



PROJECT COLLABORATION TOOLKIT (PCT)

SHELL BRENT BRAVO LIFT PREPARATIONS CASE STUDY



THIS CASE STUDY HIGHLIGHTS THE VALUE ADDING PRINCIPLES OF THE PROJECT COLLABORATION TOOLKIT (PCT), WHICH WAS USED TO ACHIEVE A COLLABORATIVE APPROACH ON DELIVERING THE BRENT BRAVO (LIFT PREPARATIONS) DECOMMISSIONING PROJECT.

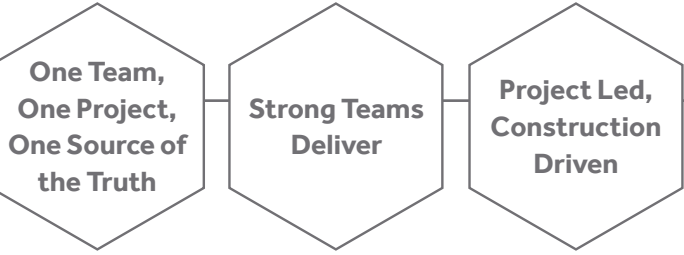
IT SUMMARISES THE CHALLENGES FACED, INITIATIVES TAKEN AND KEY ORGANISATIONAL AND BEHAVIOURAL CHANGE REQUIREMENTS INFLUENCED THROUGH THE USE OF THE PCT.

In 2017 the Shell Brent Delta topside was successfully lifted and removed after several years of lift preparations. The work was executed using distinct Client and Contractor teams, with the workscopes developed from a conventional 'schedule driven' approach with a high level of traditional project planning, control and execution techniques.

When planning for Brent Bravo lift preparation activities, Shell considered lessons from Delta, and moved away from a traditional engineering approach to a construction driven approach, with the vision of a single integrated collaborative organization delivering the project. Collaboration started with contractor selection for which an onboarding engagement pack was prepared and the ability to collaborate was a priority in partner selection. The behavioural principles within the **Project Collaboration Toolkit** were then adopted and followed as guidance throughout the project.



PROJECT TENETS



KEY PROJECT COLLABORATION SUCCESS FACTORS

PCT PHASE 1	PCT PHASE 2	PCT PHASE 3	PCT PHASE 4
ESTABLISH ENVIRONMENT	SET UP	EXECUTE	CLOSE OUT
<p>PCT 1.2 - Senior Mgmt. commitment to supporting a collaborative project</p> <p>PCT 1.4, 1.5 & 1.6 - Behavioural charter developed between all parties based on blame free culture and trust. Used to measure performance and challenge any non-collaborative behaviours throughout the project</p> <p>PCT 1.6 & 1.7 - Reduced & simplified KPI's aligned with all parties and emphasis on collaboration</p>	<p>PCT 2.1 - Right size, Right people, Handpicked team</p> <p>Working as a team with selection based on need & competency - key attributes of attitude, capability & experience underpinned the creation of a collaborative working environment</p>	<p>PCT 3.1 - One plan, one report, one way of working. A single approach and 'source of truth' used by all partners and vendors</p> <p>PCT 3.2 - Flexible schedule 'project led' and construction driven.</p> <p>PCT 3.4 - Project specific ways of working agreed at the early stages of the project.</p>	<p>PCT 4.1, 4.3, 4.4 & 4.5 - Identifying Lessons Learned was a team focus throughout project delivery so the impact of a collaborative strategy could be recorded for future projects.</p>

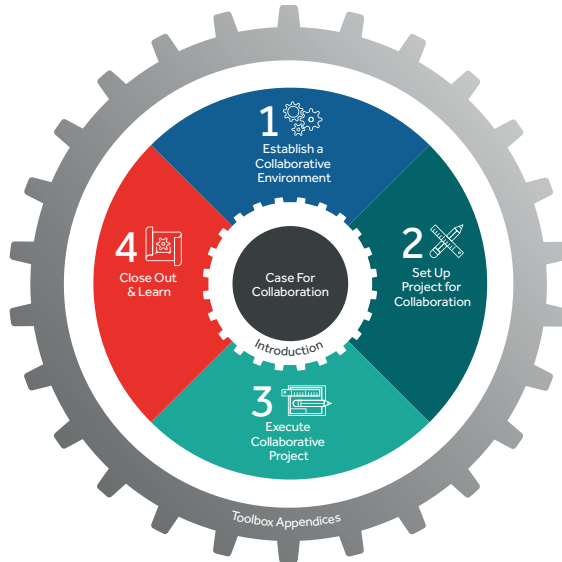
KEY CHALLENGES:

The following concerns were identified and overcome through the application of the PCT principles:

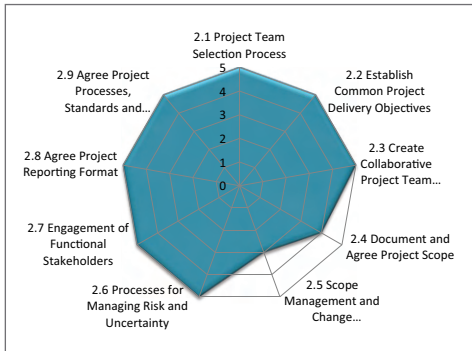
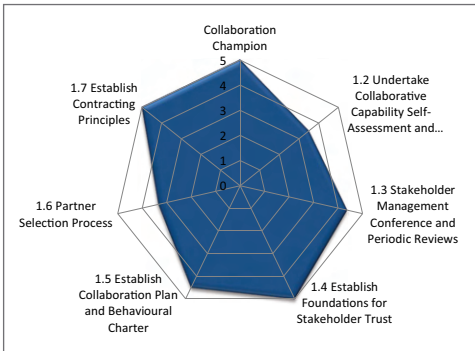
- PHASE 1** Organisational Bureaucracy could cause frustration and hinder innovative approaches. The key partner sponsors recognised for the project to operate collaboratively they would need to simplify and make more efficient the overall organisational structure and ways of working. The partners recognised that for collaboration to be effective they would need to address the cultural change needed to move from the traditional ways of working to building a 'one team' mindset, that was integrated and focused on project delivery. The project worked hard to address this issue by engaging with contractors and suppliers from the outset to listen, learn and start to build trust.
- PHASE 2** Duplication of effort – many projects lose efficiency because of multiple versions of the same reports, role duplication and man marking etc. The project strongly followed its axioms of 'one team, one project, one source of the truth' and a fit for purpose approach to the use of corporate standards and standard industry practice.
- PHASE 3** Rapid delivery – there was a driver to complete the project as quickly as possible. The team achieved this through a more agile approach to work rather than schedule reliance.



DIAGRAM REFERENCE:
Brent Bravo Self Assessment Tracker (available to download as a free, editable resource)



Overall Score	94%
Establish Collaborative Environment	88%
Set Up Project for Collaboration	93%
Execute Collaborative Project	100%



OUTCOMES:

Through the principles of collaboration, the project team size was reduced by 20% and significant improvements were achieved in non-productive activities, productive day and in productivity. As a consequence, the project was delivered within a very tight 11 month period and the base workscope delivered significantly under budget, allowing additional workscope to be included without any additional funds required. Overall, the application of lessons learned combined with the implementation of a highly collaborative approach to delivery of the work, resulted in a reduction in like for like removal preparation costs vs Delta of circa 70%.

CONCLUSIONS:

While lessons were learned from the previous Brent Delta topsides project that helped simplify the Bravo worksopes, a significant contribution to the success of this Bravo achievement was the effective implementation of the **Project Collaboration Toolkit**, resulting in the creation of a highly collaborative, effective and robust project team delivering improvements in work efficiencies, with significant accompanying cost savings.

The structure and value of the **Project Collaboration Toolkit** has been validated by the performance of the Shell Brent Bravo decommissioning project team. The project was achieved ahead of schedule with significant cost savings demonstrating that the **Project Collaboration Toolkit** helps deliver collaboration and through this successful projects.

