

Offshore wind leaders event report: Aims, action and industry commitment



G+ Global Offshore Wind
Health & Safety
Organisation

In partnership with



OFFSHORE WIND LEADERS EVENT REPORT:
AIMS, ACTION AND INDUSTRY COMMITMENT

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Innogy
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However, it should be noted that the above organisations have not all been directly involved in the development of this publication, nor do they necessarily endorse its content.

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1 EXECUTIVE SUMMARY

The G+ Global Offshore Wind Health and Safety Organisation together with the health and safety regulator in the UK, the Health and Safety Executive (HSE) hosted the review workshop at the HSE headquarters at Redgrave Court in Bootle on 26 April 2018.

At the Offshore Wind Leaders event in Bootle in November 2015, it was agreed that the G+ (G9, at that time), would take a greater leadership role in the offshore wind industry and committed to drive the improvement of health and safety performance and specifically:

- Consider how to improve engagement through the supply chain to ensure it is fully involved.
- Recognise need to create a common, risk-based agenda for the sector.
- Actively engage with all relevant stakeholders including trade associations and others.
- Drive the development and proper and consistent implementation of good practice.
- Identify quick wins to provide momentum for further change.

The purpose of the event was to review progress against these specific leadership commitments.

It became clear from both the presentations and the breakout sessions that stakeholders recognised and confirmed G+ as the industry leader in offshore wind health and safety and that a great deal of progress had been made in the commitment areas. It has been noted that the G+ has been working closely with all stakeholders and the HSE in a number of areas in order to deliver on its commitments. Many examples of stakeholder engagement and risk reduction workstreams were evidenced during the course of the workshop.

These developments were resoundingly endorsed towards the end of the day by Martin Temple, chair of the HSE. He stated that the best approach to develop the health and safety agenda is to work closely with industry stakeholders and commented that this has worked well in our sector, with a clear direction of travel being set at the event in November 2015. In the three years since that meeting, the HSE believes that G+ has made good progress in showing leadership in the development of industry guidance, which puts risk management and best practice in health and safety at the heart of the guidance.

In 2016 G+ also made commitments to the HSE in relation to the 'Helping Great Britain Work Well' Strategy. In response to an update request from an MP the HSE reported back on the work of the G+, stating: – 'In response to HSE, G+ provided an outline of five key commitments to demonstrate health and safety leadership for the offshore wind industry. In April 2016, they developed these commitments into detailed, challenging and achievable action and communication plans inclusive of the whole industry, providing significant resources to deliver them.' Renewables UK also stated that: 'there has been a very clear and positive shift in engagement resulting in improved outcomes'.

As always, there remains work to be done in order to maintain momentum and the breakout sessions provided valuable feedback on focus areas. Further details of this feedback are summarised in section 3 and the next step can be found in section 5 of this report.

2 CASE STUDY PRESENTATIONS

A range of case study presentations was selected by G+ in order to provide examples of progress against the leadership commitments. They were included to provide evidence of implementation of good practice, engagement and collaboration within the offshore wind industry.

2.1 SSE: SSE ADOPTION OF G+ GUIDELINES (Stephen Rose, Head of Wind Generation)

SSE has been one of the driving companies behind the formation of G+ (formerly G9) and very supportive of working with stakeholders across industry and interest groups. SSE is fully behind G+ guidelines and has used them to drive change and improve SHE culture and performance.

The presentation gave an overview of the step-by-step implementation of G+ guidelines in the company including:

- Active involvement in drafting and reviews by technical experts and O&M team.
- Early endorsement with internal and external stakeholders.
- Self-audit as part of management systems and identification of gaps/non-compliance.
- Review of gaps and proposal of improvements/benchmark with other owners/OEMs.
- Use of management of change process to effect change.

The value of a top down endorsement and bottom up involvement was stressed, and it was noticed that change takes patience as well as commitment of managers, OEMs and staff. The presentation concluded with some examples of quick wins that had been implemented.

2.2 INNOGY – CDM AND MANAGING CONTRACTORS (Darren Tape, Head of HS&E Offshore)

Innogy presented changes over time within the company in relation to the appointment of the Client and Principal Contractor (PC). It is vital to establish at the very onset of the project very clearly defined roles and responsibilities for all involved. The Client can then establish unambiguous and robust key deliverables for the PC. Having the PC team on board at the earliest opportunity allows their full engagement with design elements, due diligence, specifications, contract setting and award. The transfer of key roles from one project to the next allows for improvement of knowledge transfer on lessons learned. The presentation concluded with some practical examples of the Client/PC and PC/Contractor interface.

2.3 SIEMENS GAMESA – PROJECT SPOWTT – OPTIMISING THE SELECTION AND USE OF CREW TRANSFER VESSELS TO IMPROVE UTILISATION AND THE PRODUCTIVITY AND SAFETY OF TECHNICIANS (Peter Lloyd, WP QM&EHS OF EHS)

An overview of the collaboration project was given, including the main objectives (zero harm: improving safety and wellbeing of the technicians; cost: having the right CTV for the site/ conditions; productivity: reduction of sail to fail, and leadership: demonstration of proactive action). It was explained how the information on vessels and technicians is gathered and how the decision-making tool aims to provide valuable information to allow the understanding of if and under which conditions the vessels should sail.

2.4 ORE CATAPULT – SHARING GOOD PRACTICE THROUGHOUT THE OFFSHORE WIND O&M INDUSTRY (Conaill Soraghan, Project Engineer, O&M Systems)

The ORE Catapult delivery model based on test and validation, operational performance and research and disruptive information was presented. The O&M Forum brings together professionals that are active in the offshore renewables O&M space in order to transfer knowledge throughout the sector and catalyse O&M improvements. It is attended by UK offshore wind farm site managers who meet on a quarterly basis and is organised and facilitated by the ORE Catapult. The purpose of the case study programme is to collect and disseminate good practice and operational solutions related to offshore wind O&M issues. The presentation concluded with some HSE case study examples.

3 BREAKOUT SESSIONS

The presentations provided the delegates with some useful background and examples of activity since the 2015 workshop. The 2018 workshop was established to take stock, check on progress and to ensure the industry remained focused on the correct areas. The breakout sessions were designed to elicit from the delegates their perception of how the industry is achieving and delivering on the leadership commitments.

There was a total of 55 delegates from 38 different organisations present at the event and in order to enable productive feedback to be gathered from all, five groups were formed. Each group had a member of the G+ Focal Group facilitating the session and delegates were mixed to ensure a range of organisations within each group.

3.1 SESSION 1: IMPROVING HEALTH AND SAFETY ENGAGEMENT

- Consider how to improve engagement throughout the supply chain to ensure it is fully involved.
- Actively engage with all relevant stakeholders including trade associations and others.

The following prompts were used to encourage active participation:

- What has been delivered to date?/any examples of success?
- Which departments within an organisation need to be involved in ensuring the health and safety agenda is delivered?
- How can the relevant departments be motivated to be engaged?
- Are there parts of the supply chain that should be more fully engaged in delivering the health and safety agenda?
- Are there any additional stakeholders/trade associations that should be engaged?

3.1.1 Summary session 1:

Delivery: there was a general recognition of delivery including the following:

- Full-time GM appointed.
- WAH guidelines revised and reissued.
- Small Service Vessels revised and reissued.
- Safe by Design Workshops (technician involvement).
- Stakeholder days.
- Incident data reports.

Examples of success: many examples were cited:

- Adoption of Drops programme, not reinventing the wheel.
- CTV transfer adoption of common practice.
- Move to proactive programmes (ladder climbing).
- Clarity of recommendations (step over distance).
- Consultative process in development of guidelines.

Who needs to be involved? In general it was everyone, but the following were highlighted:

- More involvement of front line staff.
- Close the feedback loop from point of use to design.
- Procurement specifications, lack of focus designing out hazards.
- Wider stakeholder groups including SMEs.

What needs to be done?

- Industry Collaboration Committee, good initiative, not fully utilised.
- Communications to front line need improving.
- Greater engagement through associate membership, more needs to be done.
- Development of key leading indicators.
- G+ website needs improvement.

3.2 SESSION 2: REVIEW OF RISK REDUCTION PROGRAMME

- Recognise the need to create a common, risk-based agenda for the sector.
- Development and proper and consistent implementation of good practice.
- Identify quick wins to provide momentum for further change.

The format was the same as session 1 and the delegates were presented with the following statements/questions:

Considerable progress has been made in improving knowledge/developing guidelines/specific initiatives for health and safety topics including work at height, lifting operations, work boat safety, safety by design, safety champions, etc.

- Have these topics been dealt with satisfactorily?
- For those topics requiring further development, what if anything can we do differently?
- Which new topics should be considered?
- What evidence is available to prioritise topics in the risk reduction programme?
- What could be done quickly to make a notable improvement?
- What further steps can be taken to develop our approach for the proper and consistent implementation of good practice?

3.2.1 Summary session 2:

Current position: significant improvements were recognised:

- Deep dives on data.
- Workstreams developed around highest risks.
- Quality of reports.

Further development: improvements required:

- Communication to coalface needs improvement.
- Communication in general needs improving.
- Reduction in visits to turbine.
 - Adoption of WSE for statutory inspections.
 - Review of servicing (over-maintaining?)
- Development of leading indicators.

New topics:

- Human Factors.
- Health and wellbeing.
- Life cycle risk assessment
- Manual handling.
- Lifting operations.
- Reporting culture, where is it?

Quick wins:

- G+ information on site notice boards.
- G+ safety flashes/alerts (IMCA Example).
- Consider fortnightly conf calls to discuss events.
- Communicate analysis of data and conclusions.
- Involve the workforce.

A short plenary session was then held to feed back the high-level comments from both workshops.

4 THE HSE'S PERSPECTIVE ON INDUSTRY H&S IMPROVEMENT

Martin Temple (HSE Chairman) rounded up the event with his view on progress. A synopsis of his comments is provided:

'We believe that HSE's best approach, as the regulator for health and safety, is to work closely with industry stakeholders to develop the health and safety agenda in their sector.

This has worked well in your sector with a clear direction of travel being set at the event in November 2015. In the three years since that meeting, we believe that you have made good progress in showing leadership in the development of industry guidance, which puts risk management and best practice in health and safety at the heart of the guidance.

The industry is clearly developing a cohesive approach to health and safety.

We know your industry has a positive attitude to innovation and invests heavily in new technologies to provide added value to the business.

It is this positivity, innovation and the ability to adapt that provides real opportunities for the industry to design out and help manage risk in the workplace.

Financial pressures always bring challenges. I urge you not to compromise the work the industry has done to champion health and safety in the way you react to this cut.

It is clear that the majority of the incidents in your industry involve lifting, working at height and manual handling, all of which are not new health and safety risks. They are the basic risks that all sectors need to deal with, and as a duty holder, the ever-present risks to be managed.'

Paul Cowling (G+ Chairman) then closed the event, thanking Martin Temple for his feedback, the delegates for their active input and a commitment that the G+ would continue with its aim to improve the health and safety performance within the offshore wind industry.

5 SUMMARY OF ACTIONS/NEXT STEPS

The general feedback from all present was that good progress had been made in the industry, although there remained a number of areas that required further focus. There also remains a level of confusion as to which organisation was responsible for what areas and how they interacted. e.g. G+, GWO, RUK, IMCA etc.

The feedback from the workshop, along with the current workstreams, high risk events identified in the incident data analysis, and emerging issues, will continue to drive the G+ agenda in the near future.

The G+ Focal Group have met since the workshop and are presently building the agenda and workstream areas to the end of 2019. This agenda will form the basis of the G+ business plan to be submitted to the board for review and approval in line with the established summer planning cycle.

Key areas to be highlighted within the plan for delivery will include the following:

- Clear and concise communication on organisation's responsibility area.
 - Meetings of the Industry Collaboration Committee have been planned through to the end of the year and the agenda has been set for the next meeting to ensure clarity exists between G+, GWO, IMCA and RUK organisations.
- Employee health (both physical and mental) will be the subject of a developing workstream.
- Safe by Design Workshops will continue.
 - Access and egress to foundations have been held since the workshop.
- Communication and sharing of best practice, both at the site level and across stakeholders, will be the subject of a workstream.
- Incident data quarterly deep dive analysis.
- The G+ website will also be reorganised to allow for easier access to materials.

6 DELEGATE LIST

Name	Company
Chris Bartliff	Vattenfall
Kenny Beardsell	SSE
John Bolan	Vattenfall
Garry Bradford	EDF ER
Neil Clarkson	Work Boat Association
Jonathan Cole	Scottish Power
Paul Cowling	Innogy
Huub den Rooijen	The Crown Estate
Denise Donaghy	HSE NI
Rob Evans	Siemens Gamesa
Chris Flint	HSE
Alison Forrest	Macquarie
Kerrie Forster	NWA
Henrietta Frater	The Crown Estate
Lorraine Gavin	HSE
Andy Goldsmith	IMCA
Graham Hacon	3 Sun
Alan Hartfield	MPI
Beate Hildenbrand	EI
Jonathan Holvey	HSE
John Howard	IJUBOA
Bård Johnsen	Petroleum Safety Authority
Trevor Johnson	HSE
Rhys Jones	RUK
Dan Kyle Spearman	Carbon Trust
Jakob Lau Holst	GWO
Steve Lewis	HSE
Peter Lloyd	Siemens Gamesa
Peter Lowson	MCA
Tove Lunde	Statoil
Tony Lyon	XceCo
Ruth McArdle	HSE
Robert McMillan	Siemens Gamesa
Robert McRobb	UKPOEG
Hugh McNeal	RUK
Hugh Moss	HSE NI

Name	Company
Gerry Muir	HSE
Wayne Mulhall	MHIV
Frank Monaghan	Scottish Power
Hans Nagtegaal	VBMS
Iain O'Connor	IJUBOA
Marcus Peters	E.ON
Mark Ranson	NWA
Beth Rawson	HSE
Stephen Rose	SSE
John Sinclair	Balfour Beatty
Conaill Soraghan	ORE Catapult
Gordon Stewart	ORE Catapult
Benj Sykes	Ørsted
Andrew Sykes	EI
Darren Tape	Innogy
Martin Temple	HSE
Bruce Turner	Transmission Investment
Sven Utermöhlen	E.ON
Mark Vyvyan Robinson	EDF ER
Bo Wadsager	Swire Blue Ocean

ANNEX A

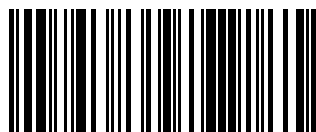
ACRONYMS AND ABBREVIATIONS

HSE	Health and Safety Executive
PC	principal contractor
CTV	crew transfer vessel
O&M	operation and maintenance
GM	General Manager
WAH	working at height
SME	small and medium enterprises
WSE	written scheme of examination
IMCA	International Marine Contractors Association
GWO	global wind organisation
RUK	RenewableUK



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