

Woodside Energy - North Rankin Complex

Maintenance Tool Time Optimization



Located about 135 kilometres offshore Karratha, Australia, the North Rankin Complex (NRC) is currently the largest single-source of energy in the southern hemisphere. The NRC project participants are: Woodside Energy, BHP Billiton Petroleum, BP, Chevron, Japan Australia LNG, and Shell.

THE ANALYSIS

The Analysis was carried out in 2 stages, separated by a Production Shutdown. With the information derived from the Analysis, we were able to create a Master Issues Register, focusing on 30 opportunities for improvement at the NRC.

PROJECT PROPOSAL

It was clear from the outset that this Project would be unusual. Although a relatively small Project, the facility generated nearly 70% of the complex's revenue, and the short duration engagement needed to integrate around the tight Production and Maintenance Schedules on the rig. Consequently, there were periods when it was not possible to track along the original timetable.

PROJECT APPROACH

The approach for this Project differed from the normal Renoir approach in that the Client was insistent that we held weekly 'Update Meetings' as opposed to Management Action Team (MAT) meetings. Consequently there were no MAT members, and no designated Task Force. And

while there was no Strategic Integration Meeting (SIM), we did retain the discipline of Action and Decision Logs. This enabled us to drive the actions required, strengthening the system and behavioural weaknesses that were highlighted in the Analysis studies. These opportunities centered on the need for improved short interval control, a structured approach to all activities within Maintenance, and the tools to follow-up on monitoring improved performance in these areas.

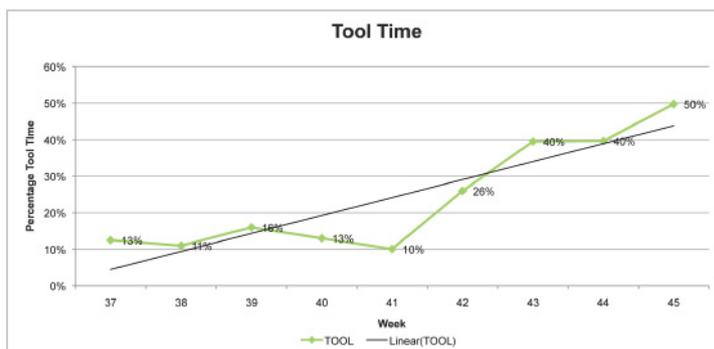
THE PROJECT PROGRESS

With the NRC installation as the precursor for launching the improved short interval controls with all offshore assets, it was decided to designate 'Champions', to deploy the new ways of working with the offshore Teams, covering a wide range of personnel from Maintenance Team Leaders through to Technicians. A comprehensive pack of Tools such as Situational Audits, Key Performance Indicators and Visual Boards were developed for display both onshore and offshore, along with a more robust method of presenting and installing these Tools with the people.

The timetable for the roll-out, with all offshore assets will be completed throughout the year, with updates to the system elements as the Installation progresses, with performance targets rising as individuals and Teams engage in the process of Continuous Improvement.

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