

Peter Clarke

Marine Project Management and Operations

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AREAS OF EXPERTISE

Project management

Business acumen

Health & Safety management Risk and Quality management Maritime technical acumen

Problem Solving including providing innovative solutions

Change Management

ACADEMIC QUALIFICATIONS

Victoria University MBA Year One

Plymouth University, UK

Diploma of Management in Shipping

PROFESSIONAL QUALIFICATIONS

Marine Engineer Class 1 Certificate Steam and Motor

NZQA lead auditor qualification

Former Member of Society of Naval Architects and Marine Engineers (SNAME)

Former Associate Member of the Institute of Marine Engineers

PERSONAL SUMMARY

My career in shipping has given me considerable experience and competence in all classes of vessel. The last thirty years of my career has been shore-based in roles that have direct responsibility for the maintenance of safety, legal and survey requirements for ships.

I was the company representative with the NZ Shipping Federation for many years, and formulated policy and industry initiatives that we took to parliamentary select committees and individual MPs along with any concerns regarding legislation that may impact our industry negatively.

In my capacity as GM Operations and latterly as GM Shipping, I supervised the company's ships staff as well as superintendents in all docking and vessel modification projects. I am a competent, successful and experienced Project Manager with excellent communication, organisational and inter-personal skills. I have a very strong understanding of project management techniques especially risk management and mitigation.

Following my retirement from Interislander, I have remained active in the small vessel market in two roles. I am a Trustee of the Maritime Heritage Trust of Wellington and as ex Rear Commodore of the Mana Cruising Club I maintain my interest in recreational boating. My role as Trustee involves providing maritime experience to the Trust, ensuring that the Hikitia, a 100 year old floating steam crane, remains operational and fully compliant to the appropriate regulations.

My role at the Mana Cruising Club has direct responsibility for the Club's compliance to HSE Regulations as well as the performance of the Hardstand and Overhaul facilities for vessels up to 25 metres in length.

Prior to my retirement at Interislander I took on the role of Marine Projects and Safety Manager (including Risk Management across the business), having stepped down as GM Shipping Services in order to lead the *Aratere* mid-ship extension project as Project Director between 2011 and 2012, and also to allow an orderly handover to a new appointee to my previous role whilst still working within the business. This \$50 million project has been successful and the *Aratere* continues to meet all business case imperatives.

In my capacity as GM Shipping or GM Operations, I was directly responsible for all shipping activities for Interislander including compliance to all survey requirements and the ISM Code and other instruments of SOLAS. My responsibilities in respect of dockings included financial management, project timetabling and technical execution. A typical docking would cost around \$5 million dollars and have a duration of two weeks, a very compressed project and involve many subcontractors along with hundreds of staff.

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During my time at Strait Shipping as General Manager, I was responsible for the day to day running of the business and specifically for the performance of the Companies fleet. I also undertook all fleet assessments and ultimately ship purchases along with all company insurances, the basis of which set the platform for the successful expansion of the company. Additionally, I masterminded and directed the repair of the *MV Kent* after the total flooding of the engine room, and this project was accomplished within the financial limits set by the insurers and within a 10-week programme, being two weeks ahead of the planned programme.

CAREER

Interislander – Wellington, New Zealand

GENERAL MANAGER OPERATIONS: January 2005 – April 2013

- Responsible for the safe, customer-focused, compliant and cost effective shipping services of Interislander.
- Managed all staffing, union negotiations as well as ensuring recruitment met staffing numbers in a highly mobile manpower market.
- Responsible for all marine activities ensuring survey compliance, dockings, including the maintenance and regular overhauls of the company's fleet. My annual budget was in the region of \$90 million including the costs of my 400 shore and seagoing staff.
- The conception and, ultimately, the actual conversion of the *Aratere* by lengthening the ship by 30metres.
- Introduced several significant cost saving measures including setting up a maintenance programme based around a 5 yearly docking cycle saving the business many millions of dollars over the life cycle of a ship.
- Conduct periodic audits of vessel ISM System compliance, and conduct six-monthly Ship Manager inspections on all three vessels. I also ensured that the annual Company ISM audits including ship audits were prepared for and completed satisfactorily.

When I first joined Interislander, Toll Holdings were concerned with the unreliability of the *Aratere*, a diesel electric vessel, and I was asked to consider either a replacement vessel or a repair. Using risk management and Failure Mode Element Analysis (FMEA) methodologies as tools, I presented the Toll Board with a proposal to undertake repairs to 8 specific areas that would, in my opinion, overcome the electronic problems the ship had at that time. These repairs were undertaken in 2005 and the ship has operated since with a high degree of reliability.

To further enhance the *Aratere's* reliability during the modification, additional reliability was added by way of two emergency propulsion diesels to enable by emergency return to port mode. This additional feature to the extension has provided extremely high reliability to a vessel that between commissioning in 1998 and 2005 was plagued with frequent breakdowns.

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Strait Shipping Ltd – Wellington, New Zealand

GENERAL MANAGER : **1995 - 2005**

I was employed by Strait Shipping to manage their operations and assist set up their quality management systems to comply with incoming maritime regulations. I was a critical member of the family owned Company, and was instrumental in creating the platform to allow the company to grow from a \$2 million turnover business to over \$30 million when I left to join Interislander.

At a critical period of Strait Shipping's growth, a marine accident that caused the flooding of the MV *Kent* was nearly catastrophic to the business. I persuaded the Board that the correct approach would be to undertake the repairs locally in Wellington, marshalling the skills across a wide range of disciplines that we needed, in order to effect the repairs. The lead time to source another ship if the *Kent* was scrapped would have been a minimum of six months and financially very damaging to the growing business. The successful repair, completed early and under budget, was a critical factor in the continuing growth of Strait Shipping. The *Kent* continued to operate reliably and carry freight for another 6 years after the repair before being sold to overseas buyers.

Cable Price Downer/QNZ – Wellington, New Zealand

GENERAL MANAGER : **1987 - 1995**

I joined the CPD Engineering team to undertake marine projects, specifically those projects that the RNZN were about to undertake. This included the successful tendering for the Anzac frigates and the value of the offset programme we offered was over a billion dollars to NZ based companies.

Within the framework of CPD, I introduced Quality Management programmes to the group of engineering businesses with all of them achieving ISO 9002 certification in my tenure.

The company we set up to undertake the consultancy offered the same services to external companies such as Mainzeal, and Harding Signals.

Union Steam Ship Company/ New Zealand Offshore Services

SUPERINTENDENT and TECHNICAL MANAGER : **1974 - 1987**

In my role as Superintendent, I was responsible for the operation of the ship management vessels, including the DSIR vessel *Rapuhia* and the NZ Offshore Services vessels we chartered for specific offshore oil programmes. I was responsible for the multiple dry dockings of these vessels and for the overall fleet maintenance programmes, having introduced a computer-based maintenance programme.