

Fishguard Linkspan Replacement

Appendix A – Vessel Management Plan (VMP)



Document Status				
Issue	Date	Authored by	Approved by	Comments
01	31.08.26	Will Brown	J McCarey	Draft for external consultee feedback

Document Overview

This Vessel Management Plan governs the safe planning, coordination, movement and control of construction vessels and marine interfaces during the Fishguard Linkspan Replacement works at the Port of Fishguard, Pembrokeshire.

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1. Introduction

Stena Line will replace the ageing temporary linkspan at the Port of Fishguard with a floating linkspan pontoon. This Plan establishes the mandatory marine-control framework for Stena Line, Fishguard Port, port stakeholders, the Principal Contractor, marine subcontractors and regulators. It applies to every construction vessel, tug, barge, jack-up unit, floating pontoon, workboat, delivery craft and survey vessel engaged in or affected by the works.

The Plan controls marine activity across the existing linkspan area, adjacent waters and the approved project marine works area. It does not replace the statutory responsibilities of vessel masters, port requirements, marine licence conditions, approved method statements, risk assessments, the Collision Regulations or emergency procedures. Where requirements conflict, the most stringent applicable control applies.

This is a live document. The Construction Marine Coordinator (CMC) shall review it at least monthly and immediately after a relevant incident, material programme change, change of vessel or plant, alteration to a marine work method, revised port requirement, or change to an exclusion zone or access arrangement. No revised arrangement shall be implemented until it has been approved through the project change-control process and communicated to affected parties.

1.1 Project Description and Works Sequence

The project involves the replacement of an ageing linkspan structure with a new floating linkspan pontoon at Port of Fishguard, to serve Stena Line's ferry operations. The Port of Fishguard is a live working marine and coastal environment located in Pembrokeshire, Wales. The scope of works is comprised of the following packages of work:

- **Removal and demolition** – removal of the existing linkspan bridge, equipment, kiosk, lattice supports and jack-up barge, and partial demolition of buffer dolphins.
- **Marine bed works** – Dredging of loose silts and sands within the authorised footprint, redistributing material only as authorised, and installation of approved clean-rock scour protection.
- **Guide piles** – install two tubular steel guide piles drilled and grouted to bedrock and install temporary piling and steel frames.
- **Bankseat and deck** – construct replacement bankseat on six tubular piles, break out asphalt, form concrete surfacing and repair the existing piled deck.
- **Pontoon and bridge** – tow, install, connect, test and commission the pontoon and linkspan bridge.
- **Support activities** – Mobilisation, compound setup, welfare, storage, deliveries, waste, logistics, lighting, security and demobilisation.

The above planned works will effectively be undertaken in three separate stages, outlined as follows:

- **Pre-shutdown** – enabling works (bankseat access platforms / M&E diversions) / temporary works / concrete repairs, dredging and guide-pile works while ferry services remain live.
- **Shutdown** – Jack-Up Barge removal, bankseat works, existing linkspan removal / new linkspan installation, scour protection, resurfacing works, testing and initial commissioning.
- **Post-shutdown works** – Cathodic protection installation and Mechanical, Electrical, Instrumentation, Control and Automation (MEICA).

1.2 Contacts and Roles

Named contacts, deputies and 24-hour contact numbers shall be confirmed before marine mobilisation. The current contact sheet shall be displayed at the site office, marine coordination point, welfare facilities and on relevant project vessels.

Role	Organisation	Core Responsibility	Name / Contact
Stena Line Project Representative	Stena Line	Client decision-making; ferry-operation interface; escalation point.	TBC
Port Representative	Port of Fishguard	Port requirements, navigational controls and stakeholder coordination.	TBC
Principal Contractor Project Manager	Principal Contractor	Overall delivery, resources and implementation of this Plan.	TBC
Construction Marine Coordinator (CMC)	Principal Contractor	Daily marine coordination, movement control, compliance records and incident coordination.	TBC
Marine Contractor / Barge Master	Marine subcontractor	Controls assigned marine plant and coordinates local vessel interface at active work areas.	TBC
Vessel Master	Marine subcontractor	Safe navigation, vessel readiness, crew competence and compliance with lawful instructions.	TBC
SHEQ / Environmental lead	Principal Contractor	Pollution prevention, inspections, environmental response and reporting support.	TBC
Emergency services liaison	Principal Contractor	Maintains emergency contact sheet and supports emergency access planning.	TBC

1.3 Project Marine Controlled Zone

The project marine controlled zone covers the water areas affected by the proposed works. The controlled zone shall be subdivided into a working grid and phase-specific exclusion zones.

The final controlled-zone limits, grid references, work locations, temporary pile positions, access corridors, holding areas and exclusion-zone extents shall appear on the current approved Working Grid and Marine Works Layout. Construction vessels shall operate only within approved locations and routes unless the CMC authorises a recorded change.

1.4 Cross Referencing

The following to be referenced during the delivery of the marine works;

- Construction Environmental Management Plan (CEMP) and pollution-prevention arrangements.
- Construction Phase Plan (CPP), project SHEQ plan and Emergency Response Plan (ERP).
- Approved marine work method statements, risk assessments, lift plans and tow plans.
- Marine licence, planning approvals, port requirements and consent registers.
- Approved drawings, Working Grid and marine logistics plans.
- Vessel-specific operating manuals, certification, stability information and weather limitations.
- Notices to Mariners, stakeholder notices and daily marine coordination records.

1.5 Emergency Contact Details

All persons shall protect life first, raise the alarm, notify the relevant emergency service and report immediately to the CMC. Masters retain responsibility for their vessel and crew. The CMC shall coordinate the project response, preserve access for emergency craft and notify Stena Line, the port authority and regulators as required.

Emergency contact	Number / Channel	Action
Emergency services	999	Request police, fire, ambulance or coastguard response as required.
VHF distress and safety	Channel 16	Use for distress, urgency and safety communications.
NRW incident hotline	0300 065 3000	Report spills or pollution incidents.
Port authority	TBC	Notify navigational incident, obstruction, collision, grounding or port emergency.
Construction Marine Coordinator	TBC	Coordinate project response and stop work where required.
Barge Master / Marine Contractor	TBC	Secure plant, account for personnel and control local marine interface.
Stena Line operational contact	TBC	Notify ferry-operation interface and client escalation.

2. Communications, Approvals and Consultations

The CMC shall drive a structured communication process that keeps ferry operations, port stakeholders, marine subcontractors, small-craft users and regulators informed of work that affects navigation, access or emergency response. Daily coordination controls the immediate workplace; weekly forward planning identifies upcoming constraints; formal notices communicate material changes.

- Hold a daily marine coordination briefing before each marine shift or vessel movement period.
- Issue a rolling look-ahead covering planned work areas, vessels, tows, lifts, weather constraints and ferry interfaces.
- Consult Stena Line and the port authority before any activity that affects ferry approaches, berth access, navigable water or emergency access.
- Brief marine crews on current exclusion zones, work windows, VHF arrangements, emergency procedures and change notices.
- Record decisions, constraints, actions and close-out responsibilities in the Daily Marine Coordination Record.
- Escalate unresolved navigation conflicts to the Project Manager, Stena Line and port authority before work proceeds.

No marine operation shall commence without an approved method statement and risk assessment proportionate to its hazards. The CMC shall verify that all permits, consents, notifications and required briefings are complete before releasing a vessel or work activity.

3. Marine Coordination, Communications and Vessel Control

3.1 Construction Marine Coordinator

The Principal Contractor shall appoint a competent CMC with authority to stop or defer project marine activity that presents an uncontrolled risk. The CMC coordinates construction activity with Stena Line, the port authority, vessel master's and marine subcontractors. Key responsibilities includes;

- Maintain the daily movement register, working-grid status and phase-specific work-area plan.
- Confirm vessel readiness, approvals, crew briefings, weather limits and operational interfaces before movement.
- Coordinate ferry-operation constraints during the pre-shutdown phase.
- Confirm safe access arrangements for port users affected by the works.
- Maintain records of licences, notifications, inspections, incidents and corrective actions.

- Suspend operations when conditions exceed agreed controls or communication is ineffective.

3.2 Marine Contractor / Barge Master

The marine contractor/Barge Master shall control marine plant allocated to its work area and maintain direct communication with the CMC. The Barge Master shall coordinate barge positioning, plant movements, safe passing arrangements, workboat deployment and local access requests. This role does not remove the legal authority or responsibility of vessel masters.

The Barge Master shall not permit passage through an active marine work area until plant is in a safe condition, the route is clear, affected crews are briefed and the agreed control is confirmed by radio.

3.3 Communications Channels and Listening Watch

All project vessels shall maintain a continuous listening watch on the agreed project working channel during marine working periods and on Channel 16 for distress and safety traffic. VHF communications shall be concise, use vessel identifiers and include location, intended movement, direction of travel and confirmation of any agreed passing arrangement.

- Use Channel 16 for distress, urgency and safety communications only.
- Use the approved working channel for project coordination and access requests.
- Report loss of VHF, AIS or other critical navigation equipment immediately to the CMC and port authority as required.
- Use a dedicated safety boat or alternative agreed control when radio coordination alone does not provide safe separation.

3.4 Consents, Licences and Notifications

The CMC shall maintain an on-site and vessel-accessible consent register. The register shall identify each condition, owner, evidence requirement, notification lead time and compliance status. No licensed activity shall proceed until the CMC verifies that the relevant consent conditions, vessel notifications and records are satisfied.

3.5 Notices to Mariners and Stakeholder Notices

The CMC shall prepare and issue Notices to Mariners and stakeholder notices for activities that alter navigational safety, available water, access routes, work periods, lighting, marking, exclusion zones, tows or marine plant positions. Notices shall state the nature of works, location, dates, restrictions, contact route and approved communication channel.

4. Vessel Movements

Vessel movements shall be planned, authorised, logged and controlled. Masters shall navigate safely at all times and comply with port requirements, COLREGs (in accordance with International Regulations for Preventing Collisions at Sea), approved project controls and lawful instructions. The CMC shall not schedule conflicting activities within the same constrained marine area.

4.1 Daily Vessel Activity Planning and Movement Register

Before work starts, the CMC shall review the next 24 hours of marine activity with the Barge Master, vessel masters and relevant stakeholders. The review shall identify vessel locations, arrival and departure windows, work areas, weather and tide limits, lifts, tows, ferry movements, port-user interface, exclusions and emergency access.

Daily Marine Coordination Record	Required Entry
Date / shift	
CMC / Barge Master	
Weather, tide and sea-state forecast	
Ferry operations and port constraints	
Planned vessels, plant and work areas	
Exclusion zones / access corridors	
Towage, lifting or delivery activity	
Communications check and agreed channel	
Small-craft interface / safety-boat requirement	
Actions, restrictions and sign-off	

4.2 Pre-shutdown Works with Ferry Operations Live

Initial piling and temporary works are anticipated while ferry services remain operational. Ferry movements take priority over construction vessel movements and construction work shall be planned around confirmed ferry-operational requirements. The CMC shall agree daily working windows with Stena Line and the port authority before marine plant is positioned or moved.

- Do not obstruct ferry routes, berthing approaches, turning areas or operational safety zones.
- Secure or relocate construction plant before each agreed ferry movement window.
- Stop piling, lifting, towage and intrusive operations when required by the approved ferry-interface arrangement.
- Deploy additional lookout, safety boat or other approved control where construction plant creates a constrained passage.

- Record each ferry-interface control in the movement register and daily coordination record.

4.3 Shutdown-phase Movements

During the anticipated two-month ferry shutdown, the CMC shall coordinate demolition/removal, plough dredging, scour-protection placement, pontoon works and bridge installation as a controlled sequence. The absence of ferry services does not remove the need to manage port operations, regular small craft, fishing activity, emergency access or other authorised port activity.

- Separate simultaneous operations through defined work zones, timed movement windows and formal handovers.
- Maintain an open, controlled access corridor where required by the port authority and where safe to do so.
- Sequence high-risk towage, heavy lifts and rock-placement activity to prevent conflicting vessel movements.
- Issue updated stakeholder notices before each material phase change.
- Confirm 24/7 coordination arrangements when shutdown works operate continuously.

4.4 Arrival, Departure, Towage and Delivery Protocols

Every vessel arrival, departure, tow, pontoon delivery and material delivery shall be booked through the CMC before movement. The responsible master shall provide vessel particulars, crew details, intended route, draft, dimensions, tow configuration, weather limitations and any special constraints required for safe planning.

- Confirm approval, movement window, route, work-area availability and communication channel with the CMC.
- Complete a pre-movement briefing covering weather, tide, tow plan, emergency actions, exclusion zones and interface controls.
- Establish the required exclusion zone and safety-boat or escort arrangement before movement begins.
- Maintain positive communication between tug, tow, Barge Master, CMC and port authority as required.
- Record actual movement times, deviations, incidents and completion status in the register.

4.5 Small-craft, Fishing and Port-user Interface

Other port activity and regular small craft may continue during the works. The CMC shall manage this interface through notices, direct VHF communication, visible marking, controlled access corridors, holding points and movement windows. Construction crews shall treat all non-project users as potentially unfamiliar with the work sequence and actively prevent conflict.

- Do not assume small craft have received project notices or can hear project VHF traffic.
- Provide a clear, agreed safe-passage arrangement where access remains available.
- Suspend work or hold plant where a passing movement cannot be completed safely.
- Use a safety boat when visibility, plant configuration or activity creates an elevated access risk.
- Escalate repeated non-compliance or unsafe approaches to the port authority.

5. Marine Safety Measures

5.1 Exclusion Zones, Working Grid and Access Corridors

The CMC shall establish a working grid that identifies active work areas and provides a common location reference for all marine communications. Phase-specific exclusion zones shall protect piling, drilling, lifting, dredging, scour protection, towage, demolition and pontoon operations. Access corridors and holding points shall be shown on current approved drawings.

No vessel shall enter an exclusion zone without the permission of the CMC or Barge Master and confirmation that the work activity is in a safe state. Exclusion zones shall be reviewed at every shift change and after repositioning marine plant.

5.2 Navigation Lighting, Marking and Safety Boats

All construction vessels and marine plant shall display navigation lights, shapes, marks and signals required for their operation. Temporary marks, buoys, lights and signage shall be installed only to the approved arrangement and maintained throughout the relevant phase. The CMC shall inspect marking at the start of each shift and after adverse weather or plant relocation.

- Maintain effective day and night identification of active plant, obstructions and exclusion-zone limits.
- Provide safety boats with competent crews, reliable communications and defined intervention duties when required.
- Stop affected operations if required navigation marking or lighting fails and safe separation cannot be maintained.
- Record defects, temporary controls and repair completion in the daily coordination record.

5.3 Speed, Wash and Passing Controls

Vessels shall proceed at a safe speed that prevents wash, suction, loss of control, damage to moored craft, disturbance of marine plant or risk to personnel. Passing arrangements shall be positively agreed before a vessel enters a constrained area. Masters shall reduce speed further where visibility, weather, towage, personnel transfer or work activity demands it.

5.4 Adverse Weather, Tide and Sea-state Controls

The CMC shall review weather, tide and sea-state forecasts before every marine shift and before critical moves. Each vessel master shall provide vessel-specific operational limits before mobilisation and remains responsible for determining whether conditions are safe for the vessel. The CMC shall coordinate project-wide suspension, recovery and restart decisions.

- Define operation-specific limits in approved method statements, lift plans and tow plans.
- Suspend work when forecast or observed conditions exceed an agreed limit or compromise communication, visibility, station-keeping or personnel safety.
- Secure barges, pontoons, temporary works and loose materials.
- Do not restart until the CMC verifies conditions, inspections, vessel readiness and revised controls.

5.5 Lifting, Piling, Dredging, Scour Protection and Towage Controls

High-risk marine operations require approved, activity-specific method statements and risk assessments. The Principal Contractor shall establish exclusion zones, communications, competent supervision, plant inspection, emergency stop arrangements and hold points before work starts. This includes;

- **Piling and drilling:** control vessel position, temporary works, drilling/grouting activity and marine-mammal mitigation requirements through approved procedures.
- **Lifting:** use approved lift plans, competent lifting teams, weather limits, exclusion zones and clear suspended-load controls.
- **Dredging:** operate within the approved footprint and material-redistribution arrangement; monitor activity and prevent unauthorised encroachment.
- **Scour protection:** control rock delivery, placement pattern, vessel positioning and exclusion zones; prevent conflict with access corridors.
- **Towage and pontoon operations:** follow an approved tow plan, maintain tug-to-tow communications and protect all tow routes and turning areas.

5.6 Pollution Prevention and Incident Response

The Principal Contractor shall prevent releases of fuel, oil, grout, concrete, sediment, waste and other pollutants. Spill kits and suitable containment equipment shall be available on marine plant, at refuelling locations and at active workfaces. Daily supervisor inspections and weekly environmental inspections shall verify that controls remain effective.

- Stop the source if safe to do so; raise the alarm and protect people from immediate danger.
- Contain the release using suitable equipment; do not flush, hose down or disperse the pollutant.

- Notify the CMC and environmental lead immediately.
- Notify NRW through the incident hotline.
- Notify the port authority, Stena Line and other parties required by the emergency plan or consent conditions.
- Record the incident, preserve evidence, investigate root cause and implement corrective actions before restart.

6. Overview of Proposed Vessels and Marine Plant

The final vessel schedule shall be approved before mobilisation. No vessel or floating plant shall work under this Plan until the CMC has verified its suitability, certification, crew competence, communication equipment, operating limits and consent/notification status. To make efficient use of marine plant the programme allows for coinciding plant usage.

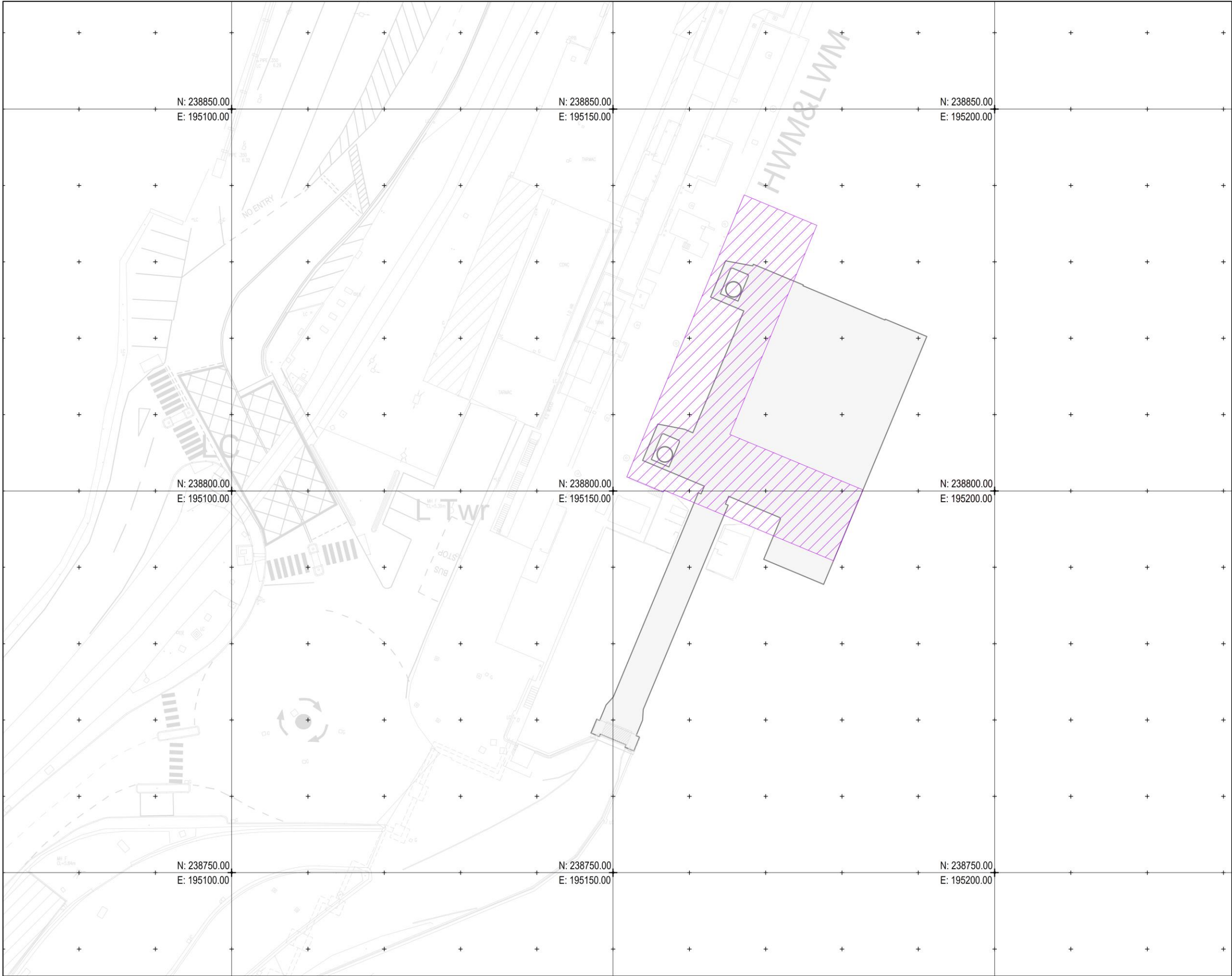
Vessel / plant category	Anticipated function	Required information before mobilisation	Status
Tug	Tow pontoon, bridge pontoon and support marine movements.	Name, IMO number, dimensions, bollard pull, certification, Master, operating limits.	TBC
Floating pontoon	New linkspan pontoon and bridge-delivery pontoon.	Dimensions, draft, tow plan, mooring/connection arrangement, stability information.	TBC
Jack-up barge / removal plant	Existing jack-up barge removal and related operations.	Name, dimensions, spud arrangement, towing configuration and removal method.	TBC
Piling / drilling platform	Guide-pile, temporary-pile and bankseat-pile installation.	Name, dimensions, positioning method, plant configuration and weather limits.	TBC
Barge / work pontoon	Temporary works, materials, lifting and support operations.	Name, dimensions, deck loading, mooring/spud arrangement and certification.	TBC
Dredging plant	Dredging beneath pontoon footprint.	Name, method, dimensions, operating limits and approved work area.	TBC
Rock-delivery vessel / barge	Delivery and placement of clean rock armour scour protection.	Name, IMO number, cargo capacity, dimensions and discharge method.	TBC
Workboat / multicat / crew transfer vessel	Personnel transfer, positioning, line handling, survey and support.	Name, IMO number where applicable, dimensions, passenger limits and communications.	TBC
Survey vessel	Pre-, during- and post-work survey support.	Name, dimensions, operating area and communications.	TBC
Safety boat	Exclusion-zone support, lookout and emergency assistance.	Name, capability, crew competence, response equipment and assigned duty.	TBC

7. Summary of Port, Statutory and Marine-licence Conditions

The CMC shall maintain a live compliance register and verify each requirement before the associated activity begins. This summary identifies the control areas that require final confirmation; it does not state final approval conditions.

Control area	Mandatory Project Control	Evidence / Verification
Port authority requirements	Comply with confirmed port control, navigation, movement, reporting, lighting and emergency-access requirements.	TBC
Marine licence	Undertake licensed activities only within approved scope, boundary, methods and conditions.	TBC
Approved drawings	Use current approved layouts for works, dredging, exclusion zones, access and plant positions.	TBC
Vessel notifications	Provide required vessel, Master, ownership and IMO details within applicable lead times.	Vessel notification register.
Notices to Mariners	Issue notices through the agreed port authority process before navigation-affecting works.	TBC
Method statements and risk assessments	Approve and brief task-specific controls before work begins.	Signed briefings and controlled documents.
Environmental compliance	Maintain licences/permits on site; complete daily supervisor and weekly environmental inspections.	Inspection records and incident reports.
Pollution response	Report spill/pollution incidents to NRW	Incident log and notification record.

Appendix A - Working Grid and Marine Works Layout



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Notes:

- Drawing must be read in conjunction with tender issued drawings.
- All dimensions should be checked on site.
- Any errors or divergences should be brought to the attention of the construction management team.

Date	Rev.	DB
03/09/26	P01	SMcL

Project No:

5642

Scale

NTS

Client:

STENA LINE LIMITED

Unique Identifier (name):

5642-MLH-XX-XX-DR-W-6001

Suitability Status:

S2 - SUITABLE FOR INFORMATION

Drawing Name:

WORKING GRID AND MARINE WORKS LAYOUT

Project Name:

FISHGUARD LINKSPAN REPLACEMENT

Appendix B – Vessel Activity Register

Date / shift	Vessel / IMO	Master / contact	Activity	Grid / location	Arrival / departure window	Constraints / controls	CMC authorisation

Appendix C – Phased Marine Logistics Plan

Phase	Primary activity	Ferry status	Marine controls	Required plan / notice
1	Temporary works and initial piling.	Ferry operations live.	Ferry-priority movement windows; controlled plant positioning; defined stop-work triggers.	Approved pre-shutdown layout and stakeholder notice.
2	Shutdown demolition/removal, dredging and scour protection.	Ferry operations suspended.	Controlled work zones, access corridor, small-craft interface and safety-boat controls.	Approved shutdown logistics plan and Notice to Mariners.
3	Pontoon tow-in and securing; bridge delivery and installation.	Ferry operations suspended.	Approved tow plan, exclusion zones, towage communications and emergency access.	Tow plan, installation layout and stakeholder notice.
4	Temporary works removal and handback.	Ferry Operations Live	Controlled removals, verification survey and revised navigation arrangements.	Approved handback plan and notice withdrawal/update.