

- Safety is, and must remain, our #1 priority

IMCA ANNUAL SEMINAR 2015 | 10-11 NOVEMBER 2015 | THE OFFSHORE MARINE CONSTRUCTION SECTOR

## IMCA goes back to basics

At its 2015 seminar

### NEWS

PAGE 4

New hands on the tiller

### FOCUS

PAGE 8

Transferring skills from offshore to insurance

### FEATURE

PAGE 13

IMCA and the industry's cycle

### WORLD-WIDE

PAGE 15

Decommissioning opportunities open up





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# Editor's Welcome

As this challenging year comes to a close, our December issue brings you more news, features and updates on activity from IMCA, its secretariat and members. There have been changes at the top and there is a lot going on.

We are proud to introduce, on page 4, our new Chief Executive, Allen Leatt, and Technical Director, Richard Benzie. Allen has provided his personal view of the challenges that lie ahead for IMCA and its members on [page 13](#).

Maintaining our global reach, the team has attended section meetings, seminars and exhibitions, meeting members and representing their interests at important events.

Reflecting the need to get back to basics and to focus on IMCA's core strengths, we recently established a dynamic positioning (DP) focused workgroup to deal with all DP related matters (see [page 16](#)).

We have a unique insight from one of our members, who describes his experience of making the jump from

offshore oil and gas to the insurance underwriting arena, on [page 8](#).

Our world-wide feature on [page 15](#) looks, on this occasion, at the opportunities opening up in the field of decommissioning in the North Sea.

Our team is back from Abu Dhabi where the IMCA Annual Seminar welcomed over 350 participants, who discussed the current state of the marine construction industry. Our lead article takes a look back at the event and

focuses on the key presentations from it on [page 10](#).

Finally, we'd like to wish you all well for the new year. We'll be back in touch in early 2016!



Leeman Robinson  
Making Waves Editor

## Meet the team



Allen Leatt  
Chief Executive  
[allen.leatt@imca-int.com](mailto:allen.leatt@imca-int.com)



Richard Benzie  
Technical Director  
[richard.benzie@imca-int.com](mailto:richard.benzie@imca-int.com)

### Technical Team

Mark Ford  
Technical Manager

Chris Baldwin  
Technical Adviser

John Bradshaw  
Technical Adviser – Marine

Emily Comyn  
Technical Adviser – Regulatory Affairs

Genine da Cruz Harvey  
Certification Schemes Co-ordinator

Neil Evans  
Technical Adviser –  
Competence & Training

Andy Goldsmith  
Technical Adviser – Marine

Meeta Gurtata  
Certification Schemes Co-ordinator

Nicholas Hough  
Technical Adviser – Offshore Survey and  
Safety, Environment & Legislation

Bryan McGlinchy  
Technical Adviser – Diving

Peter Sieniewicz  
Technical Adviser – Diving

### Regional Technical Team

Denis Welch  
Regional Director Asia-Pacific

### Marketing & Communications Team

Leeman Robinson  
Marketing & Communications Manager

Claudine Bleza  
Events Co-ordinator

Chris Freer  
Graphic Design & Communications  
Co-ordinator

Parul Patel  
Events Co-ordinator

### Support Services Team

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Operations Support Manager

Jill Adamson  
Accounts Assistant

Ann Barnatt  
Document Production Co-ordinator

Jean Carmichael  
Financial Administrator

Chelsea Clarke  
Receptionist & Office Administrator

Ryan Foley  
IT Support Administrator

Kayleigh Glasscock  
Publications Sales Co-ordinator

Michelle Killington  
Membership Co-ordinator

Natasha Simmonds  
Documents Administrator

Kayleigh Tucker  
Membership Administrator

Contact details for each of the IMCA team are available at:  
[www.imca-int.com/secretariat](http://www.imca-int.com/secretariat)



52 Grosvenor Gardens,  
London, SW1W 0AU  
Tel: +44 (0)20 7824 5520  
Fax: +44 (0)20 7824 5521  
[www.imca-int.com](http://www.imca-int.com)

Making Waves is published quarterly to promote knowledge of matters affecting the offshore, marine and underwater engineering industry.

Ideas for articles of potential interest to a wide cross section of our members are welcome.

The views expressed on these pages are those of their respective authors and do not necessarily reflect the policies or positions of IMCA itself.

Send your contributions and ideas to [makingwaves@imca-int.com](mailto:makingwaves@imca-int.com)

For details about advertising opportunities in Making Waves, please contact Paul Hopper at Ashridge Communications.  
Tel: +44 (0)1442 870143 Email: [ph1@ashridgecommunications.com](mailto:ph1@ashridgecommunications.com)



# New hands on the tiller

We are delighted to introduce our members to the Association's new leaders: Allen Leatt, Chief Executive, and Richard Benzie, Technical Director.

Allen (left in picture), who joined IMCA in October 2015, has over 30 years' international experience in the marine contracting business with leading companies including Subsea 7, Acergy and Technip.

Allen's career in the marine industry began in the late 1970s when, as a graduate civil engineer, he qualified as a commercial air diver and he has subsequently spent his entire professional career in the marine contracting business. He has been a director and CEO of various subsidiary companies and divisions of large organisations, and played a senior role in the development of the integrated subsea construction business model through the heritage companies of Coflexip and Stena Offshore.

He was appointed Senior VP Engineering & Project Management at Subsea 7 in 2011, where his responsibilities embraced engineering, project management, project services and supply chain management – all topics of relevance to IMCA's global membership.

Allen is a Fellow of the Royal Academy of Engineering, a Fellow of the Institution of Civil Engineers, a member of the Smeatonian Society, and a chartered civil engineer in the UK. He is a graduate of Aston University and Cranfield University.

Richard Benzie (right in picture) entered the industry in 1981 as a Schlumberger Field Engineer, moving into ROV operations shortly



*“I am delighted to have joined IMCA and am determined to strengthen and build upon the organisation's special position in the marine contracting industry.”*

**ALLEN LEATT**  
IMCA Chief Executive

thereafter. He spent eight years with Wharton Williams (2W) Ltd in various offshore ROV-related roles, five years with Rockwater Ltd as ROV Project Manager and Subsea Manager, and six years with Stolt Offshore where he became Group Manager – Mobile Assets.

Following a short period of time as Global Asset Manager with Thales Geosolutions in 2000, Richard moved to Technip Offshore where he spent seven years on the DSVi contract, a multi-client saturation diving call-off project; initially as Project Engineer, subsequently as Team Leader and finally as Project Manager; before moving to Subsea 7 as Global ROV

Manager, from 2009 until 2014. Latterly at Eunoia Services Aberdeen he has undertaken business and operations management consultancy in the oil and gas subsea sector before taking up the position of Global ROV Services Manager at Forum Energy Technologies.

Throughout his career, Richard has been an active member of IMCA training and ROV-related forums and served as the Vice-Chairman of the Remote Systems & ROV Committee for a number of years. His extensive knowledge of the marine contracting sector, combined with his in depth knowledge of IMCA are key strengths which Richard brings to the role of Technical Director.

“In these testing times for our industry I am delighted to be joining an organisation I know well, whose track record I respect, and which is firmly committed to the principle of helping its members around the globe.”

You can read Allen's thoughts on the industry and the challenges facing IMCA on page 13.

## Documents update

You'll find details here of all the recent publications we've been working on. These have been published since the previous issue of *Making Waves*. We've also given a short overview of the safety flashes and information notes issued.

The full listing is available on our website by navigating to the relevant divisional page or by using the search function.

### PUBLICATIONS

**IMCA M 228** – *Station keeping incidents reported for 2012*

**IMCA M 229** – *Mini RadaScan microwave radar sensor for dynamic positioning operations*

**IMCA S 023** – *Guidelines on the shared use of sensors for survey and positioning purposes*

### INFORMATION NOTES

**IMCA D 10/15** – *World-wide diving personnel statistics for IMCA members: statistics for 2013*

### SAFETY FLASHES

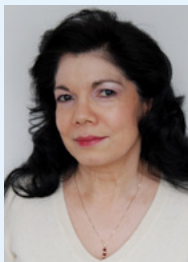
Since the previous issue of *Making Waves*, IMCA has issued four safety flashes covering 18 incidents. The flashes have covered lifeboat release equipment, lifting safety incidents, and injuries sustained in the line of fire at work.

All the latest documents from IMCA are available online at [www.imca-int.com](http://www.imca-int.com)

## Jean's IMCA decade

We are delighted to announce that Jean Carmichael, IMCA's Financial Administrator, has spent a decade with the secretariat.

After joining IMCA in June 2005 on a temporary basis, she was quickly made permanent and has now worked in accounting for over 40 years. Jean produces the management accounts and prepares regular reports on the Association's finances for the Chief Executive and the Overall Management Committee. We would like to thank Jean for her dedication and contribution and wish her all the best in the years to come.



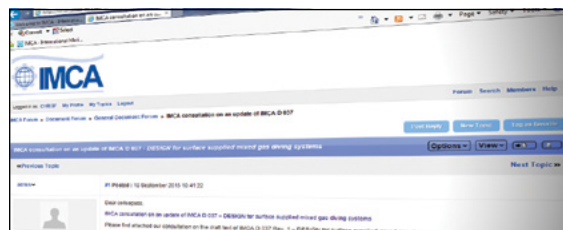
## John joins tech team

In September IMCA strengthened its technical team with the appointment of John Bradshaw as Technical Adviser. John joins IMCA from Lloyd's Register (LR) where he held the role of Principal Technical Specialist, developing rules and regulations for the safe construction and classification of ships and providing engineering consulting services. During his time with LR he participated at the International Maritime Organization (IMO) with the United Kingdom delegation and was the LR global authority for energy conversion, exhaust gas emissions, together with leading the development of group policy and managing the strategic technology plans in those fields.

John is a Fellow of the Institute of Marine Engineering, Science & Technology (IMarEST) and a Chartered Engineer with an MSc in Engineering Management. He was awarded the WW Mariner prize by IMarEST (then IMarE) in 1996, and won the Professor RED Bishop Postgraduate Award at the University of Portsmouth in 2012.



## Forum launched



The IMCA forum, a web tool which allows IMCA members and registered guest users to comment on IMCA documents issued for consultation, has been launched.

Three draft IMCA Diving Division documents were among the first to attract comments and feedback on the newly developed forum. Drafts of IMCA D 016 Rev. 4 – *Open parachute type underwater air lift bags*, IMCA D 037 Rev. 1 – *DESIGN for surface supplied mixed gas diving systems* and a new information note on breathing gas requirements were each subject to transparent reviews and comments from members using the site. All the feedback received is currently under consideration and publication of the above guidance documents is expected soon.

Since its launch the forum has been updated to include new features such as the creation of sub-forums based on region and division. This will allow members to discuss relevant topics with like minded people and other members in specialist disciplines.

View the IMCA forum at: [forum.imca-int.com](http://forum.imca-int.com)  
(or by clicking the link at the foot of the IMCA home page under 'IMCA Services')

## Welcome to our new members

IMCA is pleased to welcome the following new members (from 8 July 2015 – 24 September 2015)

- Abu Dhabi Marine Operating Company (ADMA-OPCO)
- All-Sea Offshore Asia Limited
- ALP Maritime Services
- Brasal Marine Services (CY) Ltd
- Bureau Veritas
- Center for Offshore Safety
- Comarco Singapore Pte Ltd
- COOEC Subsea Technology Co Ltd - Training
- Det Norske Oljeselskap ASA
- Dynamic Positioning 6 LLC
- East Coast Diving and Petroleum Services
- FEMCO Group Ltd
- GAB Marine & Oil Services Ltd
- James Fisher Marine Services
- Java Offshore Sdn Bhd
- Makarov Training Centre of the Admiral Makarov State University of Maritime
- MDB Marine Ltd
- MG3 (Survey) UK Limited
- Petrofac Training Services (PTS)
- Prism Exploration
- Queiroz Galvão Óleo e Gás
- SC Management Co Ltd
- SS Subsea Works Sdn Bhd, Malaysia
- Subspec Srl
- TEC Offshore Limited
- Underwater Servicios Subaquaticos LTDA
- Unsur Hebat Sdn Bhd
- YBDSA Holdings Ltd

### FEMCO Group Ltd

New member, FEMCO Group, is a provider of offshore support vessel and dry cargo transportation services. FEMCO Group has more than ten years' experience of operating offshore vessels. It owns and operates – including vessels under construction – 15 AHTS

vessels with capacity 10,880-18,800 BHP, five of which have ice class notation; one fast support intervention vessel for transportation of drilling platform personnel; and four vessels for carriage of general cargoes of 9,000 tons deadweight, two of which have ice class notation.

You can find out more about our members, old and new, at:  
[www.imca-int.com/membership/membership-directory](http://www.imca-int.com/membership/membership-directory)

# CMS accreditation scheme prepares to pilot



Image: Axis Offshore

Following a thorough research process, the IMCA Overall Management Committee has given the green light to run pilot testing of a Competence Management System (CMS) Accreditation scheme early in 2016.

The pilots will be reviewed extensively during 2016. The Competence & Training (C&T) Core Committee view this approach as a positive next step towards securing a robust accreditation scheme when the time is right. The initiative was first suggested as part of IMCA's C&T Core

*“A scheme like this would enable IMCA contractor members to apply for accreditation of the systems and procedures on which they base the demonstration of competence of their offshore personnel.”*

**NEIL EVANS**  
Technical Adviser, IMCA

Committee's action plan, which was developed to deliver on the C&T related objectives within the broader IMCA strategy.



## Call for safety stats

It will soon be time for contractor members to send IMCA their safety statistics for 2015. The easy-to-use form for contributing safety statistics will be emailed out at the start of January 2016. IMCA contractor members are asked to submit safety and environment statistics (covering incidents, environmental data and reporting activity), all of which will be compiled into the usual authoritative and useful annual report.



## Mini video direction

The SEL committee has developed four short safety videos designed to complement and support IMCA's pocket cards. The intent is to provide safety training material in a modern and relevant format. The animated videos are a cost effective way to promote safety training messages to personnel from a wide range of cultural backgrounds.

The videos were trialed in a workshop at the IMCA Annual Seminar in Abu Dhabi. Feedback from the workshop will be considered at the next SEL Core Committee meeting.

All of IMCA's safety promotional materials can be found at:  
[www.imca-int.com/sel](http://www.imca-int.com/sel)

## C&T committee reshuffle



Outgoing C&T Chairman Gavin Smith (centre) is replaced by Steve Benzie (right) of i-Tech<sup>7</sup>, while Gary McKenzie of Bibby Offshore retains the role of Vice-Chairman.

Steve Benzie, Technical Training Manager from i-Tech<sup>7</sup>, has been appointed the new Chairman of the IMCA Competence & Training (C&T) Core Committee. Steve steps up from the Vice-Chairman role he shared with Gary McKenzie from Bibby Offshore, to take over from Gavin Smith who has moved on from Subsea 7.

In thanking the Overall Management Committee for the appointment, Steve paid tribute to the “significant contribution Gavin Smith has made to the work programme and strategic direction of the C&T committee over the past three years as its Chairman.”



Image: Flickr – Giacomo



## Australian Safety Case workshop in the pipeline

Plans are underway for a workshop between IMCA members and the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA – the Australian offshore regulator) on the Australian Safety Case requirements. The workshop will look specifically at the risks present when carrying out vessel activities in proximity to hydrocarbon facilities, with a view to providing more focused guidance on the management

of such risks under the ALARP (as low as reasonably practicable) principle for members preparing Australian Safety Cases.

The workshop is planned for February 2016, in Perth, Australia.

All the latest information will be available in the lead up to the event at: [www.imca-int.com/events](http://www.imca-int.com/events)

## Pursuing windfarm regulation harmony



Image: Flickr – Global Marine

In September, members of the IMCA Renewable Energy Workgroup assisted a DNV-GL study commissioned by the Danish government to map out the regulations and standards for the offshore windfarm sector. The report aims to identify where differences in the various North Sea regulations present particular challenges for the industry and would benefit from harmonisation. The initial findings were presented at the Maritime Technology Conference in Denmark in October, and will hopefully assist IMO in finding solutions for both a standardised approach for windfarm vessels and the transport of industrial personnel on walk to work vessels.

## EU product safety plans

IMCA has raised concerns with the European Commission about proposals to require industrial equipment on mobile offshore drilling units (MODUs) to comply with the EU Product Safety Directives. This would affect not only drillships, but other types of offshore vessels that may be built to the IMO MODU Code, such as well intervention vessels, jack-ups and semi-submersible construction vessels.

The EU standards currently apply to all onshore and fixed offshore installations, which have very different risk profiles from MODUs. The proposals could undermine the existing flag and Class rules on ships' equipment and act as a barrier to the free movement of ships. The Commission is expected to report on the potential impact of the proposals before the end of the year.

## UK advisory panel changes

IMCA has been participating in discussions about changes to the Offshore Industry Advisory Committee (OIAC), which is the UK Health & Safety Executive's tripartite forum on offshore health and safety matters. OIAC's terms of reference and membership warrant revision, to reflect the requirement in the new EU Offshore Safety Directive to have a national tripartite body that addresses major accident hazards.

## IMO Update



Image: Flickr – IMO

The IMO committees meet again in January 2016, and the technical work has continued since their last meeting via the raft of IMO 'correspondence' virtual workgroups. IMCA has been representing construction vessel operators' interests on a number of these groups, including the following:

### DP guidelines

Encouraging an effective update of IMO MSC/Circ.645, to help keep this key IMO document relevant, while maintaining its focus on design and equipment issues, rather than operational matters which are already covered by extensive industry guidance documentation.

### Lifting appliances

Contributing to the development of a new SOLAS regulation on lifting appliances and new guidance on the maintenance, inspection and operation of on board lifting appliances, with the objective of ensuring that they reflect existing practices on offshore support vessels.

### Intact stability

Providing input from crane vessel operators to ensure the new unified stability criteria for lifting operations are clear, and are workable for heavy lift operations.

For more information on IMO and regulatory issues, contact: [emily.comyn@imca-int.com](mailto:emily.comyn@imca-int.com)

# TRANSFERRING SKILLS

## The story of an IMCA member who swapped offshore for insurance

Dave Munro has over 30 years' experience in the oil & gas industry. He has worked for some of the largest marine contractors in the industry and been an active member and committee chairman with IMCA. In this article he gives us a personal look inside Lloyd's insurance market and shares his first impressions since his switch from the offshore world.

Having worked offshore and onshore in the oil & gas industry since 1979 I was slightly bemused when I was approached by a recruitment agency last November and the conversation revealed that the position they were seeking to fill was for an insurance underwriter. My immediate response was to ask the guy if he had read my CV and not to waste my time!

More out of curiosity than ambition I attended a first interview where it was explained that this company specialised in underwriting offshore equipment, schedule delays, vessel

conversions etc., and they wanted someone to join them to provide a realistic understanding of the actual risks they were being asked to insure against, and to review claims. I was asked back for a second interview and given homework, in the form of three scenarios, and a request to identify the risks in each one. The position was certainly different to what I was used to, but interesting as well as challenging, so I accepted the job. I now work for Skuld 1897, a part of Skuld, a global insurer based in Oslo, and a part of the Lloyd's insurance market.

### Learning the ropes

The first thing I had to be aware of was the dress code. The Lloyd's building dress code is fairly strict. Originally men had to wear black or dark blue suits with a double vent, a tie (Windsor knot only), and a shirt with cufflinks. Jackets had to be worn at all times. No 'casual Friday' for me anymore. Anyone not conforming can be asked to leave the building by one of the 'waiters' – the red-coated staff.

The first submission I was asked to review by the energy team was a tanker being converted into an FPSO in a dry dock in the Far East; a voyage to another location to complete the topside work then another voyage to the oilfield elsewhere in the world where it would be commissioned. We were being asked to provide cover throughout the complete period on the equipment being installed, any loss through schedule slippage and to continue cover for six

months into production.

There were numerous attachments and at the bottom of the email were the words: "Please review and advise on the risks." Where was I to start?

It soon became apparent that the insurance industry has its own culture and language. Here the terms 'energy' and 'offshore' have different meanings to what we refer to in oil & gas. Offshore equipment such as compressors, separators, winches, diving systems, ROVs, AUVs, seismic arrays, etc. are commonly insured by cargo underwriters.

When I started it was difficult to get a handle on how the company was organised. Why is 'offshore' separate to 'energy'? To explain this one needs to understand underwriting products. Skuld was established in 1897. The P&I part of the business has various segments including MOUs and Offshore which cover construction vessels, anchor handlers, OSVs, seismic and research vessels. The newest part of the company is the Lloyd's underwriting syndicate, named Skuld 1897, the part of the company I joined. It is divided into separate underwriting segments – hull & machinery, cargo (which includes subsea and offshore equipment), energy (which includes FPSOs, MOUs, OSVs), trade disruption, ports and terminals, to name but a few.



'Boxes' on the trading floor of the Lloyd's Building





“Underwriters providing insurance cover for the offshore industry have not until recently employed people with experience, understanding and knowledge of working offshore.”

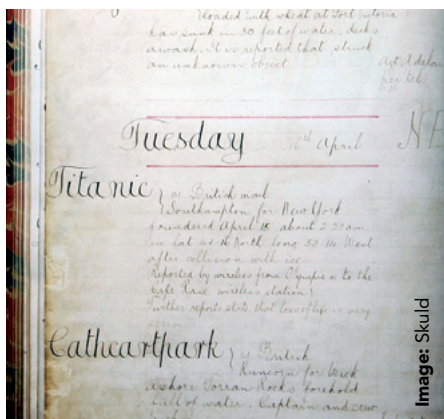
DAVE MUNRO  
Skuld 1897

## Induction to the Box

Over the first couple of weeks I noticed my colleagues were disappearing for much of the day to what they referred to as the ‘Box’. My induction to the Box was one of the most interesting parts of my introduction to the insurance industry. Lloyd’s underwriting companies offer different products and coverage and they pay for a Lloyd’s Box located on the trading floors in the Lloyd’s building.

When you enter the building you go up the escalator to the first trading floor where there is a small exhibition of memorabilia from Admiral Lord Nelson’s days. Alongside is the Lutine Bell which was traditionally rung in the event of a lost ship, and a 100 year old ‘Loss Book’ protected in a display case which has, among others, the Titanic loss recorded in it.

Lloyd’s is not a company, but a market made up of 87 syndicates. The Box is the term used for the desk and chairs configured in the same way as the original Edward Lloyd coffee house bench seats and table back in 1688. The underwriter will sit at the end desk of their company Box with an assistant; a broker will approach the underwriter to discuss terms. The brokers queue to speak to the underwriter



The ‘Loss Book’ showing the Titanic entry

on a first-come first-served basis. When the underwriter is free the broker sits on a stool – not a chair – at the end of the Box, next to the underwriter – much the same way as business was transacted in the original coffee shop.

## Slips and claims

If the broker wants to arrange insurance for a pipelay operation valued at £100m they will visit a number of underwriters who provide cover for that kind of risk until they have the £100m cover. The underwriters use a rubber stamp – which is kept under lock and key at the Box – to confirm participation; this is referred to as putting a ‘line down on a slip’. The broker will present the ‘slip’ which is the legal ‘binding contract’ which the underwriter stamps and signs.

All notes on what was agreed are made on the slip and a copy retained for the records. It is amusing to see the numerous brokers with loads of files under their arms running around the various Boxes seeking lines as quickly and efficiently as they can. The more experienced broker will know which underwriter to approach to provide the best cover, at the best price, for their client. Policy wordings vary among underwriters and the good broker will know which wording best suits the client’s needs, and provides a better deal for the client.

What happens when there is a claim? The first line on the policy will be the ‘lead underwriter’, in that they have set the terms and conditions, and the price. The lead underwriter will be the first to see the claim and, if it is straightforward, they will authorise payment of it. If however, there is some doubt over the nature or validity of the claim, it is the lead underwriter’s responsibility to review the details and they may conduct further investigation with input from technical personnel such as me, and/or third party loss adjusters.

Although paying a claim hits the underwriting company’s bottom line, claim payments are another part of the business. If your company is making a claim, provide the insurer with as much information as you can from the start to avoid delays.

## Unique experience

Underwriters providing insurance cover for the offshore industry have not until recently employed people with experience, understanding and knowledge of working offshore. To my knowledge I am the only person employed by a Lloyd’s underwriting syndicate with over 30 years’ experience in the offshore oil & gas industry.

At least now I am able to provide insight and experience to allow my underwriters the opportunity to accurately assess the risk. This experience is also an advantage when I speak directly to the broker and especially when we meet their clients, who appreciate having insurance cover provided by a company that truly understands what they are doing.

## IMCA on insurance

Being new to insurance I attended, along with some colleagues, the IMCA Contracts & Insurance Seminar: *Allocation of risk in challenging market conditions* in May. We were impressed with the presentations as they were extremely well thought out and relevant to the current offshore industry climate. My colleagues had never attended a seminar before but, now that they are aware of what IMCA is involved in, they are very much looking forward to attending them in future.



## HEAR FROM THE EXPERTS

The IMCA Contracts & Insurance Workgroup organises an annual seminar to address the latest relevant topics. To find out more, or to register your interest, contact us at: [events@imca-int.com](mailto:events@imca-int.com)

Our range of contracting and insurance resources can be seen at: [www.imca-int.com/contracting](http://www.imca-int.com/contracting)

# Back to basics at 2015 seminar

The 19th IMCA Annual Seminar saw over 350 participants travel to Abu Dhabi to take part in “A health check for the marine contracting industry”. The event generated some fascinating views on cutting red tape, getting back to basics, and the resulting efficiencies and cost savings.

In this year’s technical programme our speakers tackled issues including: the challenge of adding value not cost; the latest operational and technological advances in the fields of marine, diving, ROV and offshore survey; the need to get back to basics whilst operating safely and efficiently in difficult economic times.

There were plaudits in plenty for the two highly thought provoking presentations on the opening morning: ‘Back to basics’ by Thom Koning of Heerema Marine Contractors (inset top) and ‘Enough administration already! Refocusing business processes on operations’ by Celina Thom of DOF Subsea Norway (inset bottom), which many delegates noted as their ‘highlights of the seminar’.

## Enough administration already!

Celina Thom’s presentation was a compelling look at administration issues. As she explained, “Most modern workflows have developed incrementally, carrying with them years (and decades!) of ‘lessons learnt’ which aren’t necessarily relevant in the current economic climate.

“I am taking a step back from a world driven heavily by check lists, Excel files and folder structures to question if our modern way of working isn’t just a spectacularly inefficient answer to a 1980s problem that no longer exists.”

She went on to explain, “I’m taking a bold stance against the over-administration of projects and businesses, and asking how we can rip away administrative overhead which the inefficiency of, in times of plenty, was disguised by high margins and a buoyant market. Now, facing an industry crisis, we risk restructuring our businesses in a way that protects the wrong things and sacrifices operational readiness.

“My argument is that finance, HR, HSEQ, and supply chain all need to refocus their efforts on supporting operations, and the leaders in our industry need to stop allowing the back office departments to dictate complicated and costly procedures.



“In some of our most deeply engrained business expectations (budgets, timesheets, document coding etc.), my question is not just how our business processes can be improved, but if they are needed at all.”

## Thought provoking start

The opening presentations were a thought provoking start to the seminar, leading to further discussion during the networking events; and there is no doubt that these topics are still being discussed within membership organisations around the globe.

Following the morning plenary session delegates split into parallel presentation sessions and interactive workshops focusing on their area of expertise. The topics discussed included DMAC issues, vessel space fires, competence and training. There was a particularly productive session in which participants looked at issues for IMCA’s newly formed dynamic positioning (DP) workgroup to take forward.

One of the highlights of day two was the opening presentation from Mike Dravitzki of Fugro: ‘The search for Malaysian Airlines flight MH-370’. He explained how Fugro employed deep water exploration and mapping techniques, never used before on this scale, in their search for the missing aircraft. Nosa Aihie of International SOS followed with a talk about employee safety, developments in technology and financial constraints in his presentation entitled ‘Medical solutions in challenging offshore environments’. Ibrahim Fahmy of ZADCO closed out the plenary session with a presentation on the need to invest in employees, maintain safety standards and high levels of competence despite market downturn.

## New format a success

The afternoon session of day two saw the unveiling of a brand new element for this year’s event entitled “Totally Technology”, in which concise, quick fire presentations were delivered in the space of minutes. Jim Mann of Fugro chaired the session, which consisted of eight speakers providing sharply focused insight on a variety of technical issues and projects.

Manuel Kooijman of ABB gave an interesting presentation entitled ‘Planning around the weather’ in which he discussed how new weather technology may benefit the marine industry. Abdel-Ali el Mouhandiz of Heerema Marine Contractors gave a presentation entitled ‘Low frequency barge motion’ which explained the results of tests undertaken concerning ‘fish-tailing’. We are also grateful to Andrew Stead of Guidance Marine Ltd, Joël Jansen of Ampelmann, Donald Thomson of Nautronix, Gareth Kerr of Fathom Systems and Johan de Bie of Royal IHC for their equally intriguing contributions.

We thank our sponsors TPSMI Group, JFD, Northern Marine Manning Services, DP & Marine Assurance Norway and Promar Shipping Services, whose combined efforts ensured our exhibition hall and networking events buzzed consistently with the exchange of ideas, as well as discussion on the content of another successful seminar.

Full details of the IMCA Annual Seminar 2015, event proceedings and photos can be found at:  
[www.imca-int.com/annualseminar](http://www.imca-int.com/annualseminar)



## Cyber threat warning

On 9 September over 80 delegates attended a Cyber Security Workshop hosted by IMCA and the Security Association for the Marine Industry (SAMI) aboard HQS Wellington on the River Thames.

Nigel Hope, Chairman of the IMCA Security Workgroup, Peter Cook (pictured), CEO of SAMI, and Aron Sorenson, Chief Marine Technical Officer with BIMCO, were all present to contribute to the event, which was designed to 'uncomfortably educate' attendees with an understanding of the threat to the commercial marine environment.

The workshop was facilitated by Templar Executives, an expert cyber security company. Their Chief Executive, Andrew Fitzmaurice, emphasised the ever increasing dependence on



technology. He stressed that information is a critical asset for any organisation which needs to be protected.

The event highlighted that a response to a cyber issue may have technical, procedural and cultural elements. Ensuring that IT and cyber security are designed into vessels and systems from the outset is also critical.

View the proceedings of the event at: [www.imca-int.com/cyberworkshop](http://www.imca-int.com/cyberworkshop)

## WORLD-WIDE EVENTS

The full listing of the events we are running and supporting can be seen at [www.imca-int.com/events](http://www.imca-int.com/events)

● **IMCA events are highlighted below**

### JANUARY

- 7: Security Workgroup**  
London – UK ●
- 21: Asia-Pacific Section Meeting**  
Singapore ●
- 28: Central & North America Section Meeting**  
Houston – USA ●
- 28: RUK Health & Safety**  
Birmingham – UK

### FEBRUARY

- 2-4: European DP, OSJ Subsea & Annual OSJ Conferences & Awards**  
London – UK
- 18: Middle East & India Section Meeting**  
Jebel Ali – UAE ●
- 23-25: Underwater Intervention**  
New Orleans – USA

### MARCH

- 9: South America Section Meeting**  
Macaé – Brazil ●
- 15-17: Oceanology International**  
London – UK
- 16: IMCA ROV Workshop (at Oceanology International)**  
London – UK ●
- 22-25: OTC Asia**  
Kuala Lumpur – Malaysia
- 29-31: China Maritime IOETEE**  
Beijing – China

### APRIL

- 7: Asia-Pacific Section Meeting & Competence Seminar**  
Hong Kong (TBC) ●
- 19-21: North Sea Offshore Cranes & Lifting Conference**  
Aberdeen – UK

## Chinese interest in IMCA



IMCA exhibited at the Subsea Event China – International Underwater Intervention (IUI) Conference and Exhibition hosted by the Chinese Diving and Salvage Contractors Association (CDSA) in Xiamen in November. Denis Welch, IMCA Regional Director Asia-Pacific, delivered a keynote address and Peter Sieniewicz, IMCA Technical Adviser, gave presentations on ROVs and diving.

## European events roundup

In addition to the IMCA Annual Seminar in Abu Dhabi and the regional section meetings across the globe, the IMCA technical team has been adding value at seminars, conferences and technical events in Europe. Here are a few highlights:

Neil Evans was integral to the delivery of the Competence & Training seminar which took place in September in Aberdeen. The purpose of the event was to raise awareness of, and the need to demonstrate, competence in the offshore and construction sectors, acknowledging the challenges of delivering competence and training solutions in the current market downturn.

Mark Ford and John Bradshaw (pictured) attended the Renewable UK Annual



Conference in Liverpool this October.

Emily Comyn attended the Danish Maritime Technology Conference in early October. The event focused on harmonisation in the North Sea offshore industries in general, as well as the next steps on windfarm vessel standards (see [page 7](#) for more detail).

See what we are up to when we're in your section at: [www.imca-int.com/events](http://www.imca-int.com/events)



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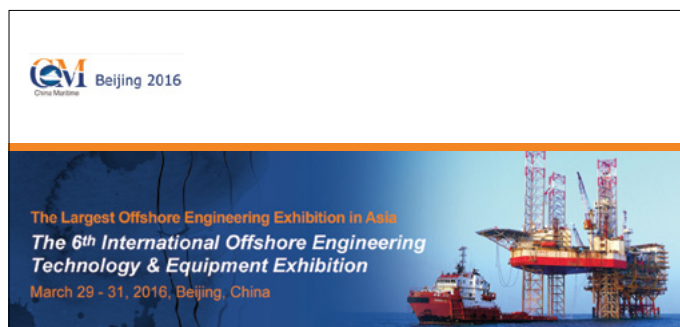
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# IMCA and the industry's cycle

An insight from Allen Leatt, IMCA's new Chief Executive



Firstly, let me say that it is great to be at IMCA. I introduced myself at our Annual Seminar in October by saying “I am one of you” in that I have spent my entire career in this business and I feel privileged to join IMCA at this difficult time in the industry's business cycle.

We have a lot to do, but I am very impressed by the people I have met thus far: members of the Council, ICo board, OMC, and the Secretariat. I am also pleased that Richard Benzie has also recently joined us as Technical Director. Richard brings enormous operational experience, and will help me shape IMCA according to a new strategy which will be developed.

## Resilient industry

The theme of the Annual Seminar was “A health check for the marine contracting industry”, I will not elaborate further as we all know the state of health today. And there are of course many uncertainties in terms of what the next part of the business cycle will look like. However there are also a number of certainties too. We know that our industry is very resilient, the fact that 350 members attended the seminar in Abu Dhabi is no mean feat in these challenging times. We

*“We are asking oil companies and regulators to work with us; this is a symbiotic relationship.”*

know the industry is cyclical and that every 10 years or so there is a shock to the oil price and we have to manage our way through the fallout. We know that there were signals in 2013 that our industry was facing problems of a different nature. Large projects were not getting sanctioned for economic reasons, even at \$100 oil. The supply chain had become overheated and the accumulation of six years of high inflation was working against us. While oil companies have understandably put the brakes on new capex, on the upside there is a large inventory of projects that could be developed if we get the economics right.

## Addressing the challenges

I have no doubt that our industry will reset its cost base, it won't be easy or painless but it will happen – that is the free market at work. We will also shoulder the financial, operational and performance risks that go with lower prices and lowering the cost base. However, we would be imprudent to accept the deterioration in contracting terms that some oil companies are pushing – in trying to redraw the long-standing offshore risk landscape. In that respect IMCA

*“There is a large inventory of projects that could be developed if we get the economics right.”*

**ALLEN LEATT**  
Chief Executive, IMCA

can certainly help in the lobbying campaign, and I would like to congratulate Nathalie Louys and the Contracts & Insurance Workgroup for squaring-up to these difficult challenges.

Part of the cost inflation is structural: the project nature of business, the multiple interfaces, the lack of standardisation, the elaborate gold plating we see in technical specifications. The good news is that these can be addressed, and if ever there were a time for oil companies to be open to this narrative it is now. Our industry has changed enormously over the last 30 years. Today the supply chain is big, important and responsible. We are asking oil companies and regulators to work with us; this is a symbiotic relationship. It is not a sustainable solution to just hit us with a bigger hammer.

## IMCA's part

I will ensure that IMCA plays its proper role in helping to improve the performance of our industry – that is our mission, and I am determined that the Association will be relevant for your needs, efficient in its operation, and fit for purpose to support you.



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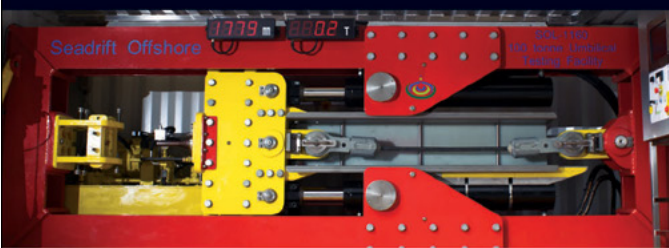
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# WORLD-WIDE

## Decommissioning opportunities open up

Decommissioning of North Sea assets is an on-going conundrum. When the barrel price is high, decommissioning slides off the agenda. When low, funding is tight and decommissioning is an easy item to defer for better times. Two recent reports indicate that the long awaited decommissioning era may, just may, be upon us.

The recent reports highlight likely decommissioning opportunities for IMCA contracting and supplier members as North Sea operators consider strategic decisions. The SPE Offshore Europe-commissioned Wood Mackenzie report forecasts that 140 UKCS fields could cease production over the next five years, even if oil prices return to US\$85/bbl; and predicts spending will ramp up, estimating the market at £54bn for UK North Sea assets.

A Douglas-Westwood DW Monday report 'Decommissioning – This time it's different', looks forward to "significant growth in decommissioning activity on the UKCS," explaining, "Operators are under increasing pressure to reduce exposure to high-cost regions, and remove decommissioning liabilities from balance sheets. Without traditional sale routes, operators will increasingly make strategic decisions to push forward with asset decommissioning."

Certain contractors are more cautious, explaining that a low oil price means operators are not in a position to start the long preparatory work (that can take several years) by which time the barrel price may well have risen. We look at the challenges, and IMCA member activity.

### Challenges

In some cases elderly assets have shifted from operator to operator, and available technical information can be poor or out of date. Consequently there is a great deal of preparatory work to be done to ensure the platform can be removed safely, in an environmentally friendly and cost-effective way. Structures may have had solely 'fit-for-purpose' maintenance, so structural integrity surveys, both topside and subsea, will be necessary. There are many details to consider such as the efficacy of reusing existing lifting points to the removal of hazardous materials. This is both a technical and logistically challenging market – just as complex as the construction operation.

An increasing number of players are coming into the market, some aiming for the big structures in the Northern North Sea; and others, including jack-ups with smaller cranes, with

their eye on the smaller ones in the Southern North Sea; and those covering both.

### IMCA member activity

Seaway Heavy Lifting is in the latter group. They own and operate two crane vessels, *Stanislav Yudin* and *Oleg Strashnov*, with revolving lift capacities up to 2,500mt and 5,000mt respectively, and view decommissioning as an important market. Their track record includes offshore integrity and weight surveys, in-house engineering, platform preparations, removal and transportation of platforms, as well as onshore disposal and recycling. Together with parent company Subsea 7, they can also remove other subsea infrastructures.

"It's challenging and very interesting, but a very different game from greenfield transport and installation," explains Rienk Krol, their Business Development Manager Oil & Gas Europe.

"Safety and environmental concerns play a key role but cost is equally important. We have duty of care to undertake a thorough clean up. We operate throughout all North Sea areas and have the capacity (including single lift solutions) to undertake large and small scale platform removals. We fully remove the complexity of decommissioning challenges faced by clients."

Allseas has grasped the nettle firmly, and built the *Pioneering Spirit* dynamically positioned platform installation/decommissioning and pipelay vessel, which can remove the topside of an oil platform in a single lift. First will come the removal of the Yme platform 100km off the Norwegian coast for Repsol/Talisman, then it is time for 'the big one'.

One of the platforms in its sights is the 24,200 tonne 44m tall Shell Brent Delta topside. Astonishingly the actual lifting process is expected to take only a few seconds, for Allseas' vessel has been designed to lift as much as 48,000 tonnes in one go in wave heights of up to 3.5m. Allseas also has contracts in place from Shell to remove the topsides of Bravo and Alpha in the Brent field, as well as the Alpha's steel jacket, and an option to remove Charlie. All the projects are subject to consultation and UK



“Safety and environmental concerns play a key role but cost is equally important.”

**RIENK KROL**  
Seaway Heavy Lifting

government approval.

Another IMCA member, Bibby Offshore, has this year alone delivered two UKCS multimillion pound decommissioning contracts. Endeavour Energy appointed them to perform operations in the Central North Sea Renee and Rubie fields on a 60 day agreement completed in Q3. This involved Bibby Offshore's dive support vessel (DSV) *Bibby Sapphire* and construction support vessel *Olympic Ares*, completing the recovery of subsea equipment including cross-over structures, umbilicals and protection mattresses.

In April and May they also successfully completed work for Tullow Oil SK (TOSK) using DSV *Bibby Topaz* to perform decommissioning operations at the Orwell and Wissey subsea installations, including the tie-ins at the Southern North Sea Thames and Horne and Wren platforms.

### Opportunities for members

There will be opportunities, especially those offering leadership in safety and cost-efficiency, for IMCA members within all four technical divisions.

### RELEVANT IMCA DOCUMENTS

IMCA's decommissioning contracting principles:  
[www.imca-int.com/contracting](http://www.imca-int.com/contracting)

IMCA's guidelines for lifting operations:  
[www.imca-int.com/lifting](http://www.imca-int.com/lifting)

## FMEA guide update



With a key marine document, IMCA M 166 – *Guidance on failure modes and effects analyses (FMEAs)*, out for industry-wide consultation after a major revision, IMCA's Technical Manager, Mark Ford, looks at the importance of understanding FMEAs for our membership.

To begin, let's consider what an FMEA is: it is an easy to use, yet powerful, proactive engineering quality tool that assists in the identification and remediation of weak points in the early design phase of products and processes. It is a technical document and a statement of fact and not opinion.

There is a host of updated information and good practice guidance in the revised document on the use of FMEA techniques when applied to the technical systems associated with offshore vessels – in particular dynamic positioning (DP) systems. The four sections and appendices have now been designed to be read separately or as a single document.

When reading the guidance document, it should be remembered that the FMEA process itself is not sufficient to ensure a comprehensive risk analysis. It is a single tool to assist in carrying out a specific job within the overall risk analysis being undertaken.

These guidelines will assist in producing more consistent and thorough FMEAs, which should ultimately lead to increased vessel reliability and safety.

## DP focused workgroup



Image: Flickr – Kees Torn

In a bid to get back to basics and concentrate on our core strengths, IMCA has formed a new dynamic positioning (DP) focused workgroup, which will tackle all DP related matters.

At the meeting of the Marine Division Management Committee (MDMC) held on 21 May 2015 it was decided that a workgroup, consisting of a small but diverse number of industry DP experts selected from the Marine Division, should be formed to deal with all DP related matters.

The workgroup is now formed and consists of representatives from seven contractor members, two consultant members, two equipment suppliers and a training establishment.

The group is considered to be small enough to be efficient in performing its duties and yet also have the resources that cross industry representation brings. The chairman of the group is John de Hartog from Saipem and the group will be supported by the IMCA secretariat.

MDMC has set a number of objectives for the workgroup including the following:

- Monitor, identify and implement new DP guidance;
- Review draft DP documents on behalf of MDMC and prior to industry-wide consultation;
- Provide input to improve the IMCA DP incident reporting scheme;
- Participate in new DP-related initiatives.

The workgroup will provide a report of its work to MDMC at each quarterly committee meeting.

### Planning for 2016

The formation of the group is seen as an essential part of IMCA's DP work programme, which will be rolled out during 2016. The programme will recognise that IMCA has the confidence of DP vessel owners and operators and is in a unique position with direct access to more than 90% of the world's DP fleet. Essentially, the programme will aim to ensure active engagement with all sectors of the DP industry internationally, so that accurate and usable guidance documents continue to be produced and the knowledge gained from DP incidents is used universally to reduce the chance of DP incidents happening in the future.

The publication of the following key DP documents during 2016 is seen to be central to the plan:

1. Revised IMCA M 166 – *Guidance on failure modes & effects analyses (FMEAs)*
2. Revised IMCA M 103 – *Guidelines for the design & operation of dynamically positioned vessels*
3. Revised IMCA M 117 – *The training & experience of key DP personnel*
4. Analysis of IMCA DP station keeping incident data 2004 – 2013

There will also be further development of IMCA's DP incident reporting scheme, to improve its effectiveness as a learning tool.

## CMID progress continues

The latest development phase of CMID was completed in September when issue 9 of IMCA M 149 – *Common Marine Inspection Document (CMID)* was published. The document was met with general approval.

Joe McWilliam, Group QHSE Manager, of

Hallin Marine said of it: "I am really enjoying using CMID and, as a result, I've learned a lot more detail about one of our vessels than I knew previously."

The Accredited Vessel Inspector scheme has been introduced and is growing in strength.

Next up, members can expect to see a refreshed version of IMCA M 189 – *Marine inspection for small workboats* for testing, before being made available to the user community.



# NUI looks at diving future



The 2015 NUI Diving Seminar took place in Norway on 25-26 November and attracted over 200 diving professionals keen to discuss industry issues. IMCA's Technical Adviser, Peter Sieniewicz, gives this report on the hot topics covered.

I was joined by Richard Benzie, IMCA's new Technical Director, at the biannual event and we were both very impressed with its quality and content. The event was titled "Global Diving Services, Time for Opportunities" and focused on the challenges faced by the industry today and considered how we might tackle them in the future. Olemic Thommessen, President of the Norwegian Parliament, opened the seminar, reflecting on the 50th anniversary of the Norwegian oil industry.

Speakers on the opening morning looked back at 50 years of success and forward to 50 years of new opportunities. Legislation and efficiency were regularly visited themes as they considered the issues we face today. Concerns raised included:

- Minor changes to individual countries' legislation are making working in Europe more difficult;
- Safety regulations are actually becoming detrimental to safety, with their differing standards and the constant, sometimes pointless, auditing that can take place during a vessel's busiest time, mobilisation.

There was a plea for regulatory requirements and legislation to be harmonised.

## Where is the value?

The seminar really took off with a presentation from Bjørn Vidar Lerøen from Norwegian Oil and Gas. He pointed out that although over 600 wells drilled in the Norwegian region are still producing, Norwegian production was down 52% since 2000. He suggested that the industry seriously needs to look at why costs have increased dramatically.

He gave an example of one of the engineering firms he regularly deals with. Ten years ago they supplied a piece of plant to the industry and as part of the contract they were

required to provide documentation – it took 200 hours to prepare and assemble. This year the company produced the same piece of equipment, however the engineering package took in excess of 2,000 hours to produce. Bjørn questioned where the added value was? He felt there were two dominant challenges for the future: the climate and cost.

## Hyperbaric evacuation progress

Another key theme discussed at length was hyperbaric evacuation. There were a number of differing concepts and ideas. There was still concern about the 'Phase 2' problem, the recovery of a self-propelled hyperbaric lifeboat (SPHL) or hyperbaric rescue chamber (HRC) from the sea. The key concern still remains: if the system has been launched, how do you recover it from the water and get it safely to a place of safety in order to decompress the divers, especially when the ocean can be rough?

There were a number of suggestions and, interestingly, one company in Australia have already designed a solution to this complex issue. Ben Healy, of Thrust Maritime, explained how they had built, tested and mobilised their system to support offshore saturation diving operations. The system has been successfully used since 2013 off the Bass Strait in Australia, and it was suggested that systems like it could have applications in other areas of the world.

Other hot topics which were explored at the seminar included: the next generation of offshore workers – and how keeping a balance of experience and youth throughout this downturn will be essential; concerns about the physiology, stress levels and technical ability of today's divers; and dive support vessel design for the future – including some radical new concepts which sparked much conversation between delegates.

## FMEAs on IMCA's diving agenda

The Diving Division Management Committee (DDMC) has assembled a workgroup made up of a wide range of experts from across the diving industry to review IMCA D 039 – *FMEA guide for diving systems*. The workgroup held its first meeting in early December 2015.



Image: Hughes Sub Surface Engineering

## 2013 diving statistics

The 2013 world-wide diving personnel statistics have now been published in Information Note IMCA D 10/15. The figures reflect the good times that the industry was experiencing during that period. In 2013 the total reported average number of people at work in the global diving industry was over 28% higher than the average of the four previous years. From the information gathered, 2013 appears to have been the best year for diving personnel employment since IMCA began collecting world-wide diving personnel statistics in 2009.

IMCA is currently assembling the statistics for 2014. The effect of the precipitate drop in oil prices which began half way through last year could make sobering reading.

It is still not too late to send in your company's data for the 2014 statistics.

Please send your company's data to:  
[bryan.mcglinchy@imca-int.com](mailto:bryan.mcglinchy@imca-int.com)

# IMCA on the road for load testing demo



Image: Seadrift Offshore

Chris Baldwin, IMCA Technical Adviser, was on the road recently as part of one of our strategic objectives to keep the IMCA team up to date with operational aspects of the industry. He met with IMCA members to see the latest load testing equipment.

With new guidance on ROV system load testing and inspection in development – and expected to be ready early in the new year – we considered it particularly important to look at the various methods of testing available. Following earlier visits to Fugro Subsea Services Limited and the Underwater Centre at Fort William, Chris visited IMCA ROV equipment and testing suppliers Seadrift Offshore Limited, based in West Yorkshire, UK in October.

Seadrift has worked with other IMCA members for a number of years and has developed a bespoke mobile digitally controlled ROV umbilical testing machine. Chris was given a demonstration of the equipment by Seadrift Offshore Managing Director

Julian Askew. They discussed some of the issues facing the company, as a small offshore industry equipment supplier, operating in these challenging financial circumstances. Julian employs seven personnel at his company and is exploring all opportunities to diversify into other aspects of the industry in an effort to keep the business healthy, such as training in umbilical termination procedures.

## Other ROV guidance

A revision to IMCA R 006 – *Standard ROV audit document* is expected to be available early in 2016 and new guidance on ROV umbilical use and maintenance – mentioned in the September issue of *Making Waves* – is expected to be published by the end of Q1 2016.

## ROV RESPONSE REMINDER

To submit your company's ROV statistics (see info note R 03/15) and any umbilical/tether failure reports (see info note R 02/15) contact: [chris.baldwin@imca-int.com](mailto:chris.baldwin@imca-int.com)

## Survey roundup

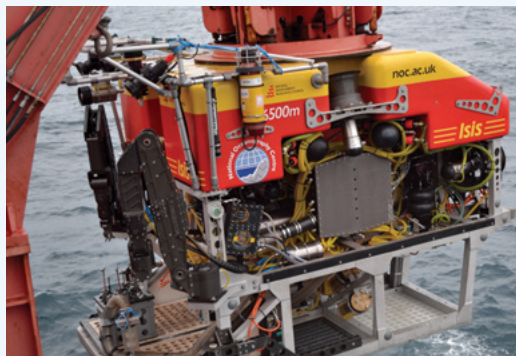


Image: National Oceanography Centre UK

## Rise of 'ROV DP'

All ROVs are equipped with sensors for their control and navigation. The rise of 'ROV DP' positioning, the capability to hold an ROV stationary in the water column, has led to an increase in the sharing of these ROV-mounted positioning, surveying and imaging sensors, for both positioning the ROV and for survey purposes.

The Offshore Survey committee has set out to provide guidance on this important topic, which will give an overview of some of the factors to be considered. These include: the need for consistent and reliable data and ensuring that responsibility for controlling sensors is properly assigned; the very different uses of sensor data between ROV and survey; ensuring a cost-effective solution; and identifying and mitigating the potential risks involved in sharing the sensors.

The Offshore Survey committee has published IMCA S 023 – *Guidelines on the shared use of sensors for survey and positioning purposes*. This is a revision and merging together of IMCA S 009 – *Guidelines for the shared use of DGPS for DP and survey operations* and IMCA S 010 – *Guidelines for the shared use of sensors for DP and survey operations*, both of which have now been withdrawn. The new document provides guidance on the risks associated with sharing vessel DP sensors for survey operations and on developing procedures to mitigate those risks.

## New out of straightness document

A workgroup of members of the Offshore Survey committee is developing guidance on out of straightness (OOS) survey. This is one of the most challenging forms of offshore survey and the document is intended to look at some of the engineering specifications behind it. The guidance will be aimed at people specifying and conducting OOS surveys, marketing or selling the surveys, and those involved in analysing or processing the data collected by such surveys.



# SPOTLIGHT ON NATHALIE LOUYS

Nathalie Louys is General Counsel at Subsea 7 and is Chairman of the IMCA Contracts & Insurance Workgroup. In this interview she discusses her career path and the importance of the workgroup, particularly in these challenging times.



## Becoming General Counsel

I was admitted to the Paris Bar in 1991 and have legal qualifications from University Paris 1 – Panthéon Sorbonne and Paris XI in France as well as from the University of Kent in the UK. I have worked in the legal sector all my life. I started my career with Saint-Gobain and Eurotunnel, and for the last twenty years I have enjoyed both the challenges and the opportunities of working in the offshore oil and gas industry.

In 1996, I joined Coflexip Stena Offshore (now Technip), where I worked for 10 years and progressed to the role of Vice President Legal – Offshore. In 2006, I joined Subsea 7 (through Acergy) in Paris, where I worked in various operational and corporate legal roles. I moved to London in 2010 to take on the role of Vice President – Legal and Commercial, working closely with Johan Rasmussen. Following the merger between Acergy and Subsea 7, I was appointed General Counsel in April 2012. My current responsibilities include commercial/legal matters, corporate governance, contract management, insurance and compliance, among others.

## Leading IMCA's contracts work

Having worked closely with Barbara de Roo, the previous Chair of the IMCA Contracts & Insurance Workgroup over the last few years, I was very happy to take on the role when it was offered to me, as I strongly believe in promoting the common interests of the marine contracting industry and in the role of our workgroup in achieving this. The Contracts & Insurance Workgroup started its life as the Contracts Workgroup, which was formed in 2003 to discuss common contracting principles, identify potential risks, anticipate potential conflicts throughout the supply chain and develop solutions. The first set of IMCA contracting principles was launched in 2005.

The workgroup charter has now been published with the help of the workgroup members. Our mission is to foster a wider understanding of the offshore contracts and related risk management, and to serve the long-term interests of all participants in the offshore energy industry by encouraging an equitable contractual balance based on the parties'

respective risks and rewards. In short, the group aims to promote dialogue with clients and the supply chain, develop standard contracting principles, and overcome challenges within the industry whilst continuing to promote the FAIR risk allocation (see box right) in the current market downturn.

## Value and focus

IMCA strongly believes that the workgroup plays a major role in the search for a better system to manage risk allocation with fairer apportionment of risks, adequate insurance cover and reduction of contractual uncertainty inherent in current EPCI contracting models. We have achieved much already, but there is still more to do and we are facing more challenges as a result of the current downturn in the industry. We are driven by IMCA's vision to improve performance in the industry by championing better regulation and delivering good practice. We aim to improve the clarity and efficiency of contracts, avoid duplicative assumption of risks, as well as to find innovative solutions to benefit the industry. The Contracts & Insurance Workgroup engages with various different bodies and organisations in achieving its goals. For example, we have been invited to by BIMCO to discuss the standard terms of the Supplytime charter party.

We actively promote an open dialogue between international marine contractors, whilst strictly adhering to and complying with the competition law compliance policy of IMCA. Ultimately, the workgroup is a voice for the industry aimed at finding solutions for common issues in offshore contracts such as on the allocation of risks, insurance and even on compliance and ethics matters.

## Responding in difficult times

This year, we are very concerned with the deterioration of contracting terms during the current downturn, which may lead to an increased risk profile for the contractors' community without any adequate compensation for such risks. We are well aware that our industry is compelled to focus on cost-cutting. The downturn means that we need to regroup and redefine our ways of working to find necessary efficiencies. The challenge for contractors is the

*“We aim to improve the clarity and efficiency of contracts and find innovative solutions to benefit the industry”*

## WHAT IS FAIR?

IMCA's FAIR risk allocation goals, are as follows:

- **Fair** (not equal) and realistic distribution of risk in proportion to relative rewards;
- **Allocation of risk** – to the party best placed to assume;
- **Insure** – sufficient scope of cover;
- **Reasonable** – avoid 'duplicate' assumptions of risk and minimise potential for dispute.

pressure to reduce costs whilst being exposed to more onerous and sometimes disproportionate contractual terms. Some contractors may find it difficult to survive the downturn, so it's very important that IMCA keeps promoting the allocation of risks, to the party best placed to assume in proportion to relative rewards, and that the workgroup provides guidance and solutions for the benefit of the industry, for the operators and the supply chain. To conclude, we believe in a fair allocation of risk and that cutting costs does not go hand in hand with accepting increased risks, but with finding solutions to the challenges of the industry.

## IMCA'S RESOURCES

IMCA has published a variety of guides, templates and discussion documents for its contractor members, their clients and sub-contractors. Each is published as an aid to clients and contractors alongside their in-house standard contracts and other industry publications.

You can download them at:

[www.imca-int.com/contracting](http://www.imca-int.com/contracting)





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