



## **Management Review**

### **2024**

Frank SO Ka Hung, SID Assistant Manager  
Tamar Ship Management Pte Ltd, Singapore

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## Minutes and Agenda of Management Review Meeting Held on Monday, 06 Jan 2025

**Subject:**

**Minutes and Agenda for Management Review – YEAR 2024**

No.	Topic	Responsible
1	Review of the minutes of the previous meeting and the Status of Previous Management Review Recommendations for Improvement:	CEO and PIC
<b>Comment:</b> Recommendations for Improvement for was reviewed.  Refer to attachment: Recommendations for Improvement		

No.	Topic	Responsible
2	Review of Company Policies – Policy Manual Review of Company SMS	CEO & DPA
<b>Comment:</b> Company Safety Policies and Objectives, Commitment and Aims has been reviewed. 01. Mission Statement and Value Statement 02. Health Safety Environment Quality Security and Cyber Security Policy 03. Drug and Alcohol Policy 04. Smoking Policy  <b>NOTE:</b> As implementation of New SMS, there may not be any recommendations / revisions. We are expecting significant comments / revisions at least after the first batch of Master's Review and Company staffs.		

No.	Topic	Responsible
3A	Review of Internal Audit reports and External Audit reports – NCs & Observations & Deficiencies, and discussions for actions leading to improvement. a. Vessels Internal and External Audits ISM/ISPS and Internal & External MLC Inspections. b. Company Internal and External Audits, and preparation for External Audit basis Internal Audit findings;	RISK
<b>Comment:</b> - IVS Dunes Interim SMC will expire on 10 Feb 2025, Initial DOC needs to be arranged no later than mid-January 2025.  - IVS Atsugi Interim SMC will expire on 04 May 2025, Initial DOC needs to be arranged.  - Internal Audits Reports are generated in CFM, - External Audits Reports and findings are slowly being generated in CFM.		

No.	Topic	Responsible
3B	Review of Annual Company ISM Internal Audits and CAPA (Corrective & Preventive Actions)	RISK
<b>Comment:</b> - Internal and External Audits findings (NCs / Obs) are raised and monitored in CFM. - Internal Audit for MPA Flag Vessels IVS Dunes and IVS Atsugi was conducted on 03 Jan 2025. Due to implementation of new SMS, there are a number of findings. As discussed with		

<p>Top Management, these will not be officially recorded as Internal Audit for the entire Fleet is due on 08 Mar 2025, if these findings still persists – we will raise these NCs in one final report.</p> <ul style="list-style-type: none"> <li>- Risk Dept. is responsible for monitoring and ensuring CAPA is carried out.</li> </ul>		
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No.	Topic	Responsible
3C	Review of TSI + MSI Vessel visits	RISK
<p>Comment:</p> <ul style="list-style-type: none"> <li>- Refer to: 2024 - Risk Planner Final</li> </ul>		

No.	Topic	Responsible
3D	<p>Review of Deficiencies raised by Port States Controls, Flag States-Inspections, RightShip Inspections and scoring, and discussions for actions leading to improvement.</p> <ul style="list-style-type: none"> <li>a. Port State Control Records &amp; 2024 Detentions.</li> <li>b. RS Inspections and Scoring.</li> <li>c. Flag States Inspections.</li> </ul>	RISK
<p>Comment:</p> <ul style="list-style-type: none"> <li>- PSC Inspections (Rightship) are being discussed weekly (every Monday) in the Risk Management Meeting.</li> <li>- PSC Deficiencies Rate for 2023 to late quarter of 2024 compared to 2023 has been increased from 1.45 to 1.88.</li> <li>- The Team is working continuously to achieve PSC Deficiency Rate to below 1.</li> <li>- Tokyo MOU, Company Def Index is High Risk</li> <li>- Paris MOU, Company Detention Index Medium Risk</li> <li>- Highest Number of Deficiencies by Def. Code raised by PSC is "Fire Safety" followed by "Safety of Navigation".</li> </ul>		

No.	Topic	Responsible
4	<p>Review of New Regulations and Needed Resources</p> <ul style="list-style-type: none"> <li>a. Equipment Resources Requirements</li> <li>b. Work Environment and Infrastructure Requirements</li> <li>c. SMS Requirements</li> <li>d. Human Resources and Employee Training Requirements</li> </ul>	HR
<p>Comment:</p> <ul style="list-style-type: none"> <li>- New SMS has been implemented, majority of resources and personnel is allocated in supporting vessels to run the new SMS including familiarization.</li> <li>- We have identified several inconsistencies in the new SMS, i.e. wrong ranks / positions, reporting inconsistencies, certain section refers to Bassnet which is not the existing PMS etc. Forms i.e. 4.01.19 Complaint procedure does not contain all Flag Contacts / Country of Seafarer, Macros (Formulas) in Passage Plan and Work Permit corrupted (IT has been informed and they need to act)</li> <li>- Risk Assessment Module in CFM requires more work</li> <li>- Training Matrix (Shore and Ship) is in progress, plan to have this completed no later than March 2024. The final to be reviewed, agreed and approved by Management.</li> </ul>		

No.	Topic	Responsible
5	Review of previous Shipboard Management Reviews, including actions taken - (Including MLC 2006 Complaints)	SID & FPD
<p>Comment:</p> <p>Summary of comments/suggestions.</p> <p>Due to implementation of new SMS, the old Master's Review of the old SMS will be discarded.</p>		

Vessels running the new SMS has been informed of the new requirement of 1 Master's Review (Once per Annum).

Form 5.1.6.1

No.	Topic	Responsible
6	Heath, Safety and Environmental Management related: Serious (Safety) Accidents / Incidents involving managed vessels Summary of Crew Accidents / Incidents & Illnesses (Medical Cases) - under deductible losses and P & I Clubs Cases Review & Summary of Accidents Reports & Hazardous Occurrences Company Exercise (Ship Shore Drill) Drugs & Alcohol tests on board Environmental Actions & Matters Other Safety & Pollution Prevention, related topics - if any proposed. Any Staff Review of KPI (KPI Table to be inserted) Short term and Long term goals	SID & PIC

Comment:

- FCL04 is no longer applicable for the new SMS.
- Serious Accidents / Incidents and Summary of Crew Accidents / Incidents were presented by DPA and discussed – Summary below:

SIRIS			Near Miss	
SIRIS			NM	
DashBoard	Quarterly	Total	Quarterly	Total
	Q1	13	Q1	122
	Q2	16	Q2	126
	Q3	8	Q3	93
	Q4	0	Q4	0

No.	Topic	Responsible
7	Review of Training Office & Crew Retention - Tools used, Identified Training needs, who and what, Disciplinary Records. a. Sea Staff – Training Tools for Crew b. Shore-based Staff - Apart from assessing the training initiatives in place, recommend next steps or courses of action for improvement. c. Office Staff Retention d. Sea Staff Retention & Crew Change - Reviews & Recruitment, Qualifications and Certification Criteria e. Disciplinary Procedures Records 2023	FPD + HR + SID

Comment:

Presented by Capt. Ashish (Head of Crewing).

- KARCO will be used for the entire Fleet, VOD no longer in use.
- Training records of Shore based staffs i.e. Webinars / Seminars / Training Courses are to be well maintained.
- Mental Health Training for Shore Staff for 1<sup>st</sup> week December 2024.

No.	Topic	Responsible
8	Management of Changes: a. EU MRV & IMO DCS / Decarbonization / BWMS / Ship Performance Monitoring / General overview of performance improvement projects	PIC

Comment:

The New SMS does not contain procedures for Management of Change.  
Even though this is not an ISM requirement but propose Management considering implementation Management of Change in the SMS.  
Projects was presented by Vitaly – Project Manager

No.	Topic	Responsible
9	Technical Management Operational Tasks Summary and Review Review of Records of Class & Statutory Surveys- New memorandums, or any Condition of Class, and dispensations / exemptions	FTD & PIC
Comment: - Presented by Fleet Manager - TSI are reminded to familiar themselves with new SMS. Feedback / issues can be directed to Risk Dept. - Defects to be followed by TSI. Defects are managed in MESPAS; there are overdue defects – TSI are reminded that these are to be attended to / extension / postpone (within reasoning) - Improvement of definition of Defects can be made in the new SMS, this is put for discussion		

No.	Topic	Responsible
10	Review of Customer Feedback a. Note any unresolved customer feedback or complaint to identify corrective actions and recommended next steps.	FTD
Comment: - NIL		

No.	Topic	Responsible
11	Review of the Company Ship Security Plan, Hardening Plan & Security Management System & Security Incidents Reports.	SID CSO / DCSO
Comment: - Presented by Mads Walther (CSO)		

No.	Topic	Responsible
12	IT Support, Communications and Cybersecurity Matters a. Review of IT support given to vessels, communications matters b. Review of Cybersecurity Implementation ashore and on board.	IT
Comment: - Presented by IT Dept.		

No.	Topic	Responsible
13	Overall Review & Assessment of Effectiveness of SMS & New Targets a. Overall Assessment for <b>last year</b> , requirements for the subsequent period, and b. Review of the effectiveness of the SMS + New Targets for <b>this year</b> ; (CEO)	CEO
Comment: - Not Applicable; due to implementation of new SMS. - This section will be revisited in the next Management Review (2025 – 2026) as dependant on feedback of Shore Staff and Master's Review. As stated previously, the new SMS will undergo major revision as there are inconsistencies and feedback from other Depts. This is expected to happen around mid-2025.		

No.	Topic	Responsible
14	Any other Business a. Other Topics & Proposals as received from all participants b. Summary and Review of Recommendations made for improvement	Open for input from all participants
Comment: - NIL		

No.	Topic	Responsible
15	General Recommendations for Improvement Indicate any general recommendation we can look into toward continuously improving the SMS.	Open for input from all participants
Comment: - Not Applicable This is expected around mid-2025.		

**List of Attendees**  
**Held on Monday, 06 Jan 2025**

**Present in Singapore Office:**

<b>Name and Surname</b>	<b>Position</b>
Mr. Martin Peter Henry	Chief Executive Officer / <b>Chairman of the Meeting</b>
Mr. Sonjay Bairagi	Senior Fleet Manager
Capt. Ashish Kambo	Head of Crewing
Mr. Richard Munro	Training & Tech Manager
Mr. Mads Walther	DPA & CSO
Capt. Rajesh Sharma	Deputy DPA & CSO
Mr. Denver Mariano	Technical Superintendent
Mr. Reynaldo Gonzales	Technical Superintendent
Mr. Yogesh Devendra Negi	Technical Superintendent

**Via Teams:**

<b>Name and Surname</b>	<b>Position</b>
Mr. Vitaly Makarov	Project Manager
Mr. Ronaldo Gambota Palad	IT Manager / CCSO
Mr. Wen Feng Deng	Marine & Training Superintendent
Mr. Liu Hai Jian	Marine Superintendent
Mr. Ning Wu	Marine Superintendent
Mr. Vijay Pal Singh	Marine Superintendent

Mr. Frank So	SID Assistant Manager / <b>Secretary</b>
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The meeting commenced at 09:00 hrs and ended at 12:30 hrs.

**Meeting Minutes and related Documentation will be sent to all managed vessels.**



## 01. Minutes and Agenda for Management Review – YEAR 2024

NOTE: Due to implementation of New Safety Management System, any “Previous Recommendations for Improvement” referring to the Old SMS will be made obsolete.

No.	Item	PIC	Target Date	Status
01.	Senior Officers handover notes to be made available timely for new joiners via Tech Supt. / Marine Supt.	FM and DPA	Continuously	On Going
02.	The process of reporting, monitoring and management of the defects needs improvement. Shore and Ship Staff to be continuously made aware about requirements for reporting and actioning the deficiencies and defects.	FM and DPA	Continuously	On Going
03.	Compile a new training matrix for shore-based staff	Risk Dept.	June 2025	On Going
04.	The “White” List of websites compiled, maintained and implemented, shall be promulgated onboard all managed vessels.	IT	With immediate effect	On Going

## 02. Review of Company Policies – Policy Manual / Review of Company SMS



### MISSION, VISION, AND VALUE STATEMENT

#### MISSION

*To provide efficient, effective, environmentally, and socially responsible, high quality ship management, and be the management partner of choice for Blue Chip customers.*

#### VISION

*To continue to be a significant and profitable international ship manager with a growing fleet of modern and flexible ships causing no harm to people or the environment and to grow by sharing the same custom-made services that we provide for our existing customers with shipowners who want a bespoke and personal approach.*

#### VALUE

*We will act with uncompromising honesty and integrity in everything we do, respect our social and physical environment around the world and will strive to be worthy of the trust our customer places in us.*

*We will strive to nurture human resources and will provide our staff with a healthy, fair, and equal opportunity working environment. We will value and develop our employee's diverse talents, initiative and leadership and set a vibrant culture where ideas can blossom, people can thrive, and success can flourish.*

*We achieve this through TEAMWORK, TRUST, and TRANSPARENCY*

**TEAMWORK –** *Our professional and passionate staff, both on ships and ashore are committed to work together as a productive team.*

**TRUST –** *The trust we have in one another makes us strong partners for all our stakeholders.*

**TRANSPARENCY –** *With our transparent management style, we continuously develop our highly effective and efficient quality management services.*



MARTIN PETER HENRY  
CHIEF EXECUTIVE OFFICER

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01 Feb 2024

### 3A. Review of Internal Audit reports and External Audit reports – NCs & Observations & Deficiencies, and discussions for actions leading to improvement.

#### Review of Annual Internal Audits Findings (NCNs + Observations)

	2023	2024	2025				REMARKS
Total number of ships-avg.	6.5	13					Due to implementation of New SMS, expecting increased findings across the fleet.
TOTAL NUMBER OF ISM AUDITS	5	10					
TOTAL NUMBER OF ISM & MLC (NCNs & Defs & OBS) FINDINGS	40	87					
TOTAL NUMBER OF ISPS AUDITS	5	10					
TOTAL NUMBER OF ISPS (NC & OBS) FINDINGS	3	14					

#### Review of Vessels External Audits ISM & ISP

	2023	2024	2025				REMARKS
Total number of ships-avg.	6.5	13					IVS Dunes will be due for Initial on 10 Feb 2025. IVS Atsugi will be due for Initial on 04 May 2025.  The Fleet is expected to be busy with External Audits from Q4 2025 to Q1 – Q3 of 2026 as they are in the window for Intermediate Audits.
TOTAL NUMBER OF ISM AUDITS	8	8					
TOTAL NUMBER OF ISM (NC & OBS) FINDINGS	0	2					
TOTAL NUMBER OF ISPS AUDITS	8	8					
TOTAL NUMBER OF ISPS (NC & OBS) FINDINGS	0	1					

### Review of MLC External Inspections:

	2023	2024	2025				Remarks:
Total number of ships-avg.	6.5	13					NIL
TOTAL NUMBER OF EXTERNAL MLC INSPECTIONS	8	8					
TOTAL NUMBER FINDINGS	0	0					

### NOTE:

The company has issued a complete set of New Ship Management System. The old system has been made obsolete. Certain issues have been identified, i.e. inconsistencies / contradictory and clarity required etc. The Risk Dept. has already taken notes of issues identified thus far, and revision will follow.

The next “major revision” is expected from the mid to end of 2025.  
(However, if urgent, these changes will take immediate effect and shall not be delayed)

At the same time, we are also expecting an increase in findings due to the new SMS being implemented onboard. Internal Auditors are advised to coach and guide and support the Master and the crew of the new SMS.

## Internal Audit Schedule Planner for 2025

January 01, 2025				2025 Vessel Annual Internal Audit Schedule											
No.	Vessel Name	Last Audit Date	Next Audit Date	Q1			Q2			Q3			Q4		
				01/25	02/25	03/25	04/25	05/25	06/25	07/25	08/25	09/25	10/25	11/25	12/25
1	CANNY CAROLINE	24-Jul-24	24-Jul-25												
2	DOUBLE DIAMOND	17-Nov-23	16-Nov-24												
3	HANDY HEIDI	10-Jul-24	10-Jul-25												
4	IVS KESTREL	22-Sep-24	22-Sep-25												
5	LA LOUISE	30-Nov-23	29-Nov-24												
6	MAJESTIC MARINA	16-May-24	16-May-25												
7	SUNNY SANDRA	18-Jul-24	18-Jul-25												
8	IVS MERLIN	02-Jan-24	01-Jan-25												
9	NIMBLE NICKY	13-May-24	13-May-25												
10	IVS ISOGO	14-Jul-24	14-Jul-25												
11	MAGIQUE MARLINE	15-Sep-24	15-Sep-25												
12	IVS DUNES	21-Nov-24	21-Nov-25												
13	IVS ATSUGI		30-Dec-00												
14	REGAL RACHEL	19-Sep-24	19-Sep-25												
15	ID PIONEER	25-Mar-24	25-Mar-25												
16	JAUNTY JENNY	14-Jun-24	14-Jun-25												

### Note:

IVS Atsugi is planned for Internal Audits ooa Feb 2025 (as vessel was taken over in Nov 2024).

### 3B. Review of Annual Company ISM Internal Audits and CAPA (Corrective & Preventive Actions)

	2023	2024					2023	REMARKS
NCN	3	3						NIL
OBS	1	0						

As the Company has implemented a set of New Safety Management System, an Internal Audit is scheduled for 1<sup>st</sup> Week / Mid Feb 2025.

The previous Company Internal Audit will be made obsolete as the old SMS is no longer applicable.

An Internal Audit for IVS Dunes and IVS Atsugi was conducted on 03 Jan 2025. The below are summary of list of findings:

#### Non-Conformities:

1. Form 4.01.19 Onboard Complaint Form does not contain all the Flag Contacts (as per the respective DOCs). Further, Seafarer's Country of Residence does not contain for all the nationalities.

NOTE: Email was sent to have this revised and implemented ASAP – will remove NC if this is done prior to completion of this Internal Audit.

2. While reviewing Work Permit and Risk Assessment for IVS Dunes, it was noted that:

Form 3.03.01 Permit to Work (27 November 2024)

RA attached refers to "Seaworld Management"

Hot work in Bosun Store – No approval of Ship Manager / MSI / DPA per HSE Procedures Manual Section 4.11.1; Chapter 4.5

#### Observations:

1. The SMS does not contain procedures for Annual Ship Shore Exercise, however, a Planner is available

2. Many sections and Forms refer to Bassnet, this software is no longer available. It is recommended that the company to remove ALL references to Bassnet or any other programmes / software which is no longer used.

#### Recommendations:

1. Certain position does not exist in the Company's existing Organization – suggest having these removed to avoid confusion

2. The vessel is reporting defects and keeping the office up to date with progress in MESPAS, however, communication of Ship Manager (Tech Supt.) has room for improvement.

Example, IVS Dunes has 5 defects of which only 2 had response from the Ship Manager.

3. Recommend the SMS to include procedures for Class Status to be downloaded / updated monthly by Tech Team.

4. There are no requirements / schedule for Top Management to visit vessels in the SMS.

While there is a form on which senior management visits to vessels is recorded (6.04.01 Office Representative Visit Feedback Form), there is no clear schedule for which these visits are made. It is recommended that this be implemented such that a senior manager (CEO, Technical / Marine Director, DPA, Fleet Managers) carries out a vessel visit at intervals determined appropriate by the management. These visits are in addition to vessel visits by Marine or Technical Superintendents.

5. The Company SMS briefly mentions its KPIs and performance measurement. However, this is not indept and these are only evidence on the Company's Management Review.  
The KPI's were touched "briefly" in certain meetings i.e. weekly meetings but not all are in the Agenda.

**Note:**

Since the Audit is for IVS Dunes and IVS Atsugi which are flying the MPA Flag, these findings will not be officially issued as NCs. The Company is due for Internal Audit on 08 March 2025 for MI, LISCR and Malta Flag where the Fleet will be audited.  
Lead Auditor has reported these findings and informed the Top Management of such, and this was agreed upon.  
In the next Internal Audit (08 March 2025); if these findings persist, it will be written as official NCs.

**Company Internal Audit Schedule for 2025**

				2025 Company Internal Audit Schedule											
				Q1			Q2			Q3			Q4		
No.	Name	Last Audit Date	Next Audit Date	01/25	02/25	03/25	04/25	05/25	06/25	07/25	08/25	09/25	10/25	11/25	12/25
1	IVSS	04-Jul-24	04-Jul-25												
2	Tamar SG	04-Mar-24	04-Mar-25												
3	Tamar HK	04-Mar-24	04-Mar-25												

**REVIEW OF ANNUAL COMPANY ISM DoCs EXTERNAL AUDIT FINDINGS (NCNs + Observations)**

	2023	*2024						REMARKS
NCN	0	0						External DOC Audit (2 <sup>nd</sup> Verification) for below Flag is due from May – Jul 2025: 01. Marhsall Islands 02. Liberia
OBS	0	0						External DOC Audit (Initial) for below Flag is due 17 Oct 2025: 01. MPA Singapore However, due to Interim SMC of IVS Dunes expiring on 10 Feb 2025, Initial is to be arranged no later than mid-Jan 2025.

**Findings Analysis:**

One system, one approach for and from all shore-based staff was reiterated.  
All staff are requested to suggest changes in procedures where this can improve the SMS.

The Company is committed towards continual improvement of Company SMS and continual professional development of Sea and Shore Staff.

## Company DOC Audit Schedule for 2025

				Company DOC Audit Schedule											
				2025											
				Q1			Q2			Q3			Q4		
No.	Name	Last Audit Date	Next Audit Date	01/25	02/25	03/25	04/25	05/25	06/25	07/25	08/25	09/25	10/25	11/25	12/25
1	IVSS	07-Jun-24	07-Jan-25												
2	Tamar SG	30-May-24	30-May-25												
3	Tamar HK	05-Apr-24	05-Apr-25												

## 3C. Review of TSI + MSI Vessel visits

NOTE – this is still under construction and should be available by end of January 2025

Risk Dept. Traveling Planner														
Risk Dept.	Name	Start to End	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
			1st Quarter			2nd Quarter			3rd Quarter			4th Quarter		
	Helen	01-Feb-25 to 01-Mar-25		1	1									
	Luke													
	Dennis													
	Richard													
	Anthony													
	Richard													
	Adrian													

No.	Vessel Name	PSC Inspection Risk	Port	ETA	ETB	ETD	Name of MSI Attending	Remarks
1	HANDY HEIDI	Low Risk Ship, Priority II	ZHOUSHAN shipyard	05-Dec-24	05-Dec-24	22-Dec-24	Luke	Shipyard
2	IVS PRESTWICK	Low Risk Ship, No Priority	QINZHOU	05-Dec-24	05-Dec-24	08-Dec-24	Dennis	
3	IVS TEMBE	Low Risk Ship, No Priority	LANSHAN	20-Dec-24	20-Dec-24	25-Dec-24	Tony	
4	IVS THANDA	Low Risk Ship, Priority II	TIESHAN	17-Dec-24	17-Dec-24	19-Dec-24	Dennis	
5	SUNNY SANDRA	Low Risk Ship, No Priority	CHANGSHU	09-Jan-25	09-Jan-25	12-Jan-25	Luke	



				2025											
				Vessel 6th Monthly Technical Inspection Schedule											
				Q1			Q2			Q3			Q4		
No.	Vessel Name	Last Audit Date	Next Audit Date	01/00	01/00	02/00	03/00	04/00	05/00	06/00	07/00	08/00	09/00	10/00	11/00
1	CANNY CAROLINE														
2	DOUBLE DIAMOND														
3	HANDY HEIDI														
4	IVS KESTREL														
5	LA LOUISE														
6	MAJESTIC MARINA														
7	SUNNY SANDRA														
8	IVS MERLIN														
9	NIMBLE NICKY														
10	IVS ISOGO														
11	SUNNY SANDRA														
12	IVS MERLIN														
13	NIMBLE NICKY														
14	IVS ISOGO														
15	SUNNY SANDRA														
16	IVS MERLIN														
17	NIMBLE NICKY														
18	IVS ISOGO														
19	SUNNY SANDRA														
20	IVS MERLIN														
21	NIMBLE NICKY														
22	IVS ISOGO														
23	SUNNY SANDRA														
24	IVS MERLIN														
25	NIMBLE NICKY														
26	IVS ISOGO														
27	SUNNY SANDRA														
28	SUNNY SANDRA														
29	IVS MERLIN														
30	NIMBLE NICKY														
31	IVS ISOGO														
32	SUNNY SANDRA														

### 03D. Review of Deficiencies raised by Port States Controls, Flag States-Inspections, RightShip Inspections and scoring, and discussions for actions leading to improvement.

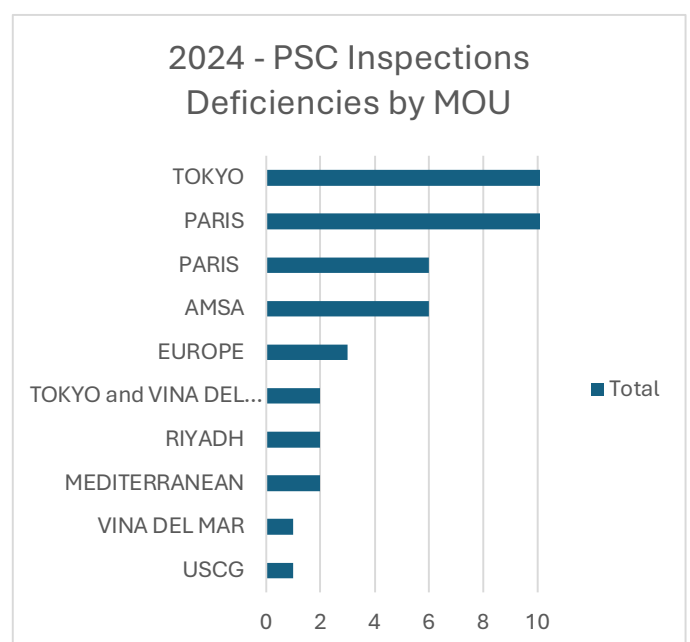
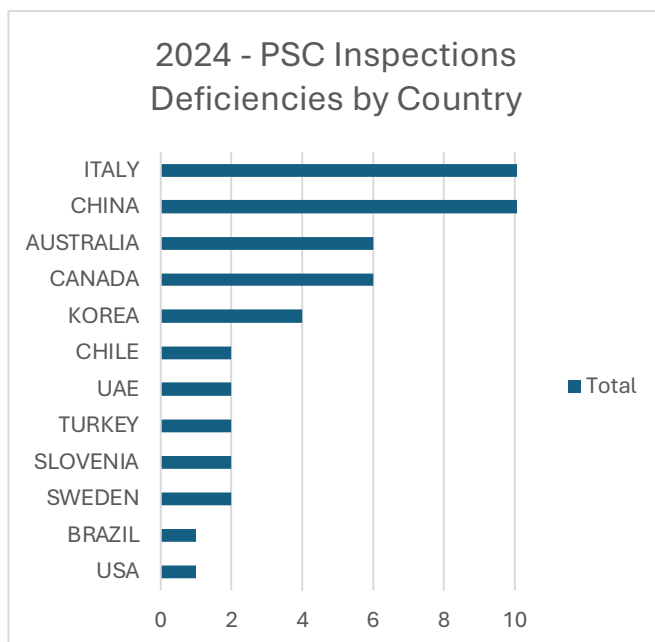
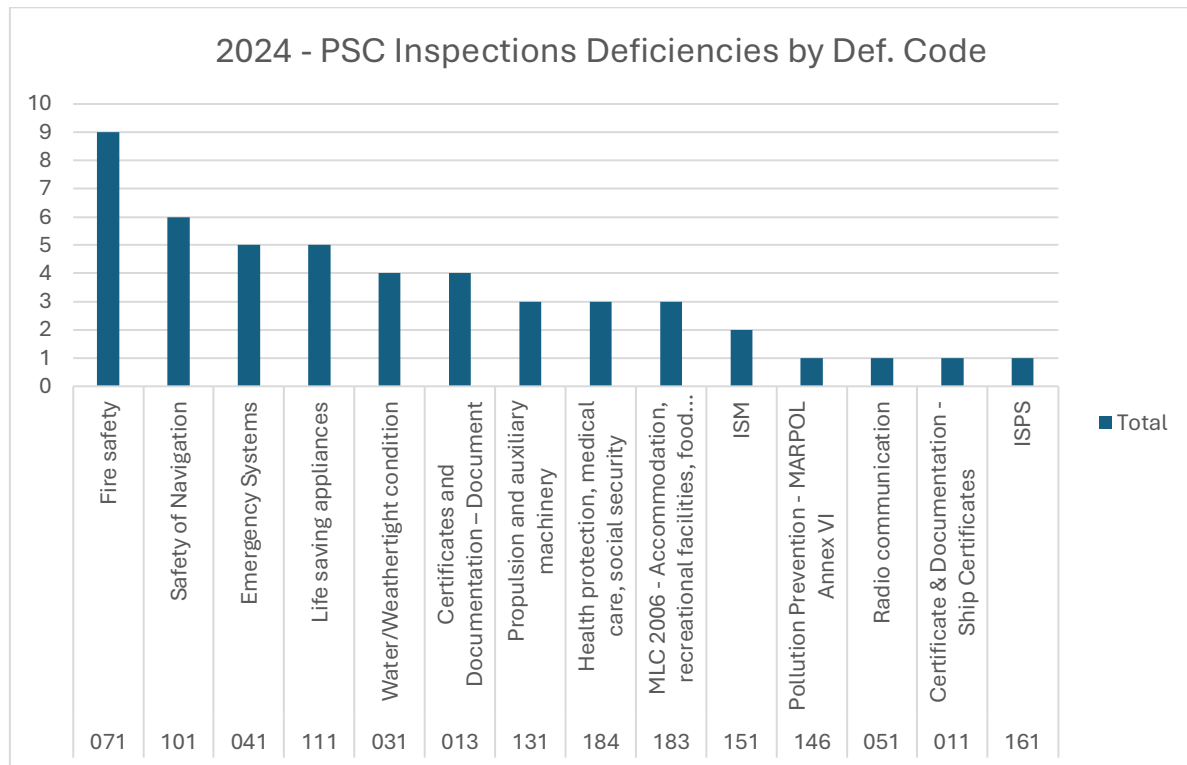
#### Review of PSC Inspections 2024

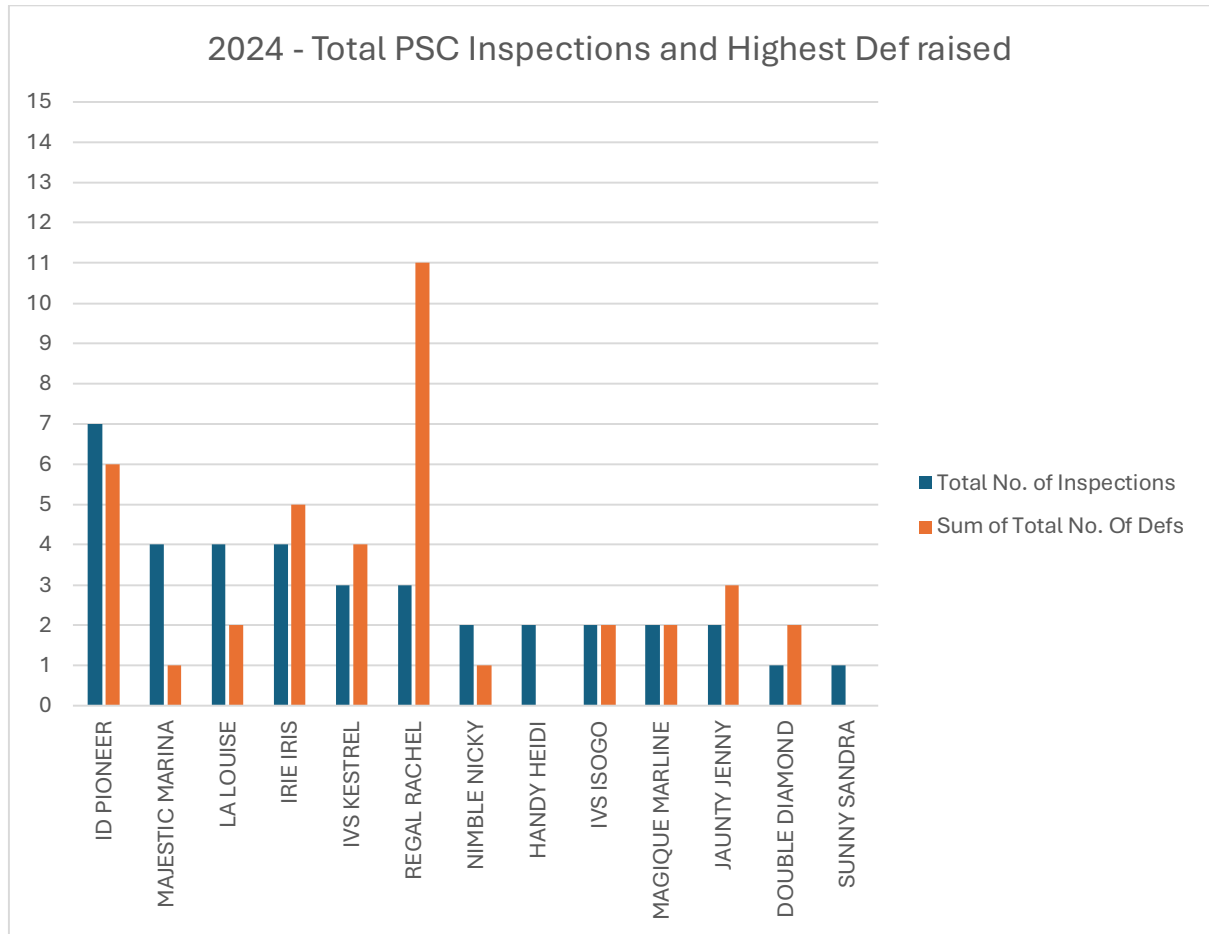
	2023	2024	2025	2026
Average No. of vessels	6.5	13		
No. of Port State Control Inspections	4	78		
Total no. of PSC deficiencies	2	54		
Port State deficiencies rate (%)	0.5%	0.69%		
No. of PSC detentions	0	0		
PSC detention rate (%)	0.0	0.00		
No. of PSC Inspections without deficiencies	2	56		
PSC Zero – Deficiencies inspections rate (%)	0.5%	71.80%		

The Company's vessels continue to be the subject of Port state control inspections. In 2023 – 2024 there were 78 PSC inspections with 54 deficiencies and Nil detentions (56 PSC Inspections with Zero Deficiencies). Overall, the deficiencies as shown in the graph below show that Fire Safety, Safety of Navigation, Emergency System and Lifesaving Appliances continue to be the bigger issue. This was also clearly identified in the analysis of the internal audits and technical inspections. The Technical Team and Marine Supt. have been engaging with the vessels and on-the-job training instructions have been issued to the vessels regarding rescue boats.

ID Pioneer had the highest number of PSC Inspections (total 7) while Regal Rachel had the highest number of PSC Deficiencies (total 11).

All the Port State Control observations do indicate the inconsistencies between different Countries. However, it should also be noted that these defects are generally routed in lack of paying attention by those onboard. These are weak observations which could have been avoided by those onboard.





## Record of Flag State Inspections:

FLAG STATE INSPECTION RECORD IN 2024									
NO.	VESSEL	DATE	NEXT FSI Note: Annual has been set, but FSI may be requested as / if required	PLACE	DEFICIENCIES	OBS/REC	RECTIFY STATUS	CAR STATUS	REMARK
1	HB GOLDEN EAGLE	1/2/2024	12/31/2024	DAKAR	0	0	N/A	N/A	
2	HANDY HEIDI	1/3/2024	1/1/2025	SANTOS	0	0	N/A	N/A	
3	SUNNY SANDRA	1/12/2024	1/10/2025	CHANGSHU	1	2	RECTIFIED		
4	ID PIONEER	1/13/2024	1/11/2025	NEW ORLEANS	6	1	RECTIFIED	To Flag 04/11/2024	
5	SASSY SOFIA	2/12/2024	2/10/2025	RIO HAINA	2	0	RECTIFIED	To Flag 03/05/2024	
6	IRIE IRIS	2/20/2024	2/18/2025	ICHIHARA	0	6	RECTIFIED		
7	LA LOUISE	2/22/2024	2/20/2025	NEW ORLEANS	0	1	RECTIFIED		
8	HB IMABARI	2/27/2024	2/25/2025	GLADSTONE	0	0	N/A		
9	RIN TREASURES	3/20/2024	3/19/2025	SITRA	0	0	N/A		
10	MERRY MARIE	3/25/2024	3/24/2025	MOBILE	0	0	N/A		
11	IVS KESTREL	4/11/2024	4/10/2025	VANCOUVER	3	2			
12	BALD EAGLE	5/15/2024	5/14/2025	DUNDEE	7	4	RECTIFIED	To Flag 07/06/2024	
13	REGAL RACHEL	5/18/2024	5/17/2025	ABU DHABI	0	1		To Flag 07/06/2024	
14	NIMBLE NICKY	5/27/2024	5/26/2025	SACRAMENTO	4	0	RECTIFIED		
15	IVS KESTREL	6/12/2024	6/11/2025	KASHIMA	0	3	RECTIFIED		
16	IVS ISOGO	6/27/2024	6/26/2025	MINA SAQR	0	0			
17	ELEGANT EMILIE	7/8/2024	7/7/2025	CAMDEN	0	1			
18	JAUNTY JENNY	7/16/2024	7/15/2025	TAMPA	0	0			
19	REGAL RACHEL	7/23/2024	7/22/2025	HOUSTON	0	0			
20	SASSY SOFIA	8/1/2024	7/31/2025	OSKARSHAMN	1	0	RECTIFIED		
21	ID PIONEER	8/9/2024	8/8/2025	BECANCOUR	5	0			
22	MAGIQUE MARLINE	8/21/2024	8/20/2025	VANCOUVER	0	0	N/A		
23	CANNY CAROLINE	10/9/2024	10/8/2025	PHILADELPHIA	0	0	N/A		
24	IVS KESTREL	10/28/2024	10/27/2025	STOCKTON	0	1			
25	JAUNTY JENNY	11/13/2024	11/12/2025	TARRAGONA	0	0	N/A		
26	ID PIONEER	11/26/2024	11/25/2025	SUNDERLAND	0	3			
27	MAJESTIC MARINA	11/28/2024	11/27/2025	TOKAI	0	1		N/A	This is COC

FSI will be arranged Annually or deemed necessary.

The Flag State Inspections are under the responsibility of and managed by the Marine Supt.  
Should there be any issues, the same is brought to the attention of the DPA.

There are in total 27 FSIs (majority conducted by Marhsall Islands Flag). Of the 27 Inspections, there are a total of 29 Deficiencies and 26 Observations.  
These are easily avoidable. Regardless, CAPA has been completed for these.

## Rightship Fleet and Company DOC Performance Example:

Tamar Ship Management LTD Safety Sub-score														4	of 5	3-Dec-24	Total Number of Vessels		
Tamar Ship Management PTE LTD Safety Sub-score														5	of 5				
Island View Shipping Services Safety Sub-score														5	of 5				
Tamar Fleet Safety Score Status						NOTE: RSIQ does not impact the RSI Safety Score of the Company / Vessel		Category A Incident: Where there is a loss of life, total loss or another incident classed as very serious Category B Incident: Where there is significant damage to the vessel or an event that renders the ship unseaworthy, such as underwater penetration of the hull, immobilization of main engines, serious fire and pollution or any other incident classed as serious. Category C Incident: Where there is not significant damage to the vessel or the ship remains seaworthy, such as contained fire and pollution or any other incident classed as non-serious. Category D Incident: Any event not meeting the definition of an incident considered by the Safety Score, typically non-marine casualty events. These are excluded from the Safety Score calculation.							31				
No.	Vessel Name	DOC	Date of Year Built	Vessel Age	Due date for 14 Yrs	LAST RIGHTSHIP INSPECTION	Next RIGHTSHIP INSPECTION DUE DATE	Safety Score	Remarks	Last PSC Detention Date	6 Months (V/-180 Days)	12 Months (V/-365 Days)	24 Months (V/-730 Days)	60 Months (V/-1825 Days)	Remarks	Incident Reported affecting RSI	Description of Incident	Category	Others
1	Cann Caroline	TSM SS	1-Nov-12	12	1-Nov-24	1-Jul-19	NL	5									On 1st February 2019 at 01:30 hrs L.L. vessel named M/V "MADARA" (TAN PRUDENCE) attempted to berth in Suez Canal (with pilot onboard) and M/V "MADARA" port side (between 20-22) causing a damage to the fore-castle area.	B	
2	Double Diamond	TSM SS	1-Jan-19	5	1-Jan-23	NL	NL	3	18-Feb-2024 Inspection (RightShip Inspection) Previous Age Requirement Actual Date of Inspection - Inspection Forbidden							1-Dec-23	Contact with the pier during departure from Port of Liverpool, England.	C	
3	Handy Heidi	TSM SS	1-Sep-13	11	1-Sep-23	NL	NL	5									NL		
4	IPS Kestrel	TSM SS	1-May-14	10	1-May-24	NL	NL	4	08-Nov-2024 Safety Score change from 3 to 4								NL		
5	IPS Merlin	TSM SS	1-May-11	13	1-May-23	NL	NL	4	27-Jul-2024 Safety Score changed from 5 to 4 PSC: Vessel Det MEX MOU Rio Grande (Brazil) Det 1, Det N, Closed (26-Jun-2024)								NL		
6	La Louisa	TSM SS	1-Feb-12	12	1-Feb-24	NL	NL	5	21-Jul-2024 Safety Score changed from 5 to 4								NL		
7	Majestic Marina	TSM SS	1-Jul-09	15	1-Jul-21	21-Feb-25	21-Feb-25	4	PSC: Tokyo MOU Bunkai Det 1, Det N, Closed (20-Jun-2024) Safety Score changed from 2 to 4								NL		
8	Nimble Nicky	TSM SS	1-Sep-19	4	1-Sep-22	25-Sep-24	25-Sep-25	4	Rule 502.5 Over 10 years and + 8000 DWT without a satisfactory RSI inspection Safety Score changed from 5 to 4								NL		
9	Swag Sandra	TSM SS	1-Jul-12	12	1-Jul-24	NL	NL	4	Deficiency Performance 5% - 40%								NL		
									28-May-2024 Safety Score changed from 1 to 2 over 10								M/V Dally was moored with port side alongside at City dock's berth #7, Houston, Texas, USA, at 00:30 hrs on 22 July M/V PRESURGE which moored with starboard side alongside at City dock's berth #6. Astern of M/V Dally suddenly started astern into the M/V DALLY, when the mooring lines had parted affected by passing vessel M/V. Astern which creates		

The Rightship Fleet and Company DOC Performance is monitored by the Risk Dept. and is discussed every Monday.

### NOTE:

#### A Two-Phased Approach to Enhanced Safety

The phased introduction of this new policy will begin on **31 March 2025**:

- **Phase 1 (2025):** RightShip's age trigger for inspection of Dry Bulk and General Cargo vessels will change from 14 years to 12 years, after which an annual acceptable RightShip Inspection will be required.
- **Phase 2 (2026):** The age threshold will be further reduced, requiring inspections for vessels aged 10 years or older.

This is constantly being argued and Rightship may change the rule to 13years instead of 12years. We will prepare for the final decision.

Meanwhile, Rightship Inspection is monitored by the Risk and Tech Dept., preparation for RSI is 4months prior to the actual RSI.

## Rightship Planner

				2025 Rightship Planner											
				Q1			Q2			Q3			Q4		
No.	Vessel Name	Last Audit Date	Next Audit Date	01/00	01/00	02/00	03/00	04/00	05/00	06/00	07/00	08/00	09/00	10/00	11/00
1	CANNY CAROLINE														
2	DOUBLE DIAMOND														
3	HANDY HEIDI														
4	IVS KESTREL														
5	LALOUISE														
6	MAJESTIC MARINA														
7	SUNNY SANDRA														
8	IVS MERLIN														
9	MMBLE NICKY														
10	IVS ISOGO														
11	MAGIQUE MARLINE														
12	IVS DUNES														
13	IVS ATSUGI														
14	REGAL RACHEL														
15	ID PIONEER														
16	JAUNTY JENNY														
17	PACIFIC PIONEER														
18	IVS Gleneagles														
19	IVS Kinglet														
20	IVS Knot														
21	IVS North Berwick														
22	IVS Prinda														
23	IVS Sparrowhawk														
24	IVS Sunbird														
25	IVS Swinley Forest														
26	IVS Tembe														
27	IVS Thanda														
28	IVS Ventrorth														
29	IVS Okudogo														
30	IVS Prestwick														
31	IVS Maggie														
32	IVS Phoenix														

Rightship Planner is in progress, once the Final Phase Introduction has been decided, we will update the planner.



#### 04. Review of New Regulations and Needed Resources

DATE IN FORCE, OR EXPECTED INTO FORCE (EIF)	REGULATIONS AND REFERENCES	REMARKS
<b>THE SHORE AND SEA STAFF ARE REMINDED THAT COMPANY (INCLUDING ALL MANAGED VESSELS) SUBSCRIBES TO: REGS4SHIPS – ELECTRONIC MEAN OF RECEIVING OF UPDATES RELATED TO INTERNATIONAL MANDATORY RULES AND REGULATIONS, AS WELL AS FLAG STATES/NATIONAL LEGISLATIONS: AUSTRALIA, HONG KONG, LIBERIA, MALTA, MARSHALL ISLANDS, Singapore, USA and etc.</b>		
1 <sup>st</sup> December 2024	MLC 2006	Amendments 2022 enter into force.
01 Jan 2025	Amendments (07-23) to IMSBC Code	<ul style="list-style-type: none"> <li>The IMSBC Code 7th Amendment to revise individual schedules of cargoes was adopted by the IMO Maritime Safety Committee 107th session (MSC107) held in June 2023. The Amendment will enter into force on 1 January 2025 and will be mandatory for all ships loading solid bulk cargoes on or after 1 January 2025</li> </ul>
01 Feb 2025	Amendments to the format of Ballast Water Record Book	<p>Two IMO resolutions relating to the Ballast Water Management Convention are coming into effect that change the format of the Ballast Water Record Book (BWRB) and introduce new requirements for the use of electronic BWRBs:</p> <ul style="list-style-type: none"> <li>IMO – Resolution MEPC.369(80) – Amendments to the International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004, Amendments to Appendix II (Form of Ballast Water Record Book). Applies from 1 February 2025.</li> </ul>
1 May 2025	Entry into effect	<ul style="list-style-type: none"> <li>MARPOL Annex VI amendment enters into effect - designation of Mediterranean Sea, as a whole, as an Emission Control Area for Sulphur Oxides and Particular Matter, under MARPOL Annex VI. In such an Emission Control Area, the limit for sulphur in fuel oil used on board ships is 0.10% mass by mass (m/m), while outside these areas the limit is 0.50% m/m.</li> </ul>
06 June 2025	Entry into force of the Hong Kong Convention	<ul style="list-style-type: none"> <li>The Hong Kong International Convention for the Safe and Environmentally Sound Recycling of Ships, 2009 (the Hong Kong Convention), was adopted at a diplomatic conference held in Hong Kong, China, from 11 to 15 May 2009, which was attended by delegates from 63 countries.</li> </ul>
01 Aug 2025	Amendments to MARPOL Annex VI on IMO Ship Fuel Consumption Database	<ul style="list-style-type: none"> <li>Amendments to the Annex of the Protocol of 1997 to amend the International Convention for the Prevention of Pollution from Ships, 1973, as modified by the Protocol of 1978 relating thereto Amendments to MARPOL Annex VI (Low-flashpoint fuels and other fuel oil related issues, marine diesel engine replacing steam system,</li> </ul>
DATE IN FORCE, OR EXPECTED INTO FORCE (EIF)	REGULATIONS AND REFERENCES	REMARKS
<b>THE SHORE AND SEA STAFF ARE REMINDED THAT COMPANY (INCLUDING ALL MANAGED VESSELS) SUBSCRIBES TO: REGS4SHIPS – ELECTRONIC MEAN OF RECEIVING OF UPDATES RELATED TO INTERNATIONAL MANDATORY RULES AND REGULATIONS, AS WELL AS FLAG STATES/NATIONAL LEGISLATIONS: AUSTRALIA, HONG KONG, LIBERIA, MALTA, MARSHALL ISLANDS, Singapore, USA and etc.</b>		
	(IMO DCS)	accessibility of data and inclusion of data on transport work and enhanced granularity in the IMO Ship Fuel Consumption Database (IMO DCS))
01 Oct 2025	Amendments to BWM Convention on Electronic Record Book Format	<p>Two IMO resolutions relating to the Ballast Water Management Convention are coming into effect that change the format of the Ballast Water Record Book (BWRB) and introduce new requirements for the use of electronic BWRBs:</p> <ul style="list-style-type: none"> <li>IMO – Resolution MEPC.383(81) – Amendments to the International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004, Amendments to Regulations A-1 and B-2 (Use of Electronic Record Books). Applies from 1 October 2025.</li> </ul>
1 January 2026	Adopted by MSC 106: SOLAS and IGC and IGF Code	<ul style="list-style-type: none"> <li>SOLAS chapter II-2 in relation to flashpoint - amendments to SOLAS chapter II-2, intended to prevent the supply of oil fuel not complying SOLAS flashpoint requirements (60°C), enhancing the safety of ships using oil fuel. The amendments add new definitions and provisions to SOLAS regulation II-2/4 (Probability of ignition), including requiring that ships carrying oil fuel shall prior to bunkering be provided with a declaration signed and certified by the fuel oil supplier's representative that the oil fuel supplied is in conformity with regulation SOLAS II.2/4.2.1 and with the test method used for determining the flashpoint.</li> <li>SOLAS Protocol of 1978 - amendments to the 1978 SOLAS Protocol concern the Form of Safety Equipment Certificate for Cargo Ships, ensuring harmonization with the forms of certificates in the appendix (Certificates) to the annex to the 1974 SOLAS Convention, amended by resolution MSC.496(105) for consistency, as a result of the GMDSS modernization.</li> <li>IGC and IGF Code amendments - amendments to chapter 6 of the International Code for the Construction and Equipment of Ships Carrying Liquefied Gases in Bulk (IGC Code) and to chapter 7 of the International Code of Safety for Ships Using Gases or</li> </ul>



DATE IN FORCE, OR EXPECTED INTO FORCE (EIF)	REGULATIONS AND REFERENCES	REMARKS
<b>THE SHORE AND SEA STAFF ARE REMINDED THAT COMPANY (INCLUDING ALL MANAGED VESSELS) SUBSCRIBES TO: REGS4SHIPS – ELECTRONIC MEAN OF RECEIVING OF UPDATES RELATED TO INTERNATIONAL MANDATORY RULES AND REGULATIONS, AS WELL AS FLAG STATES/NATIONAL LEGISLATIONS: AUSTRALIA, HONG KONG, LIBERIA, MALTA, MARSHALL ISLANDS, Singapore, USA and etc.</b>		
		other Low-flashpoint Fuels (IGF Code) concern the application of high manganese austenitic steel for cryogenic service in cargo and fuel tanks of LNG carriers and LNG-fuelled ships.
01 Jan 2026	Amendments to LSA Code  LSA Code 4.6 MSC.535(107), MSC.544(107) 2026/01/01	<ul style="list-style-type: none"> <li>The amendments modify sections of Chapter II (Personal Life-Saving Appliances), Chapter IV (Survival Craft), and Chapter VI (Launching and Embarkation Appliances) of the LSA Code.</li> </ul>
01 Jan 2026	Amendments to SOLAS Chapter II-2 for safety measures on use of fuel oil	<ul style="list-style-type: none"> <li>Regulation 4 now requires that oil fuel used on ships must not compromise the safety of the ship, the performance of machinery, or the health of personnel.</li> </ul>
01 Jan 2026	SOLAS V MSC.532(107), MSC.533(107), MSC.534(107) 2026/01/01	<ul style="list-style-type: none"> <li>Amendments to SOLAS chapter V and format of SE Certificate on carriage of electronic inclinometers</li> </ul>
01 Jan 2026	SOLAS II-1 MSC.532(107) 2026/01/01	<ul style="list-style-type: none"> <li>Amendments to SOLAS Chapter II-1 on safety requirements for lifting appliances and anchor handling winches</li> </ul>
01 Jan 2026	SOLAS II-2 MSC.520(106)	<ul style="list-style-type: none"> <li>Amendments to SOLAS Chapter II-2 for safety measures on use of fuel oil</li> </ul>

The Company has taken initiative to keep track of the New Regulations coming into force and have taken sufficient measures for implementation of these regulations. New regulations were reviewed and incorporated in company SMS where required. Company has provided REG4SHIPS where all IMO publications and flag state circulars as per new regulations are automatically updated.

## 05. Review of previous Shipboard Management Reviews, including actions taken - (Including MLC 2006 Complaints)

Due to implementation of new SMS, the old Master's Review of the old SMS will be discarded. Vessels running the new SMS have been informed of the new requirement of 1 Master's Review (Once per Annum).  
Form 5.1.6.1

## 06. Health, Safety and Environmental Management related:

Serious (Safety) Accidents / Incidents involving managed vessels  
Review & Summary of Accidents Reports & Hazardous Occurrences

### Incident/accident and Near Miss dashboard

Period: From 01 Jan. 2024 to 31 Dec. 2024

Month	Number of VSL	Working hours	Injury		Frequency		Incident/Accident				NMHO	
			LTI	TRC	LTIF	TRCF	MARPOL	NAV.	Others	Sub. TTL	Number	Rate
Jan	25	367536		1	0.00	2.72		2	1	4	41	1.64
Feb	27	365424		1	0.00	2.74			3	4	42	1.56
Mar	25	390744		1	0.00	2.56	1		3	5	39	1.56
Apr	25	357648		0	0.00	0.00	1		3	4	40	1.60
May	25	354696		1	0.00	2.82		1	2	4	42	1.68
Jun	24	337992	1	1	2.96	2.96	1	2	4	8	44	1.83
Jul	24	362016		2	0.00	5.52	1		2	5	38	1.58
Aug	21	351624	0	0	0.00	0.00			2	2	29	1.38
Sep	20	296400	0	0	0.00	0.00		1		1	24	1.20
Oct	18	283560	0	0	0.00	0.00	1	1	4	6	31	1.72
Nov	16	253608	0	0	0.00	0.00		1	3	4	26	1.63
Dec												
Total:			1	7	0.27	1.88	5	8	27	47	396	

SIRIS			Near Miss	
SIRIS			NM	
DashBoard	Quarterl	Total	Quarterl	Total
	Q1	13	Q1	122
	Q2	16	Q2	126
	Q3	8	Q3	93
	Q4	0	Q4	0

2024 HSE INCIDENT STATUS							
Injuries and Deaths	2023 Results	Quarterly Results				2024	
		Q1	Q2	Q3	Q4	Target	Actual
Deaths (Unnatural or Accidental)	0	0	0	0		0	0
Lost Time Injury (Day away from Work)	3	0	1	0		6	1
Medical Treatment Cases (Exrernal Treatment / Assistance required)	6	1	0	1		9	2
First Aid Cases (On-board Treatment Only)	4	2	1	1		12	4

2024 OIL SPILL STATUS							
Spills and Emissions	2023 Results	Quarterly Results				2024	
		Q1	Q2	Q3	Q4	Target	Actual
Spill (Into the Environment)	0	0	0	0		0	0
Minor Spill (Contained and < 1 bbl)	0	0	0	0		0	0
Contained Spill (Contained and > 1 bbl)	1	1	1	0		0	2
Spill (Any quantity into the water)	0	0	0	0		0	0

2024 MATERIAL LOSSES STATUS							
MATERIAL LOSSES	2023 Results	Quarterly Results				2024	
		Q1	Q2	Q3	Q4	Target	Actual
Catastrophic Damage / Loss (Greater than \$1 000 000)	0	0	0	0		0	0
Massive Damage / Loss (\$500 000 to \$1 000 000)	0	0	0	0		1	0
Serious Damage / Loss (\$50 000 to \$500 000)	2	0	0	0		8	0
Minor Damage / Loss (Less than \$50 000)	11	2	3	2		13	5

2024 BEST PRACTICE STATUS							
BEST PRACTICE	2023 Results	Quarterly Results				2024	
		Q1	Q2	Q3	Q4	Target	Actual
Near Miss Reports	396	122	126	93		NIL	341

Incident / Accident and Near Miss is being monitored by the Risk Dept.  
From summary, there is a decrease in Q3 (total 8) from Q2 (total 16) – same applies to Near Miss.  
This may be due to several vessels leaving the Company. Regardless, the Company is continuously promoting safety culture onboard.

**Company Exercise (Ship Shore Drill)**

Ship / shore SAFETY AND SECURITY drills were conducted regularly and found satisfactory. Report of ship/shore drill shared with fleet.

The next exercise was done on 18 Dec 2024.

Setting

- IVS DUNES is enroute fully laden from Mesaieed Port in Qatar to New Orleans in US.

Incident

- Explosion + Fire in the engine room. Black Out. The vessel is drifting towards Iranian waters.
- Injured persons in the fire:
- Drifting towards shallow waters. Development of scenario iaw Captains decision and in coordination with MRCC, simulated by NHC.

Development

Optional development:

- Medevac of injured persons to New Khasab Hospital in Oman... Is this a relevant and approved Hospital?
- JRCC Masqat Oman involved but MRCC Bandar Abbas is also eager and wants to take over operation
- Leaking Oil
- Naval vessels from both Iran and EU Operation Aspides in area. IVS Dunes is forced to abandon ship. Reluctant to do so...What to do?
- Iranian Forces to intervene. Threatening to take over IVS Dunes

Next Exercise is planned due before 18 Dec 2025; however, more exercise may be conducted if deemed necessary / as required.

**07. Review of Training Office & Crew Retention - Tools used, Identified Training needs, who and what, Disciplinary Records.**

VOD has been replaced with KARCO which is seen to be a more relevant and up to date training software package. It is important that the Office monitors the progress of the fleet to ensure that the crew takes advantage of this resource.

**Training of Company Personnel:**

Company staff have attended shore-based training conducted by authorized training institutes to continually improve skills required for ship management.

**Training of Shipboard Personnel:**

Basis various recent changes in the industry, feedback received from vessels and vessel inspection findings, incident reports; the Office identified the gap between existing training and the requirements on board. Training resources have been identified considering the increase in demand for ship staff expected soon.

To address this gap in training and better preparation the Office is customizing new courses and updating, revising and upgrading the existing courses accordingly. There is a continuous flow of information from the Ship to the Management office.

- All joining crew were trained for the company's HSQE management system by each manning company.

- Pre-joining briefing was carried out for senior personnel in company prior joining a vessel.
- The company has provided KARCO CBT and training plans to all vessels.
- Frequent crew seminars held in 2024
- OJT were carried out for ship staff on navigation and HSQE matters.
- Regular HSQE campaigns were promulgated to ship staff.

#### **08. Management of Changes:**

The Management of Change is not in the New SMS. In the future with DryBMS and Rightship requirements, the Management of Change procedures may become relevant and hence, may be incorporated.

Even though this is not an ISM requirement but propose Management considering implementation Management of Change in the SMS.

#### **09. Technical Management Operational Tasks Summary and Review**

Presented by Fleet Manager along with Project Manager.

#### **10. Review of Customer Feedback**

NIL

#### **11. Review of the Company Ship Security Plan, Hardening Plan & Security**

All Company vessels comply with the International Ship and Port Security (ISPS) Code. Furthermore, when transiting in a high-risk area, anti-piracy measures as described in the Best Management Practices 5 booklet remain in force. This is a requirement of the vessel's insurance provider. Company Vessels regularly enter High-Risk Areas (HRA) and are employing additional security protection to enhance security on board. When entering the HRA, the Respective Flag is notified and approves the use of security personnel on board.

Malaria remains an issue with vessels travelling to West Africa. A risk assessment has been completed and additional countermeasures put in place.

Stowaways: P&I have informed the Company that the incidents of stowaways in the Southern African ports are on the increase and the cost of repatriation now according to the South African Government falls on the Ship Owner. The fleet are reminded that they are to remain vigilant and take additional precautions such as shore-based security when visiting South Africa. The requirements of the Ship Security Plan are to be followed to the letter, with no exceptions to the review of stevedore ID's etc.

#### **Security Incident:**

1. 02 Nov 2024 – 2 Stowaways found during Departure Dakar, Senegal on IVS MERLIN

#### **12. IT Support, Communications and Cybersecurity Matters**

Presented by IT Dept.

#### **13. Overall Review & Assessment of Effectiveness of SMS & New Targets**

The overall review and assessment of the effectiveness of SMS is not applicable for the time being as this is a New System.

We are expecting around mid-2025 when most feedback and revisions shall take place.

Due to Cyber Security related issues, the Internal / External SMS has been upgraded and modernized. All can now access the SMS via IPad's etc when at home and not onboard the vessel.

#### 14. Any other business

NIL

#### Action Plan for continual improvement 2024 – 2025

No.	Item	PIC	Target Date	Status
01.	Implementation of New SMS, all staff to familiarize	CEO FM DPA	Continuous	
02.	Enhance Safety Culture onboard through Monthly Campaigns.	DPA	Monthly	
03.	Promote Health Bulletins	DPA	As required	
04.	Identify on the job training needs for various shipboard activities and promulgate the same to fleet.	DPA	As required	
05.	Endeavour to maintain Rightship safety score of at least 4 on all Vessels	DPA	N/A	
06.	Ensure MESPAS and CFM are working onboard, and functions are fully Operational Users are confidently trained in using the software	DPA	Continuous	
07.	Complete Training of MESPAS and CFM for both Shore and Sea personnel	Ship Manager	During DD	
08.	Investigate alternative technologies to improve the fleet performance regarding operational efficiencies.	Risk Dept.	Continuous (By Dec 2025)	
09.	Complete a Gap analysis of the DRY BMS and commence with the upgrading of SMS or Vessels where applicable	Risk Dept.	June 2025	
10.	Implement Chartworld passage plan	DPA	Mar 2025	