BRENT E-NEWS

Brent Decommissioning Project

Welcome to the eleventh in the series of regular communications from the Brent Decommissioning Project Team

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No substitute for experience

An update with Austin Hand, Project Director

...We hope that this kind of collective engagement would help everyone to understand each others' perspectives and I truly think this is being achieved.

When I first joined the Brent Decommissioning Project, in its early years, I realised that while we were informing people about our intentions, we were perhaps not sensing their perspectives. And so we moved on to consulting - to being more specific about our plans, asking for stakeholder participation, and seeking that our stakeholders understood and felt comfortable about how we'd arrived at the recommendations we were making.

We developed many ways of engaging with our stakeholders and indeed the wider public, through dialogue events, conferences, seminars, the appointment of an Independent Review Group (IRG), and e-engagement via our newsletter, dedicated website and social media. However, it still seemed that something was missing.

DECC requires us to use certain key criteria to inform our decommissioning decision making. We believe this is the right way to arrive at a decision and that is the script we have worked to. However, we felt that not everyone would understand our journey through that process, and that belief led us to select one of our key decommissioning topics - management of the GBS cell contents - and to invite a representative group of stakeholders to journey through the decision-making process using a specialist 'deep diving' process operated by Catalyze.

The members of the Cell Management Stakeholder Task Group (CMSTG) have invested a great deal of time and effort in this exercise, and we very much appreciate their involvement. The tool and the process is proving to be extremely powerful and the level of participation has been fantastic.

We hope that this kind of collective engagement would help everyone to understand each others' perspectives and I truly think this is being achieved. Despite the fact that members of the group approached the issue from very different perspectives, their shared pragmatism and recognition of the challenge has been overwhelming.

Austin Hand
BRENT DECOMMISSIONING PROJECT DIRECTOR

CONTACTUS

For further information on the Project, please visit www.shell.co.uk/brentdecomm or, you can also get in touch with the team via the '**Contact Us**' link on the website.

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The cell contents challenge

A reminder of what we are facing

ABOUT THE STORAGE CELLS

The 3 GBSs in the Brent field (Bravo, Charlie and Delta) have 64 cells in total of which 42 could contain oily sediment. For Bravo and Delta each cell measures 60m high and 20m in diameter, Charlie has slightly different dimensions. One-third of the capacity of each cell comprises gravel ballast, topped with a concrete slab. In total, the cells provide a potential storage capacity for 1.1 million barrels of oil.

During the first 20 years of Brent field production, oil produced from the reservoir was stored temporarily in the storage cells before being exported. From the mid 90s, when the field was redeveloped to produce mainly gas, the hydrocarbons that continued to be produced contained a much higher proportion of water, which was separated in the storage cells and the oil exported to Sullom Voe oil terminal, via Brent Charlie platform and the Brent System pipeline.

After more than three decades of production, each cell is likely to contain:

- 'Attic oil' (oil trapped in the dome of the cell on Delta and Charlie)
- Water, including material between the oil and the water layers
- Oily sediments. At the bottom of each storage cell (above the ballast seal) there could be oily sediments - a by-product of long-term storage of produced fluids. The exact physical properties are as yet unknown, but the material is likely to be a mixture of oil, sand particles and produced water.

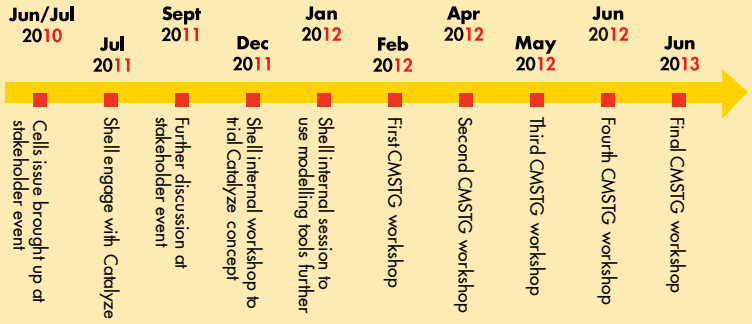
Gaining access to a cell, initially to survey it and obtain samples, is a key focus area for the team working on the GBS cell management issue. As described in previous stakeholder dialogue sessions, the team has been working with a number of suppliers and technical consultants to develop ways to obtain samples. The team's preferred approach is to attempt cell sampling subsea. Shell anticipates this happening in Q4 this year.

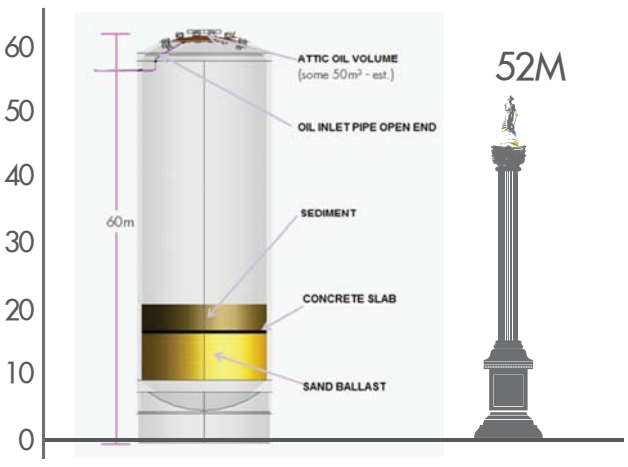
Cell Management Stakeholder Task Group

As the Cell Management Stakeholder Task Group (CMSTG) meeting approaches on17 and 18 June, this Brent e-news reminds us what the CMSTG is and why it was set up.

It tries to capture some of the key discussions that have taken place so far and how these will be used as the project moves towards submitting the Decommissioning Programme. However, before looking at the group's achievements, we would like to reflect on how the initial concept of 'deep dive' engagements and multi criteria decision analysis modelling came to be used.

CMSTG Timeline





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Cell Management Stakeholder Task Group

An update on the who, what and why of the CMSTG

Back To Basics – What Is The CMSTG?

As part of Shell's desire for enhanced stakeholder engagement on a key project issue, it was decided that a new 'deep dive' approach would be introduced to inform the overall decision-making process on what to do with cell contents during decommissioning.

With the assistance of 3rd party facilitators, The Environment Council (TEC), Shell and ExxonMobil held conversations with Catalyze (a global company founded in 2001 in conjunction with the London School of Economics and Political Science) to establish whether their Multi Criteria Decision Analysis (MCDA) model would assist the decision making process for the cell sediment issue. It was agreed it would and Catalyze have been an instrumental part of the CMSTG.

The 'deep dive' engagement process was used to help the group focus on the key issues that need to be considered by Shell and ExxonMobil as part of the overall decision-making process with regard to the cell contents during decommissioning. The process was aimed at giving our stakeholders greater clarity and understanding of the options and trade-offs, and helped Shell, ExxonMobil and the CMSTG understand different views and perspectives.

Catalyze engaged the CMSTG in the development of a MCDA model using a Decision Conferencing approach and their proprietary software tool, Hiview3. This involved a series of structured workshops in which the proposed cell sediment content management options were examined and assessed against a wide range of decision criteria. The criteria included the 'top five' factors recommended by DECC: technical, economic, environmental, safety and societal, and also took into account a variety of other factors considered important by individual members of the CMSTG.

The broad aims and objectives for the CMSTG are to:

- Inform the decision
- Inspire wider confidence in option selection
- Deepen knowledge and understanding
- Assist the development of a MCDA model
- Aid wider communication

"The main aim throughout this process has been to encourage open conversation with our stakeholders whilst sharing the many challenges that we face as a project. Having these key conversations in an upfront and engaging manner will aid our decision making process" says Mark Downes, Stakeholder Manager.

- **CATALYZE** helps organisations to create and execute decision-making process which focus on the best possible outcome; engaging people, breaking down barriers, creating understanding of different perspectives, and making best use of resources.
- **TEC AND CATALYZE** have previously worked successfully in partnership to engage stakeholders in strategic decisions, in relation to the work of the UK Government's Committee on Radioactive Waste Management.

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An update on the who, what and why of the CMSTG

The Model Explained

In the CMSTG scenario, the MCDA model allowed for seven options relating to the management of cell contents (subsequently reduced to five) to be discussed. Against these, the participants came up with and scored 32 additional criteria, which in turn were scrutinised through a step-by-step process which involved deciding which criteria carried more weight and which less weight. Wherever possible, technical and scientific data was provided with the support of technical experts from Shell.

Peter Miles of Catalyze says *"Broadly, for every complicated or difficult decision there are usually several criteria - reasons for choosing a particular option - and sometimes those criteria conflict with each other. As humans we tend to make decisions by taking only one or two criteria into consideration, but, this doesn't work when you have lots of different stakeholders with different views or perspectives on what matters - and that's where the software tool comes in. The key part of the initial stage is to work out what all the criteria are - what is important to people - and then to define them very carefully."*

"Weighting involves going through the different criteria one by one and thinking about how much you care about one versus another" explains Pete. *"The context is all-important, so we need to make sure the participants have the relevant information to hand when making these judgements. This process is supported by the tool..."*

Peter Miles of Catalyze highlights an interesting feature of this kind of engagement process: "Something that often happens is that while individuals may have a very strong

The CMSTG comprises one or more representatives from the following organisations:

- Aberdeen Community Council Forum
- CEFAS (Centre for Environment, Fisheries and Aquaculture Science)
- Defra
- Department of Energy and Climate Change (DECC)
- Environment Agency
- Greenpeace International
- Health and Safety Executive (HSE)
- Joint Nature Conservation Committee (JNCC)
- KIMO UK Network
- Marine Scotland
- Maritime and Coastguard Agency (MCA)
- Oil and Gas UK
- RSPB Scotland
- Scottish Environment Protection Agency (SEPA)
- Scottish Fishermen's Federation
- University of St Andrews

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An update on the who, what and why of the CMSTG

view about one particular aspect of what goes into the model, they are able to see that it doesn't change the outcome. This removes a lot of argument off the table and allows people to focus on what really matters.

"Of the 32 criteria originally identified in the CMSTG model, we found that there were only 12 that affected the output and of those, only a few were very significant. This allowed us to really focus in on what the stakeholders care about."

After the criteria were defined, scored and weighted, the resulting computer model showed how the options compared overall and from various perspectives.

...but who is the CMSTG?

After framing the objectives of the group, efforts went in to inviting as many key stakeholder groups as practicable to cover all sides of the decision-making process throughout the CMSTG sessions. In order to have as rounded a decision-making process as possible, representatives from Government agencies and departments, non-governmental organisations, local authorities, the community, academics/research unions, industry associations and fishing groups were invited. This formed a mix of participant backgrounds from urban to rural, Europe to UK, active community and environmental mixes to encourage a diverse range of opinions and discussion.

Over the four 2012 sessions, these group representatives have learned about the key issues faced by the project with insights into the comparative assessment process and gained a sense of how different decisions may play out. This was apparent in the criteria selection and weighting used within the modelling.

What happens next?

On 17 and 18 June, the CMSTG will close out the MCDA process by reconvening one year on to discuss new data arising from interim Shell studies and then decide whether the information has an impact on their model.

Frédéric Ducellier says: *"From Shell's perspective, we would like to revisit the information and assumptions we made and presented early on in the process and to see if we can replace the assumptions with facts based on further studies that have been made."*

Mark Downes adds: *"We will also explain to the CMSTG how the engagement process will feed into the main comparative assessment process."*

Mark concludes: *"At the outset, it was agreed that the CMSTG would report to the wider stakeholder group on their 'deep dive' into cell contents management. As a means of closing out the exercise, we would like a CMSTG representative to present the group's experiences and learnings at the next Stakeholder Dialogue events in November this year."*

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Cell Management Stakeholder Task Group (CMSTG)

An update on the who, what and why of the CMSTG

FEEDBACK

"Going through each of the criteria looking at what was behind them and what the facts and figures and assumptions were, involved a lot of work - but it made the process very transparent and it gave people a greater level of understanding about the complexity of the challenge," says Suzannah Landsell, of TEC.

"At times it is like trying to compare apples and pears, and it's not an easy decision, as one option might work for one set of people or interests, and another option might work for others. I think the participants foundit quite tough, but they definitely found it valuable."

Suzannah adds: *"The model doesn't make the decision - it exposes where we need to pay attention and where we need to continue to have the conversation. Shell is hopefully now much better equipped with understanding people's priorities and where their concerns lie, and can make a more informed decision as a result of that."*

WHAT THE CMSTG MEMBERS SAID

"The discussions were open…"
"…required quite detailed explanation."
"…impressed by Shell's openness and honesty."
"Participation required a lot of time input…"
"Management of the group was excellent…"
"…some of the more intractable perception issues are not easily handled."
"…explained how input is to be used and where it fits in the whole project."
"…concern surrounding the ability to compare some of the more disparate criteria."
"…gained a great deal hearing the views the other stakeholders"
"…I feel sometimes we may be influenced by others' thinking."
"Certainly advanced my understanding of cell management issues…"
"Overall, a good experience… very beneficial to stakeholders."
"…would Shell still adopt a different final outcome?"
"I hope this (the model) will get wider use."

Some examples of criteria identified by the CMSTG

BENEFITS

- UK supply chain
- Knowledge of technology
- Knowledge of cell sediment

DOWNSIDES

- Marine environment end point and impact of operations
- Natural resources end point and impact of operations

RISKS

- Execution complexity Sediment mobility and volume
- Health and safety risks to personnel and third parties
- Risk to the marine environment
- Risk to the onshore environment
- Regulatory risk
- Public reaction risk

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Oil & Gas UK's Industry Safety Awards....
Well done Brent Delta!

Winning on safety in the North Sea

***Derek Allan**, Project Manager for Brent Delta receiving the workforce engagement award from **John Wiseman** of Fairfield Energy*

A focus on safety culture has transformed HSSE performance on Brent Delta's decommissioning project, winning two major UK industry awards.

The team decommissioning the Brent Delta platform in the North Sea is celebrating an outstanding success at this year's UK Oil & Gas Industry Safety Awards.

Derek Allan, Project Manager, and the Brent Delta decommissioning team led by Project Director Austin Hand, won the new award for workforce engagement on safety issues.

In addition, Marc Brankin of contractor Stork Technical Services won the award for "most promising individual" for his work on Brent Delta, in particular for actively embracing the platform's new safety culture.

Brent Delta: The final chapter

After more than 35 years of service, with 99.5% of recoverable reserves produced, the North Sea Brent field is being decommissioned, Brent Delta first. The platform ceased production in late 2011. (Read September's Shell Online story 'Making the most of Brent'.)

'Decommissioning projects have their own special safety challenges," says Derek. *"In addition, we saw an unusually high incident frequency during the last stages of operation on Brent Delta that suggested we needed to raise morale and get everyone on the platform focused on the importance of safe and efficient decommissioning. In short, we needed to rebuild the platform's safety culture."*

The foundations were laid by creating a good working environment for the decommissioning team. A three-year construction campaign began by tidying up the aging platform, creating the appropriate office space to facilitate team integration and refurbishing key areas to help create a more professional working environment.

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Oil & Gas UK's Industry Safety Awards....
Well done Brent Delta!

"We wanted people to care about their workplace," says Austin Hand.

The management encouraged everyone on the team to have a voice and to highlight where improvements could be made. Wherever possible, management responded to the suggestions and requests - even down to providing certain kind of ice creams.

"In this way we showed we took the workforce seriously and demonstrated that Shell cares about the welfare and safety of those working on the decommissioning of Brent Delta; and that led to positive changes in behaviour," says Derek.

Safety-minded

In May 2012, Brent Delta began the real journey to a new safety culture by introducing, a belief-based training programme provided by MindSafety™ aimed at embedding a new safety culture. It was the first time that the programme had been embraced fully on an offshore installation, and every person in the team has since been touched by it.

In another first, MindSafety™ trainers delivered the programme offshore to engage directly with crews in their workplace. Also, any new team members are introduced to the process during their induction.

Some members of the workforce have trained as safety coaches so they can use their MindSafety skills and knowledge to drive positive safety behaviours on the installation and ensure the programme is sustained. In total, some 4,000 hours of training has been conducted, representing a large investment in safety.

Recognition is another important element of the culture change. The team introduced celebratory meals on the platform every two weeks with an awards ceremony for people who have made the best contributions to safety performance during their trip.

By the end of Q1 2013, Brent Delta was reporting a TRCF of just 1.2, a five-year low for the facility. The target is to reach zero by the end of 2013. This would make Delta one of the safest installations in the North Sea, a major turnaround in just 12-18 months.

"Derek and I agreed at the outset that we wanted to restore pride, to do that we set out to give Brent Delta to the Offshore Installation Manager and the workforce. I actually said the OIMs need to know we work for them and they will deliver for us. We are both passionate and proud of what we have achieved but I want the credit to go to Derek for his inspirational leadership and the OIMs and workforce for embracing the idea and bringing it to life."

"In my entire career in the offshore industry I have never before seen the workforce so engaged in working with the management to focus on safety. For this achievement to be recognised by the industry is a fantastic boost for the team," concludes Austin.

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People News
Saying Goodbye and Good Luck

Saying Goodbye and Good Luck

After two and a half years on the Brent Decommissioning Project, Communications Advisor **Gill Hay** will be leaving the project after securing another role in Shell working in the UK Upstream Social Investment team.

Mark Downes said: *"On behalf of the project, I would like to thank Gill for her outstanding contribution to the Project. Gill has played an instrumental role to ensure stakeholder engagement is embedded in the Project's delivery. We all wish Gill the very best in her new job".*

Lynne Backhouse took over from Gill on 22 April. Prior to joining us, Lynne worked for AMEC where she was a Communications Specialist.
In 2007-2008, Lynne worked for Shell in the Brent Decommissioning Project so is familiar with Shell and the Project.
Outside work, Lynne is an ambassador for the Next Generation - It's Your Future initiative which looks at getting school children involved in careers within the Oil and Gas experience.

ONE-TO-ONE ENGAGEMENT

If you would like to be briefed one-to-one on any aspect of the Brent Decommissioning Project's developments, or would like to raise any particular queries or issues with the Project team, please contact us at www.shell.co.uk/brentdecomm or, you can also get in touch with the team via the '**Contact us**' link on the website.