

# SAFETY CHAMPIONS IN OFFSHORE WIND

## I MAKE A DIFFERENCE



In partnership with



## CASE STUDY

Finding efficient and tangible ways to improve the safety performance in the offshore wind industry through partnerships with peer companies

Project partners	Statoil
Duration	24 months +

## Challenge

During the construction of Sheringham Shoal (2010-2012) Statoil faced a number of safety related issues. The total recordable injury frequency (TRIF) peaked at 8,0 in 2010, and 3,8 in 2011. Similar incident frequencies were observed by peer companies with statistics far greater than those reported in other offshore industries.

- **Decreasing incident frequencies**
- **Reinstilling confidence within Statoil senior management team**

## Solution

In 2016 two Executive Vice Presidents working in New Energy Solutions and Projects in Statoil endorsed a **new safety initiative** for their offshore wind business. The proposal was to join forces with peer companies undertaking construction activities in parallel to Dudgeon (2016-2018). Statoil was eager to find efficient and tangible ways to improve the safety performance in the offshore wind industry. The initiative was endorsed by peer companies and the '**Safety Champions**' met for the first time in April 2016.

During the planning of Dudgeon construction works Statoil started a comprehensive safety improvement program. The experiences and lessons learned from Sheringham Shoal and peer companies were used to identify a number of **performance improvement measures**. Safety by design, improved marine follow-up and safety leadership were the backbones in this improvement program. The Project Director for Dudgeon visited all of the construction sites involved in Dudgeon and presented the tailor made campaign '**I make a difference**'.

In addition to this, and to broaden the uptake of this campaign, Statoil invited Project Directors from seven different offshore wind farm construction projects to discuss how safety performance could be improved.

One key question was whether the supply chain was ready to meet these expectations on safety leadership and individual accountability. At Dudgeon discussions were held using the "I make a difference" campaign and demonstrated that despite some observer perceptions on the offshore wind industry being 'immature', the supply chain companies were highly competent and motivated to deliver on this campaign.

The Project Directors involved in Safety Champions agreed to develop a common H&S Statement, share H&S campaign materials in the group and align key messaging on safety leadership at their construction sites.

# Results

- **A common H&S Statement for use on construction sites**
- **The sharing and use of campaign concepts, safety phrases, messages and imagery across construction sites**
- **A microsite for sharing materials across the membership**
- **A regular forum for Project Director's to share ideas and inspiration**
- **The TRIF for Dudgeon project has dropped significantly during the first 2 years of construction and the offshore construction activities have very good safety records**
- **Statoil has integrated safety phrases into the Dudgeon safety materials**
  - 'Safety does not happen by accident' and 'I see it – I own it'
  - The CEO of Statoil used the first week of 2017 to introduce 'I am Safety', using the Project Director for Dudgeon as the role model for all leaders in Statoil.
- **The offshore wind business in Statoil is no longer considered a concern but rather an example to follow in Statoil**
- **Participants in Safety Champions have agreed to continue to work together, to share, learn and inspire each other and extend the scope of the initiative to future construction projects**

# Key findings

- Statoil firmly believe that the consistent use of campaign concepts and safety messaging delivered by offshore windfarm developers and supply chain companies will improve safety performance.
- The sharing of campaign material across projects results in an improved and more efficient way of working. The replication effect of windfarm developers and supply chain companies using the same core campaign materials is believed to improve and reinforce safety messaging.
- Members of Safety Champions will aim for enhanced dissemination and follow-up of their agreed safety messaging at construction sites where the work is happening. New actions are also being proposed e.g. peer review schemes, developing leading indicators, meeting with key contractors and using learning from the offshore oil & gas industry for safer ways of working.
- Learning is an important part of the Safety Champions Initiative and the dynamic characteristics in projects calls for efficient implementation and fast learning loops. Consistent messages and campaigns are easy to develop and implement and by sharing safety phrases and campaigns on topics such as behavioural safety improvements can continue to be made.

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## Organisations involved

**Statoil** has interests in four large-scale conventional wind projects off the coast of the UK and Germany, and are the operator for the Sheringham Shoal wind farm currently in operations and the Dudgeon wind farm currently under construction. They are also pioneering innovation in offshore wind solutions through the floating wind concept Hywind. Statoil are a founding member of the G+ Global Offshore Wind Health & Safety Organisation and are committed to working with the industry to improve H&S performance.

The **G+ Global Offshore Wind Health and Safety Organisation (G+)** comprises Europe's biggest offshore wind farm developers and operators who focus on H&S improvement in the offshore wind industry.

The **Energy Institute (EI)** is a not-for-profit registered charity, which exists to promote and advance knowledge, skills and good practice in energy for society's benefit.