

How do we ensure safe operational transactions in late field life?

- *An acquiring Operator perspective*

“EnQuest’s experience of investing in and extending the life of mature assets in the North Sea make them a natural operator of Magnus and Sullom Voe in this later phase of their life. We believe this will enable them to prolong the life of the assets, benefiting the region and creating additional value for both EnQuest and BP shareholders.”

Bob Dudley, BP CEO 24/01/2017



Project management and guidance

- Discovery essential
- Understand, challenge and outline objectives
- Consistent message: ***‘Operational safety trumps transition’***
- Agreed Management of Change process
- Safe and efficient transfer with minimal distraction
- Continued compliance with Safety Case and HSE
- Protection of marine environment

Plan and schedule

- Know your plan, deliverables and key milestones within it
- Meet, challenge and address problems
- Understand rules of engagement and be ready to adapt
- Different organisations
- Different business rhythms
- Different procedures
- Be assured

Data and systems transfer

- Understand requirements, be clear in what you need
- Use modern tools, share and transfer documents digitally



Ensure Organisational Alignment

Day 1 Ready

- Minimise change for site personnel: 'same job, different overalls'
- Be clear on requirements in Safety Critical and non SC roles
- 'Live' risk is known at transfer
- Test roles in offshore emergency response and onshore incident management team

Knowledge and Experience

Addressing personnel gaps

- Recruit as early as possible
- Enable handover of key position
- Knowledge transfer process pre-agreed between organisation

Communication and Engagement

Our people should feel valued and empowered

- Prepare to put the miles in
- Get to know your people
- Acknowledge change can be unsettling, reassure team

- EnQuest an established Dutyholder in UKCS
- Engage Regulators
- Communicate progress
- Previous commitments
- Safety Case submission



“During the transition there were frequent visits from the onshore management team. This made it a lot easier to ask questions as we got to know the people behind the emails. There was a good sense of honesty and willingness to answer questions throughout the process which helped alleviate a lot of the concerns of the workforce which in turn helped to keep people focused on their tasks and working safely.”

Garry Neilly, Magnus Elected Safety Representative

“We recognised that maintaining our positive safety culture and performance would be key to a successful transition for Magnus. Having input in to Day 1 planning, Safety Case review, management of change and operational risk transfer, from a broad cross section of the crew, meant that 1 December was a lot closer to ‘business as usual’ than most people had imagined, and realised a safe and engaged transition.” **Dawson Hardiman Magnus OIM, former Elected Safety Representative**

