

# UKOPA

United Kingdom Onshore Pipeline Operators' Association

## UKOPA Strategic Review



# Update

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- January 2015 – Members Survey
- February 2015 – Member Workshop
- 4 key themes identified
  - UKOPA doing what it does now, only better!
  - UKOPA providing Technical Support to its members
  - UKOPA providing Technical Training
  - UKOPA delivering / coordinating Research
- June 2015 – Board Workshop to develop themes further
- July – Sept 2015 – Strategy and Cost benefits analysis

## Challenges for UKOPA members taken account of in Board Review!

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- Time and resources to support working groups
- Communication within member company
- Demonstrate value of membership fee
- Succession planning / turnover in workforce
- Ability of members to respond to UKOPA queries technical support etc.

## Board Workshop (June 2015)

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- Suggested revised Mission Statement (next slide)
- Development of UKOPA Governance Structure – lead by Barry Dalus
- Further developed the four themes into transformation plans
- Transformation plans used to develop the Strategy Paper and Cost Benefits analysis

# UKOPA Mission Statement

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2015 Version –

“**UKOPA** exists to provide the recognised and authoritative view of UK Pipeline Operators on strategic **issues relating to safety and integrity management and operations of pipelines.**”

**UKOPA** seeks to effectively influence the development and implementation of pipeline related legislation and standards for the mutual benefit of stakeholders, to promote good practice in the pipeline industry and *to provide expert support to its membership.*”

Previous Version –

“**UKOPA** exists to provide the recognised and authoritative view of UK Pipeline Operators on strategic issues relating to safety management, operations and integrity management of pipelines.

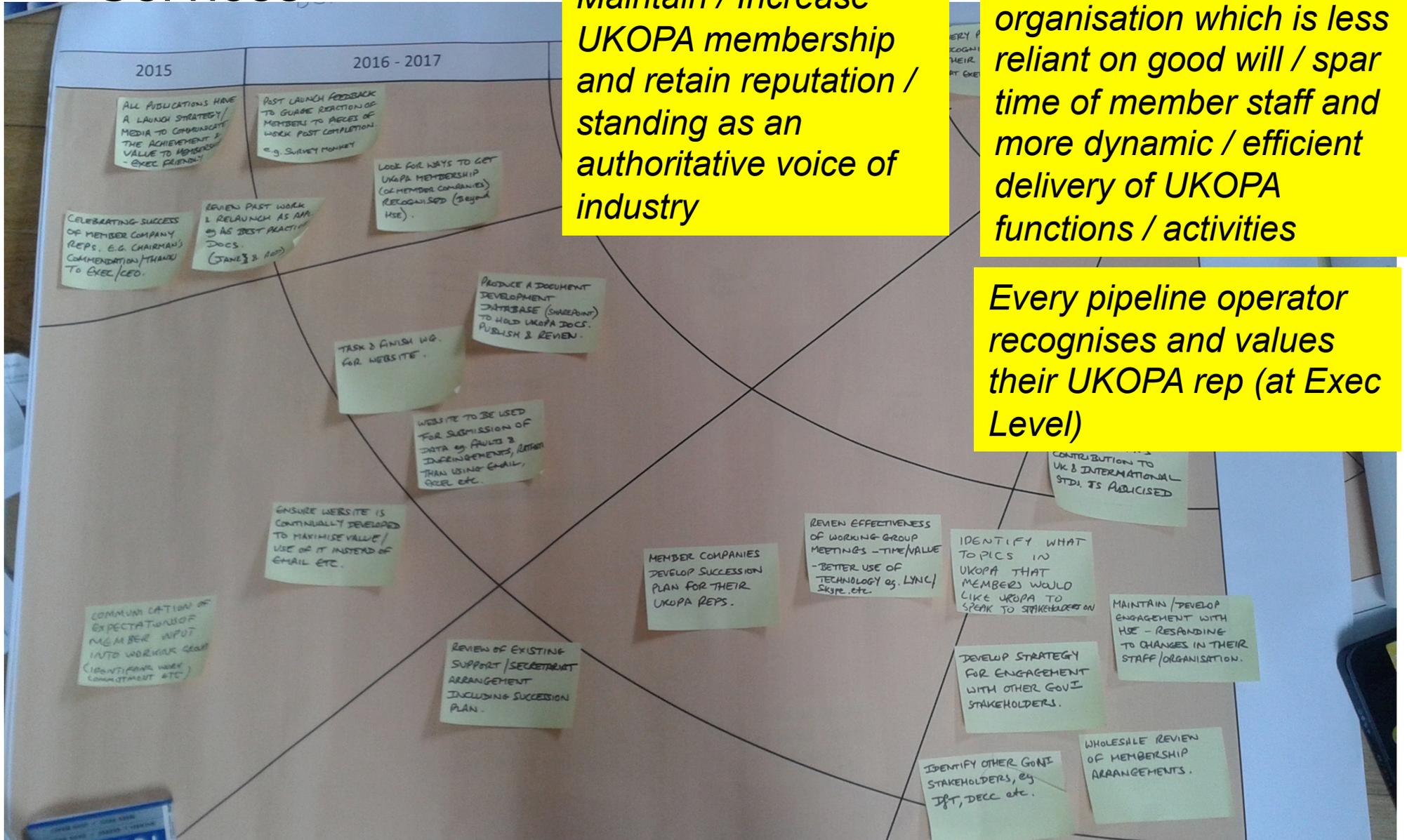
It seeks to effectively influence the development and implementation of pipeline related legislation and standards for the mutual benefit of all stakeholders and promote best practice in the pipeline industry.”

# Transformation Plans

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Some of the output from the Board Workshop in  
June

# Board Transformation Plan – Improving Current Services

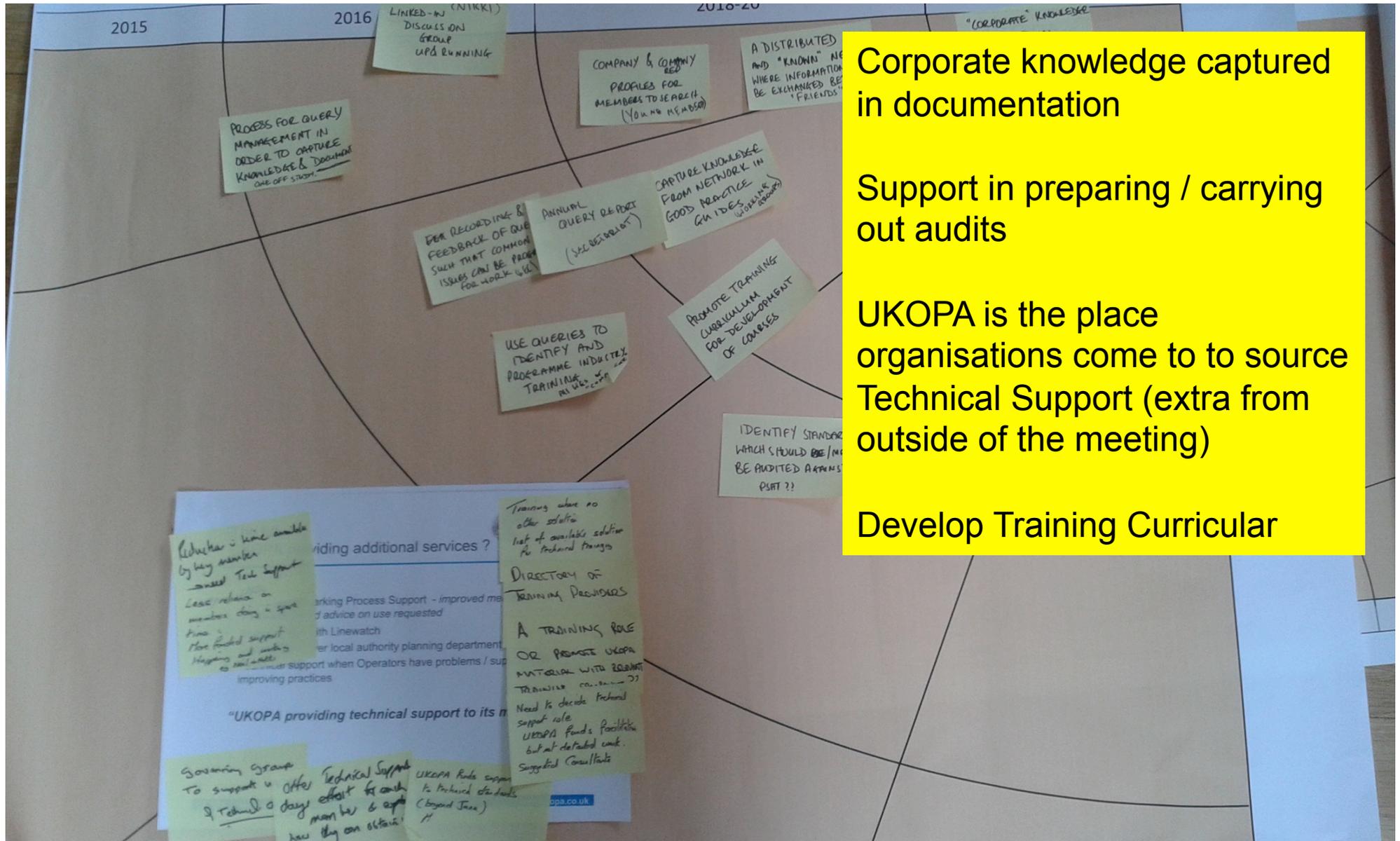


**Maintain / Increase UKOPA membership and retain reputation / standing as an authoritative voice of industry**

**Funded UKOPA organisation which is less reliant on good will / spare time of member staff and more dynamic / efficient delivery of UKOPA functions / activities**

**Every pipeline operator recognises and values their UKOPA rep (at Exec Level)**

# Board Transformation Plan – Technical Support



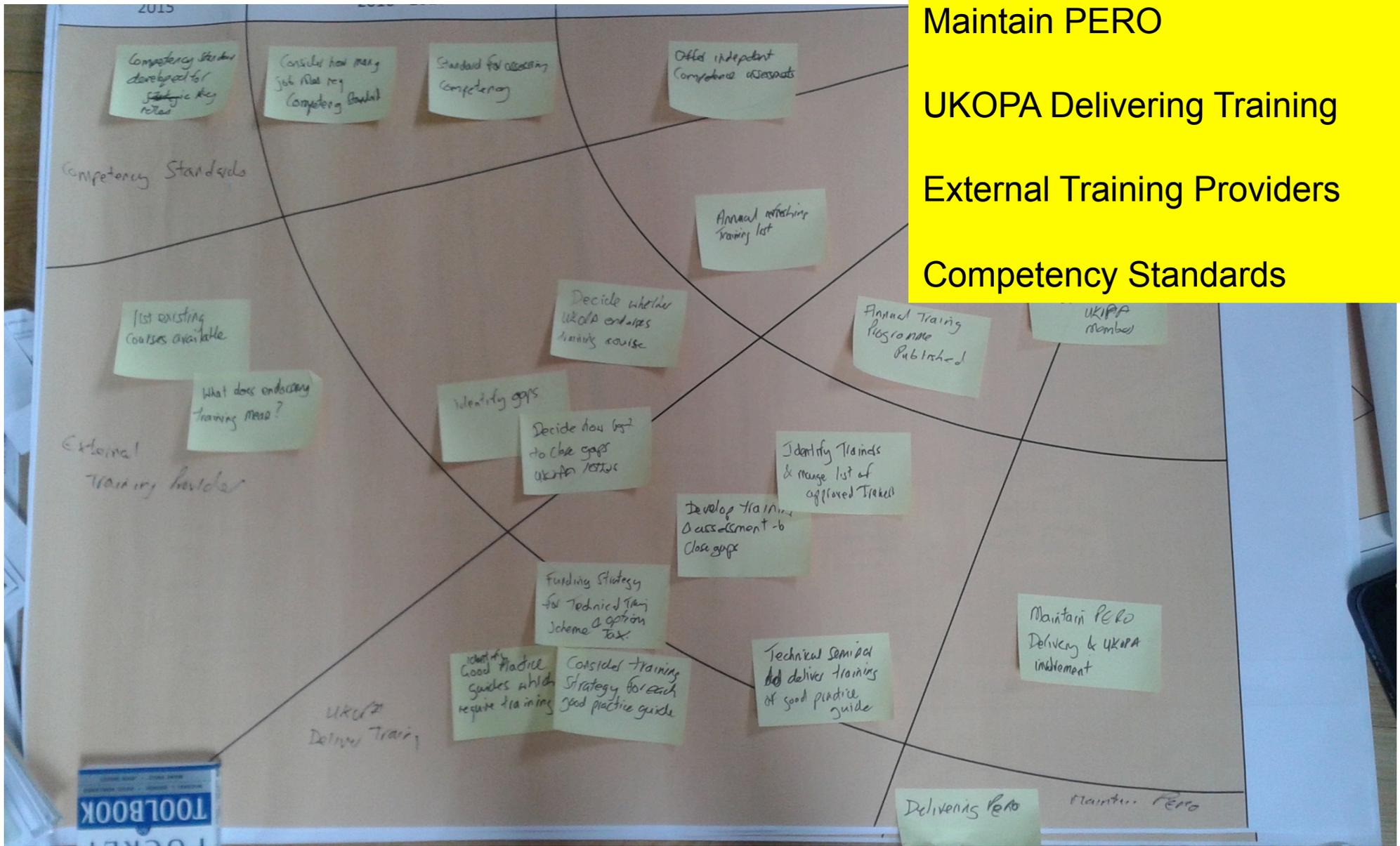
Corporate knowledge captured in documentation

Support in preparing / carrying out audits

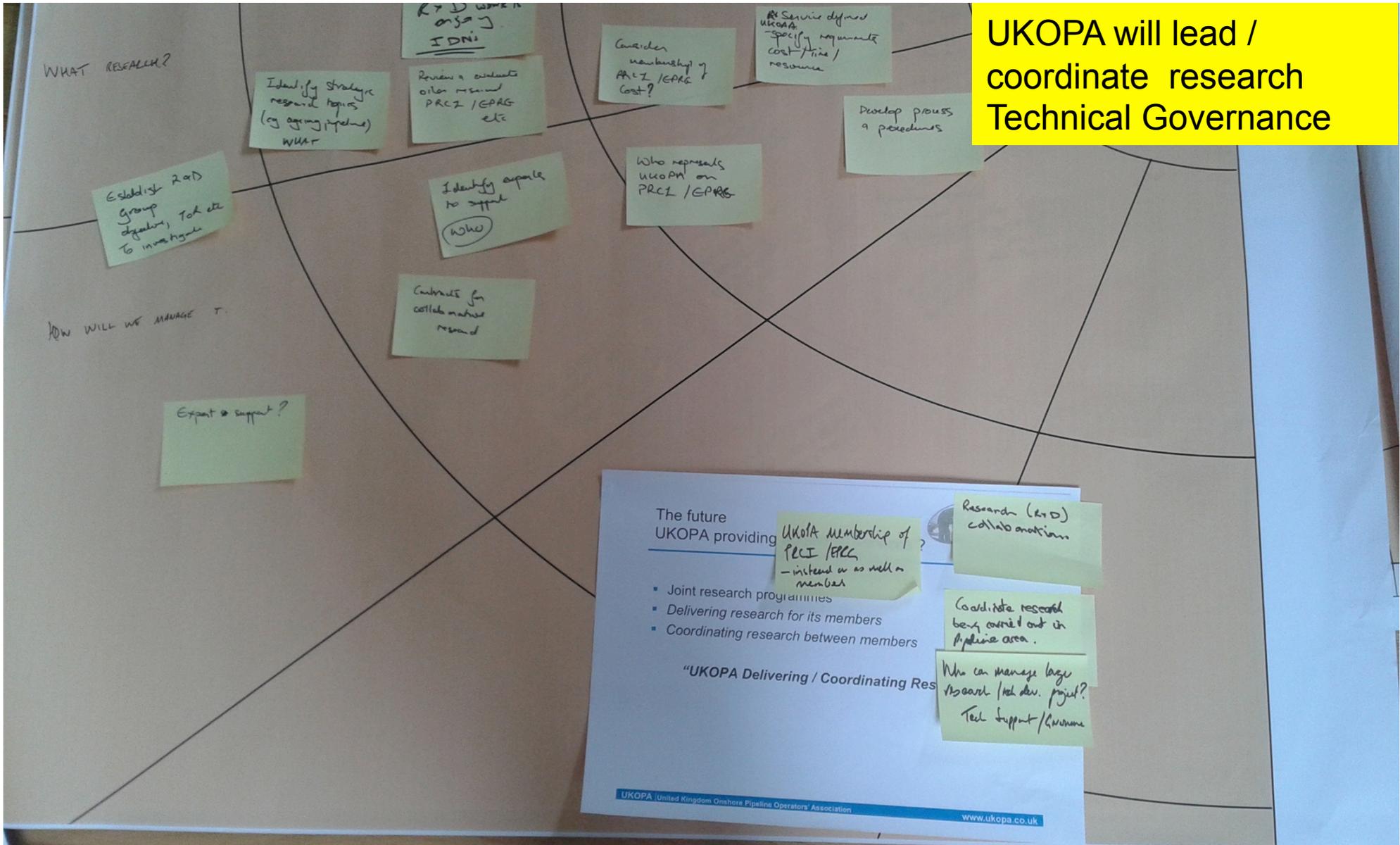
UKOPA is the place organisations come to to source Technical Support (extra from outside of the meeting)

Develop Training Curricular

# Board Transformation Plan – Technical Training



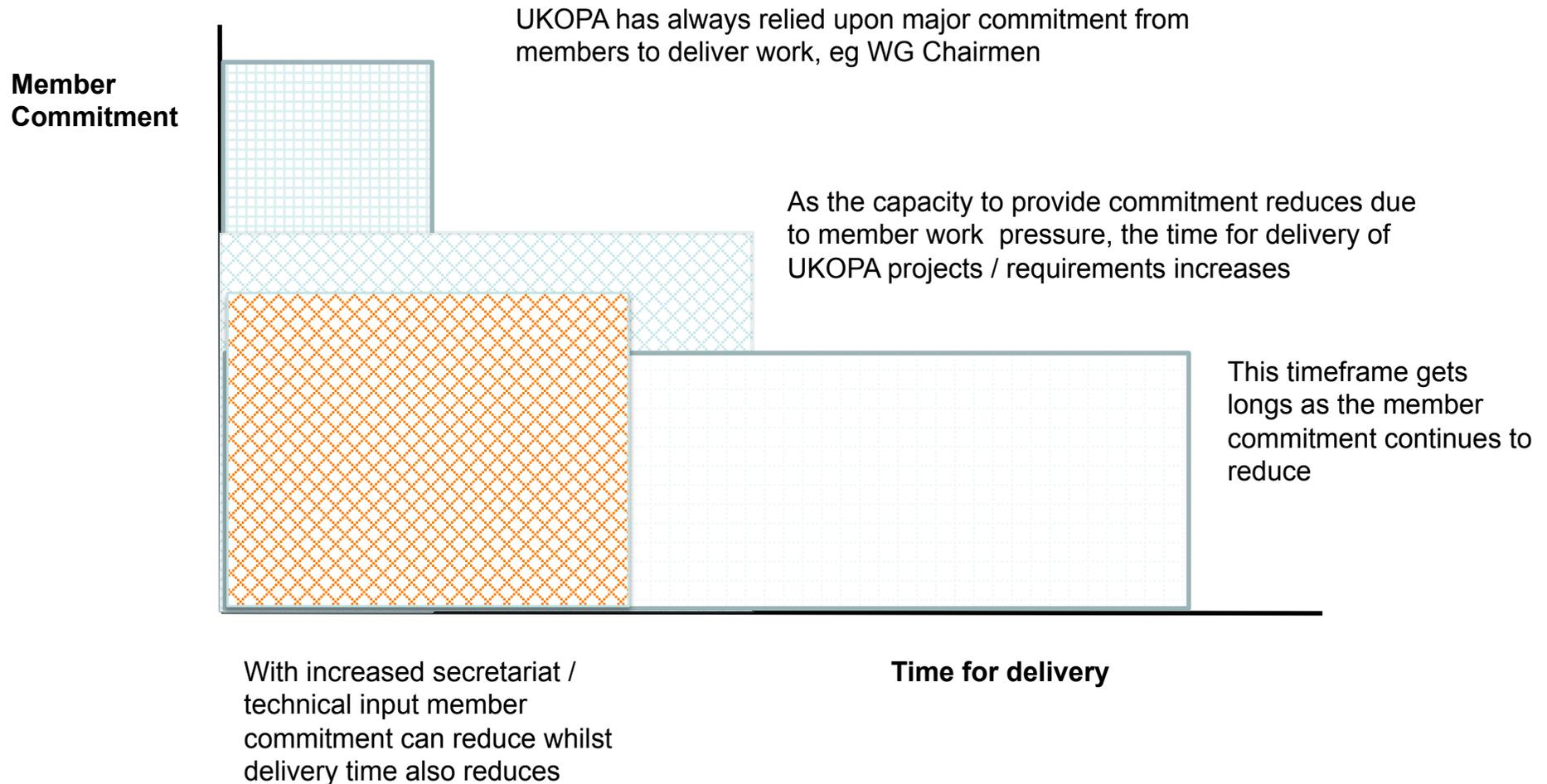
# Board Transformation Plan – Delivering/Coordinating Research



# Comparisons with other Associations

<b>Volunteer lead (eg PEI Regional Committee)</b>	<b>UKOPA Proposed Model</b>	<b>Professional Secretariat Service (e.g ENA)</b>
Members pay a fee – but to wider organisation	Members pay a fee	Members pay a fee
Little management or reporting locally although some liaison with HQ	Strategic management and direction provide by Board for Secretariat to deliver and report against	Strategic Management and Direction set by Secretariat and approved by the Board
Work gets done based on ability of volunteers to give time	Members support working groups and input accordingly but technical work carried out by service providers	Members turn up and support meetings where they see perceived benefit but Secretariat leads
Relies on self regulation and succession	Secretariat / Service providers deliver but report against targets	Secretariat left to deliver

# Member Commitment vs Time for Delivery



## Resource and Cost Estimates

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- ❑ Board strategy transformation plans were developed into services
- ❑ Resource and cost estimates for management and delivery of the additional services have been prepared
- ❑ Options for implementation of the strategy transformation plans have been proposed

## What will be Different?

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- ❑ UKOPA will provide strategic direction
- ❑ Secretariat will:
  - ❑ develop work plans and targets for delivery of strategy
  - ❑ prepare cost estimates for organisation, administration and resourcing (including engagement of external experts) of work plans for UKOPA approval
  - ❑ Take full responsibility for delivery of work against targets
  - ❑ Provide progress and CTR reports

# What will Members Get?

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- Improved service
  - Management, progress and technical reports
  - Document libraries
  - Updated website information and development
  - Organisation, support and arrangements for meetings, trainings, working groups, etc
- Technical support
  - Management of queries
  - Recommended service providers
- Good practice guides
  - Development and production
  - Project management
- Technical training programme
  - Management, development and production (where provided by UKOPA)
  - Management (where outsourced)
- Competency standards

# Target Setting and Monitoring

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## UKOPA Goals Set by Board:

- Delivery of agreed strategy
- Publishing of UKOPA reports
- Technical updating

## Targets for Secretariat / Service Provider:

- Programme of events
  - Cost for delivery
  - Agreed timescales
- } Cost, time and resource (CTR) reports

## Monitoring of Targets

- Progress reports against targets
- CTR reports showing costs, resources and timescales taken for delivery



# Strategy and Cost Plans – Additional Services

Board Transition Plan – Co-ordinating / Delivering Research		Additional Effort for Implementing Strategy		
		Supporting Service Required	S E E	C C C
Area Identified	Work Involved	Description	4 5 s	9 6 t
			4 8 £	
What research	Identify expert to provide support and get them on board	4.1 Two days research on what is currently ongoing worldwide;	2	1 3 6
	Get contracts in place for collaborative research	4.1 Develop contracts for collaborative research – 5 days; Develop TOR for industry groups 2 days	7	3 9 7 6
				0
How will UKOPA manage it	Establish project specific (when required) R&D Group with objectives and TOR to investigate opportunities	4.1 Develop ongoing management of contracts 0.5 day per month;	6	3 4 0 8
	Identify strategies	4.1 Develop 4 day		5

**Delivering/Co-ordinating Research – Table A3**

Board Transition Plan – Providing Technical Training		Additional Effort for Implementing Strategy		
Area Identified	Work Involved	Description	S E E	C C C
Member F&RO	Delivering PERO Course	1.8 PERO actually more like 0.5 day per month management, plus extra day when courses are being agreed] 56 plus 2 days (thus 2 extra days on top of the	2	2 8 8
	Maintaining PERO course delivery and UKOPA involvement			
UKOPA Delivering Training	Identify good practice guides that require associated training	5.1 review docs for awareness, one off or ongoing training - 2 days;	2	2 8 8
	Consider the training strategy for each good practice guide			
	Develop the funding strategy for technical training scheme			
	Technical seminar to deliver training on good practice guides	5.1 annual seminar on good practice guide updates – 4 days (prep, organising and running);	4	2 7 8
	Develop training assessment to close gaps	5.1 additional support for PSWG if managing UKOPA training – 2 days	2	2 8 8
	Identify trainers and manage list of approved trainers			
External Training Providers	Compile list of existing courses available			
	What does endorsing training mean?	5.2 External training providers / endorsing – 4 days research (2 days to SE and 2 days to CE)	2	2 1 2 4
	Decide whether UKOPA endorses training courses. Also who else could do this?			
Competency Standards	Competency Standards to be developed for key roles	5.1 Additional support for PSWG if managing UKOPA competency work – 2 days	2	2 8 8
	Consider how many job roles require competency standards			
	Develop standard for			9

**Technical Training – Table A4**

# Strategy Resource and Cost Plans – Management

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Management of the implementation of the strategy will require the secretariat and / or service provider to:

- Provide management reports to track, monitor and report work delivery
- Report costs against programme and targets in an auditable manner
- Support, project manage and resource the work programme

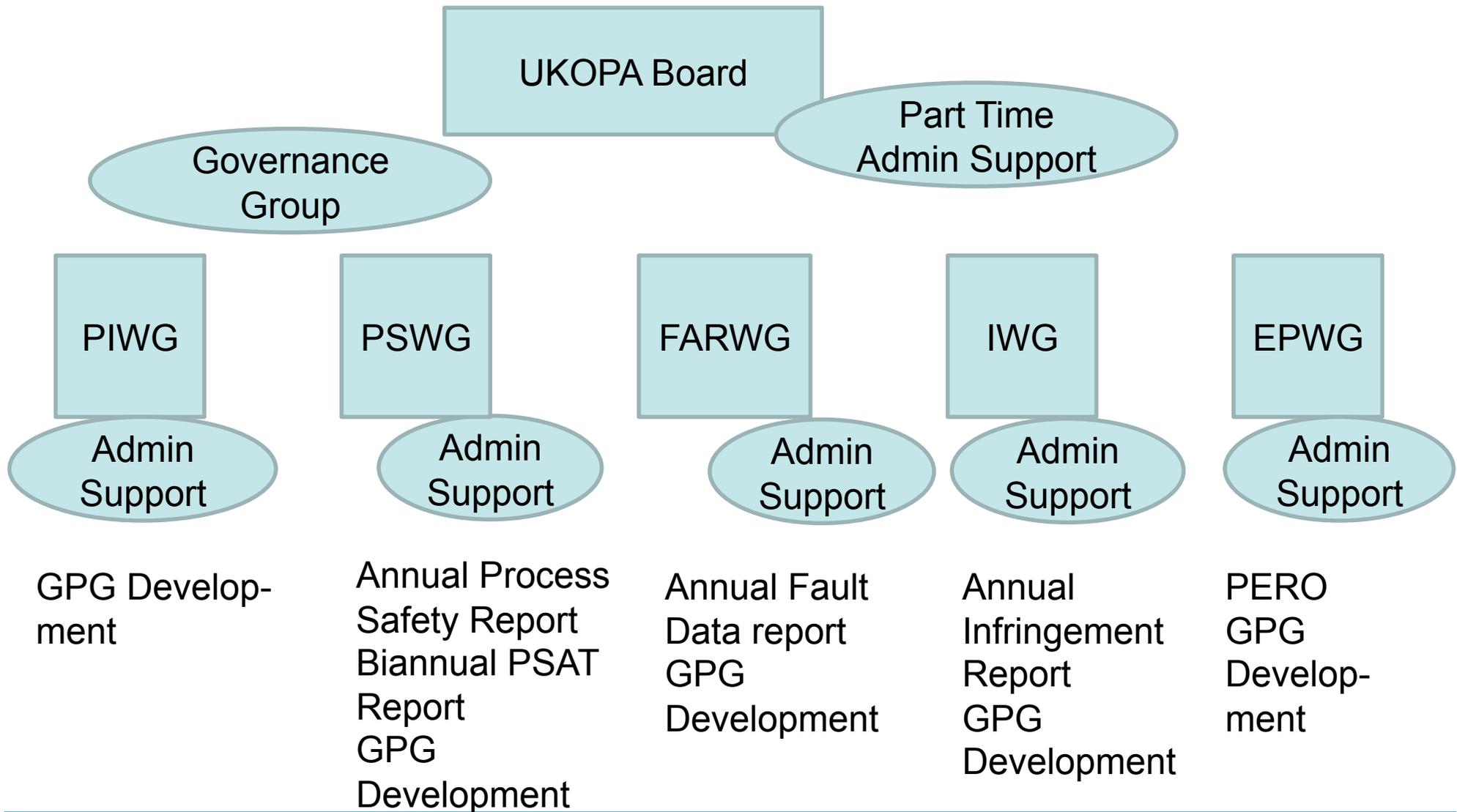
# Costs – Current and Future

Current Service	Current UKOPA Costs
Secretariat	£53,692
Technical Support	£39,098
Technical Consultants	£44,150
<b>Total</b>	<b>£136,940</b>

Additional Activities to Support Board Strategy	Additional Costs
Improving Current Services	£28,132
Technical Support	£2,618
Research	£9,088
Technical Training	£9,040
Additional support for implementation and monitoring	£31,046
<b>Total (Inc Linux website costs)</b>	<b>£84,324</b>

Costs estimated to increase from £137k by £84k to £221k

# UKOPA Operating Model



## Options for Delivering Strategy

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- ❑ Option 1 – increase membership fee to cover additional costs (annual increase of £1000 per member required)
- ❑ Option 2 – fund additional activities using existing UKOPA funds for a period of 1 – 2 years to assess value
- ❑ Option 3 – fund limited (reduced) strategic activities from within the current membership fee (would cover less than 50% of additional strategy costs)

## The way forward

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- ❑ UKOPA Board have recommended implementing the extra service identified in the strategy paper and supporting costing document.
- ❑ This will be funded by UKOPA reserves in year 1
- ❑ Targets will be set and monitored and if appropriate, membership fees may increase to support in future years

## Background Information

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- The output from the Members Workshop (Feb 2015) and the Board Workshop (June 2015) along with the Strategy Development paper and documentation can be found in a new folder in the members center entitled 2015 Strategy Review