



# PROJECT COLLABORATION TOOLKIT (PCT)

## BP MILLER TOPSIDES AND JACKET DECOMMISSIONING CASE STUDY



THIS CASE STUDY HIGHLIGHTS THE VALUE ADDED THROUGH THE APPLICATION OF A COLLABORATIVE APPROACH TO A MAJOR OFFSHORE DECOMMISSIONING PROJECT. COLLABORATION BETWEEN THE PRINCIPAL PROJECT PARTIES RESULTED IN A VERY SUCCESSFUL OFFSHORE CAMPAIGN FOR THE MILLER TOPSIDES AND JACKET REMOVAL. THE CASE STUDY SUMMARISES THE INITIAL CHALLENGES FACED, THE INITIATIVES TAKEN TO MEET THEM AND THE BEHAVIOURAL CHANGES WHICH IMPROVED COLLABORATION AND PERFORMANCE ON THE PROJECT.

**In early 2016, Petrofac was appointed as the Duty Holder for the Miller installation with responsibility for managing late life operation up to asset removal. Later in 2016, Saipem was awarded a contract to engineer, procure, remove and dispose (EPRD) the Miller assets. In 2017 the preparatory work for the removal of the Miller topsides and jacket was completed, followed by the removal of 5 of the 12 topsides modules. The remaining topsides modules and jacket were removed during the summer of 2018.**

As BP was preparing for the final stage of the decommissioning programme for Miller, it was recognised that a more flexible onshore / offshore organisational structure for the non-producing asset, rather than the traditional structure used on BP operated assets, was required. Petrofac was therefore appointed as the Duty Holder to manage the late life operation of the platform and to support the BP appointed EPRD contractor with asset removal.

At the start of the offshore campaign in 2017, the key members of the platform based Duty Holder team and the newly arrived EPRD contractor personnel had little opportunity to develop a collaborative work environment and deliver as a single integrated team.

Recognising that this would be critical to their success, a focussed collaboration and 'working together' initiative was launched to foster collaboration and help all those involved work together as a cohesive, unified team.



We will make Miller the exemplar for the decommissioning industry

We are One Team, knowing, respecting & helping each other with Miller and beyond

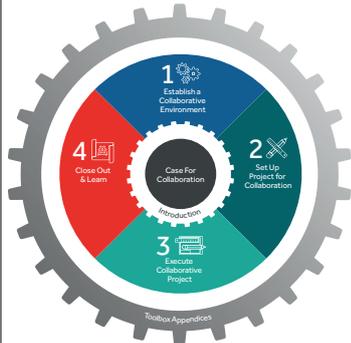
We speak up, listen & take action

We align to managing risk to ensure no one is hurt

We are each clear on our value and contribution to the project

## PROJECT TENETS AND COMMITMENTS

### KEY PROJECT COLLABORATION SUCCESS FACTORS

PCT PHASE 1	PCT PHASE 2	PCT PHASE 3	PCT PHASE 4
<b>ESTABLISH ENVIRONMENT</b>	<b>SET UP</b>	<b>EXECUTE</b>	<b>CLOSE OUT</b>
<p><b>PCT 1.1</b> – BP, Petrofac and Saipem PMs became Collaboration Champions post 'Working Together' launch.</p> <p><b>PCT 1.3</b> – BP stakeholder engagement processes were followed with periodic surveys and planned feedback sessions.</p> <p><b>PCT 1.5</b> – Target behaviours were addressed and developed during 'Working Together' workshop.</p> <p><b>PCT 1.7</b> – Contracts were in place before 'Working Together' initiative showing that successful collaboration does not always need to be reflected in contract agreements</p>	<p><b>PCT 2.3</b> – A collaborative team environment was well established despite the challenges of differing cultures, contracts and work locations</p> <p><b>PCT 2.6</b> – BP, Saipem and Petrofac each deployed their standard risk management processes but these were aggregated monthly to understand high level risk to all parties.</p> <p><b>PCT 2.7</b> – Functional stakeholders not always as aligned as project team personnel. Recognised as an area that requires significant effort.</p>	<p><b>PCT 3.1</b> – Each party utilised corporate standard control processes but responsible, open and honest behaviours demonstrated in the way that project control and status was managed.</p> <p><b>PCT 3.4</b> – Very effective 'single team' approach to management of safety, health and environment as evidenced by project SHE performance record during 2018.</p>	<p><b>PCT 4.1, 4.3, 4.4 7 4.5 -</b></p> <p>All parties and teams were focussed on making the BP Miller Decommissioning Project a real learning experience for future reference and industry benefit.</p> 

### KEY CHALLENGES:

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

**PHASE 1** Project performance up to Spring 2017 highlighted the need for a step change in relationship dynamics between the parties. There had been very little prior opportunity for collaborative relationship building, particularly between the Petrofac Duty Holder offshore team and Saipem offshore team members. The 'Working Together' initiative was launched to address this need and was kicked off by an intensive, facilitated off-site workshop in December 2017. Frequent follow-up through check-in challenges, periodic surveys and reviews maintained collaborative momentum throughout the 2018 campaign.

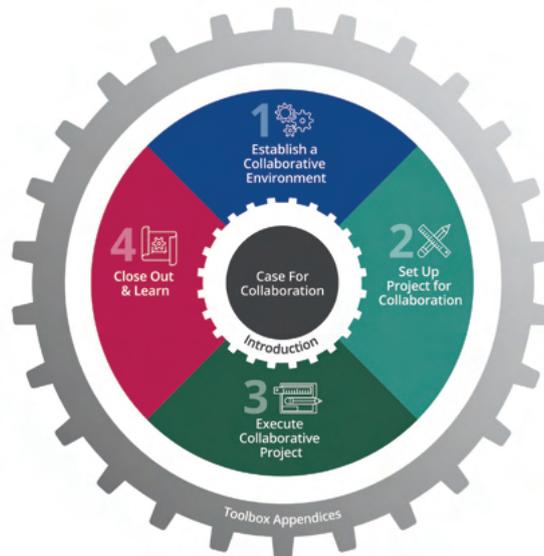
**PHASE 2** The appreciable differences between the business organisations and cultures represented by the parties to the project were recognised as presenting potential barriers to a single work process (PCT 2.9), project reporting (PCT2.8) and risk management (PCT 2.6) approach. Each party worked to its own standard method in these areas but alignment was achieved through open and honest collaboration.

**PHASE 3** The challenge of achieving target safety performance during an intensive 2018 offshore decommissioning campaign, whilst delivering the work scope within the available schedule, was of paramount importance. The parties demonstrated complete alignment and commitment and delivered an outstanding result.

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DIAGRAM REFERENCE:  
BP MILLER TOPSIDES AND  
JACKET DECOMMISSIONING  
PREPARATION AND REMOVAL

PROJECT COLLABORATION  
TOOLKIT RETROSPECTIVE  
SELF-ASSESSMENT



<b>Overall Score</b>	<b>77%</b>
Establish Collaborative Environment	<b>82%</b>
Set Up Project for Collaboration	<b>79%</b>
Execute Collaborative Project	<b>72%</b>

PHASE 1		PHASE 2		PHASE 3		PHASE 4	
ESTABLISH A COLLABORATIVE ENVIRONMENT		SET UP PROJECT FOR COLLABORATION		EXECUTE COLLABORATIVE PROJECT		CLOSE OUT AND LEARN	
Client Collaboration Champion	1.1	Project Team Selection Process	2.1	Collaborative Schedule and Cost Control Processes	3.1	Evaluate Project Lessons Learned	4.1
Collaborative Capability Self-Assessment	1.2	Common Project Delivery Objectives	2.2	Stakeholder Risk & Reward - KPI Measurement	3.2	Collaborative Lessons Learned Conference	4.2
Stakeholder Management Conference	1.3	Collaborative Project Team Environment	2.3	Single Team Quality Monitoring & Assurance	3.3	Close Out Collaborative (Risk & Reward) Project Agreements	4.3
Foundations for Stakeholder Trust	1.4	Documented and Agreed Project Scope	2.4	Single Team HSE Management	3.4	Review, Agree & Record Project Outcomes	4.4
Project Behavioural Charter	1.5	Scope Management and Change Management Protocol	2.5			Establish Basis for Future Project Collaborations	4.5
Partner Selection Process	1.6	Processes for Managing Risk and Uncertainty	2.6				
Contracting Principles	1.7	Engagement of Functional Stakeholders	2.7				
		Project Processes, Standards and Specifications	2.8				
Phase 1 Gate Review & Phase Learning	1.8	Phase 2 Gate Review & Phase Learning	2.9	Phase 3 Gate Review & Phase Learning	3.5		



RIGHT / WRONG  
VS  
WHAT IS WORKING / WHAT IS MISSING

PRISONER  
TOURIST  
PARTNER



# Working Together Workshop

12<sup>th</sup> - 13<sup>th</sup> Dec 2017

Miller Phase Decommissioning II 2018



**OUTCOMES:**

- Collaboration between the organisations was distilled to the workforce, promoting a culture of care where all employees were empowered to speak up and intervene to improve safety performance. Over 400,000 offshore man-hours of work were executed over an 18 month period without a DAFWC (Days Away From Work Case)
- Collaboration meant that each organisation understood the key drivers of the other collaboration partners. The parties were therefore aligned on management of risk and the project was delivered safely, on-time and with a top quartile cost performance.
- Relationship building between Petrofac and Saipem was so successful that they submitted a joint entry for the 2018 Oil & Gas Awards and emerged as finalists in the "Excellence in Decommissioning" category.

**CONCLUSIONS:**

Through collaboration BP, Petrofac and Saipem delivered a step change in project performance between the 2017 and 2018 offshore campaigns. Not only was the project delivered safely and on schedule, the parties delivered with top quartile cost performance through working collaboratively, the parties delivered these results without serious harm or injury to any of the people involved.

The project retrospectively assessed the approach that it had taken to achieving collaboration against the ECITB Project Collaboration Toolkit and completed a self-assessment using the PCT Phase Checklists. The resultant scoring indicated a high degree of alignment between project behaviours and PCT guidance.

