroom



^ Ventilation and heating – Poor standard of ventilation and air movement resulting from unacceptable alterations



^ Accident prevention – No accident reporting system in place



^ Laundry facilities – Inadequately furnished laundry room



^ Food and catering – Ship's cook under the age of 18

HOW THE MARITIME LABOUR CONVENTION 2006 MAY AFFECT DESIGN OF NEW AND EXISTING SHIPS



^ Ensure effective ship design

All new ships, that is, ships which have the keel laid after the entry into force of the convention, must be built in accordance with the new requirements in the convention, provided the ships are flagged in a ratifying state. Owners should be aware that ships built after the date of entry into force, which are not Maritime Labour Convention 2006 compliant, may need substantial modifications in order to comply with the regulations. However a flag state may provide exemptions on a case-by-case basis.

New ship design and construction, particularly the accommodation, may have to be modified to meet regulations contained in Title 3 of the convention 'Accommodation, recreational facilities, food and catering'. This provides a clear outline of the minimum standards required and what competent authorities shall ensure implementation of:

- size of rooms and accommodation spaces
- heating and ventilation
- noise and vibration
- hospital accommodation
- lighting
- sanitary facilities

Existing ships constructed before the date of entry into force of the convention, shall be required to comply only with existing requirements as ratified by the flag state as stated in Regulation A3.1 i.e. *"the requirements relating to ship construction and equipment that are set out in the Accommodation of Crews Convention (Revised) 1949 (No.92), and the Accommodation of Crews (Supplementary Provisions) Convention (No.133) shall continue to apply to the extent that they were applicable..."*

Inspections of accommodations will therefore be conducted against the existing flag state regulations for a ship built before the entry into force of the convention.

CHECKLIST FOR THE MASTER

On ratification of the convention, the master of a ship should ensure:

- the company has provided the correct measures for implementation of its compliance plan
- the ship has a Maritime Labour Certificate approved by the flag state
- the ship has a Declaration of Maritime Labour Compliance attached to the Maritime Labour Certificate
- Maritime Labour Certificate/DMLC is posted in a public place onboard
- the safety management system has been updated to reflect new procedures as required by the compliance plan
- a system is in place to record and retain evidence of compliance
- evidence of complaints received and dealt with
- medical certificates are up to date and retained onboard
- all crew members have a copy of their employment agreement
- hours of work for each crew member are posted
- hours of rest are signed by seafarer
- master's inspection of the accommodation is conducted at frequent intervals
- cabins checked during inspection for correct fixtures and fittings
- there are sufficient recreational facilities onboard



WILL THE MARITIME LABOUR CONVENTION 2006 AFFECT CLUB COVER?

P&I club cover may include some of the liabilities arising out of the convention, for example, compensation for death or injury. Under the MLC an owner has no defences in respect of such claims, other than the wilful misconduct of the seafarer. The owner remains liable for these claims even if they arise from war, terrorism, insolvency or bio chemical attack. In these circumstances club cover is currently either limited or not available. Owners will be required to provide evidence of financial security for these claims. The International Group of P&I Clubs is investigating whether a P&I club certificate of entry may be accepted by ratifying states as evidence of such financial security.

Under the MLC owners will be liable for crew repatriation as a result of business insolvency and claims for unpaid wages. They will also be required to provide financial security for such abandonment claims. There will be a right of direct action against the financial security provider for the cost of repatriation and reasonable expenses incurred by the seafarer from the time of abandonment until the time of repatriation and outstanding wages and other contractual entitlements, limited to a period of four months. Currently there is no P&I club cover for these claims and the clubs will not provide the requisite financial security as this would be a guarantee for an owner's financial default. However, this will be considered further by club boards.

— Pressure is mounting on member states to accept a certificate of entry into a P&I club as evidence of financial security.



^ Safe working areas

— CLUB RULE

Club rule 15.1 (5) states that a club member must comply with all statutory requirements of the ship's flag state relating to the construction, adaptation, condition, fitment, equipment, manning and operation of the ship and must at all times maintain the validity of such statutory certificates as are required or issued by or on behalf of the ship's flag state, including those in respect of ISM and ISPS codes.

KEY POINTS

- perform gap analysis on existing company procedures and safety management system
- determine whether updating of procedures is required
- develop new procedures for implementation
- be ready to train masters and senior officers in Maritime Labour Convention 2006 requirements
- develop a system for continuous monitoring of compliance, possibly through the safety management system
- consider voluntary certification

STANDARD SAFETY/STANDARD CARGO PUBLICATIONS



Standard Cargo: Asian Gypsy Moth December 2010

- Actions for the ship
- Conducting a self-assessment of the ship
- Collecting and destroying egg masses



Standard Safety: Piracy December 2010

- UKMT0 voluntary reporting requirements
- Piracy areas
- Industry consultation
- ISM Code and risk analysis



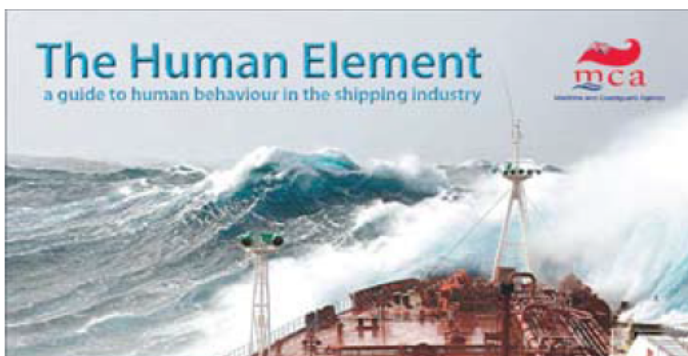
Standard Cargo: Bulk Cargo: Liquefaction (Iron Ore Fines and Nickel Ore) February 2011

- Shipper's responsibilities
- Appointment of an independent surveyor
- Transportable moisture limit and flow moisture point
- Flow table and the can test
- Trimming
- Case Studies
- Responsibilities



Standard Cargo: bulk cargoes – hold preparation and cleaning

- SMS
- Maintenance
- Hold cleaning, washing down and drying
- equipment
- Requirements for cargoes
- Case studies



The Human Element:

A guide to human behaviour, which together constitute what 'the commercial element,' it makes clear that the human element is neither peripheral nor optional in the pursuit of a profitable and safe shipping industry. On the contrary, the capabilities and vulnerabilities of human beings are – and always will be – at the centre of the enterprise.

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