PROJECT COLLABORATION TOOLKIT (PCT)

SHELL BREST 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 BREST 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.
## Key Project Collaboration Success Factors

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<thead>
<tr>
<th>PCT Phase</th>
<th>Establish Environment</th>
<th>Set Up</th>
<th>Execute</th>
<th>Close Out</th>
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<tbody>
<tr>
<td><strong>PCT Phase 1</strong></td>
<td>PCT 1.2 - Senior Mgmt. commitment to supporting a collaborative project</td>
<td>PCT 2.1 - Right size, Right people, Handpicked team</td>
<td>PCT 3.1 - One plan, one report, one way of working. A single approach and ‘source of truth’ used by all partners and vendors</td>
<td>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.</td>
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<td><strong>PCT Phase 2</strong></td>
<td>PCT 1.4, 1.5 &amp; 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</td>
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<td><strong>PCT Phase 3</strong></td>
<td>PCT 1.6 &amp; 1.7 –Reduced &amp; simplified KPI’s aligned with all parties and emphasis on collaboration</td>
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## Key Challenges:
The following concerns were identified and overcome through the application of the PCT principles:

**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.

**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.

**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.
**Conclusions:**

While lessons were learned from the previous Brent Delta topsides project that helped simplify the Bravo workscopes, 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.