

Strategy Session

February 2019



UKOPA Mission Statement

"**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."

Strategy (From Web Site)

- The strategy document will also facilitate forward planning within UKOPA by clearly identifying the current objectives of the currently objectives and what is in the pipeline. This strategic planning document will be used to inform annual workload programmes leading in turn to the setting of annual spending forecasts and so set the level of membership subscriptions.
- The UKOPA strategy identifies areas of interest, objectives and actions and is updated and reported upon at each board meeting and working group meetings.

Aims of Today

- Biennial review of the UKOPA Strategy
- Is UKOPA delivering what members expect and need?
- What are the future requirements that UKOPA should deliver?
- Interactive process to obtain input from all Members
- We started with the questionnaire

What has been delivered?

- Website for external information and member knowledge sharing
- 2 Full members meeting each year to share knowledge and track progress
- Annual Technical seminar for staff training and sharing
- Safety Alerts (15 - 30 per annum)
- Annual 3rd Party Infringement Report
- Annual Process Safety Reports
- Annual Product Loss Incident and Fault Report
- Annual HSE liaison and strategy meeting
- Biennial Process Safety benchmarking questionnaire
- Pipeline Emergency Responder Officer training (additional cost per course)
- Guidance documents and good practice guides.

Purpose

- To review and further develop a strategy for UKOPA to deliver its member's requirements for the next 5 years.
- Focus on our work groups
 - Emergency Planning Working Group
 - Fault and Risk Assessment Working Group
 - Infringement Working Group
 - Process Safety Working Group
 - Pipeline Integrity Working Group

The Questionnaire

Q4 – How much do you value UKOPAs output and how could they be improved

Output	Score	Comment
UKOPA Website for Sharing information with external body's developers, emergency planners, famers / landowners	3	Some form of notifications that significant updates are now available on the website
UKOPA members centre for sharing information between UKOPA members and members company employees	3	I do not feel this is really used, it is up to members to make it work for them
Annual Technical Seminar for staff training and sharing	4	Depends on content – but needs to be interactive
6 monthly full members meeting to share knowledge / monitor progress	4.5	A very useful important meeting
Annual HSE liaison and strategy meeting	4	Provides a great platform to lobby / influence as an industry

Q4 – How much do you value UKOPAs output and how could they be improved

Output	Score	Comment
Safety alerts circulated to members	4	Very valuable. However we haven't seen (or admittedly shared) any alerts over the past 2 years. Are they just put on the website?
Annual 3 rd Party infringement report	4	I do not receive this – is it on the website?
Annual Process Safety Report	4	Needs to be issued on time
Fault and defect analysis report	3	Useful for industry but not for companies
Guidance documents and good practice guides	4	Really good source of guidance that will help to drive consistent approach and demonstration to HSE

Q4 – How much do you value UKOPAs output and how could they be improved

Output	Score	Comment
Pipeline Emergency Responder Officer (PERO) training (additional cost per course)	3.5	This needs reviewing and reinventing Good
Biennial Process Safety PSAT benchmarking questionnaire and sharing workshop	4	Onerous but worthwhile

Q5 – How important are these other areas that UKOPA could get involved with to support your company



Output	Score	Comment	Pay more
Provide more technical training to members employees	3	Would like to see industry recognized training similar to PERO	Yes
Take greater lead on HSE interface by providing technical support to members with HSE challenges	3	Not sure why UKOPA would want to be a consultancy service or technical services provider	No
Manage / carry out join research projects for pipeline operators	3	Good idea but would expect this to be covered in membership fee now	No
Develop engineering standards	3	We do not have to compete in this are	No
Provide technical support on pipeline integrity and infringement matters	3	Best left to specialist integrity contractors	Perhap s

Q5 – How important are these other areas that UKOPA could get involved with to support your company



Output	Score	Comment	Pay more
Provide preparation reviews / audits prior to HSE intervention visits	3	Definitely useful Not required	Perhaps
Develop competence standard pipeline engineers / technicians / operators	1 – 5	We have tried before and failed (2014/5)	If justified
Promote pipeline awareness with landowners / developers / plant operators	4	Would be prudent to do as an industry rather than individual organisations	Only if marginal
Government Liaison / lobbying	1 – 5	More of this should occur to influence legislation Noting the mandate of UKOPA – technical not commercial	No

Q5 – What else could UKOPA be doing?

Output

Environmental compliance and decarbonization / climate change impact

A suite of risk assessment models for pipeline infringements rather than having one produced externally for every instance

Quality Improvement in general

Remaining lifetime for the pipeline infrastructure including equipment

Document Management System

Session 1 – Based on work groups

Table discussions

- What the work group is currently doing?
- Is the WG delivering what you need?
- How is the WG delivering its workplan

At the end of the session each table present

- One positive deliverable and why?
- One improvement that that WG should consider?
- You will have more than one of each, these should be provided to Nikki.

Session 1 – Positives

- PSWG
 - PSAT - allows companies to improve performance
- PIWG
 - Capturing knowledge through GPGs
 - Easier to incorporate into company policy
 - Also allows defence of UKOPA spend internally
- FARWG
 - Fault & Defect data collection
- EPWG
 - PERO course – admin, content & value all improved
- IWG
 - 1-page leaflet for farmers / agricultural workers / 'hole diggers'

Session 1 – Improvements

- PSAT
 - Follow up through technical seminar
 - Presentation from 'good' company
 - Merge PSR / PSAT?
- Increase number of safety alerts shared
 - Historic target – 50 per year
- Fault & Data collection
 - Make it easier to collect correctly
 - Guide to categorising defects
 - Cross-reference with IWG Report
- Send alert to members when new GPG issued
- Guidance note on hazard distances
 - What terminology means
- Template for defining infringements
 - Fixed input spreadsheet cells
- Discuss infringement practices with operators of other buried assets

Session 2

- What else should the UKOPA and the individual work groups deliver
 - What are your top 3 emerging issues/risks?
 - What do you consider the top 3 emerging technologies that would benefit UKOPA Members that should be monitored by UKOPA?
- What role should UKOPA take?

Session 2 – Emerging Issues/Risks

○ IWG

- Increased development around pipelines
- Relaxation of planning laws – planning creep
- Illegal tappings
 - Seminar to look at improved prevention

○ FARWG

- 3rd party risk & interaction with pipeline
- Pipeline integrity
- Pipeline theft

Session 2 – Emerging Issues/Risks

- **EPWG**
 - Competence demonstration
 - Especially through supply chain
 - Loss of knowledge in company/industry
 - Cybersecurity
 - Reliance on communication systems in emergencies
- **PIWG**
 - Cybersecurity
 - Impact on SCADA
 - Incremental development
 - ‘Smart’ developers
 - Producing own QRAs to justify risk
- **PSWG**
 - Cybersecurity and changing technology
 - Availability of competent staff / training within companies
 - Ageing assets

Session 2 – Emerging Technologies

- Drones
 - Above and beyond project
 - Reduce patrol intervals and use drones at hot spots?
- 3-D modelling to assess encroaching development
- Cheap GIS
- Repair techniques
 - Composite wraps
- ILI
 - Evolving technologies & best practice
- Unpiggable lines
 - GPG required?
- Emergency planning

Session 2 – Emerging Issues/Risks

- Fibre-optic
 - Measurement of infringements & leak detection
- Pigging of unpiggable lines
- Technology watch
 - Annual statement of projects that are out there
- Realware – augmented reality
 - Increased technology to assist in surveillance / line walk / field reporting
- Detecting infringements
 - Monitoring from pipe out
- Dial before you dig
 - Mandatory through technology?