

From: Tooms, Paul J  
Sent: Mon Feb 15 09:32:04 2010  
To: McNeillie, Graham A; Grounds, Cheryl A.; Fargie, Dave A  
Subject: RE: Annual Review of MAR results and action plans  
Importance: Normal

Graham

Thanks for this - I completely agree with your sentiments. I think the MAR process should keep going, but in my view we do not need to 'improve' the process. And we need to make sure that all realise that it is just one of the tools that we might use to deal with significant safety and environmental risks. I believe Andy Inglis is planning to make just that point at the next GORC in April.

My intent is to take up the invitation for a call with Tim Overton, if only to be clear on where we all stand on this.  
Paul

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From: McNeillie, Graham A  
Sent: 15 February 2010 09:01  
To: Grounds, Cheryl A.; Fargie, Dave A; Tooms, Paul J  
Subject: RE: Annual Review of MAR results and action plans  
Cheryl,

I don't recall John Baxter doing this as any sort of 'big deal way' last year.

The Segment reviews the progress against MAR Action plans in a meeting between Gordon Birrell (and now to be Paul) and the SPU, we do this every 6 months.

I guess John will have summarised the Orange book status to GORC but I never saw what he did.

We need to make sure that a cottage industry is not being made out of a non event, in my view MAR has pretty much run its course and done its job (other than doing a MAR evaluation for new major projects).

In E&P we have recently taken:

- North Sea below the line with the replacement flow lines at Wytch Farm
- Trinidad below the line with the refurbishment of offshore accommodation and sale of the old oil production facilities.
- Alaska can now come below the line with the sanctioning of North Star accommodation

The only E&P SPU's above the Group reporting line should now be Azerbaijan with the offshore seismic / PoB issue and the WREP pipeline, which does need a discussion and Canada with 4 issues in the Liquids business (CoEd, Sarnia etc).

I believe my recommendation would be to wind down work on MAR and redirect to HAZID/HAZOP/LOPA, where we will have a bigger impact on Process Safety in our business.

Hope this helps

Graham.

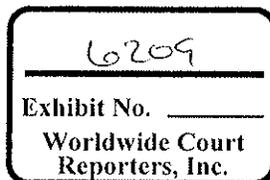
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From: Grounds, Cheryl A.  
Sent: 12 February 2010 09:42  
To: Fargie, Dave A; Tooms, Paul J; McNeillie, Graham A  
Subject: FW: Annual Review of MAR results and action plans  
Importance: High

Dave,

Clearly I need to be in the loop here. Can you please share in more detail what was done last year?

Graham - I know you also had a meeting with John Baxter about MAR - but I believe it was focused more on the



actions for above-the-GRL sites? And I also believe it was in the AEP which is completed toward the end of the year. Does the MAR topic come up on the GORC agenda more than once a year?

Graham, Paul – I feel a bit uncomfortable that there is a short time frame on this and no inference of the protocol of going through reviews and revisions with Gordon and others en route to the GORC meeting. Please advise how you would see this proceeding.

Thanks,

Cheryl

*Cheryl Grounds*

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**From:** Overton, Tim

**Sent:** Thursday, February 11, 2010 1:56 PM

**To:** Wall, Dave; Fargie, Dave A; Grounds, Cheryl A.; Tooms, Paul J

**Cc:** Considine, Mike; Glynn, Kieran J; De Stefani, Vania

**Subject:** Annual Review of MAR results and action plans

The annual MAR update which includes a summary of which assets have risks above the Group reporting line and progress against action plans will be performed in the **April 29th GORC meeting**. With Mike Considine's upcoming retirement, I'll be picking up the task of performing a pre-review and pulling together a summary statement for John Baxter. I'll also be participating in the GORC meeting for that topic.

I'd like to plan one or more review sessions over the next several weeks (i.e., **on or before early April**). I'm sending this note early, such that you have time to compile the data and be prepared both for your Segment's report to GORC and my review. I understand that last year Mike worked primarily with Dave Fargie to review the E&P status and action plans prior to the GORC meeting. I can work with Dave Fargie again this year - but since Dave Wall and Paul are in new roles this year I wanted to copy each of you on this message should others wish to be involved. As with future years, in the situations where Kieran or Vania have been very engaged with a Segment or SPU in the completion of MAR studies - I'll ask them to be involved or conduct the review.

As you are likely aware, E&P provided a 2-page summary to GORC last year. However, additional background data was shared with Mike Considine. The amount of information contained within the E&P summary to GORC was not as detailed as that shared by Refining, Fuels Value Chain, and International Businesses. I would encourage the level of detail to be more similar in 2010. I can share copies of either the E&P report or examples of the other segment's reports if needed.

I would like to have a conference call as soon as practical to discuss the data collection and reviews that I will conduct. (I want to do this early in the event that any of us need to ask questions of Mike Considine before his retirement.). In that meeting, we can determine who I will meet with in any future meetings and the schedule of such meetings.

Furthermore, I would like to collect and compile a small amount of information that can be used to track and verify conformance with GP 48-50, including:

- Name of the Operation or Project (which the MAR was conducted, should be one set of data recorded for each MAR completed).
- Date of last study or update
- Who reviewed & approved the study
- Which group reporting line (Very Large, Large, Medium) was used for comparison of results
- Did the MAR study results exceed the group reporting line, and
- When is the expected completion of all action items identified from the MAR study.

Please let me know if you would like to be involved in the conference calls on this topic. I'll schedule the meetings in the next few days.

## ***Tim Overton***

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