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Leadership team
The last twelve months have been a landmark year for Step Change in Safety, as we celebrated our 15th year of leading the UK oil and gas industry’s collaborative effort to continuously improve offshore safety performance.

It was a year which not only posed considerable challenges – with two helicopter ditchings and a serious gas leak at the Elgin platform – but also a year which galvanised our industry’s resolve to tackle serious issues head-on.

Step Change in Safety is unique – no other industry has such a body. We bring together oil and gas companies, contractor organisations, trade unions, regulators and the workforce to work collaboratively because we all believe the safety of our people always comes before anything else.

Our organisation is comprised of five steering groups which focus on asset integrity, human factors, workforce engagement, competence and helicopter safety. This annual update reviews the efforts of these groups, the key achievements of our organisation as a whole and how we are meeting our six long-standing goals.

However just because we are meeting our goals does not mean we believe everything is rosy. Despite steady improvements in safety performance over the last 15 years, there are still incidents and we believe that no accident, injury, gas release or fatality is ever acceptable.

There’s still a long road ahead of us and so much more we can do in order to prevent our people getting hurt at their workplace or on their way to and from offshore. We need everyone connected to the offshore industry to get involved and help Step Change in Safety to continue driving the offshore safety agenda.

Good things have been achieved but we must retain our focus and we need you, your colleagues and your company to continue playing a vital part in this collective effort.

Martin Ellins
Co-chair, Step Change in Safety

Ken Robertson
Co-chair, Step Change in Safety
Working together to nurture safety culture

A strong safety culture is important in any workplace, but none more so than in a major hazard industry such as oil and gas. Having a good safety culture means having fewer accidents.

What is safety culture? It’s more than simply adherence to rules; it’s a two-way communication between leaders and employees. Our Elected Safety Representatives will continue to play a key role as a permanent part of Step Change in Safety and a vital link to the shop floor.

A site with a good safety culture is one which has good workforce engagement. Step Change in Safety is attempting to foster an offshore safety culture whereby the workforce is actively leading the safety effort by being able to influence decisions around their own safety and that of their colleagues.

Our dedication to workforce engagement, reflected in our goal “Our workforce will be fully engaged in health and safety”, was unmistakable in the launch of our Workforce Engagement Toolkit, designed to help companies measure and improve workforce engagement at their worksites.

Refocusing the Human Factors Steering Group instigated a review and challenged our goal “Our workforce will be fully engaged in health and safety”, was unmistakable in the launch of our Workforce Engagement Toolkit, designed to help companies measure and improve workforce engagement at their worksites.

The “G12” pool of Elected Safety Representatives continue to play a key role in the Step Change in Safety Leadership Team, with at least two attending Leadership Team meetings and bringing the voice of the workforce to the table.

Step Change in Safety has also supported OPITO and DNV’s development of additional developmental training for safety representatives, after a proposal from the Offshore Industry Advisory Committee’s Workforce Involvement Group (OIAC WIG).

The training covers inspections and audits, investigating incidents, identifying major accident hazards, and risk analysis.

The Human Factors Steering Group published a further three real life case studies designed to raise awareness of human factors in the cause of accidents.

Each incident is analysed to examine the errors or procedural violations involved and encourage the reader to not only consider how the behavioural issues identified could relate to their own work, but prompts the reader to take action. The case studies relate to:

- A collision between a vessel and an installation
- Winch mountings failure, resulting in 20 tonne winch being dragged across deck
- Near miss when Helideck Assistant came within 2 ft of helicopter tail rotor

Adequate rest is required to ensure workers are in a state of readiness to carry out their duties safely and effectively. This revised guidance:

- Is aimed at offshore installation managers and covers rota and rest periods for workers
- Sets minimum periods of rest between offshore shifts and trips, and sets out the maximum days which may be worked depending on the length of shift
- Is separate from, but compliant with, Working Time legislation at both UK and European level

Goals:

- Our industry has the competence to identify hazards and ensure that risks are properly controlled
- Our workforce will be fully engaged in health and safety
- We will raise standards and continually improve our health and safety performance
- Asset integrity will be effectively managed across our industry
- Health and safety issues will be effectively communicated across our industry

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<th>Workforce Engagement Toolkit</th>
<th>Developed by Step Change in Safety’s Workforce Engagement Steering Group, the toolkit is designed to support oil and gas companies by helping them:</th>
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<td>&gt; Measure and compare engagement levels at specific worksites (results can be benchmarked against other worksites across the industry)</td>
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<td>&gt; Develop improvement action plans</td>
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<td>The toolkit comprises a worksite survey, practical guidance, case studies and other support material. If widely adopted, it promises to positively transform workforce engagement and has the potential, over time, to be a ‘leading’ indicator of safety performance.</td>
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<td>Making the most of our safety representatives</td>
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<td>Offshore rota and rest period guidance published for OIMs</td>
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Identifying hazards and controlling risks

Step Change in Safety is working hard to help improve recognition of the potential dangers we face offshore and help raise awareness of them. We want to build and improve the competence of people to help them carry out their work in the safest way possible.

This means ensuring the right blend of training, skills and behaviour in a workforce with a positive safety culture are necessary in order to identify hazards and effectively manage risks.

Step Change in Safety has been working closely with other organisations such as OPITO and the Engineering Construction Industry Training Board (ECITB) to develop training standards and support for key offshore roles to ensure a minimum level of competence, as well as guidance on safety-critical issues.

Mechanical joint integrity guidance, reinforced by improved training, supported the goal “Our industry has the competence to identify hazards and ensure that risks are properly controlled” and addressed training and competence issues associated with our hydrocarbon release reduction target.

The launch of three tiers of assurance and competence guidance which is accessible to all – practitioners, senior managers and the wider workforce – fits in with the above aim and our goal that “Asset integrity will be effectively managed across our industry”.

**Goals:**

- Guidance compiled using best practice in making, breaking and maintaining pipeline joints, gathered from across the industry
- Promises to be a vital tool to help companies reduce hydrocarbon releases
- Defines minimum standards of competency for carrying out mechanical joint (bolted and small bore tubing connections) operations
- Improved training courses and technical competence tests aligned to guidance. Approved by the statutory body and awarding organisation, the ECITB

**E-learning**

- MJI e-learning supporting existing workers, developed by Atlas, the course is designed to be a component of the Mechanical Joint Integrity – Route to Competence guidance (above). Provides the underpinning knowledge to safely carry out specialist critical bolting work and to successfully complete the MJI Technical test

**Assurance and verification guidance**

- Designed to support the oil and gas industry’s management of major hazards at all levels of the workforce, this suite of guidance was published by Step Change in Safety’s Asset Integrity Steering Group, developed with input from over 50 industry representatives. The three forms of guidance include:
  - **Tier 1** – contains two guidance fliers - one for senior managers and one for the workforce, providing a brief overview of assurance, verification and major hazard management
  - **Tier 2** – Provides detail on the framework and the intent behind regulatory requirements of assurance and verification, for those involved in their company’s compliance processes
  - **Tier 3** – Detailed practitioners guide, only available in electronic format. Aimed at those with a responsibility for developing and managing assurance and verification related activities

**Marine Transfer Group**

- A new work group was formed in response to suspension of EC225 aircraft, focusing on the safe transfer of personnel offshore by means other than helicopter.
  - Group to look at pulling together existing guidance and information from a wide variety of sources
  - Two fact sheets published to provide information to the workforce on basket transfer and walk-to-work
  - Detailed guidance to be published covering training, risk assessments, passenger inductions etc

**Control of Work**

- OPITO-approved, one-day training course
  - Designed to be a universal industry-wide training standard
  - Provides a minimum level of skills and knowledge of the role’s responsibilities

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Working together to prevent hydrocarbon releases

Unplanned hydrocarbon releases (HCRs), such as gas or condensate, are precursors to potentially major incidents, fire and explosion.

In 2010, Step Change in Safety initiated an industry-wide target to halve the number of releases over a three-year period. Much progress has been made already but we know more can be done.

Our goal “Asset integrity will be effectively managed across our industry” has remained a priority with the focus on reducing unintended hydrocarbon releases (HCRs) and the publication of guidance to support companies in their HCR reduction plans. Through sharing and learning, Step Change in Safety’s Asset Integrity Steering Group has led industry efforts to reduce the number of HCRs.

The work to reduce the number of HCRs should lead to better prepared and better informed companies, stronger leadership, more competent workers carrying out safety critical tasks and, ultimately, safer work sites.

We believe we must ultimately strive to have zero hydrocarbon releases.

Guidance on hydrocarbon release reduction plans

Step Change in Safety’s Asset Integrity Steering Group has collated the best hydrocarbon prevention improvement plans from across industry and has produced guidance on what good looks like, using the best examples.

- Guidance helps companies produce their own hydrocarbon release reduction plans
- Provides an overview of the types of things a ‘good’ plan may include
- Produced using company HCR reduction plans which were singled out by the HSE as being particularly noteworthy

Hydrocarbon release network events

A number of events were held to showcase the work which has been ongoing across the industry. These events were open to all and form a strong part of the Step Change in Safety ethos of sharing, learning and collectively improving.

- Hydrocarbon release themed network events, held by the Asset Integrity Steering Group
- Attended by site leaders, safety professionals and advisors, company focal points and elected safety representatives
- Events focused on the drive to reduce hydrocarbon releases, the challenges and ways to share the things that are working well
- Speakers from a wide variety of oil and gas operators, contractors and the HSE

Sustainability

In 2010 Step Change in Safety set an industry-wide target to reduce the number of hydrocarbon releases by 50% over three years. While there is confidence that this target will be met in 2013, there is a drive towards continuous improvement in the long-term. The Asset Integrity Steering Group identified the need to ensure that sustainability is at the heart of the drive to prevent hydrocarbon releases in future.

- Efforts underway to bolster long-term sustainability of continuous improvement in HCR reduction
- Work begun to identify how technology and the supply chain can play its part

Improvement to hydrocarbon release database

- Work with HSE to review and enhance the HSE hydrocarbon release database
- The project aims to make the database easier to use and enable better root cause analysis in order to help prevent releases

Goals:

- Our industry has the competence to identify hazards and ensure that risks are properly controlled
- We will have strong and sustainable leadership in health and safety
- Our workforce will be fully engaged in health and safety
- We will raise standards and continually improve our health and safety performance
- Health and safety issues will be effectively communicated across our industry

Over 260 attendees at HCR focused events

50% reduction target in HCRs by March 2013
Our goal “Health and safety issues will be effectively communicated across our industry” was embodied in our actions in response to the helicopter ditchings in May and October 2012.

The Helicopter Safety Steering Group (HSSG) was at the forefront of industry communication, meeting regularly and producing several fact sheets, establishing dedicated pages on the Step Change in Safety website and using events to keep the workforce up to date with developments.

The HSSG acts as focal point for sharing information and learning across the industry on helicopter safety matters and comprises helicopter operators, oil and gas operators and contractors, the regulators HSE and CAA, the offshore workforce, trade unions, the pilots’ union BALPA and Oil & Gas UK.

Communicating the ditching incidents

Frequent eNewsletters and fact sheets, conveying complex information in clear language, were produced covering a range of topics including: both ditching incidents and explanations of technical issues behind them; airworthiness directives; and returns to base (RTBs)

Webpages on the Step Change in Safety website dedicated to both ditching incidents, where relevant information including documents, air accident reports, Q&As, videos, fact sheets and presentations were regularly uploaded as a ‘one-stop shop’

High profile helicopter safety events were held to: update delegates with news and developments; provide an open forum to ask questions direct to Eurocopter and others; and see up close and touch the actual gearbox to better understand the issue

Visit to Marignane

Representatives from the HSSG, including the trade unions and offshore safety representatives, visited Eurocopter’s manufacturing and test facility in Marignane, France. They witnessed:

The nerve centre where the various strands of the investigation were being co-ordinated

EC225 gearboxes being run on test benches under a wide variety of different conditions in order to replicate various operating environments, such as those in the North Sea

Scientists studying how the cracks in the main bevel gear shafts have propagated.

The manufacturing and testing process of the main bevel gear shaft, including state-of-the-art electron beam welding

Industry alignment

The HSSG has maintained an aligned position among its members that it would take a final decision on any UK offshore return to flying of the EC225 aircraft – once approval from the regulator has been granted

Decision will be guided by technical and regulatory information and, crucially, the views of the workforce and wider industry

Draft helicopter communication guidelines

Designed to increase openness of information on helicopter incidents by sharing helicopter incident alerts openly and promptly

Produced in association with trade unions, workforce and helicopter operators

Will initially involve reporting of minor technical issues such as RTBs, as well as any serious incidents

30,000 direct emails distributed to key industry contacts

12 events held with a helicopter safety focus

19 members of the HSSG took part

3 fact sheets published
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Goals:

**Work Groups**

- **Assurance and Verification**
- **Hydrocarbon Release Prevention**
- **Human Factors Toolkit & Procedural Compliance**
- **Workforce Engagement Toolkit**
- **Technical Authorities**
- **Marine Transfer of Personnel**
- **Mechanical Joint Integrity**
- **FPF / FPSOs**

**Structure overview**

**Steering Groups - Co-Chair Leads**

- **Workforce Engagement**
  - Email: workforce_engagement@stepchangeinsafety.net

- **Human Factors**
  - Email: humanfactors@stepchangeinsafety.net

- **Asset Integrity**
  - Email: assetintegrity@stepchangeinsafety.net

- **Compliance**
  - Email: competence@stepchangeinsafety.net

- **Helicopter Safety**
  - Email: hssg@stepchangeinsafety.net

**Leadership Team Co-Chairs**

- Martin Ellis
- Ken Robertson

**Support Team**

- Les Linklater
  - Team Leader
  - 01224 577271
  - les@stepchangeinsafety.net

- Gillian Simpson
  - Senior Business Analyst
  - 01224 577278
  - gillian@stepchangeinsafety.net

- Emily Taylor
  - Business Analyst
  - 01224 577272
  - emily@stepchangeinsafety.net

- Kevin McKenzie
  - Project Coordinator
  - 01224 577339
  - kmc@stepchangeinsafety.net

- Emma Robertson
  - Business Support Assistant
  - 01224 577268
  - emma@stepchangeinsafety.net
# Diary of 2013

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**Goals:**

*It’s been a busy old year working with the Step Change in Safety team, but a good year. The roll out of the Workforce Engagement Toolkit stands out for me as I’m passionate about the need for greater workforce involvement. However, the Helicopter Safety Steering Group has had a major scope of work to deal with for all too obvious reasons and I think the group is doing sterling work in keeping the workforce informed about aviation issues.*

Jake Molloy
RMT Regional Organiser

*Step Change in Safety plays a really vital role in helping the UK offshore industry share safety experiences, develop solutions and continuously learn. I’m particularly impressed with the work done in the last 12 months to develop the Workforce Engagement Toolkit. I strongly encourage all duty holders and installations to use the online survey to benchmark how well they engage their workforce and help identify areas for improvement.*

Steve Walker
Head of HSE Offshore Division

*I am pleased with the progress made by the Asset Integrity Steering Group over the past 12 months. With a focus on doing fewer things – but doing them really well – we have issued best practice guidance on the contents of a hydrocarbon release prevention plan, along with guidance on assurance and verification. I would like to thank everyone who has played their part in improving the way the industry manages asset integrity and continues the drive to eliminate HCRs from the business.*

Geoff Holmes
Chief Executive Officer
Talisman Sinopec Energy UK

*Buoyed by the success of the Mechanical Joint Integrity guidance and recent introduction of industry training courses for safety representatives, the Competence Steering Group will continue to seek feedback on existing standards and gauge demand for new standards. We will also build a common framework to promote consistency in the ways we address safety critical competence across industry.*

Rod Buchan
Chief Executive Officer
Cosalt Offshore (UK) Limited

*This year we see the 25th anniversary of Piper Alpha and the tragic loss of 167 lives. The work of Step Change in Safety I believe has helped industry stay focused remembering and building on the lessons of Piper. Transocean has been an active supporter of Step Change in Safety from its inception in 1997, initially through our membership of IADC and in our own right as a Duty Holder. Transocean will continue to actively support Step Change in Safety this year and into the future with their important ongoing work on projects such as the Workforce Engagement Toolkit and the Helicopter Safety Steering Group.*

Adrian Rose
Vice President – Europe
Transocean

*It’s been a busy old year working with the Step Change in Safety team, but a good year. The roll out of the Workforce Engagement Toolkit stands out for me as I’m passionate about the need for greater workforce involvement. However, the Helicopter Safety Steering Group has had a major scope of work to deal with for all too obvious reasons and I think the group is doing sterling work in keeping the workforce informed about aviation issues.*

Jake Molloy
RMT Regional Organiser

*“Straight from the offset it was clear that Step Change in Safety had their work cut out, in not only reducing accidents and making our industry safer, but there was a real necessity to get out there and establish ‘street cred’ with the workforce. For those of us involved in our industry know only too well, this is not always a straightforward matter. Step Change in Safety is currently in a position of great strength, the introduction of the G12, the Workforce Engagement Toolkit and the invaluable dedication and transparency of the HSSG.”*

Nicky Elphinstone
Elected Safety Representative
In the last year, the Step Change in Safety Support Team was re-structured and expanded. The introduction of business analysts and stronger project experience has helped to more directly assist the steering groups and work groups, helping them deliver their work plans, providing administrative support and handling membership.

The team also plays a vital role in facilitating direct engagement with the workforce, elected safety representatives, offshore installation managers and other focal points – as well as representing Step Change in Safety to external bodies and on other industry forums and engaging with member companies at their in-house safety events.

We’ve worked hard to really up our game in terms of how we communicate to our various stakeholders.

The team has played a central role in the organisation of, and participation in, oil and gas safety events which include numerous information sharing events, which we see as crucial to industry-wide improvement. Moving Step Change in Safety events to the Aberdeen Exhibition and Conference Centre has helped increase our visibility and the quality of what we can offer our members.

These events enable us to engage directly with the workforce as well as providing an opportunity to share good practice and learning from accidents and incidents. We have hosted over 1,175 participants in the last year, with some events attracting as many as three times the number of attendees from the previous year.

In addition, we’ve broadened our engagement with political figures in order to spread the message of our work, appearing at Westminster’s All Party Parliamentary Group and the Scottish Parliament’s Cross Party Group.

Our wider communications activities include the on-going development of our website, the launch of a quarterly e-newsletter and establishing social media spaces on Facebook and Twitter where we can engage with our stakeholders online and in real time.

The team remains ready to support you and your company in helping create safer offshore working and I’d urge you to get involved and play your part.

Les Linklater

Support Team
This year will see a strong focus on Joined-up Thinking – a new engagement programme which links together good practice from across the workgroups, bringing together asset integrity, competence, human factors and workforce engagement.

The Joined-up Thinking learning packs are designed to increase the offshore workforce’s awareness of different safety issues with the purpose of reaching out to the workforce and getting them to think differently about their safety when they’re offshore.

The focus for 2013 is hydrocarbon release prevention and the message we’re trying to get through is that, regardless of their role, everyone has a part to play.

We can’t be complacent and we know that we have to continue to reach out to the workforce at every level in order to engage and enthuse them in the safety effort if we are to continue on the path of improvement.

www.joinedup-thinking.co.uk

www.facebook.com/JoinedUpThinking

A joined-up future

Play your part

Step Change in Safety needs you to get involved. It doesn’t matter what your role is or what company you work for; you can help make a contribution to safety in the oil and gas industry.

Register on our website www.stepchangeinsafety.net to receive news and updates

Come along to our events www.stepchangeinsafety.net/news/events/events/comingevents.cfm

Follow us on Twitter @stepchangeinfo

info@stepchangeinsafety.net

Willie Watt
Elected Safety Representative
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