



Planning Journey to Excellence – Phase I Good Planning Exceeding Target

Description	Planning Phases	Cycle
Framing Budget Book	Yr2 Yr3 Yr4 Yr5 Yr6	Yearly
Strategic Decision Making	Qtr 2 1/2 Yr Yr2 Yr3 Yr4 Yr5	Quarterly
Planning 2 Year IAP	Qtr 2 1/2 Yr Yr2	Quarterly
Readiness 90 Day IAP	Mth 1 Mth 2 Mth 3	Monthly
Preparation 28 Day IAP	Wk 1 Wk 2 Wk 3 Wk 4	Weekly
Execution	Daily	Daily

“As TAQA continues to grow these sessions will become increasingly important in building a seamless link between the many opportunities we have and the planning process - setting us up for successful delivery”

Jim Gordon,
Planning & Production Programming Team lead - TAQA Bratani

STABILISE UPSTREAM STRATEGIC PLANNING

Uncertainty and frequent changes to medium term plans has had a major detrimental effect on 90 Day Planning.

Three new strategic planning components are now being developed to solve this problem;

- Asset Opportunity & Threats Hopper [1] to capture all activities, visible across assets, rated and rigorously moderated
- Plan Entry Criteria [2] to filter essential activities for inclusion in 2 year planning
- Decision & Optimisation Workshop [3] to agree ‘big-ticket’ items and a rough-cut time-plan

STRATEGIC DECISION MAKING WORKSHOP

Several brand new workshops were run in June to provide strategic input to the 2 Year IAP. This bridged the gap between the high level Annual Framing Budget Book Session and the detailed Integrated Activity Planning [IAP] process. The key objectives were to:

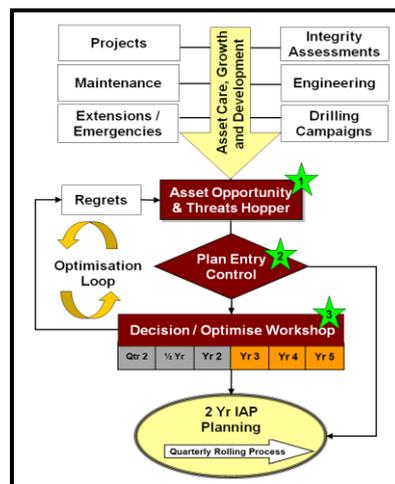
- develop common understanding of the portfolio and risks
- deliver a shared ownership of assumptions and a high level [frozen] activity plan for the next 24 months

All platforms were covered over 1½ days; Tern, North Cormorant, Eider and Cormorant Alpha.

PREPARATION WAS KEY

A ‘story board’ was prepared to describe what was needed. We then set-off to collect and consolidate; all major projects, operations, shutdowns, drilling campaigns, sub-sea, engineering and maintenance plans. This required interviewing 28 staff across TAQA to prepare a single formatted base-plan for each platform.

Effectively this filled the Hopper shown below. As each plan was collected it was screened against a Plan Entry Control criterion to sift the ‘big ticket’ items, essential for the workshop.



PRESENTATIONS

The workshop was opened by Ian McRae, Operations Manager who set the context for the session. He stated the need for successful execution;

“A strategy, even a great one, doesn’t implement itself”.

Asset Develop Managers and Plan Owners ‘framed’ the session for each asset and this enabled key assumptions and major themes to be highlighted.

After break, priorities and sequencing were decided, and clashes, constraints and dependencies resolved around shutdowns, drilling campaigns and major projects.



FEEDBACK & NEXT STEPS

Managers thought the workshops were a major step forward and that senior manager’s presence had an important impact on key decisions.

In effect, this is the end of the beginning and the next step is the serious work of developing and embedding a new sustainable process across TAQA.

MEASURING SUCCESS

There has been a major improvement in Plan Attainment underlining the value of work done and exceeding TAQA target for the first time at 84% in August. The 3 monthly moving average shows an upward trend measured against a base-line of 63% for the last quarter of 2011.

