



Safety: ensuring business as usual

IMCA's latest initiatives to help our members to work safely

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Iain Grainger: time to embrace change



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Allen Leatt
Chief Executive

Welcome

to the September edition of *Making Waves*. As ever, we have plenty to report within our space of the industry; with a mix of news of the Association's business, and that of the Secretariat.

2016 has been a year of restructuring for many of our members and the same applies to IMCA. The Secretariat has been responding to the needs of the Council and OMC (Overall Management Committee), and good progress is being made on a number of fronts. This includes expanding where we can add greater value, and contracting where priorities change. These changes include the strengthening of our policy and regulatory affairs capability and the consolidation of our membership services group (see details on page 5).

June saw the publication of the 2015 safety statistics, gathered from around 250 contractors world-wide. As always, the dataset makes for sobering reading. Next year we will aim to bring forward the exercise, to be complete by the end of Q1, rather than Q2.

We are pleased to welcome two new members to our governing Council; both are seasoned professionals from our industry. Harke Jan Meek represents Heerema Marine Contractors and Iain Grainger (our interviewee in this issue, on page 19) representing McDermott International.

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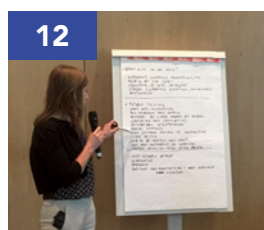
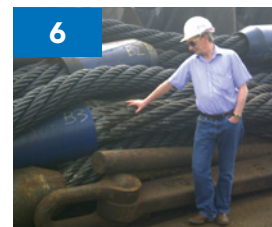
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Meet the team

Management

Allen Leatt
CEO
Richard Benzie
Technical Director

Regional

Denis Welch
Regional Director
Asia-Pacific

Technical

Mark Ford
Technical Manager

Chris Baldwin
Technical Adviser –
Marine, ROV,
Competence & Training
and Renewable Energy

Andy Goldsmith
Technical Adviser –
Marine

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

Bryan McGlinchy
Technical Adviser –
Diving

Peter Sieniewicz
Technical Adviser –
Diving

Policy & Regulatory Affairs

John Bradshaw
Policy & Regulatory
Affairs Manager

Emily Comyn
Technical Adviser –
Regulatory Affairs
(on maternity leave)

Eleni Antoniadou
Policy & Regulatory
Affairs Adviser

Marketing & Communications

Chris Freer
Graphic Design &
Communications
Co-ordinator

Claudine Bleza
Events Co-ordinator

Support Services

Michelle Killington
Membership Services
Group Supervisor

Kayleigh Tucker
Membership
Administrator

Jill Adamson
Accounts Assistant

Ann Barnatt
Document Production
Co-ordinator

Chelsea Clarke
Receptionist & Office
Administrator

Ryan Foley
IT Support
Administrator

Kayleigh Glasscock
Publications Sales
Co-ordinator

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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 our membership 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

Documents update

The following documents have been revised and published since the previous issue of *Making Waves*. We've also highlighted recent safety flash trends and some key information notes.



PUBLICATIONS

IMCA SEL 014 – *Travel security*

IMCA SEL 040 – *Drug & alcohol policies and testing*

IMCA M 109 – *A guide to DP-related documentation for DP vessels*

IMCA M 189 – *Marine Inspection for Small Workboats (MISW)*

IMCA M 231 – *DP station keeping incidents reported for 2014*

IMCA M 115 – *Risk analysis of collision of DP support vessels with offshore installations*

IMCA M 149 – *(CMID) Common Marine Inspection Document (Issue 10)*

IMCA M 174 – *A review of the Artemis Mark V positioning system*

A number of IMCA diving documents have seen minor revision: **D 002, D 007, D 008, D 016, D 021, D 025, D 029, D 038, D 055, D 056**. See info note **IMCA D 13/16** for further details.



SAFETY FLASHES

IMCA has distributed 21 safety flashes in 2016 so far, covering 80 incidents. Equipment failure and the need for improved seamanship have both been recurring themes in recent safety flashes. These have highlighted the need for a focus on competence and on keeping equipment in good condition, both of which may be a challenge when money is tight.



INFO NOTES

IMCA SEL 07/16 – *Safety & environment statistics for IMCA members: report for 2015*

IMCA M 09/16 – *Ballast Water Management Convention*

IMCA M 10&11/16 – *eCMID issue 10*

IMCA D 13/16 – *Diving publications update*

All the latest documents from IMCA are available at www.imca-int.com

An update from IMCA's CEO

In reviewing our objectives for 2016 with the Council and OMC earlier in the year, it became very clear that the Secretariat should focus on two important goals: to strive for efficiencies in the way we support our members; and to refresh and update our technical library. Let's consider progress so far.

The mantra developed for our efficiency review was to 'do what we need to do very well, and eliminate activities that do not add value for our members'. In that respect, we have streamlined our organisation and addressed a number of our key processes. For example, the vast majority of our regular technical meetings are now conducted via web-based video conferencing. This has proven very popular and efficient at mobilising the talents and skills within our technical divisions. Committee members are no longer obliged to travel and, with a well-designed PowerPoint driven agenda, can participate from their desks and achieve more in two or three hours than ever before. We have also eliminated the waste of excessive agenda pre-reading materials, excessive minutes of meetings and duplicate work, that so often happens during times of plenty. Today IMCA's Technical Advisers are project managing the technical meetings with specific objectives in mind. This relieves some pressure from the committee members and, as a result, good progress is being made in difficult market circumstances.

Keeping our library current

Our technical library of some 200 guidance documents, codes of good practice, information notes, etc., forms the core deliverable of the Association, and represents progress in the development of our industry since the 1970s.

However, as an operational library, it must keep up with today's constant and ever-more rapid evolution of technology and best practice. We therefore set ourselves the goal of reviewing, and where necessary refreshing, every single document by the end of Q1 2017. Progress, assisted by an efficient committee process and the



“Like everyone in our industry, we are working hard to drive efficiencies and improvements with a sense of urgency.”

ALLEN LEATT
CEO, IMCA

strong efforts of our committee and workgroup members, has been excellent. Mark Ford, IMCA's Technical Manager, is managing the process and today, five months into the project, we are around 40% through the workload. I would like to send my thanks to everyone involved in this endeavour – the first time it has been attempted on this scale at IMCA.

Responding to members' needs

Our governance review is now complete and a Governance Handbook is being developed to capture all the processes we have reviewed and concluded-upon over the last 15 months. One of the many enhancements we will implement will be to broaden our committee structure to respond quickly to market changes or the needs of our members. An excellent recent example of this is the establishment of our new Lifting & Rigging Committee under the leadership of its Chairman, Sandy Steven of Subsea 7, with the close support of Mark Ford. The committee's work is already underway, and in June it organised a highly successful seminar in Amsterdam (see page 12).

Like everyone in our industry, we are working hard to drive efficiencies and improvements with a sense of urgency. These will continue with no let-up in our mission to *improve performance in the marine contracting industry*.

Secretariat re-shuffle

IMCA has restructured two teams within its Secretariat to provide better support to its members.

Firstly, we have strengthened our policy and regulatory affairs capability. Previously, Emily Comyn looked after this area of the Association's work, with support from the technical team. However, it has been recognised that such an important area of activity needed additional resources to most effectively represent members' interests.

John Bradshaw has been promoted to the position of Policy & Regulatory Affairs Manager and will lead the team. John's previous role at IMCA was as a Technical Adviser, in which he supported IMCA's renewable energy and lifting activities, as well as providing engineering support to IMCA's DP experts. Prior to joining IMCA he was a principal technical specialist at Lloyd's Register, where he participated in a range of regulatory activities.

Eleni Antoniadou joined the team in August in the role of Policy & Regulatory Affairs Adviser. Eleni studied marine law and will add her legal expertise to the strong technical

capabilities of IMCA's team of Technical Advisers. She joins us from a regulatory database provider.

Emily is currently on maternity leave and will re-join the team next year. We're sure we speak for all our members in sending our best wishes to Emily, as well as thanks for her excellent work. The strengthened team will put IMCA in a much better position to represent members' interests at IMO and with other regulatory stakeholders.

Member services consolidated

We have also consolidated all our member-facing administrative activities into a membership services group under the leadership of Michelle Killington. Consequently, our members will need only to contact a single integrated team who now look after all membership applications and subscriptions, committee elections, publication sales and diving certification.



John Bradshaw

Emily Comyn

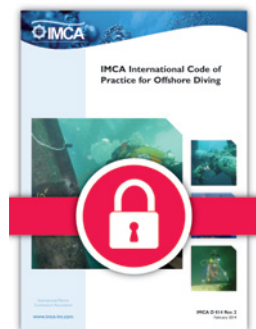


Eleni Antoniadou

Michelle Killington

Details of each of the IMCA team are available at: www.imca-int.com/secretariat

Important update to IMCA online document security



IMCA is making improvements to the security of documents hosted on its website. When these changes are complete, IMCA's online technical library will *only* be available to members logged in to the site. Following a review of our compliance programme, we have been advised that this measure is necessary to protect the Association.

As part of the process, we have also reset login credentials for all IMCA website users. New login details have been sent to IMCA members via email.

Instructions for companies or organisations who are not members, but who have a legitimate reason to access our documents, will be provided and access rights decided on a case by case basis.

For further information, or if you have any difficulties or queries regarding logging in to the website, please contact us at: membership@imca-int.com

Welcome to our new members

IMCA is pleased to welcome the following new members (from 10 May – 3 August 2016)

- ABB High Voltage Cables
- Acta Marine B.V.
- ANTARES NAVIERA S.A.
- Egyptian Maintenance Co. (EMC)
- Emergency Services Training Centre
- Energy Solution International Pte Ltd
- Finarge Armamento Genovese Srl
- Fletcher Offshore Limited
- Hoger Offshore and Marine Private Limited
- IIC Technologies Ltd
- Mermaid Subsea Services - Europe & Africa
- Next Geosolutions Europe S.p.A
- Ocean Kinetics Ltd
- Poseidon Maritime Services Pte Ltd
- PT Newport Marine Services
- PT Pelayaran Menaratama Samudra Indah
- Radio Holland South Africa Pty Ltd
- RK8 Offshore Shipmanagement Pte Ltd
- Seatek Oil and Gas Services LLC
- Smart Marine Solutions & Services Ltd
- Structure-Flex Ltd
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You can find out more about our members, old and new, at: imca-int.com/membership/membership-directory

Introducing the Lifting & Rigging Committee



IMCA's Overall Management Committee (OMC) has formally agreed that the Crane & Winch Operations Workgroup (CWOW) should be promoted within IMCA's structure to a Core Activity. The workgroup has subsequently been renamed the Lifting & Rigging Management Committee (LRMC).

This new committee consists of a Chairman, a Vice-Chairman and eight members. The Chairman of LRMC is Sandy Steven of Subsea 7 (pictured), who was selected after taking into consideration his past commitment and contribution to the workgroup. IMCA wishes Sandy the very best in this new position.

Other members of the committee were carefully selected, from the extremely experienced CWOW, based on their past commitment, contribution and subject matter diversity. The valuable programme of work previously developed by the members of CWOW will continue, but will now be carried out by specific workgroups under the auspices of the LRMC.

In relation to IMCA's four technical divisions, where document content has a primary focus on lifting and rigging, it will be reassigned to LRMC. 'Project ownership' will lie with LRMC, which will draw upon the knowledge and expertise of the relevant technical division to provide division-specific content.

Valuable contribution

It should be stressed that the remaining members of CWOW are welcome to take part in the workgroups established by LRMC and will remain an essential part of delivering LRMC's work programme in the future.

The promotion of Lifting & Rigging to a core activity is clear recognition of the valuable work undertaken by the CWOW to date and of the fundamental importance of good lifting and

rigging guidance to members, and the sector as a whole. It is envisaged that this new core activity will enhance IMCA's visibility and reputation within the international offshore industry. This will be done by having relevant technical expertise in place to assist members in the management of lifting operations, through guidance on good practice, technical documentation, international meetings and industry forums.

Read the review of the recent IMCA Rope Forum Workshop, which focused on discard criteria for high value subsea construction ropes, on [page 12](#).



Image: Subsea 7

Major revision of IMCA M 179

After a thorough revision from a group of experts, IMCA's updated guidance on cable-laid slings and grommets is expected to be published very soon.

First issued in 2005, the guidance – which covers the construction, rating, testing, examination and use of slings and grommets – was due an overhaul to reflect industry developments. These include revisions to HSE Guidance Note PM 20 (Plant and Machinery Series 20); the development of bigger test facilities, enabling destruction tests on cable-laid slings; and methods of eye construction (other than the spliced eyes covered in the original document) becoming available.

The new document also features modifications to align it with current codes, and alteration to its calculation of calculated rope breaking load (CRBL), calculated grommet breaking load (CGBL), calculated sling breaking load (CSBL) and bending loss formula.

New fibre slings guidance



IMCA expects to publish its eagerly anticipated new guidance on high performance fibre slings used in engineered lifts in Q4 2016. There is increasing interest in slings of this kind, and the new guidance document will fill a gap in existing lifting guidance.

The guidance was prepared by a workgroup which brought together recognised experts, from both contractors and sling manufacturers. IMCA is confident that the document will be well received by the industry.

IMO Update



IMCA supports members on CO₂ emissions

IMO continues to develop its data collection system for fuel consumption and its accompanying database. Work is being progressed by a correspondence group, to which IMCA contributes.

This is an important initiative which is intended to quantify the carbon impact of shipping, and which may ultimately inform further policy development and carbon emissions reduction targets.

IMCA supports efforts to reduce the environmental impact of shipping and recognises that the marine contracting sector will have to do its bit in reducing greenhouse gas emissions. However, any metrics and performance indicators should recognise the particular operating requirements of the sector and the need to balance reducing carbon emissions with maintaining safety. For example, the hull form of vessels in the sector

is generally dictated by industrial mission and the nature of dynamic positioning means that ships will expend significant amounts of fuel whilst remaining in a static position. Further, the requirements of IMO MSC/Circ.645 make it necessary for dynamically positioned ships to operate with an excess of engine power so as to maintain suitable redundancy; this results in sub-optimal power system efficiency.

If these aspects are not recognised and understood, then there is a risk that the sector's emissions may be seen as unacceptably high. IMCA continues to represent members' interests at IMO on these matters.

US consultation on air emissions



The US Bureau of Ocean and Energy Management (BOEM) draft rules for emissions are at the consultation stage.

IMCA has submitted a response calling for BOEM to recognise that ships are already subject to the provisions of MARPOL Annex VI and equivalent US EPA requirements (for ships outside the scope of the IMO Conventions).

IMCA considers that these existing requirements already regulate emissions of NO_x and SO_x, and that BOEM should accept existing emissions certification, and the associated verification mechanisms, with no need for further rules and regulations on the subject.

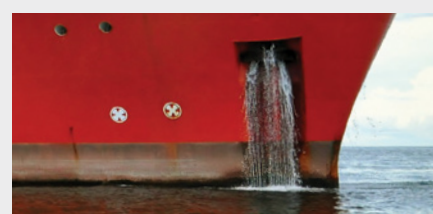
Ballast water convention imminent

The ballast water management convention continues to edge closer to reaching the threshold which will trigger the twelve-month countdown until its entry into force. The convention has now been signed by 51 states, representing 34.87% of global merchant shipping tonnage. The clock will start ticking when 35% is reached.

The world has been assured that the convention is 'about to enter into force' for several years now. A series of false alarms may have led to a certain degree of scepticism about calls to be prepared, as the industry has

heard it all before. However, the tonnage figure is now so close to the threshold that industry really does need to be prepared; a year is not a long time in terms of being ready for such an important set of requirements, particularly when so many ships will require compliance documents in such a short period.

Meeting the deadline will be a real challenge for flag administrations and their recognised organisations, classification societies and equipment suppliers. We recommended that any members who have not already developed their compliance strategy do so without delay.



IMCA has published information note IMCA M 09/16, which provides further advice and guidance. It can be viewed here: www.imca-int.com/marine-division/information-notes/2015-present

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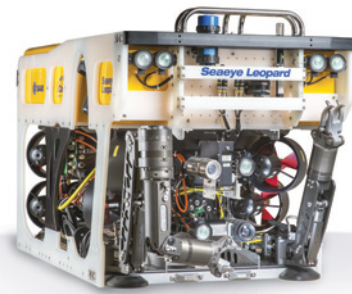
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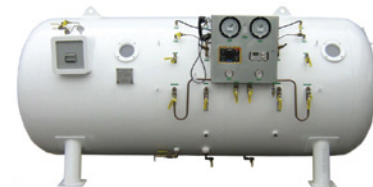


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SAFETY: ENSURING BUSINESS AS USUAL

IMCA's latest initiatives to help our members to work safely

Safety is a priority for IMCA members, and the wider industry, when times are good, and equally so during the current turbulent conditions. In this feature, we look at safety initiatives IMCA is currently working on for its members and recap some of the resources available to them. We hear from experts on IMCA's SEL committee about why safety is so important to them, and how you can be involved in IMCA safety initiatives too.

Safety is important for our members, and the industry as a whole, and it is certainly important to IMCA. Safety, Environment & Legislation (SEL) is an IMCA core activity – one of our primary focuses. We promote the sharing of experience and safety-related information among our members. By continuously reinforcing good practice, we aim to reduce the number of incidents that occur. This is reflected by our guidance documents – the vast majority of which have safety at their core; by our safety promotional material; by our annual safety statistics – against which companies can benchmark their activity; by our safety flashes; and by the work we do with other influential bodies.

Technip Marine Operations Services' HSE Manager, Mark Bosson, who chairs IMCA's SEL committee, sets the scene. "The management of Quality, Health, Safety, Environment and Security (QHSES) is a key element in all our business activities. Whether it be at an offshore or onshore worksite, or in an office location onshore, we should all be striving



Image: Nord Stream AG

“Make things better, make things happen!”

HENK VAN KETEL
Heerema Marine Contractors

to ensure that the highest possible QHSES standards are consistently applied in everything that we do.

“The ongoing work of the IMCA SEL committee is essential; it remains a top priority. The committee, the IMCA secretariat and the wider membership, are all working hard to maintain the focus on safety now, and in the future.”

Henk van Ketel of Heerema Marine Contractors, who is an active member of the SEL committee, backs up Mark's views. “During my long career in shipbuilding and marine contracting I have experienced many ups and downs in this ever changing world. I have learnt that to remain sustainable, a company

has to deliver quality in a responsible manner, with safe working practices as one of the fundamentals. Safe working should be a natural mindset, something that people want to do, with care for each other. IMCA has a long history of setting standards and giving guidance to its members. It is important that we keep working together in the SEL committee with a focus on continuous improvement.

“Make things better, make things happen!”

Making things happen

Making things happen is just what IMCA, with the input of its expert committees and working groups, is all about.

Over a two year period, IMCA will be launching 15 short mini-videos, to complement the existing IMCA pocket cards. These videos are designed to cross all cultures, boundaries and backgrounds, reflecting the fact that IMCA member companies are based in over 60 countries. The mini-videos will feature animated characters, who made their first appearances in

Continued on page 10

SAFETY: ENSURING BUSINESS AS USUAL

Continued

IMCA videos – ‘In the Line of Fire’ (IMCA SEL 036) and ‘Mooring Incidents’ (IMCA SEL 038) – released in 2014 and 2015 respectively.

“It is important that safety videos set the scene and tell a story, but without the complexities – and indeed the costs – of using real footage of safety hazards,” explains Mark Bosson. “Using animated characters enables us to recreate incidents that have actually happened.

“Continuing use of the characters will help us work towards a common look and feel for safety promotional material. The animated figures represent all of us – every person. They do a superb job of ‘translating’ IMCA pocket safety cards into two minute ‘pocket safety videos’ that can be easily understood by all. This concept of animation will be central to a newly revised and standardised range of IMCA safety promotional material, developed by the SEL committee with the assistance of Concept Productions.

“We showcased the first new videos at the IMCA Annual Seminar in Abu Dhabi last autumn, where they received a favourable reception from delegates,” he adds. “I am delighted that we now have full budget approval for 15 videos.

“There will be four new videos in Q4 this year, including ‘Working at Height’ and ‘Preventing Slips and Trips’. A further 11 will be developed, with six ready in 2017 and the final five by Q1 2018. They graphically demonstrate the dos and don’ts of safety; for when the one of the characters is a victim of an incident, they turn from blue to bright red. The videos will be available free of charge to view online.”

Learning from each other

Another important IMCA safety resource is the library of safety flashes it has produced since 1997 (all of which are available online). They are used to disseminate important information on incidents and potential hazards, in the knowledge that the lessons learnt from them can help play an active role in preventing incidents from occurring elsewhere in the industry. So far during 2016, IMCA has produced 21 safety flashes, most of which contain information on several incidents or events. In all, 80 events have been brought to the attention of IMCA member companies by this means

– more than ever before at this point of the calendar year. All are made anonymous and shared with the member company concerned before being issued. This increase in the number of safety flashes issued is a very positive step, as the incident reporting culture among the membership is improving and more information is being shared for the common good.

Statistics offer insight

The *Safety & Environmental Statistics for IMCA contractor members for the period 1 January – 31 December 2015* have been published as information note SEL 07/16. With the exception of fatalities – more than half of which were down to one single incident – the safety data remain broadly similar, or slightly improved, on the previous year.

IMCA has long striven for the safety target of zero incidents. The annual publication of statistics remains a useful insight into the performance of a company and our industry sector. Their purpose is to record the safety and environment performance of IMCA contractor members each year, and to enable IMCA members to benchmark their own performance. The total size of the dataset and the number of contractors submitting data for the 2015 exercise has fallen slightly, owing to the slow down in the offshore industry.

IMCA continues to work closely with members and other trade associations in both the offshore oil and gas, and the offshore wind industries, to ensure that all marine contracting

“The animated characters do a superb job of ‘translating’ IMCA pocket safety cards into two minute videos that can be easily understood by all.”

MARK BOSSON
Chair of the IMCA SEL Committee

industry workplace fatalities are properly recorded. Our focus remains very much on lessons learnt and information sharing, to ensure that these incidents never recur.

Looking in detail at the statistics, ‘falls on the same level (including slips and trips)’ accounted for 23% of all reported lost time injuries (LTIs), followed by ‘struck by moving/falling objects’ at 21%; ‘entrapment’ at 9%; ‘struck against’ and ‘muscle stress and repetitive movement’ both at 7%; and ‘falls from height’ at 6% (see graph below).

DIRECT CAUSES OF LTIs REPORTED

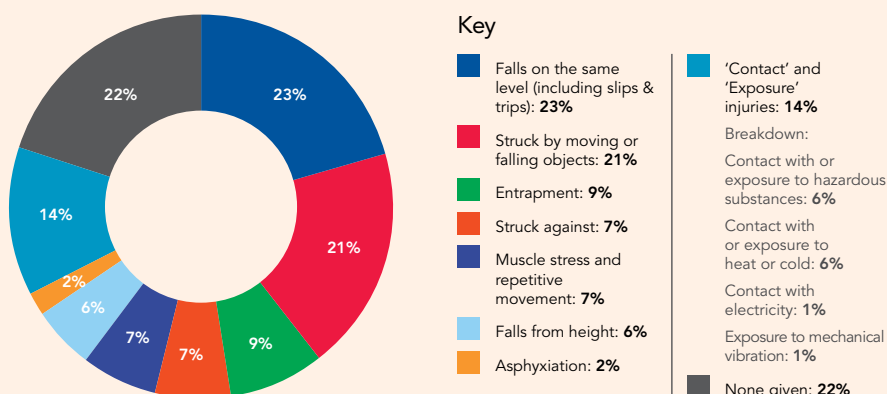




Image: Concept Productions Ltd

The 2015 statistics mark the third year that IMCA has collected information from contractor members on their environmental performance (broadly based on IMCA SEL 010 – *Guidelines for the use of environmental performance indicators*).

The 2015 dataset is drawn from 251 IMCA contractor members (around 55% of the contractor membership), based upon 720 million man-hours of work overall (483 million man-hours offshore); 36 contractors submitted figures for the first time. Environmental data was provided by 62% of members who took part.

Working with others

IMCA works with other organisations around the globe, such as regulatory and safety bodies, in both the offshore oil and gas industry and in the offshore wind sectors, discussing and collaborating on safety issues. For example, work has been done with the HSE, G9 Offshore Wind Health and Safety Association, MCA and RenewableUK, who are all involved in the offshore wind sector in UK waters, to spread the 'safety first' concept.

Most recently, IMCA has been involved with the EU Offshore Safety Group, attending its meeting in Brussels. The group includes representatives of offshore energy authorities, such as HSE and their equivalent in other countries, as well as organisations such as IOGP and IADC. At the meeting, IMCA explained the

importance of its updated DP event reporting systems, and gave an overview of its work on other DP-related matters.

Making the workplace safer

Travis Matthews, HSES Director/Facility Manager at McDermott International Inc. in Gulfport, Mississippi sums up the work of the SEL Committee. "We remain fully committed to promoting the safety and wellbeing of personnel. We do this by offering a raft of excellent and relevant industry guidance by way of documents and safety flashes and through seminars, providing an opportunity to reinforce safe work practices, share lessons learnt and build relationships with industry peers, partners and competitors.

"The committee is always looking for new initiatives and opportunities to make the workplace safer, such as the recently approved animated videos. These are being developed to complement the current pocket safety cards, ensuring that IMCA safety promotional material continues to add value, is culturally relevant and is fit for purpose.

"I urge that – as a leader, a supervisor, a safety practitioner, or an employee – you take heed of the information and guidance IMCA offers, and most importantly, you take ownership to ensure your safety, and the safety of others, in the workplace."

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TRAVIS MATTHEWS

McDermott International Inc.

HOW YOU CAN MAKE THINGS HAPPEN

There are a number of ways in which you can be involved with IMCA's safety initiatives. Here is a brief overview:

- View and share the range of IMCA videos with your colleagues. Watch out for new additions, as the animated characters make more appearances. Visit: www.imca-int.com/videos
- Learn from the lessons of others, by viewing our library of safety flashes, and find out how to submit material anonymously, for a flash of your own at: www.imca-int.com/safetyflashes
- View the 2015 IMCA safety and environment statistics, and find out how your company can contribute to the 2016 figures at: www.imca-int.com/safetystatistics

If you'd like to be added to our mailing list, to receive our safety flashes by email as soon as they are available, or have any other questions about IMCA safety initiatives, please email us at: info@imca-int.com

IMCA forum tackles rope discard



On Wednesday 22 June 2016 IMCA's Rope Forum hosted a workshop in Amsterdam which examined the validity of current discard criteria for high value subsea construction ropes. The event, attended by over 70 delegates, prompted a great deal of discussion and has flagged up some topics for IMCA's newly formed Lifting & Rigging Committee to consider in its work programme.

The event was the seventh workshop of a series which began in 2012, and has previously tackled topics such as rope assurance, lubrication, fibre ropes and system design. IMCA Technical Manager Mark Ford explains, "These workshops are designed to give IMCA members the opportunity to hear the latest from industry leaders on specific technical challenges presented when using ropes offshore. The representatives from IMCA member companies, rope manufacturers, rope users, third party assurance suppliers and academic institutes who attend, all contribute to form a niche crowd, with considerable accumulated knowledge and expertise."

Theory versus reality

The event focused on the validity of the current discard criteria for high value subsea construction ropes; comparing the theory of rope decay with the reality of current performance offshore, highlighting issues and concerns, and looking to what the future assurance requirements might be.

After an introduction from the Chairman of the IMCA Rope Forum, David Cannell of Technip, there followed a number of presentations and workshops which provided the audience with an understanding of current industry practice, the technologies being used and the challenges that exist. Between presentations, delegates had the chance to be

involved in short, interactive discussion sessions which covered topics such as:

- How can we improve the validity of testing?
- The reality of discard criteria: which areas need to be addressed?
- Do existing wire rope standards provide sufficient guidance?

David Cannell summarises the success of the event for us, "The event in Amsterdam was an opportunity for delegates to learn from others in the industry. Individual companies' R&D efforts and findings from the field were shared, with the aim of highlighting the needs of the industry in the future.

Codes require modernisation

"The interactive sessions, in particular, produced good, focused discussions on the topic. From my perspective, as the Chair, the levels of offline discussion created by these workshops can be a bit of a challenge. However, it demonstrates the value of the events, in encouraging people to talk across disciplines and between companies.

"For me, the key message to take away from the day was that the existing codes, which lead to discard of high value wire ropes, are not fully appropriate. This is because they are focused on ropes of up to 60mm in diameter, and in the industry today we are working with ropes well over 100mm.

"Following these workshops, consolidated minutes and findings are issued to the delegates.



"The key message was that the existing codes, which lead to discard of high value wire ropes, are not fully appropriate."

DAVID CANNELL
Chairman of the IMCA Rope Forum

It is up to the various companies to identify the actions they should take as a result, to advance their own products, safety, performance and/or operational efficiencies. Issues raised on the day, like that of discard criteria, are put to IMCA's Lifting & Rigging Committee, which will discuss how best to tackle them.

"The committee will also develop the programme for the next Rope Forum Workshop in the series. Possibilities for the subject matter include high performance lifting slings and rigging, diving wires or the validation of mathematical models for the design of ropes, machines and mountings. We expect this event to take place early in 2017."

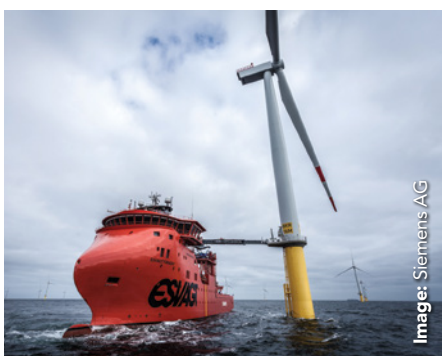
To suggest a topic for discussion, or to find out more about the next IMCA Rope Forum Workshop, please contact us at: events@imca-int.com

E&A event recognises the rise of renewables

Recognising the increasing interest of members in renewable energy, the most recent IMCA Europe & Africa Section meeting, which took place in Copenhagen in June, featured presentations from a number of experts on the topic.

Attendees enjoyed presentations covering a range of issues relevant to the offshore renewables sector. The G9 kicked off proceedings with an update on the efforts being made by the organisation to improve safety.

Other technical highlights included: DNV GL informing the meeting of the challenges facing jack-up operators as windfarms move further offshore; VBMS discussing their logistics concepts for laying the electrical cables for offshore windfarms; information on the latest walk to work (W2W) innovations being shared by Ampelmann; and finally, Swire Blue Ocean highlighting some of the very real challenges faced by contractors in the sector and some possible solutions.



In these challenging times the offshore renewables sector is an area of strong growth. This growth is truly international, with some exciting plans for offshore wind development in North America and Asia, as well as in the more traditional European market.

The event was concluded with some lively question and answer interaction, which was both enjoyable and informative. IMCA will continue to engage with a range of other renewables stakeholders to support and represent members' interests.

See the full list of forthcoming IMCA events at: www.imca-int.com/events

WORLD-WIDE EVENTS

The full listing of the events we are running, supporting and attending can be seen at www.imca-int.com/events

Key to events shown below:

- **IMCA events**
- **IMCA is supporting & attending**
- **IMCA is supporting**

SEPTEMBER

- 8-9:** OSV Singapore Conference
Singapore ●
- 21-23:** Asian DP, Subsea and OSJ Conferences
Singapore ●

OCTOBER

- 10-12:** MTS DP Conference
Houston – USA ●
- 11-13:** Central & North America Section & Sub-group Meetings
Houston – USA ●
- 12-13:** RenewableUK Annual Conference
Liverpool – UK ●
- 24-26:** Arctic Technology Conference
Newfoundland – Canada ●
- 24-27:** Rio Oil & Gas
Rio de Janeiro – Brazil ●

NOVEMBER

- 8:** Europe & Africa Section Meeting
London – UK ●
- 8:** IMCA Diving Workshop: Focus on DESIGN
London – UK ●
- 9-10:** IMCA Annual Seminar 2016: Operating successfully in the new era
London – UK ●
- 9-11:** Oceanology International China
Shanghai – China ●
- 10:** IMCA Security Workshop: Human factors in modern maritime security
London – UK ●
- 29-2:** Offshore South East Asia (OSEA)
Singapore ●
- 30:** Asia-Pacific Section Meeting
Singapore ●

Busy seminar schedule

IMCA is adding extra value to its 2016 Annual Seminar, by organising additional workshops and meetings to run in conjunction with it, at the Millennium Gloucester Hotel. A brief overview follows.

On 8 November the Europe & Africa Section Meeting and a Diving Workshop (focusing on IMCA DESIGN documents – see page 17) will take place. The annual seminar registration and reception evening will follow.

On 9 November the first day of the seminar's technical programme kicks off. It features keynote speakers, providing a 'big picture' look at the industry today, and presentations from IMCA's GCo members. Exhibition sessions feature throughout, and



the Seminar Buffet Evening follows.

On 10 November the second day of the technical programme and exhibition takes place, finishing after lunch. An EGM and a Security Workshop (see page 14 for further details) conclude the schedule.

For more info on the seminar visit: www.imca-int.com/events/imca-annual-seminar-2016

WORLD-WIDE

IMCA calls for member engagement amid growing global piracy and security threats

With reported piracy and cyber security attacks on the rise, IMCA's maritime security specialist, Chris Baldwin, provides this report on the latest global developments and encourages members to improve their understanding of the issues.

In May the Oceans Beyond Piracy (OBP) group presented its annual report activity report for 2015. This report is a respected appraisal of piracy trends and activity, and a few of its key messages were:

- Actions by IMO members have contained piracy; however, maritime commerce and seafarers remain vulnerable to it;
- At the time of the report there were 43 seafarers being held in captivity;
- 2015 saw a 30% reduction in private maritime security companies.

This drop is largely as a result of the reduced size of the High Risk Area (HRA) in the Indian Ocean. However, while the *size* of the area has been reduced, there are worries that this has been perceived by vessel operators as a reduction to the risk within the HRA – which is not the case. Consequently, use of the Mozambique Channel has also seen an increase. Combined Maritime Forces (CMF) have assessed that some companies are now taking unnecessary risks, or not assessing risk effectively, placing their crews in danger.

Regional piracy trends

Some very stark figures for the Gulf of Guinea region were recorded in 2015: 44 seafarers were kidnapped; 23 people were killed. The attacks here have become more violent, and while there were 54 reported incidents for 2015, since January this year there has been a 30% increase in piracy activity. There has been a shift from cargo theft to kidnapping, driven by low oil prices, which has made oil and fuel cargo theft less attractive to pirates. The total cost of piracy



See the full OBP report and summaries at: oceansbeyondpiracy.org/reports/sop2015

activity in the region for 2015 was an eye-watering \$719 million.

In South East Asia the steep decline in piracy attacks is due to improved political co-operation and new industry guidance. The pirates operating in this region usually try to remain undetected, but when they are seen they usually resort to tying up the person who spotted them. While such incidents are markedly less violent than those occurring off East Africa, 24 seafarers have suffered injuries (most of which have been minor).

New security regulation

The Maritime Cyber Risk Management Summit, held in London in June, provided very interesting information on the issue of cyber security. In particular there was discussion on the new European Union General Data Protection Regulations (GDPR), which will come into force in May 2018. GDPR will introduce far higher controls than are currently required. Data breaches will have to be reported within 72 hours, and this will inevitably require legal advice in order that the appropriate regulator is informed.

For the maritime community, with all its complexities of ownership, chartering and Flag State ruling; data losses or compromises are likely to require a number of authorities to be informed. The subjects of any data breach, including employees or customers, must also be informed if the breach is of a serious nature. The GDPR sanctions will empower national data protection authorities to fine companies up to 4% of their global turnover. IMCA will be looking into the implications of the new regulations for its members.

Time to discuss cyber security

At a recent Oil & Gas Industry Security Conference event in London, Nicolas Krmic of Subsea 7 – Chair of IMCA's Security Workgroup, led discussion on two issues:

- Better alignment of stakeholders in our industry – who currently each have a different perspective of the state of maritime security;
- The growing concern that cyber security is not well understood within the industry.

Following on from these discussions, and the interest shown in the security workshop at its 2015 Annual Seminar, IMCA will be running another workshop at this year's seminar. The event will take place on 10 November, at the Millennium Gloucester Hotel, London – after the seminar concludes (at the same venue).

The event is titled 'The Human Factors in Modern Maritime Security', and will cover topics such as post-traumatic stress for seafarers subjected to kidnapping and violent acts; cyber security education; and travel security and duty of care. Nicolas is keen to ensure that IMCA prepares to tackle potential challenges in the future operating environment, as well as those faced today, and encourages members to debate and engage on the issues. The aim of the event is to provide a forum for members to discuss and better understand some of the key issues.

IMCA has released 4 info notes on piracy and security in 2016. See them at: www.imca-int.com/sel-info-notes

To register your place, or for more information about the Security Workshop visit: www.imca-int.com/events/imca-security-workshop

SIMPLICITY IMPROVES SAFETY

In the first of a series of features supplied by IMCA's Global Contractor (GCo) members, Technip shares news on the development of its safety procedures with *Making Waves* readers. Technip's operational personnel, armed with airline industry methods, present a new mindset for procedures design.

"We are using a new method for writing procedures which makes complex text clear and short," explains Ryan Hutton, Governance and Compliance Manager for Technip's fleet division.

"First, we break each procedure into digestible chunks. Second, we wash out stilted language, double-talk and any text not adding value. Third, we rebuild the text in a more logical order. Finally, we present the text using a NASA-based layout. The result is user-friendly procedures suitable for both new and experienced personnel."

Operational personnel working together with safety management consultants, Gimmedstad A/S of Norway, developed procedure writing rules and concepts during a series of facilitated workshops. The principles are based on those used universally across the aviation industry.

Clear, concise methodology

Technip chose to test the new methodology on specific areas of diving operations as a pilot project.



"Our goal is concise text. Clarity reduces the risk of missing the critical detail needed to do the work safely."

Terje Løvøy, senior partner from Gimmedstad, explains: "We share our writing concepts and methods but Technip personnel have the diving knowledge, they do the real work during the workshops, deciding what information we need and what information can go."

"Our goal is concise text. Concise means being brief and clear, expressing what is needed without unnecessary words. Clarity reduces the risk of missing the critical detail needed to do the work safely. Auditors can also find key details more easily when checking compliance, making life easier for clients and authorities."

Ryan Hutton explains: "The response from everyone involved, including our clients, diving regulators and other interested parties, has been very positive. The success of the pilot project has allowed us to extend the methodology into other areas of our operations including QHSES management and subsea project emergency procedures."

"User surveys allow us to measure and confirm our results. We collect feedback on the usability of current procedures. Next, we test the new procedures onboard the vessels, listening carefully to the user feedback. Finally, we change what does not work."

Using checklists essential

There is a strong link between how clearly a procedure is written and how well that procedure is followed, but, a word of caution from Terje: "User-friendly checklists may be

easy, but using no checklist is easier. We know that checklists are used to a varying degree in many high reliability organisations."

Ryan's team is well aware of this and have held a number of engagement sessions to reinforce the importance of using the new style checklists every time the operation is performed.

"Our procedural checklists now only contain the essential checks to verify all the procedure steps critical to safety have been performed. All personnel must use these checklists every time, regardless of their experience."

Terje was asked to share his most important lesson from 27 years with the airline industry. He quickly replied that it was to accept the reality of human error.

"Even the most experienced make mistakes. Distractions and interruptions are a real risk even for the most experienced. A concise checklist covering what Boeing calls the 'killer items' have saved my passengers and me several times. Like most airline captains, I would never fly without reading checklists even though I know each step by memory. When running projects like this, I know that when the most experienced use checklists, the rest follow with pride."



Image: Technip (Deep Arctic)



Information on power bus mode

There are an increasing number of vessels, with DP class 2 and 3 equipment, operating in a common power bus mode, usually described as 'closed bus operation'. There are advantages and disadvantages to operating in this mode; and whether to do so is a decision purely for the vessel operator.

IMCA neither recommends nor objects to operating DP vessels, of any equipment class, in a common power bus configuration. It does however, recommend that concerns over the mode of operation are raised at an early stage with the system designer, class and regulatory bodies, and – where applicable – third party DP assurance specialists, to avoid disputes and delays to the vessel acceptance process.

IMCA has recently published information note IMCA M 08/16 which provides members with information on the topic.

View info note IMCA M 08/16 at:
www.imca-int.com/marine-division/information-notes/2015-present

Latest CMID news



Keeping up with its members' needs, IMCA has delivered further updates to its CMID and MISW documents in recent months. IMCA Technical Adviser, Chris Baldwin, gives a brief summary.

At the end of 2015 the marine inspection user community saw the publication of version 9 of IMCA M 149 – *the Common Marine Inspection Document (CMID)*. This was recently followed up by a minor revision (version 10), featuring fine detail changes. IMCA has also recently published an update (version 3) of IMCA M 189 – *Marine Inspection for Small Workboats (MISW)*. MISW now has 184 questions in the standard question set and 5 further sets in vessel type supplements.

Feedback from the user community regarding the revised documents and, in particular the expanded question sets and re-introduction of supplements, has been positive. The only real area of concern has, once again, surrounded the fact that reports for vessel inspections which are

not uploaded to the eCMID database, must be watermarked. This however, has been deemed a necessary measure to improve both quality assurance and security integrity of the system.

For those interested in reading more about IMCA's vessel inspection procedures; CMID watermarking and security; a progress report on the accredited vessel inspector scheme – which has just completed its first year of operation; and how continuing professional development (CPD) points can be gained by attending IMCA's eCMID events, please see the latest edition of CMID & AVI update (link below).

See the CMID & AVI update in full at: www.imca-int.com/cmidupdate



See the new form at:
www.imca-int.com/dpbulletins

New DP report form

With input from subject matter experts, the IMCA DP Focused Workgroup has reviewed and revised the IMCA DP Station Keeping Event Report Form.

The updated form maintains the clear layout of the original. It is now however, more user-friendly for those inputting the information, which is required by companies and IMCA to fully assess the causes and lessons to be learnt from a DP station keeping event.

The form can be completed electronically, before being renamed, saved and forwarded to the DP vessel owner and IMCA. Alternatively,

it can be printed and completed by hand if required.

Members wishing to contribute a DP station keeping event report can download the new form from the IMCA website. IMCA handles all reports confidentially; information taken from them is anonymised and checked with contributors prior to being used for analysis or providing lessons learnt.

November workshop to focus on DESIGN



Image: JFD Ltd (NHC image)

IMCA's suite of DESIGN documents is the most widely used industry tool for the auditing and monitoring of diving plant and equipment. On 8 November 2016 IMCA is hosting a workshop at which attendees will hear of proposed changes to the documents and have a chance to offer suggestions for their improvement.

The DESIGN documents have evolved over many years. In the 1970s the UK government introduced regulations which required diving plant and equipment to be tested at regular intervals. These regulations were subsequently revised, but many of the requirements were not specific and, as a result, were open to interpretation.

An evolving industry template

To help the industry clarify the requirements, AODC (now IMCA) produced a number of reference documents, which led to the publication of AODC 041, the precursor of IMCA D 018. This guidance provided the foundation for the 'Diving Equipment Systems Inspection Guidance Note' (DESIGN) approach.

The DESIGN documents now provide the industry with templates containing all the information required to fully audit and confirm that a diving system has the appropriate equipment and layout for a safe diving operation plus the examination, test and certification requirements to meet agreed industry practice. The DESIGN report approach provides assurance to diving contractors, clients and others that specific diving systems are safe places of work and fit for purpose.

In 2011 IMCA's Diving Division Management Committee (DDMC) decided that it was time for the DESIGN documents to be thoroughly revised. The past five years have seen almost the entire suite of DESIGN documents reviewed and revised, plus the introduction of a document for hyperbaric reception facilities (IMCA D 053); a mammoth task! However, it is appreciated that, despite the best efforts of the DESIGN workgroup, there are still a few issues that need to be resolved.

Aims of the event

In an effort to address these issues, IMCA is hosting a DESIGN focused workshop. The event will be co-chaired by Steve Sheppard of DDMC and Alan Forsyth of SMTT. The aims will be:

- To present a number of proposed changes to the DESIGN documents – including the creation of a standalone life support package (LSP) DESIGN document;
- To gather and debate any other suggestions put forward by attendees, for alterations and improvements to DESIGN documents.

Suggestions for improvements will be discussed during the workshop. However, the DDMC will subsequently make final decisions on



Diving glossary in development

It is quite often said that North America and Europe are continents separated by a common language! We only have to look at words in everyday use today which have different meanings on each continent, such as 'pants'. Diving is just the same.

In February of this year, IMCA was approached by representatives of the IOGP Diving Operations Sub-Committee (DOSC) for assistance in developing an industry standard glossary of diving terms, with the ultimate aim being for us all to speak a common language of diving.

In an effort to make sure that the glossary had a truly world-wide scope, IMCA approached ADCI in the US to join the project. It was an ambitious task which proved a little more difficult than first anticipated. The initial draft raised a number of meanings for the same words. After some debate, it was decided to split the document into two sections: a glossary of diving terms and a list of diving acronyms.

The final draft is now out for comment and, once it is finalised, it will be hosted on IMCA's website. It will eventually be available for everyone's reference and operated as a 'Wiki'. Interested parties will be able to suggest additional terms, keeping the document live and current in today's rapidly changing industry.

the implementation, or otherwise, of any proposed changes.

The workshop will take place at 13:30 on Tuesday 8 November at the Millennium Gloucester Hotel Kensington, London. This is also the venue for the IMCA Annual Seminar 2016, which kicks off on the following morning. Space at the workshop will be limited, so registration prior to the event will be required.

ROV committee goes global

After a recent election, IMCA has a new Remote Systems and ROV Division Management Committee (ROV DMC). The first meeting of the new committee, which is now made up of members from right around the globe, took place in Aberdeen on 21 July 2016.

The new committee has a mix of re-elected and new members from a much broader international pool than it did previously. It also features members, from across the range of IMCA's Global Contractor (GCo), International Contractor (ICo) and Contractor (Co) membership.

Global meeting convenes

The inaugural meeting of the new committee (pictured) took place at Oceaneering House in Aberdeen, with several individuals attending via online teleconference. With attendees potentially dialling in to future meetings from Houston, Singapore and Perth, meeting start times will be dictated by the availability of those joining remotely. Logistics aside, the important thing for IMCA is that the committee now has a much more diverse international flavour and can therefore support members in all of its regions equally effectively.

Engagement and involvement

Jim Mann, the committee's re-elected Chairman, outlined his hopes for ROV DMC and his view of its strategic role within the Association. "I am honoured to have been re-elected as the Chairman of the ROV DMC, especially with the broad church of international representation that the newly elected team brings. It is important to ensure that the guidance documents and information notes developed by the ROV DMC are not seen as UK centric. My hope is that the composition of the newly elected committee will help us to



"I am honoured to have been re-elected as the Chairman of the ROV DMC, especially with the broad church of international representation that the newly elected team brings."

JIM MANN
Fugro

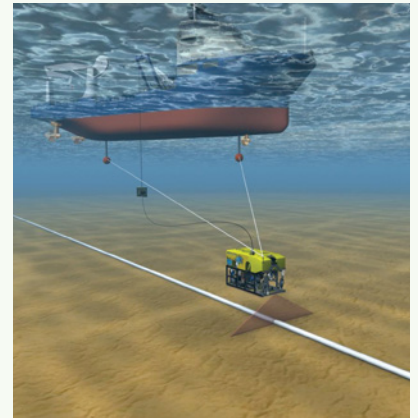
dispel those types of fears going forward.

"I believe it is important for the ROV DMC to represent the widest possible view for the IMCA members who belong to the ROV division and to ensure that our division within the Association has a voice at the highest levels. The objectives and key performance indicators that we set within the ROV DMC are designed to ensure engagement and involvement from the ROV members. I look forward to hearing and seeing the input from around the ROV world, especially when we send out our regular calls for engagement, requesting the views and thoughts of our members. I also look forward to meeting as many of the members as practical at the regional events, and especially at the IMCA Annual Seminar 2016, which takes place in London on 9-10 November."

IMCA members can view the full ROV DMC listing, minutes and agendas at: imca-int.com/rovdmc

Find out more about the IMCA Annual Seminar 2016 at: imca-int.com/events/imca-annual-seminar-2016

Position of survey documents



Advances to technology and practices have meant that a refresh is appropriate for several IMCA guidance documents covering Offshore Survey topics. A brief overview of the documents currently under review, and the time frame for their development, follows:

Underwater positioning

IMCA S 013 – *Deep water acoustic positioning*: expected publication in Q3 2016.

IMCA S 017 – *Vessel USBL systems for use in offshore survey and positioning operations*: expected publication in Q4 2016.

Satellite-based positioning

IMCA S 012 – *Installation and maintenance of DGNSS based positioning systems* & IMCA S 018 – *Selection of satellite positioning systems for offshore applications*: a team of industry experts is revising and merging these documents. Publication of the new document is expected in Q4 2016.

Other positioning topics

IMCA S 019 – *Subsea metrology*: expected publication in Q4 2016.

IMCA S 021 – *Management of peripheral survey sensors*: expected publication in Q4 2016.

Links to all of IMCA's Offshore Survey documents can be found at: imca-int.com/offshore-survey-division

SPOTLIGHT ON IAIN GRAINGER

Iain Grainger is VP Commercial for McDermott International Inc.'s Europe & Africa Region and General Manager of the UK office. Earlier in 2016 he relocated to London from Houston, where he had been VP of Corporate Strategy. He has recently also taken on the role of representing McDermott on the IMCA Council.



Iain has a 30 year career in senior positions with leading industry contractors, more recently with Subsea 7 as VP of corporate strategy and business development, overseeing a particularly strong period of growth. His early career was with Brown & Root and Rockwater.

Iain has a BSc in Civil Engineering from Heriot-Watt University and an MBA from Warwick Business School. He is a Chartered Engineer and a Member of the Institute of Marine Engineering, Science and Technology (MIMarEST).

We caught up with Iain to hear his first impressions of IMCA and his thoughts on the value of the Association, why it is time for the industry to embrace change and what the future holds.

Solid base, promising future

IMCA has a strong global brand name and large international membership base. This provides a solid foundation to develop into the industry's recognised representative body and voice of the marine contracting industry world-wide. Under new leadership, and with

“The time has come for the whole industry to embrace change and to strive for performance gains if we are to challenge the current decline of the offshore oil and gas industry.”

the support of the Council and the dedicated committees, IMCA has a promising future.

Improving the industry

IMCA's mission is to improve performance in the marine contracting industry. Our value proposition is to establish a forum where we can improve the industry in key safety, technical, economic, policy and regulatory matters that are in the best interest of the marine contracting industry. IMCA also plays a major role in fostering a fair balance of risk and reward between clients and contractors to ensure a strong supply base exists in the long term.

Time to embrace change

The large and protracted fall in commodity prices has exposed the high costs and inefficiencies developed across the industry

over the last decade. High commodity prices allowed gold plating and inefficiency to grow.

The contracting strategy of operators has typically resulted in contractors getting involved at too late a stage to significantly improve cost and schedule as the 'cake is already baked'. Contractors should be seen as strategic partners at an earlier stage in the field development lifecycle when they can challenge the norms and inefficiencies that have become built into the process. This is a key reason why McDermott invested in oil and gas consulting.

While senior executives in the industry have been well aware of the issues for some time, there has been a lag in communication that has slowed the adoption of standardisation and new cost reduction initiatives. The time has come for the whole industry to embrace change and to strive for performance gains if we are to challenge the current decline of the offshore oil and gas industry.

Efficiency key for the future

The fundamentals of oil and gas as key sources of energy are strong for decades to come; and offshore oil and gas has a key role to play in the overall mix, to maintain diversity and security of supply. Unfortunately, the road has never been – and will never be – smooth, so we must structure the industry to be more flexible and adaptable to the peaks and troughs we will encounter. Early contractor engagement, standardisation and efficiency gains must become the norm if we are to compete with onshore unconventional and alternative sources of energy.

DLV2000, McDermott's latest versatile DP3 combination pipelay and heavy lift vessel, in action installing very large subsea spools.



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