



Peterhead CCS Project

Doc Title: Project Organisation incl. roles, responsibilities, resourcing and onboarding plan

Doc No.: PCCS-00-PTD-AA-3352-00001
Date of issue: 08/01/2016
Revision: K03
DECC Ref No: 11.062
Knowledge Cat: KKD - General

KEYWORDS

Goldeneye, CO₂, Carbon Capture and Storage, Organisation, Roles and Responsibilities, Execute.

Produced by Shell U.K. Limited

ECCN: EAR 99 Deminimus

© Shell UK Limited 2015.

Any recipient of this document is hereby licensed under Shell U.K. Limited's copyright to use, modify, reproduce, publish, adapt and enhance this document.

IMPORTANT NOTICE

Information provided further to UK CCS Commercialisation Programme (the "Competition").

The information set out herein (the "**Information**") has been prepared by Shell U.K. Limited and its sub-contractors (the "**Developer**") solely for the Department for Energy and Climate Change in connection with the Competition. The Information does not amount to advice on CCS technology or any CCS engineering, commercial, financial, regulatory, legal or other solutions on which any reliance should be placed. Accordingly, no member of the Developer makes (and the UK Government does not make) any representation, warranty or undertaking, express or implied as to the accuracy, adequacy or completeness of any of the Information and no reliance may be placed on the Information. In so far as permitted by law, no member of the Developer or any company in the same group as any member of the Developer or their respective officers, employees or agents accepts (and the UK Government does not accept) any responsibility or liability of any kind, whether for negligence or any other reason, for any damage or loss arising from any use of or any reliance placed on the Information or any subsequent communication of the Information. Each person to whom the Information is made available must make their own independent assessment of the Information after making such investigation and taking professional technical, engineering, commercial, regulatory, financial, legal or other advice, as they deem necessary.



Table of Contents

Executive Summary	4
1. Introduction	5
1.1. Project Introduction	5
1.2. Document Scope and Objective	6
1.2.1. Exclusions	6
2. Organisation Structure	7
2.1. Governance Structure	7
2.2. Project Management Team	8
2.3. Delivery Functions	9
2.3.1. Onshore Implementation Team	9
2.3.2. Goldeneye Implementation Team	9
2.3.3. Wells Implementation Team	10
2.3.4. Pipelines/Subsea Implementation Team	10
2.4. Support Functions	11
2.4.1. Engineering Team	11
2.4.2. Technical Integration Team	12
2.4.3. CSU and OR&A Team	12
2.4.4. Project Support Team	13
2.4.5. PMO	14
2.4.6. HSSE Team	14
2.4.7. Storage Team	14
2.5. Operations Team	15
3. Histogram	18
4. Resourcing and Onboarding	18
5. Conclusion	18
6. References – Bibliography	19
7. Glossary of Terms	20
APPENDIX 1. Job Descriptions	23
A1.1. Business Opportunity Manager	23
A1.2. Project Manager	24
A1.3. Onshore Implementation Manager	27
A1.4. Goldeneye Implementation Lead	31
A1.5. Wells Implementation Manager	35
A1.6. Landfall, Pipeline & Subsea Implementation Lead	39
A1.7. Engineering Manager	43
A1.8. Quality Control Quality Assurance Lead	46



A1.9. <i>HSSE Lead</i>	49
A1.10. <i>Project Support Manager</i>	52
A1.11. <i>Contract & Procurement Lead</i>	55
A1.12. <i>IM/IT Lead</i>	58
A1.13. <i>Project Services Lead</i>	62
A1.14. <i>Technical Integration Manager</i>	64
A1.15. <i>Commissioning Start-Up & OR&A Manager</i>	67
APPENDIX 2. <i>Manpower Histogram</i>	71

Table of Figures

Figure 1-1: Project Location	5
Figure 2-1: PCCS Governance Structure	7
Figure 2-2: Business Opportunity Team (BOT)	8
Figure 2-3: PCCS Project Management Team	8
Figure 2-4: Onshore Implementation Team	9
Figure 2-5: Goldeneye Implementation Team	10
Figure 2-6: Wells Implementation Team	10
Figure 2-7: Pipelines/Subsea Implementation Team	11
Figure 2-8: Engineering Team	12
Figure 2-9: Technical Integration Team	12
Figure 2-10: CSU and OR&A Team	13
Figure 2-11: Project Support Team	13
Figure 2-12: HSSE Team	14
Figure 2-13: Storage Team	15
Figure 2-14: Initial Operations Team Structure	16
Figure 2-15: Share Services and Support Requirements	17
Figure A-1: Manpower Histogram	71



Executive Summary

The purpose of this document is to show the organisational structure required by the Developer's team to develop the Peterhead CCS Project through the Execute phase, from FID (Final Investment Decision, i.e. execution of the Project contract with DECC) to handover to Operations (after first injection of CO₂ and successful completion of a Commercial Proving Period).

An operations organisation will be established during the Execute phase of the Project which will take on responsibility for operating the CCS chain during the Operate phase of the Project.

Organisation charts and job descriptions for key roles are also provided in this document to support the presented narrative.



1. Introduction

1.1. Project Introduction

The Peterhead CCS Project aims to capture around one million tonnes of CO₂ per annum, over a period of up to 15 years, from an existing combined cycle gas turbine (CCGT) located at SSE's Peterhead Power Station in Aberdeenshire, Scotland. This would be the world's first commercial-scale demonstration of (post combustion) CO₂ capture, transport and offshore geological storage from a gas-fired power station.

As the Goldeneye gas-condensate field has ceased production, the production facility will be modified to allow the injection of dense phase CO₂ captured from the post-combustion gases of Peterhead Power Station into the depleted Goldeneye reservoir.

The CO₂ will be captured from the flue gas produced by one of the gas turbines at Peterhead Power Station (GT13) using amine-based technology provided by Cansolv (a wholly-owned subsidiary of Shell). After capture the CO₂ will be routed to a compression facility, where it will be compressed, cooled and conditioned for water and oxygen removal to meet suitable transportation and storage specifications. The resulting dense phase CO₂ stream will be transported direct offshore to the wellhead platform via a new offshore pipeline which will tie in subsea to the existing Goldeneye pipeline.

Once at the platform the CO₂ will be injected into the Goldeneye CO₂ Store (a depleted hydrocarbon gas reservoir), more than 2 km under the seabed of the North Sea. The project layout is depicted in Figure 1-1 below:



Figure 1-1: Project Location



1.2. Document Scope and Objective

The objective of this document is to show the organisational structure required by the Developer's team to develop the Peterhead CCS Project through the Execute phase, from FID (i.e. execution of the Project contract with DECC) to handover to Operations after first injection of CO₂ and successful completion of the Commercial Proving Period.

The Operations organisation which will be established during the Execute phase of the Project and will take on responsibility for operating the CCS chain during the Execute and subsequent Operate phase of the Project is described in Section 2.5.

A joint venture company called PCCS Ltd will be incorporated with responsibility for delivery of the Execute phase of the PCCS Project. PCCS Ltd will comprise Shell and other equity partners in the project. It is proposed that PCCS Ltd would engage Shell UK to manage delivery of the PCCS project on their behalf under an Operating and Service Agreement (OSA). Under the terms of the proposed OSA contract between PCCS Ltd and Shell UK Ltd, Shell will provide a Project Management Team responsible for delivery of the Execute phase of the PCCS project. The subsequent sections of this report describe the proposed Shell organisational structure for the Execute phase of the PCCS project. As responsibility for delivery of the Execute phase of the PCCS project will largely be delegated to Shell UK by PCCS Ltd, the project joint venture company is not described further in this document. Further information on contracting strategy can be found in the Scope of Work for Execute Contracts document (Key Knowledge Deliverable – 11.058) [1].

Organisation charts are presented which show the reporting lines of each of the key project roles within the Project Management Team and supporting function lead personnel who are required on a fulltime basis on the Project. Job descriptions for the key roles within the management team are also included in Appendix 1.

The developed organisation charts have been used to estimate staff numbers. Aligning to the overall Project schedule, an estimate has been made of when staff will be required which is used to develop the manpower histogram included in Appendix 2.

Similar to the present FEED phase, the Developer's team will be supported by a PMO (Project Management Office). The services which will be provided by the PMO are described in Section 2.4.5.

1.2.1. Exclusions

This document does not describe:

- The PCCS venture organization intended to be set up to facilitate delivery of the project;
- General support functions such as HR (Human Resources), IT (Information Technology), Finance etc.
- Organisation arrangements for the contractor organisations which will be appointed post FID.; and
- SSE execution organisation will be appointed post FID similar to other subcontracts.



2. Organisation Structure

2.1. Governance Structure

The Opportunity Realisation Process (ORP) is Royal Dutch Shell's (Shell's) approach for managing opportunities such as capital projects, acquisition/divestment opportunities, infrastructure investments or "integrated" opportunities. Shell has developed an Opportunity Realisation Standard (ORS) framework which supports delivery of the ORP. The ORS does not prescribe mandatory deliverables or templates but rather expects that the project's BOM (Business Opportunity Manager) will apply judgement in deciding how best to support key project activities.

The PCCS project governance structure has been developed in accordance with Shell's ORS. The governance structure/line of sight defined in the ORS is summarized herewith in Figure 2-1 and is comprised of the following elements:

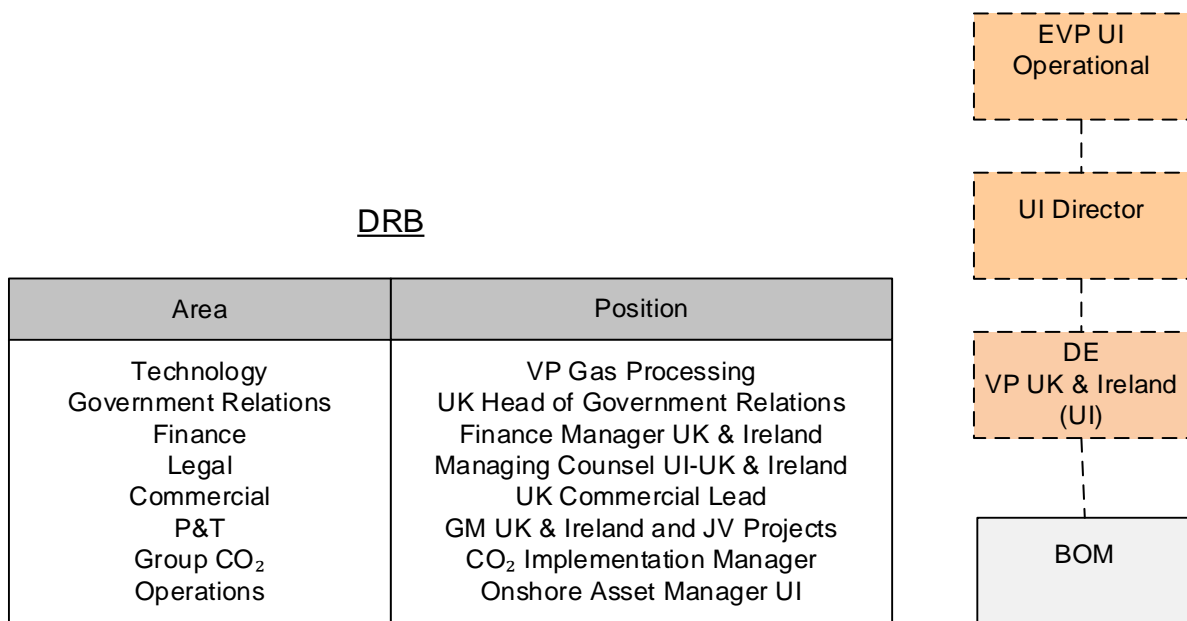


Figure 2-1: PCCS Governance Structure

The Decision Executive (DE) and the Business Opportunity Manager (BOM) provide leadership to the project team focusing on maximising the value generated by each project opportunity. The holders of these roles provide linkage to the senior management structure within Shell. For PCCS, this lies within the UK & Ireland region of Shell's Upstream International (UI) business which is ultimately managed by the EVP (Executive Vice President) UI.

The DE is accountable for the overall Peterhead CCS opportunity, including making decisions within his/her (financial) authority and referring decisions which require higher authority up the line of sight.

The DE is supported and advised by the Decision Review Board (DRB), notably for decision making and decision quality, in the delivery of the PCCS opportunity. DRB membership has been selected to reflect the specific nature, risks and characteristics of the PCCS Opportunity and may evolve as the Project progresses towards the Operate phase.



The BOM has delegated responsibility for the overall management and delivery of the PCCS opportunity and is accountable to the DE. As such, the BOM ensures the full integration of all the technical, economic (and financial), commercial, organisational and stakeholder and other political aspects (internal and external) in the opportunity.

A Business Opportunity Team (BOT) has been established for the PCCS project consisting of the BOM plus the Project Manager, Commercial Manager, Project legal Counsel and Senior External Relations Advisor assigned to the Project. The role of the BOT is to support delivery of the BOM's role.

The Project Manager has responsibility for the overall management and delivery of the opportunity, and is accountable to the BOM. Under Shell's management structure, the Project Manager is also responsible for project execution aspects such as legislative compliance; Health, Safety Security & Environment, Social Performance, quality, cost and schedule management. Accountability for these delivery aspects is managed via Shell's line management structure and not the Project BOM.

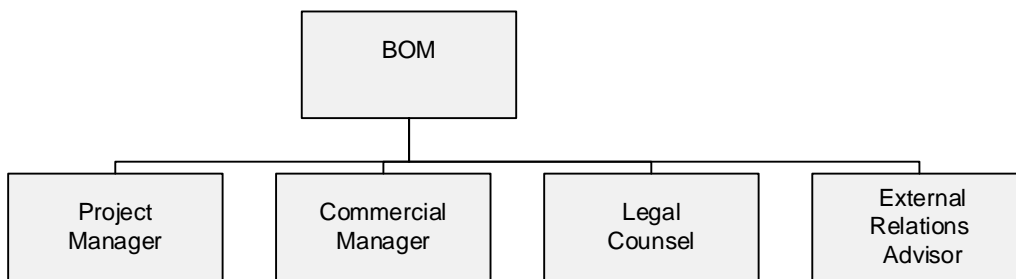


Figure 2-2: Business Opportunity Team (BOT)

2.2. Project Management Team

The Project is led by a Project Manager supported by a full time, dedicated project management team. The selected Project Manager is required to satisfy various qualifying criteria under Shell's management systems, including holding in excess of 20 years' experience in capital project execution.

The selected project management team structure shown in Figure 2-3 below has been developed to ensure that all key aspects of Project delivery are covered by the project management team leads.

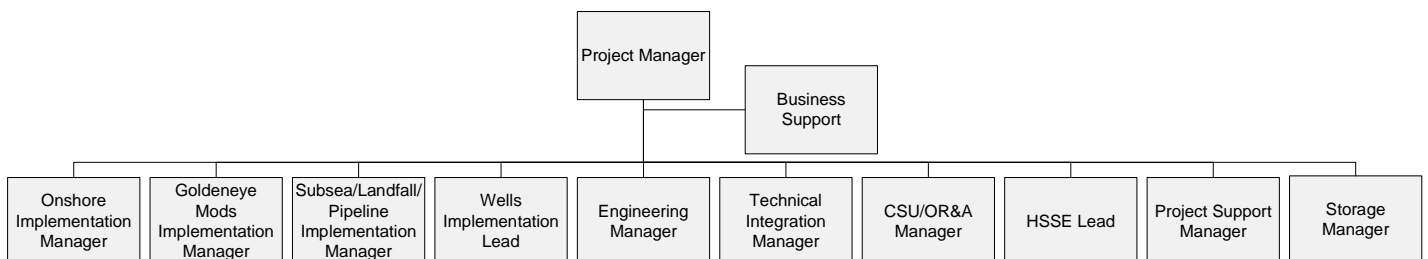


Figure 2-3: PCCS Project Management Team



2.3. Delivery Functions

The full CCS chain works have been divided into four implementation teams in line with the proposed EPC Contracts which will be delivered during Execute:

- Onshore Implementation Team;
- Goldeneye Implementation Team;
- Wells Implementation Team; and
- Subsea/Pipeline Implementation Team.

These implementation teams are delivery functions which are accountable principally for managing their respective EPC contractor scopes as well as legislative & HSSE compliance, and cost & schedule aspects.

2.3.1. Onshore Implementation Team

The onshore implementation team is responsible for the executed scope of the onshore carbon capture, compression and conditioning plant EPC Contract as well as managing the interface with SSE and implementation of the power station modifications.

An Integrated Site Coordination Team (ISCT) will manage interfaces and resolve conflicts associated with the schedule critical path relating to construction activities within the Peterhead Power Station. The ISCT will manage interfaces from the earliest construction interfaces at the Peterhead Power Station through to the completion of performance tests. Prior to this the engineering teams will manage their interface with their various disciplines and with other various engineering teams.

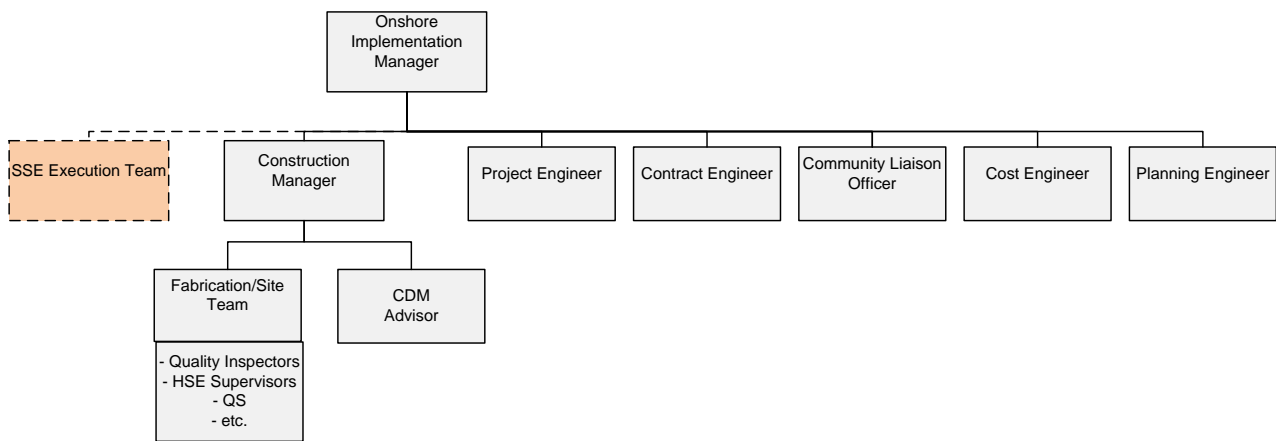


Figure 2-4: Onshore Implementation Team

2.3.2. Goldeneye Implementation Team

The Goldeneye Implementation Team is responsible for the executed scope of the Goldeneye modifications EPC Contract as well as supporting logistics, interface with rig and the methanol upgrade work at St Fergus.

The Goldeneye Implementation Team will also closely liaise with the subsurface team to ensure the hardware required to support the Projects Measurement Monitoring and Verification (MMV) Plan commitments are installed and operable at start-up.



The interface between Platform Operations and the Project will be managed in a similar way as other interfaces. The Project team interfaces directly with the Goldeneye Asset team within Shell to ensure that Project Plans are not incompatible with the duties and obligations that Shell has as Operator to the Goldeneye Joint Venture.

This execution team will be required to work closely with the existing platform operations and maintenance team.

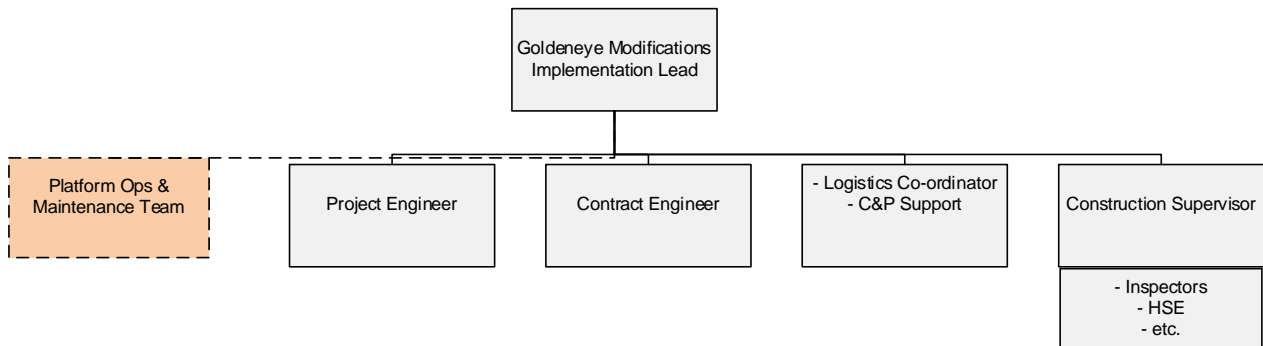


Figure 2-5: Goldeneye Implementation Team

2.3.3. Wells Implementation Team

The wells implementation team is responsible for the delivery of the Project’s wells scope in compliance with Shell’s Global Wells Delivery Process. Personnel will be supplied on an as required basis from within the Shell organisation.

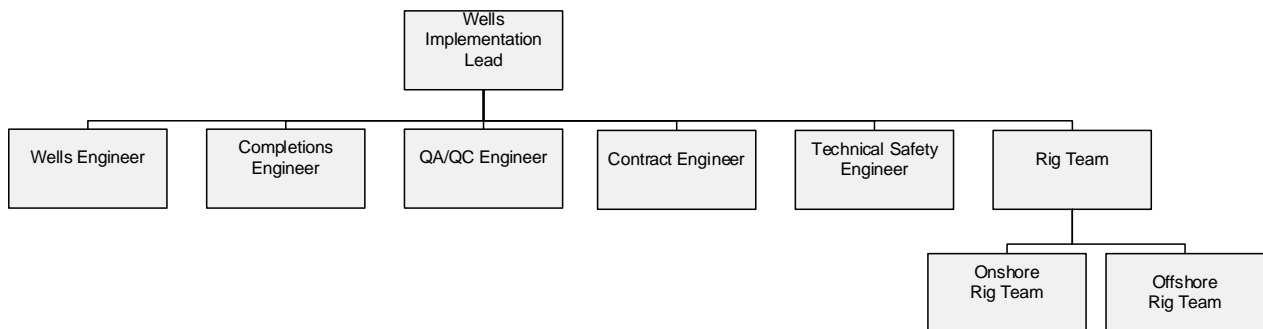


Figure 2-6: Wells Implementation Team

2.3.4. Pipelines/Subsea Implementation Team

The pipelines/subsea implementation team is responsible for the executed scope of the landfall, pipeline & subsea EPCI Contract as well as supporting logistics, interface with Goldeneye platform and landfall at the Peterhead Power Station. Personnel will be supplied on an as required basis from within the Shell organisation.

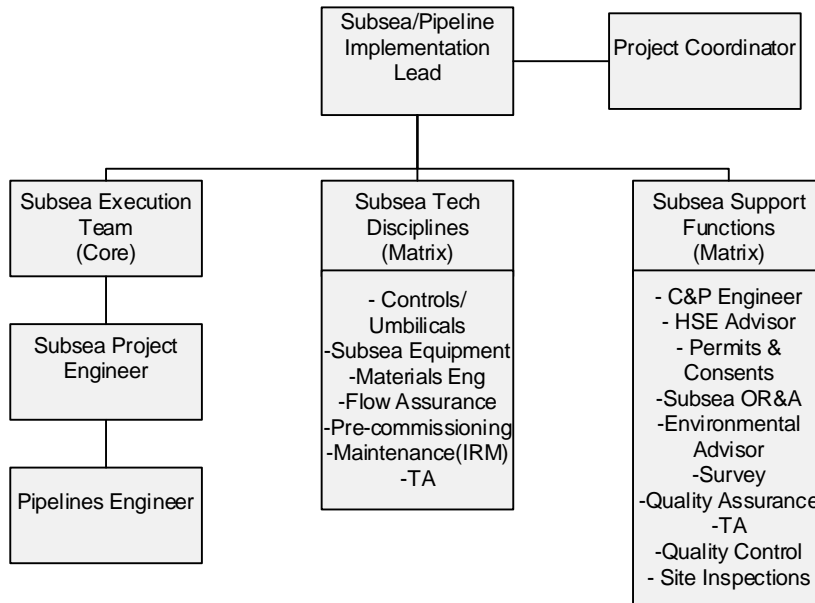


Figure 2-7: Pipelines/Subsea Implementation Team

2.4. Support Functions

As well as the four implementation teams detailed above, a number of other support functions are required to cover full-chain responsibilities in their respective areas. The function leads will be dedicated to the Project full time during the Execute phase.

2.4.1. Engineering Team

The Engineering team is accountable for full chain engineering support and quality assurance/control for all project phases as well as technical integrity verification.

Onshore technical assurance is provided by SSE and the PMO, with offshore technical assurance provided by Shell.

The Project Quality Team report to the Engineering Manager and are responsible for both Quality Control (QC) and Quality Assurance (QA) of full-chain quality activities.

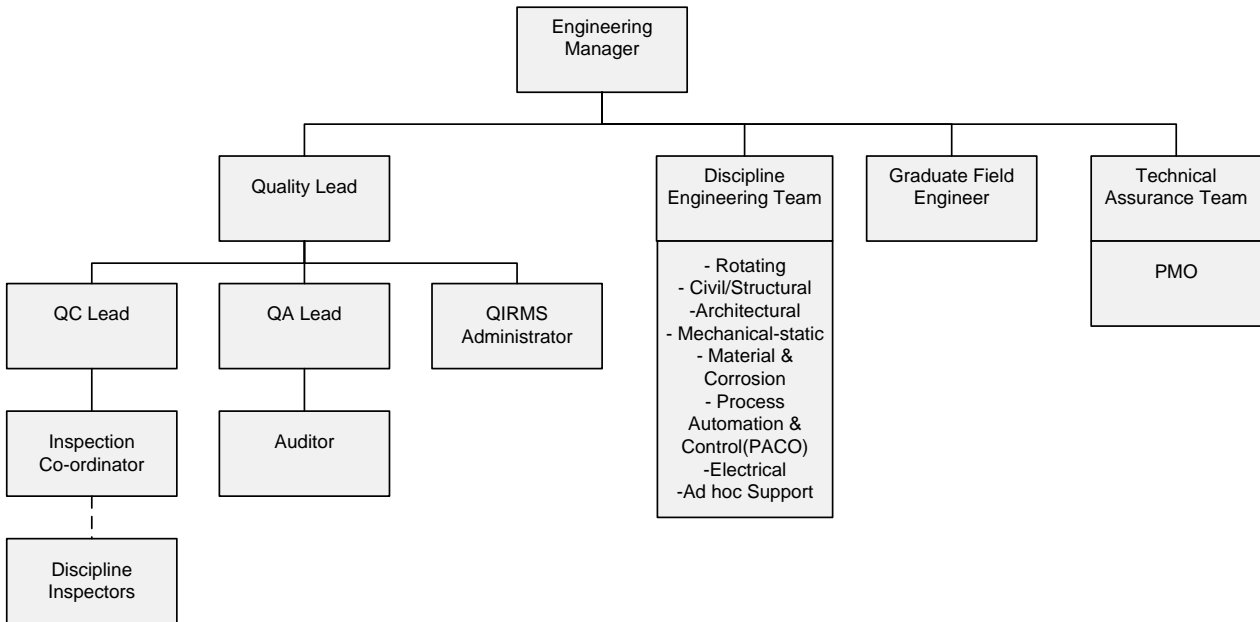


Figure 2-8: Engineering Team

2.4.2. Technical Integration Team

The Technical Integration team is accountable for technology support (primarily associated with Cansolv as the CO₂ capture technology provider) to the Project Team and full-chain process integration as well as development and implementation of the Project Interface Management System which is deemed critical for the success of the full-chain project. The team is accountable for meeting full-chain knowledge transfer commitments to DECC.

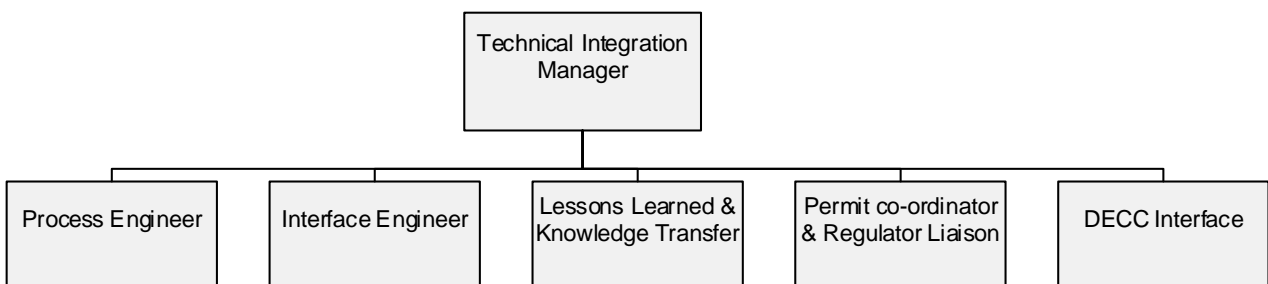


Figure 2-9: Technical Integration Team

2.4.3. CSU and OR&A Team

The Commissioning and Start-up (CSU) and Operations Readiness & Assurance (OR&A) team are accountable for all full chain CSU & OR&A scope. The CSU and OR&A Manager and Commissioning Manager position will be recruited to the Project after FID. The Facility manager and the Operations manager are not project staff but are part of the existing asset organisation and are the "Duty Holder" of the asset. They will interface with the OR&A team throughout the execution phase



and the responsibility of the installed assets will be formally handed over from the Project Manager to the Facility manager at start-up.

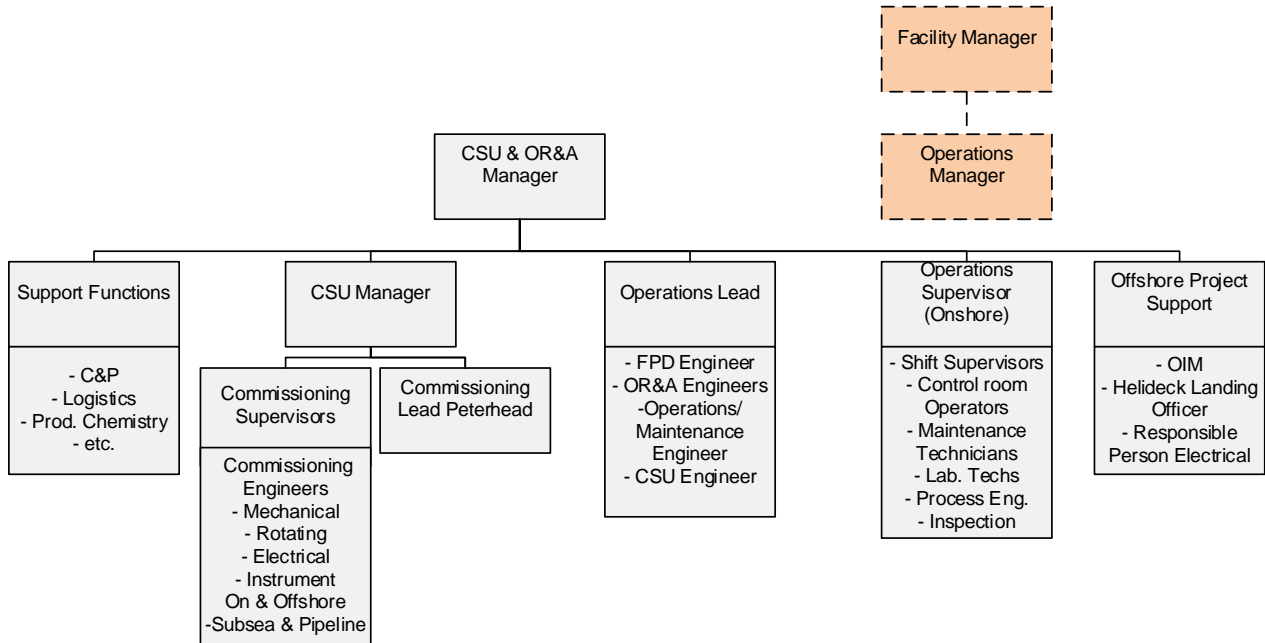


Figure 2-10: CSU and OR&A Team

2.4.4. Project Support Team

The Project Support team is accountable for delivering all full chain support functions including all reporting. The Project Support Manager position will be specifically recruited by the project, and will be advertised after FID.

Whilst the Project Services Lead and C&P Lead are full-time dedicated to the Project, they will be assigned from their respective function teams within the Shell organisation.

The Project Support Manager will be the contract holder for the PMO contract.

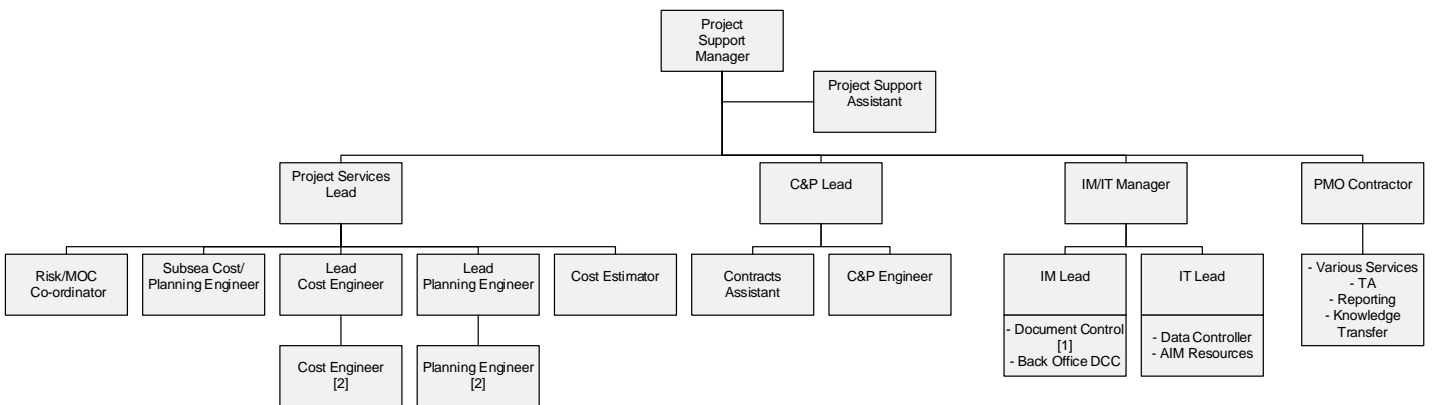


Figure 2-11: Project Support Team



2.4.5. PMO

The PMO will provide Project Management Office and Technical Assurance services for the Execute phase of the project through to completion on support of the Shell Project Management Team. The PMO will provide necessary office support services, management, administration, quality assurance, safety, project services, project reporting, information management, risk and interface management, supervision and personnel that may be necessary to manage and control the execution of their works.

The PMO will operate in support of the Shell Project Team and provide the Technical Assurance required for the Onshore CCCC Plant, and review Execute Deliverables and their Integration / Interfacing. The PMO will be responsible for supporting the Project’s DECC reporting and monitoring requirements based around monthly reviews and quarterly gateway reviews, as well as supporting the Knowledge Transfer and Management, and interface processes with DECC. The PMO may also be used to provide personnel as required to support and integrate into the Shell Project Management Team.

2.4.6. HSSE Team

The HSSE Lead is the appointed HSSE person accountable for all full-chain HSSE deliverables and the Project’s HSSE Management System supported by HSSE specialist staff from within Shell’s organisation. Whilst the implementation and delivery leads are responsible for HSSE compliance within their work scopes, the HSSE team will have oversight of all HSSE resources across these teams.

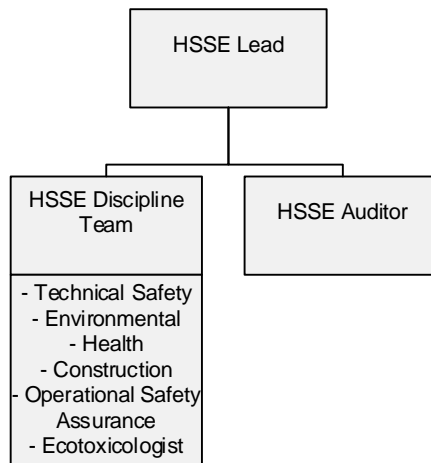


Figure 2-12: HSSE Team

2.4.7. Storage Team

To emphasise the difference between conventional oil and gas operations and Carbon Capture and Storage, the subsurface resources required to support the Project will be called the “Storage Team” as shown in Figure 2-13 below. They will focus on meeting the commitments in the MMV Plan and prepare for the injection phase. All of these positions will be filled on a part-time basis from the existing matrix pool of specialists in Shell’s organisation. The Storage Manager (and team) will report to the Project Manager, as shown in Figure 2-3.

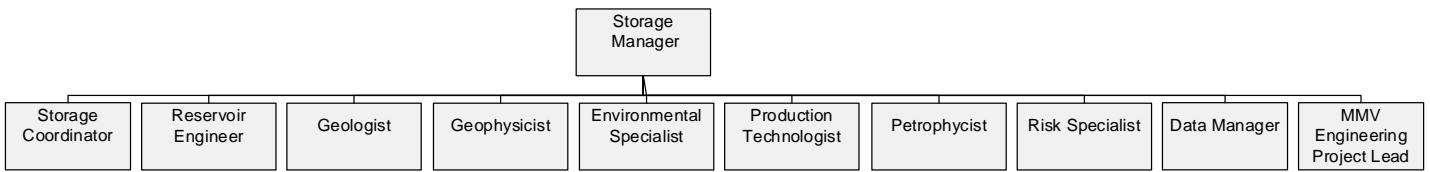
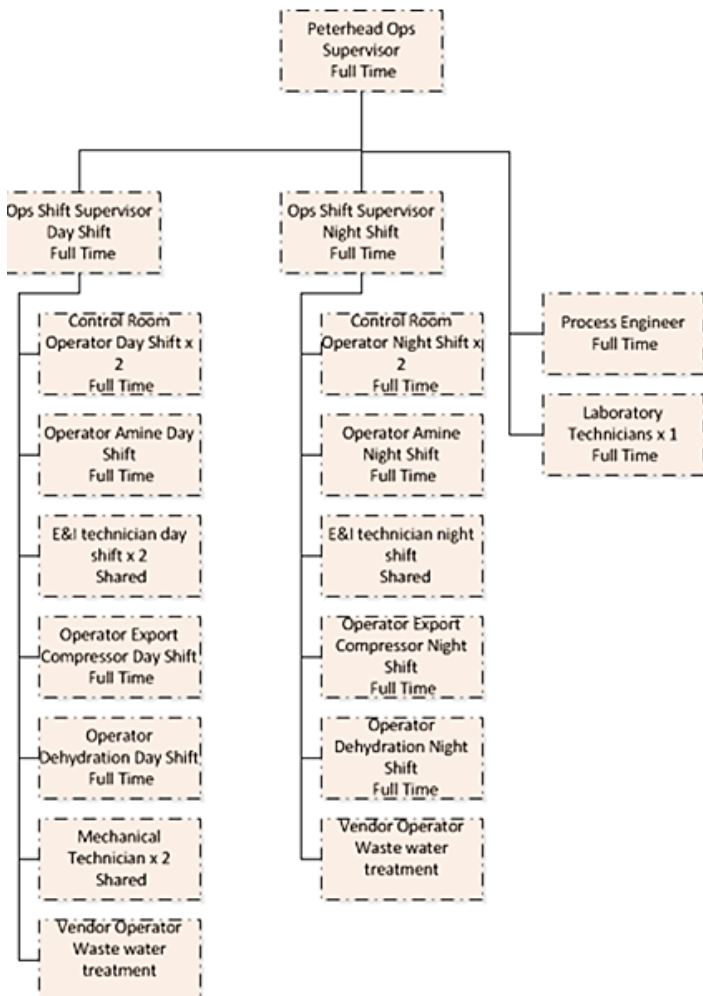


Figure 2-13: Storage Team

2.5. Operations Team

An operations team will be formed shortly after moving in to the Execute phase of the Project commencing with the appointment of a CSU & OR&A Manager and Operations Manager. The Operations Manager will be responsible for the interface between the Project team and the existing assets at Peterhead, St. Fergus and Goldeneye. Other team members will be assigned or recruited by the core operations staff as the Project progresses to undertake operations project design leading through to pre-commissioning, commissioning and start-up. This will include development of procedures and safe work practices in preparation for commissioning and start-up activities.

A small core operations team is proposed which will not be sufficient to cater for the transient activities seen during early plant commissioning and start-up when additional personnel will be required. The operations team structure for the first two years of operation is presented in Figure 2-14: Initial Operations Team Structure below. The envisaged manpower has been included in present operating estimates. The indicated roles and number of personnel are based upon an assumed 24/7 5 shift system.



Position	Roles	Persons required
Ops Supervisor (Dayshift)	1	1
Process Engineer (Dayshift)	1	1
Ops Shift Supervisor (Days & Nights)	1	5
Operator Export Compressor (Days & Nights)	1	5
Operator Amine (Days & Nights)	1	5
Operator Dehydration (Days & Nights)	1	5
Control Room Operator (Days & Nights)	2	10
Laboratory Technician (Days)	2	2
Mechanical Technician (Days)	2	2
E&I Technician (Days & Nights)	1	5
E&I Technician (Days)	1	1
Total	14	42

Figure 2-14: Initial Operations Team Structure

In addition, there will be a number of shared services and support requirements once the PCCS Project is operational. These anticipated requirements are shown in Figure 2-15 below.

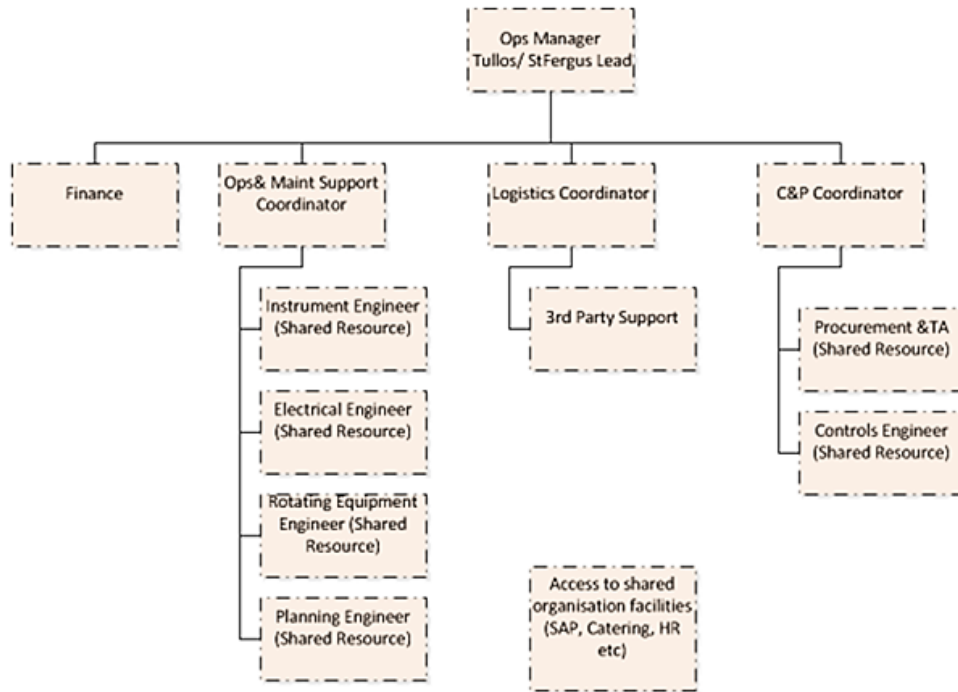


Figure 2-15: Share Services and Support Requirements

The operating team structure will be reviewed during Execute to further clarify the interface between onshore support organisation and the opportunity for shared resources.



3. Histogram

Not all staff will be required at the start of the Execute phase. Appendix 2 shows the manpower histogram which has been used to develop the Developer's cost estimate. The exact number and functions of staff will be reviewed on a regular basis and adapted to meet the needs of the Project.

4. Resourcing and Onboarding

Where practically possible, staff continuity from the FEED phase will be maintained into the Execute Phase. There will be no new recruitment of staff before a successful FID. The Project team will be populated with a combination of:

- Dedicated resourced staff;
- Dedicated assigned personal from various Shell support functions (e.g. HSSE, Project Services, C&P, etc.); and
- Part-time support staff in functional roles, as and when required.

The Project team will be comprised of a combination of Shell and contract staff, supported by the PMO.

Any dedicated resourced staff vacancies will be advertised immediately after FID to be in place by the time the Project Contract with DECC is executed.

Onboarding tools developed during the FEED phase to orient new team members about the PCCS project scope and also specific technical safety aspects of working with CO₂ as opposed to hydrocarbons will be used as a basis for onboarding staff on commencement of the Execute phase of the Project.

5. Conclusion

This document defines the organisational structure required to successfully deliver the Execute phase of the PCCS Project. This will require the deployment of an adequately trained, skilled and competent workforce which are informed on the First Of A Kind (FOAK) and CCS specific risks and issues identified during FEED.

Organisational teams and individuals will be required at different stages throughout the execute phase. A histogram is provided (in Appendix 2) identifying the timing associated with their anticipated involvement.

While it is necessary that the size, function and timing of the workforce involvement remains open for review throughout the execute phase, lessons learned from the FEED phase of the Project and also other CCS projects means that it is unlikely that the organisational structure in Execute would deviate significantly from that defined within this document.



6. References – Bibliography

1. Scope of Work for Execute Contracts document (Key Knowledge Deliverable – 11.058)



7. Glossary of Terms

Term	Definition
ALARP	As Low As Reasonably Practicable.
AOR	Asset Owner Readiness
BDEP	Basic Design and Engineering Package
BDP	Basic Design Package (for the capture technology)
BfD	Basis for Design
BOM	Business Opportunity Manager
BOSIET	Basic Offshore Safety Induction and Emergency Training
BOT	Business Opportunity Team
C&P	Commercial & Procurement
CCCC	Carbon Capture Conditioning and Compression
CCGT	Combined Cycle Gas Turbine
CCS	Carbon Capture Storage
CEMS	Competence Assessment and Evidence Management (Shell system to record competency)
CMCP	Category Management and Contracting Process
CO ₂	Carbon Dioxide
CP	Contracting & Procurement
CPPM	Contracting and Procurement Procedure Manual
CQI	Chartered Quality Institute
CSU	Commissioning and Start-up
CTR	Cost, Time and Resources
DCAF	Discipline Controls & Assurance Framework
DE	Decision Executive
DECC	Department of Energy and Climate Change
DRB	Decision Review Board
EAC	Estimate at Completion
EMEA	Europe, Middle East and Africa
EPC	Engineering, Procurement and Construction
EPCI	Engineering, Procurement, Construction and Installation
FEED	Front End Engineering Design
FID	Final Investment Decision
FIM	Fountain Incident Management
FOAK	First Of A Kind
FPD	Flawless Project Delivery
H&SE	Health and Safety Executive
HDD	Horizontal Directional Drill
HIRA	Health impact Risk Assessment
HR	Human Resources
HRA	Health Risk Assessment
HSSE	Health, Security Safety & Environment
IM	Information Management
IPA	Independent Project Analysis (benchmarking Company)
ISCT	Integrated Site Coordination Team
IT	Information Technology



Term	Definition
ITB	Invitation to Bid
ITT	Invitation to Tender
JNCC	Joint Nature Conservation Committee (public body that advises UK Government and devolved administrations on UK-wide and international nature conservation)
KPI	Key Performance Indicator
MMV	Measurement Monitoring and Verification
MOA	Manual of Authorities
MoC	Management of Change
MOR	Managed Open Resourcing
MPDS	Multi-purpose dynamic simulation
NEBOSH	National Examination Board in Occupational Safety and Health
NVQ	National Vocational Qualification
OPMG	Opportunity & Project Management Guide
OR	Operations Readiness
OR&A	Operations Readiness and Assurance
ORP	Opportunity Realisation Process
ORS	Operations Realisation Standard
OSA	Operating and Service Agreement
P&T	Projects and Technology
PCAP	Project Controls and Assurance Plan
PCCS	Peterhead Carbon Capture & Storage
PDF	Projects Delivery Framework
PLT	Project Leadership Team
PMO	Project Management Office
PPS	Peterhead Power Station
PQP	Project Quality Plan
PSM	Project Support Manager
PSUA	Pre Start-up Audit
PtW	Permit to Work
QA/QC	Quality Assurance / Quality Control
QIRMS	Quality Inspection Reporting Management System
RtP	Requisition-to-pay
SD	Sustainable Development
SEPA	Scottish Environmental Protection Agency
SIMOPs	Simultaneous Operations
SNH	Scottish National Heritage
SoF	Statement of Fitness
SP	Social Performance
SPA	Special Protected Area
SSE	SSE Generation Limited
TA	Technical Authority
TQ	Technical Query
UI	Upstream International
VIP's	Value Improvement Practice(s)
VOWD	Value Of Work Done



Term	Definition
WBS	Work Breakdown Structure



APPENDIX 1. Job Descriptions

A1.1. Business Opportunity Manager

The Business Opportunity Manager (BOM) reports to the PCCS Project's Decision Review Board. The BOM directly oversees the project and is responsible for the coordination between commercial, legal, project team and venture support teams and as such is responsible for overall integrated management and delivery of the opportunity.

The BOM's responsibilities furthermore include:

- Manage upside and downside.
- Manage and address risks across technical, economic (and financial), commercial, organisational and stakeholder and other political aspects (internal and external) in the opportunity.
- Manage Project interfaces.
- Stakeholder communications.
- Develop and agree opportunity mandate with Decision Executive.
- Define and resource opportunity team.
- Stakeholder management and negotiation.
- Decision quality management.
- Leadership and team management.
- Evaluate and frame opportunity.



A1.2. Project Manager

The Project Manager reports to the General Manager of Operated Projects in UK & Ireland and is responsible for the development and delivery of the project in accordance with Shell's internal quality management processes, to the required technical specifications and HSSE requirements, within schedule and budget. These responsibilities are discharged through leading, managing and integrating the activities of the Shell Project Management Team, and those of supporting Shell affiliate specialists and contractors.

The Project Manager is responsible for the integration of the Onshore Carbon Capture and Storage Plant, the SSE (third party) brownfield work at the Peterhead Power Station site, the Offshore Pipeline, Goldeneye Platform Modifications and Wells Work-over scopes.

DURATION

The Project Manager's role, as described above, will continue for the duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
- Be an HSSE role model.
- Drive a culture of Goal Zero performance in all aspects of the project activities.
- Develop a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out
- Lead the development of a collaborative full chain HSSE Plan and roll it out to all parties involved in the project.
- Active participation in all relevant HSSE initiatives.
- Integration of HSSE issues and requirements in the Project strategy, plans, and decisions.
- Ensure reduction of HSSE & SP Risks associated with project activities to levels As Low As Reasonably Practicable (ALARP).
- Ensure integration of HSSE support, welcoming challenge and implementing governance to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system. This includes welcoming challenges and implementing governance.
- Participate in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
- Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
- Establishing and maintaining a close working relationship with the Shell Project Management Team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the Project HSSE responsibilities are maintained.
- Lead, manage, coach and motivate the Project team to comply with HSSE requirements.
- Actively engage HSSE expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
- Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.



- Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell’s requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into Shell recording system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
 - A statement of fitness is created that is compliant with Shell requirements.
- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.

QUALITY

- Communicating to the Project team the importance of meeting stakeholders and statutory requirements.
- Communicating to the Project team the importance of the Project Quality Management System as a means of assured Quality.
- Ensuring quality objectives are aligned with Quality Policy and clearly understood within the project team, including the contractors.
- Participating actively in quality activities, reviewing audit results and attending Project Quality Management Systems reviews.
- Ensuring the availability of resources within the Project.
- Actively promoting participation in all relevant quality initiatives / awareness.

DUTIES \ REPORTING

- Working closely with Decision Executive and BOM to ensure the Project delivers its identified value.
- Building, management and coordination of the Project Management Team. Mentoring, coaching and staff development as required.
- Establishment of a Project team-building and development plan applicable for the Shell and EPC Contractors’ teams for all project phases.
- Application of team working principles between Shell project team and the EPC Contractors such that control is exercised whilst contractual responsibilities and liabilities are maintained.
- Preparation and maintenance of the Project Execution Strategies and Plans.
- Preparation of Levels 1, 2 and 3 Project Schedules reconciled between the Project Support Team and the EPC Contractors.
- Establishment of a cost and schedule control system in close liaison with Shell’s finance and project services functions within the Project Support Team, aligned with that of the EPC Contractors to be used to monitor and control costs and schedule.



- Managing project deliverables in line with the Project Execution Plan. Recording and managing project issues and escalating where necessary.
- Monitoring and managing Project costs, progress and performance; steering the Project in agreement with stakeholders.
- Working across required interfaces to support project execution.
- Establishing a Project Quality Management System and ensuring the adherence of Shell Project Team and the EPC Contractors.
- Identification and management of project risks.
- Making the appropriate use of the expertise of Shell and its affiliates through the applicable Service Agreements to ensure that the project quality and technical integrity requirements are met.
- Establishment and management of the change control procedure to ensure that change are minimised.
- Establishing Contracting and Procurement (C&P) strategies, plans and procedures for all phases of the project making use of Shell C&P expertise and aligning with the EPC Contractors.
- Development of the scope of work, ITB and contract, bid evaluation and award of contracts to applicable Contractors for the current and subsequent phases of the project.
- Ensuring that the work of the EPC Contractors is implemented in accordance with applicable safety, environment, operability, efficiency and maintainability standards in accordance with the contract and within the target budget and schedule.
- Keeping the BOM fully informed of progress of the work through the provision of regular cost and schedule progress reports. Liaison with Finance and C&P personnel within the Project Management Team to ensure no support activity is left undone and that all three disciplines are co-ordinated.

QUALIFICATIONS AND EXPERIENCE

- 20+ years of Project Management experience.
- Track record of managing projects, or being responsible for managing part of project scope in large capital projects.



A1.3. Onshore Implementation Manager

The Onshore Implementation Manager reports to the Project Manager and leads an Implementation Team to manage effectively the Engineering, Procurement and Construction (EPC) Contractor for the Onshore facilities following completion of the FEED. The scope covers the Carbon Capture, Compression and Conditioning Plant (CCCC), along with the utility tie-ins to the Peterhead Power Station units associated with the PCCS Project. The Onshore Implementation Manager will work with the Onshore Implementation Contractor to ensure safety and quality of activities and deliverables.

The Onshore Implementation Manager is responsible for ensuring compliance with the requirements of Shell Project Standards, guides and VIP's and those of any applicable contracts.

The Onshore Implementation Manager is a member of the Project Leadership Team and is accountable for delivery of the Onshore Implementation Scope within agreed cost and on schedule.

DURATION

The role of the Onshore Implementation Manager will continue for the duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance in all aspects of the onshore project activities working.
 - Developing a 'one team' HSSE culture at the Peterhead Power Station by regularly interfacing with the SSE Project Manager, Landfall-Pipeline-Subsea Implementation Lead and EPC Contractor to ensure effective HSSE integration across the delivered scope of work.
 - Immediate intervention should any HSSE related concern be identified.
 - Implementation of a "Right to Stop the Job" culture across the EPC Contractor's organisation and its sub-contractors for any HSSE related concern.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans and decisions.
 - Building a 'one team' culture, ensuring that the EPC Contractor's behavioural safety culture is rolled out effectively by them to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcoming challenge and governance, maintaining and ensuring effective application of Shell's HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative



- attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractor under the contract are maintained.
- Leading, managing, coaching and motivating the Project Onshore Implementation Team.
 - Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
 - Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- Ensure:
 - The Onshore EPC Contractor and its sub-contractors undertake detailed design, construction and modifications in accordance with the Project Basis for Design, Shell design and engineering requirements, and/or industry standards as applicable.
 - The Onshore EPC Contractor and its subcontractors fully comply with the agreed HSSE contractual requirements.
 - Emergency Response plans are established, interfaced with the appropriate parties and exercised throughout the detailed design and construction phases, including those for medical emergencies and spills or releases to the environment to maintain preparedness.
 - Compliance with the required H&SE, SEPA, DECC, JNCC, SNH etc., regulatory requirements including, but not limited to permits and consents, environmental commitments etc., throughout the scope execution to guarantee that the operate phase will be sanctioned.
 - Health risks are systematically identified, recorded as part of the update to the project Health Risk Assessment and controls integrated as part of the detailed design process to ALARP.
 - Health risks to individuals carrying out detailed design and construction are identified, recorded as part of the construction HRA and controlled to ALARP
 - Security risk assessment and management is conducted in accordance with Shell’s requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
 - Ensure that full chain HSSE risks identified by the Onshore EPC contractor are identified, recorded and controlled across the full Project CCS chain, and transferred between EPC Contractors as appropriate to create a full chain ALARP design.
 - Ensure that the necessary onshore information is created to complete the PCCS Statement of Fitness requirements.
 - Implement the following Shell requirements as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractor and its team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
 - Ensure Onshore Implementation compliance with the agreed H&SE (Health & Safety Executive) requirements.



QUALITY

- Ensuring Onshore Implementation compliance with the Project Quality Management Plan.
- Demonstrating commitment and personal accountability for achieving the Project Quality objectives.
- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES / REPORTING

- Contract Holder for the Onshore EPC Contract.
- Build a close relationship with SSE's Power Plant Construction leadership team and Peterhead Power Station operations team to ensure good cooperation and effective interface management;
- Be the Shell Contract Representative for the Execute phase agreements with SSE.
- Functional leadership driving continuous improvement toward top quartile performance.
- Establishment and delivery of the onshore implementation vision for the Project consistent with the Project's value drivers.
- Assisting development and assessment of key strategic and tactical decisions framing them into the onshore implementation execution strategy.
- Establishment and maintenance of a close working relationship with the Onshore Implementation Contractor through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the Contractor under the contract is maintained.
- Ensure that the Onshore Implementation Contractor's work is implemented in accordance with their EPC Contract.
- Accountable for onshore engineering, construction, logistics and infrastructure input into the Project Execution Strategy and Plan.
- Ensure the early development of the construction safety management processes, procedures and strategies designed to deliver Goal Zero during construction and start-up of the facility.
- Build overall Onshore Implementation Team commensurate with the nature of the implementation contract.
- Accountable for management of fabrication and installation of the modules quantified for the CCCC plant and management of construction integration with existing power station within the constraints of the prevailing implementation contract(s).
- Ensure strict adherence to project quality, health, safety, environmental, cost, and schedule guidelines.
- Apply a rigorous Management of Change (MoC) process with a 'no change' mind-set.
- Support Shells's 'Flawless' Project Delivery activities. – aimed at removing 'flaws' in the Project prior to start-up.
- Champion Technical Query (TQ) performance against measurable construction targets as part of the overall project TQ Gap Closure Plan(s).
- Liaise with Engineering, Project Delivery and Commissioning and Operations teams to ensure systemised handover to the CSU Manager.



- Liaise with the Operations team to ensure that handover of systems is planned and managed efficiently and all documentation is in place to enable final handover to operations.
- Ensure data is provided to enable the Project Support Manager to communicate the project's performance.
- Accountable for completion of Onshore Implementation related Project deliverables for the Execute Phase of the Project.
- Participate in project assurance reviews, and supporting development of Project Execution Strategies and Plans.
- Cost, schedule, resource and MoC management for the Onshore Implementation scope.
- Constructability and construction management for the Onshore Implementation scope.
- Integration with other Project scopes to ensure consistency of common equipment, controls, and design.
- Ensuring coordination between the EPC Contractors.
- Managing Onshore Implementation project risks, reviewing / escalating when necessary.
- Lead, manage, train, coach and motivate the Onshore Implementation Project Support Team.
- Developing budget and resource staffing plans for Onshore Implementation scope.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the Onshore Implementation requirements are met.
- Assessing the Onshore Implementation competence levels of the EPC Contractor's team and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the Onshore Implementation Contractor and Shell specialists in the establishment of the Project Specific Implementation Standards.
- Ensuring that the Project Manager is kept fully informed of the Onshore Implementation aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.

STAKEHOLDER/INTERFACE MANAGEMENT

- Establish and manage a close working relationship with the power station (SSE).
- Manage the relationship with the local community and other stakeholders in the Peterhead area, promoting and maintaining a positive image for the project.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Project Management experience.
- Track record on large capital projects or on part of project scope in large capital projects.



A1.4. Goldeneye Implementation Lead

The Goldeneye Implementation Lead reports to the Project Manager and leads an Implementation Team to manage the detailed design and the subsequent fabrication, installation and offshore construction Contractor for the Goldeneye offshore modifications following completion of the FEED. The scope covers modifications to the Goldeneye platform. The Goldeneye Implementation Lead will work with the Offshore Implementation Contractor to ensure safety and quality of activities and deliverables.

The Goldeneye Implementation Lead is responsible for ensuring that this complies with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The Goldeneye Implementation Lead is a member of the Project Leadership Team and accountable for delivery of the Offshore Implementation Scope within agreed cost and on schedule, and integration of the work under direct control with rest of the project.

DURATION

From FID until completion and handover of the Goldeneye modifications part of the Project.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance in all aspects of the offshore project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensuring that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Building a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE Vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractor under the contract are maintained.
 - Leading, managing, coaching and motivating the Project Goldeneye Implementation Team.
 - Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
 - Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.



- Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- Ensure:
 - The Offshore EPC Contractor and its sub-contractors undertake detailed design and construction modifications to the Goldeneye Assets in accordance with the Shell design and engineering Manuals, and/or industry standards as applicable.
 - The Offshore EPC Contractor and its sub-contractors fully comply with the agreed HSSE contractual requirements.
 - Emergency Response plans are established, interfaced with the appropriate parties and exercised throughout the detailed design and construction phases, including those for medical emergencies and spills or releases to the environment to maintain preparedness.
 - Compliance with the required H&SE, SEPA, DECC, JNCC, SNH etc., regulatory requirements including, but not limited to permits and consents, environmental commitments etc., throughout the scope execution to guarantee that the operate phase will be sanctioned.
 - Health risks are systematically identified, recorded as part of the update to the project Health Risk Assessment and controls integrated as part of the detailed design process to ALARP.
 - Health risks to individuals carrying out detailed design and construction are identified, recorded as part of the construction HRA and controlled to ALARP.
 - Security risk assessment and management is conducted in accordance with Shell’s requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards Ensure that full chain HSSE risks identified by the Goldeneye Implementation Contractor are identified, recorded and controlled across the full Project CCS chain, and transferred between EPC Contractors as appropriate to create a full chain ALARP design
- Ensure that the necessary offshore information is created to complete the PCCS Statement of Fitness requirements
- Implement the following Shell requirements as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.



DUTIES \ REPORTING

- Contract Holder for the Goldeneye Modifications EPC Contract.
- Build a close relationship with Shell's Logistics Function to ensure that the 'walk to work' vessel is available when required and the interfaces are managed effectively to support the offshore construction programme and meet project objectives.
- Functional leadership driving continuous improvement.
- Establishment and delivery of the offshore implementation vision for the project consistent with the project value drivers.
- Assisting development and assessment of key strategic and tactical decisions framing them into the offshore implementation execution strategy.
- Establishment and maintenance of a close working relationship with the Goldeneye Modifications Contractor through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the Contractor under the contract is maintained.
- Ensure that the Goldeneye Modifications Contractor's work is implemented in accordance with their EPC Contract.
- Accountable for offshore construction, logistics and infrastructure input into the Project Execution Strategy and Plan.
- Ensure the early development of the offshore safety management processes, procedures and strategies designed to deliver Goal Zero during construction and start-up of the facility.
- Build overall Offshore Implementation Team commensurate with the nature of the implementation contracts.
- Accountable for management of fabrication and installation of the modifications for Goldeneye platform and management of construction integration with existing platform constraints.
- Ensure strict adherence to project quality, health, safety, environmental, cost, and schedule guidelines.
- Apply a rigorous Management of Change (MoC) process with a 'no change' mind-set.
- Champion Technical Query (TQ) performance against measurable installation targets as part of the overall project TQ Gap Closure Plan(s).
- Support Shell's 'Flawless' Project Delivery activities. – aimed at removing 'flaws' in the Project prior to start-up.
- Ensure the application of the Quality Management Plan during the Offshore Implementation phase.
- Liaise with Engineering, Project Delivery, and Commissioning and Operations teams to ensure systemised handover to the CSU Manager.
- Liaise with the Operations team to ensure that handover of systems is planned and managed efficiently and all documentation is in place to enable final handover to operations.
- Ensure data is provided to enable the Project Support Manager to communicate the project's performance.
- Accountable for completion of Offshore Implementation related Project deliverables for the Execute Phases of the Project.
- Participate in project assurance reviews, and supporting development of Project Execution Strategies and Plans.
- Cost, schedule, resource and MoC management for the Offshore Implementation scope.
- Constructability and construction management for the Offshore Implementation scope.



- Integration with other project scopes to ensure consistency of common equipment, controls, and design.
- Ensuring coordination between the EPC Contractors.
- Managing Offshore Implementation project risks, reviewing / escalating when necessary.
- Lead, manage, train, coach and motivate the Offshore Implementation Project Support Team.
- Developing budget and resource staffing plans for Offshore Implementation scope.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the Offshore Implementation requirements are met.
- Assessing the Offshore Implementation competence levels of the EPC Contractor's team and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the Onshore Implementation Contractor and Shell specialists in the establishment of the Project Specific Implementation Standards.
- Ensuring that the Project Manager is kept fully informed of the Offshore Implementation aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.

QUALIFICATIONS AND EXPERIENCE

- Track record in delivering brown-field modification scopes as part of large capital projects.
- Track record in delivering project scopes by means of an EPC contractor or similar.



A1.5. Wells Implementation Manager

The Wells Implementation Manager reports to the Project Manager and leads an Implementation Team to effectively manage the delivery of the wells scope of work following completion of the FEED. The scope includes all work associated with the workover of the relevant Goldeneye wells. The Wells Implementation Manager will work with the wells delivery team and the rig Contractor to ensure safety and quality of activities and deliverables.

The Wells Implementation Manager is responsible for ensuring compliance with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The Wells Implementation Manager is a member of the Project Leadership Team and accountable for delivery of the Wells Scope within agreed cost and on schedule, and integration of the work under direct control with rest of the project.

DURATION

The duration of the Wells phase of the project.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership by:
- Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance in all aspects of the Wells project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensuring that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Building a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractors under the contract are maintained.
 - Leading, managing, coaching and motivating the Project Wells Team.
 - Actively engaging HSSE expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
 - Active messaging to the Wells Project Team that HSSE is a "Given" and shall not be compromised.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.



- Ensure:
 - Wells Team undertakes detailed design and construction modifications in accordance with the Shell Design And Engineering Manuals, and/or industry standards as applicable.
 - All relevant permits and consents are developed, submitted and received for the Wells related scopes of work.
 - The Wells EPC Contractor and its sub-contractors, fully comply with the agreed HSSE contractual requirements.
 - Emergency Response plans are established, interfaced with the appropriate parties and exercised throughout the detailed design and construction phases, including those for medical emergencies and spills or releases to the environment to maintain preparedness.
 - Compliance with the required H&SE, SEPA, DECC, JNCC, SNH etc., regulatory requirements including, but not limited to permits and consents, environmental commitments etc., throughout the scope execution to guarantee that the operate phase will be sanctioned.
 - Health risks are systematically identified, recorded as part of the update to the project Health Risk Assessment and controls integrated as part of the detailed design process to ALARP.
 - Health risks to individuals carrying out detailed design and construction are identified, recorded as part of the construction HRA and controlled to ALARP.
 - Security risk assessment and management is conducted in accordance with Shell's requirements.
 - all accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Ensure that full chain HSSE risks identified the Wells Implementation Contractor are identified, recorded and controlled for the full chain of the project, and transferred between EPC Contractors as appropriate to create a full chain ALARP design
- Implement the following Shell requirements as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
- Ensure the necessary wells information is created to complete the Statement of Fitness requirements.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

**DUTIES \ REPORTING**

- Functional leadership driving continuous improvement toward top quartile performance.
- Establishment and delivery of the wells implementation vision for the Project consistent with the project value drivers.
- Assisting development and assessment of key strategic and tactical decisions framing them into the wells implementation execution strategy.
- Establishment and maintenance of a close working relationship with the Wells delivery team and rig Contractor through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the Contractor under the contract is maintained.
- Ensure that the rig Contractor work is implemented in accordance with the Contract.
- Accountable for rig logistics and infrastructure input into the Project Execution Strategy and Plan.
- Provide input to contractor pre-qualification plans and tender evaluation plans, and participate in contractor pre-qualification, tendering (clarifications) and evaluation of implementation contracts as required.
- Ensure the early development of the rig safety management processes, procedures and strategies designed to deliver Goal Zero during construction and start-up of the facility.
- Build the overall Wells Implementation Team commensurate with the nature of the implementation contract.
- Accountable for management of fabrication and installation of the wells scopes and management of integration with existing constraints.
- Ensure strict adherence to project quality, health, safety, environmental, cost, and schedule guidelines.
- Apply a rigorous Management of Change (MoC) process with a 'no change' mind-set.
- Support Shell's 'Flawless' Project Delivery activities – aimed at removing 'flaws' in the Project prior to start-up.
- Champion Technical Query (TQ) performance against measurable installation targets as part of the overall project TQ Gap Closure Plan(s).
- Support Shell's 'Flawless' Project Delivery activities – aimed at removing 'flaws' in the Project prior to start-up.
- Ensure the application of the Quality Management Plan during the Implementation phase.
- Liaise with Engineering, Project Delivery and Commissioning and Operations teams to ensure systemised handover to the CSU Manager.
- Liaise with the operations team to ensure that handover of systems is planned and managed efficiently and all documentation is in place to enable final handover to operations.
- Ensure data is provided to enable the Project Support Manager to communicate the project's performance.
- Accountable for completion of Wells Implementation related Project deliverables for the Execute Phase of the Project.
- Participate in project assurance reviews, and supporting development of Project Execution Strategies and Plans.
- Cost, schedule, resource and MoC management for the Wells Implication scope.
- Constructability and construction management for the Wells Implication scope.
- Integration with other project scopes to ensure consistency of common equipment, controls, and design.



- Ensuring coordination between the EPC Contractors.
- Managing Wells Implementation project risks, reviewing / escalating when necessary.
- Lead, manage, train, coach and motivate the Wells Implementation Project Support Team.
- Developing budget and resource staffing plans for Wells Implementation scope.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the Wells Implementation requirements are met.
- Assessing the Wells Implementation competence levels of the EPC Contractors and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the Wells Implementation Contractor and Shell specialists in the establishment of the Project Specific Implementation Standards.
- Ensuring that the Project Manager is kept fully informed of the Wells Implementation aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Well Delivery experience.
- Track record on large capital drilling projects or on part of project scope in large capital project.



A1.6. Landfall, Pipeline & Subsea Implementation Lead

The Landfall/Pipeline/Subsea Implementation Lead reports to the Project Manager and leads an Implementation Team to effectively manage the detailed design and subsequent fabrication, onshore installation, and subsea installation Contractors of the pipeline scopes of work following completion of the FEED. The scope includes landfall pipeline and associated Horizontal Directional Drilling, the offshore pipeline with subsea tie-ins and the offshore pipeline pre-commissioning. The Landfall, Pipeline & Subsea Implementation Lead works with the HDD and Subsea Implementation Contractors to ensure safety and quality of activities and deliverables.

The Landfall, Pipeline & Subsea Implementation Lead is responsible for ensuring that this complies with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The Landfall, Pipeline & Subsea Implementation Lead is a member of the Project Leadership Team and accountable for delivery of the Subsea, Landfall, and Pipeline Implementation Scopes within agreed cost and on schedule, and integration of the work under direct control with rest of the project.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance in all aspects of the subsea, landfall and pipeline project activities.
 - Developing a 'one team' HSSE culture at the Peterhead Power Station by regularly interfacing with the SSE Project Manager and Onshore Implementation Lead to ensure effective HSSE integration across the site.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensuring that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Building a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Participating in the development and implementing the Project HSSE Vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPCs under the contract are maintained.



- Leading, managing, coaching and motivating the Project Subsea-Landfall-Pipeline Team.
- Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
- Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.
- Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- Ensure:
 - The subsea, landfall and pipeline EPC Contractor and its sub-contractors undertake detailed design, installation, tie-in and commissioning works in accordance with the Shell design and engineering Manuals, and/or industry standards as applicable.
 - The subsea, landfall and pipeline EPC Contractor and its sub-contractors fully comply with the agreed HSSE contractual requirements.
 - Emergency Response plans are established, interfaced with the appropriate parties and exercised throughout the detailed design and construction phases, including those for medical emergencies and spills or releases to the environment to maintain preparedness.
 - Compliance with the required H&SE, SEPA, DECC, JNCC, SNH etc., regulatory requirements including, but not limited to permits and consents, environmental commitments etc., throughout the scope execution to guarantee that the operate phase will be sanctioned.
 - Health Risks are systematically identified, recorded as part of the update to the project Health Risk Assessment and controls integrated as part of the detailed design process to ALARP.
 - Health risks to individuals carrying out detailed design and construction are identified, recorded as part of the construction HIRA(s) and controlled to ALARP.
 - Security risk assessment and management is conducted in accordance with Shell’s requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements as a minimum through the EPC Management Team:
 - Safety Moment at the beginning of regular meetings with the EPC and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
- Ensure that full chain HSSE risks identified by the subsea, landfall and pipeline implementation Contractor are identified, recorded and controlled across the full Project CCS chain, and transferred between EPC Contractors as appropriate to create a full chain ALARP design.
- Ensure that the necessary information to complete the subsea, landfall and pipeline sections of the PCCS Statement of Fitness requirements.



QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Functional leadership driving continuous improvement toward top quartile performance.
- Establishment and delivery of the subsea, landfall and pipeline implementation vision for the project consistent with the project value drivers.
- Assisting development and assessment of key strategic and tactical decisions framing them into the subsea, landfall and pipeline implementation execution strategy.
- Establishment and maintenance of a close working relationship with the subsea, landfall and pipeline implementation Contractors through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the Contractors under the contract is maintained.
- Ensure that the subsea, landfall and pipeline implementation Contractor's work is implemented in accordance with the Contracts.
- Accountable for subsea, landfall and pipeline construction, logistics and infrastructure input into the Project Execution Strategy and Plan.
- Ensure the early development of the subsea, landfall and pipeline safety management processes, procedures and strategies designed to deliver Goal Zero during construction and start-up of the facility.
- Build overall subsea, landfall and pipeline implementation Team commensurate with the nature of the implementation contract.
- Accountable for management of fabrication and installation of the subsea, landfall and pipeline scopes and management of integration with existing constraints.
- Ensure strict adherence to project quality, health, safety, environmental, cost, and schedule guidelines.
- Apply a rigorous Management of Change (MoC) process with a 'no change' mind-set.
- Support Shell's 'Flawless' Project Delivery activities – aimed at removing 'flaws' in the Project prior to start-up.
- Champion Technical Query (TQ) performance against measurable installation targets as part of the overall project TQ Gap Closure Plan(s).
- Ensure the application of the Quality Management Plan during the Implementation phase.
- Liaise with Engineering, Project Delivery and Commissioning and Operations teams to ensure systemised handover to the CSU Manager.
- Liaise with the Operations team to ensure that handover of systems is planned and managed efficiently and all documentation is in place to enable final handover to operations.
- Ensure data is provided to enable the Project Support Manager to communicate the project's performance.
- Accountable for completion of subsea, landfall and pipeline implementation related Project deliverables for the Execute Phase of the Project.
- Participate in project assurance reviews, and supporting development of Project Execution Strategies and Plans.



- Cost, schedule, resource and MoC management for the subsea, landfall and pipeline implementation scope.
- Constructability and construction management for the subsea, landfall and pipeline implementation scope.
- Integration with other project scopes to ensure consistency of common equipment, controls, and design.
- Ensuring coordination between the EPC Contractors.
- Managing subsea, landfall and pipeline implementation project risks, reviewing / escalating when necessary.
- Lead, manage, train, coach and motivate the subsea, landfall and pipeline implementation Project Support Team.
- Developing budget and resource staffing plans for subsea, landfall and pipeline implementation scope.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the subsea, landfall and pipeline implementation requirements are met.
- Assessing the competence levels of the EPC Contractor's team and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the subsea, landfall and pipeline implementation Contractors and Shell specialists in the establishment of the Project Specific Implementation Standards.
- Ensuring that the Project Manager is kept fully informed of the Implementation aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Subsea/Pipelines Project Management experience.
- Track record on large subsea capital projects or on part of project scope in large capital subsea project.



A1.7. Engineering Manager

The Engineering Manager reports to the Project Manager and is responsible for ensuring that the technical content and integrity of the project phase deliverables comply with the requirements of Shell Project Standards, Guides and VIPs and those of any applicable contracts including the Project Contract with DECC.

The Engineering Manager is a member of the Project Leadership Team and accountable for delivery of engineering support, technical assurance and quality control/assurance on the project.

The Engineering Manager is responsible for the design integrity for the full CCS chain from the Power Station through Carbon Capture, Compression and Conditioning (CCCC), the pipeline and offshore platform facilities to the wells. He or she is also responsible for delivery of discipline engineering support, technical assurance, and quality control.

DURATION

The duration of the project until handover to Operations.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership by:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance in all aspects of the onshore project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans and decisions.
 - Ensuring that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Build a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE vision consistent with the value drivers.
 - Actively drive strengthened safety (including asset integrity and process safety) and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractors under the contract are maintained.
 - Leading, managing, coaching and motivating the Project Engineering Team.
 - Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.



- Ensure:
 - The EPC Contractors and their sub-contractors undertake detailed design and construction modifications to the Goldeneye Assets are in accordance with the Shell design and engineering Manuals, and/or industry standards as applicable.
 - The EPC Contractors and their sub-contractors fully comply with the agreed HSSE contractual requirements throughout the Detailed Design and into the Construction Phase.
 - Engineering compliance throughout the Detailed Design outcome will guarantee compliance with the required H&SE, SEPA, DECC, JNCC, SNH etc., regulatory requirements including, but not limited to permits and consents, environmental commitments etc., throughout the scope execution to guarantee that the operate phase will be sanctioned.
 - Personal safety risks are systematically identified, recorded and controlled throughout detailed design, construction, commissioning, operate and abandonment activities to ALARP.
 - Health risks are systematically identified, recorded as part of the update to the project Health Risk Assessment and controls integrated as part of the detailed design process to ALARP.
 - Health risks to individuals carrying out detailed design and construction are identified, recorded as part of the construction HRA and controlled to ALARP.
 - Security risk assessment (including data protection) and management is conducted in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements as a minimum through the EPC Site Management Team:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their teams.
 - Shell Life Saving Rules.
- Develop the necessary Engineering related information to complete the safety case requirements for the full chain facilities to complete the PCCS Statement of Fitness requirements.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Establishment and delivery the engineering vision for the project consistent with the project value drivers;



- Providing facility integration, discipline leadership and guidance for the engineering and specification of project facilities and ensuring that technical risks are reduced to ALARP within the designs and during execution;
- Managing engineering interfaces by ensuring effective communication processes are in place which facilitates identification of and resolution of interface issues;
- Establishment and maintenance of a close working relationship with the EPC Contractor's team discipline engineers through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the EPC Contractors under the contract are maintained;
- Leading and managing the activities of directly reporting discipline engineers, ensuring engineering activities adhere to project and governmental requirements/regulations;
- Assessing the competence levels of the Project Management Office's (PMO's) discipline engineers who will be part of the Technical Assurance team for the Onshore scope. Ensuring that they are fully aware of and apply the Shell project specific design standards when carrying out assurance activities on the Onshore Implementation Contractor's deliverables;
- Making the appropriate use of the expertise of Shell Delivery Groups specialist engineers through the appropriate service agreements to ensure that the project quality and technical integrity requirements are met;
- Assessing the competence levels of the EPC Contractors discipline engineers and ensuring that any identified deficiencies are addressed accordingly;
- Ensuring that the work of the EPC Contractor's discipline engineers is implemented giving full consideration to applicable standards and practices relating to safety, environment, operability, efficiency and maintainability, all in accordance with the contract and within the target man-hour budget, cost and schedule;
- Establishing a structured selective review process with the EPC Contractors for application to critical elements of the project designs for all disciplines;
- Ensuring that the Project Manager is kept fully informed of the technical aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions;
- Ensuring that the Quality Assurance and Control resources are adequate to support implementation of the Project during the Execute Phase;
- Holding regular status reviews of Quality Assurance activities and KPIs to ensure achievement of project goals and early identification and rectification of any quality-related issues;
- Supporting and delivery of knowledge transfer activities specific to the Peterhead Project context of replicable deliverables.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Engineering Management experience;
- Track record of managing engineering or being responsible for managing part of engineering scope in large capital projects;



A1.8. Quality Control Quality Assurance Lead

The Quality Control Quality Assurance Lead reports to the Project Engineering Manager and is responsible for ensuring that the Quality Assurance content and integrity of the full chain project execution phase complies with the requirements of the Project Quality Management System, Project Standards, Guides, industry and regulatory standards and those of any applicable contracts.

The Quality Assurance Lead supports the project through sound pro-active leadership and the implementation of a robust Quality Management System. Enforcing the Project Quality Management System as a means of assured Quality.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Be an HSSE role model.
 - Drive a culture of Goal Zero performance in all aspects of the project activities.
 - Actively promote participation in all relevant HSSE initiatives.
 - Promote integration of HSSE issues and requirements in the Project strategy, plans, and decisions.
 - Assist Project Leads and Managers in the reduction of HSSE & SP Risks associated with project activities to levels As Low As Reasonably Practicable (ALARP).
 - Integration of HSSE support into the project full chain to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
 - Establish and maintain a close working relationship with the Shell Project Management Team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the Project Management Team are maintained.
 - Actively engage HSSE expertise on behalf of the Project Leads and Managers to ensure that the project HSSE requirements are met.
 - Active presence on site, assisting the EPC Contractors to send the message that HSSE is of EPC importance and shall not be compromised.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.



- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
- Ensure compliance with agreed regulatory requirements including but not limited to; H&SE, SEPA, DECC, JNCC, SNH etc.
- Bring strong HSSE/SP management excellence to the supported projects.

DUTIES \ REPORTING

The Quality Control Quality Assurance Lead shall be accountable for implementation of the following on behalf of the project:

- Manage and Implement the Project Quality Management System ensuring that the performance of the Project Quality Management System is reviewed at planned intervals to ensure its continuing suitability, adequacy;
- Be the Custodian of this Project Quality Plan (PQP) and the Project Quality Assurance Plan (PCAP);
- Develop and implement the audit plan and schedule;
- Interfacing with other departments within the project ensuring that procedures and plans are reviewed and remain compliant;
- Enforcing Quality objectives within the Project Team;
- Applying Leadership Skills in order to manage the Quality Team;
- Promote Quality Awareness and the Project Quality Management system throughout the Project;
- Ensuring that all aspects of the scope of work involving Quality are managed and represented for assurance of quality;
- Interact with contractor management and staff to set clear Quality expectations and influence performance including the application of the Quality Policy and project specific requirements;
- Ensuring that all project Safety and Quality Assurance deliverables are known and implemented;
- Evaluate and monitor implementation of Contractor's quality management systems;
- Managing the programme of internal / external auditing ensuring that audit reporting and NCRs are investigated, closed out and are uploaded into the QIRMS repository;
- Ensuring Corrective actions, non –conformances and deviations are closed within the agreed timeframe and reporting on trends;
- Support Shell's 'Flawless' Project Delivery activities – aimed at removing 'flaws' in the Project prior to start-up.
- Review Contractor's quality audit schedule, monitor contractor's audit schedule, and participate in selected audits;

GENERAL

- Facilitate Monthly Quality Performance Review Meetings;
- Ensure compliance with the specifications, standards and codes applicable to the Project;
- Implement and maintain reporting for the KPI dashboard;



- Attend Contractor / Vendor kick off and periodic review meetings to ensure that Quality requirements are clear and being assured;
- Monitor compliance with procedures by way of Quality Management Reviews and audits;
- Enforcing and attending QA/QC meetings together with the Contractors project QA/QC team.
- Liaison with internal and external stakeholders

QUALIFICATIONS AND EXPERIENCE

- 8+ Years Quality Leadership Role.
- Track record on large capital projects or on part of project scope in large capital projects.
- Practitioner of the Chartered Quality Institute (CQI).

CRITICAL SKILLS

- Leadership Skills within a Quality Team.
- Ability to build a strong relationship with the EPC contractors Quality personnel.
- Highly developed influencing and interpersonal skills.
- Highly developed and self-motivated.
- Enthusiastic with questioning and challenging attitude.
- A sound knowledge of Quality Management Systems.
- Knowledge of International Standards and Codes.



A1.9. HSSE Lead

The HSSE Lead reports to the Project Manager and is responsible for ensuring that the HSSE content and integrity of the full chain project execution phase complies with the requirements of the Shell HSSE&SP Control Framework, Project Standards, Guides, VIPs, industry and regulatory standards and those of any applicable contracts.

The HSSE Lead is a member of the Project Leadership Team and is accountable for delivery of HSSE including planning, execution and delivery of HSSE in the project.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Be an HSSE role model.
 - Drive a culture of Goal Zero performance in all aspects of the project activities.
 - Assist the Project Manager in the development of a ‘one team’ culture, ensuring that effective behavioural safety systems are rolled out effectively through the full chain nurture to scope close out.
 - Lead the development of a collaborative full chain HSSE Plan and roll it out to all parties involved in the project.
 - Actively promote participation in all relevant HSSE initiatives.
 - Promote integration of HSSE issues and requirements in the Project strategy, plans, and decisions.
 - Assist Project Leads and Managers in the reduction of HSSE & SP Risks associated with project activities to levels As Low As Reasonably Practicable (ALARP).
 - Integration of HSSE support into the project full chain to implement effective application of Shell’s, HSSE policy, objectives, strategy, and management system.
 - Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
 - Establish and maintain a close working relationship with the Shell Project Management Team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the Project Management Team are maintained.
 - Lead, manage, coach and motivate the Project HSSE Team to comply with HSSE requirements.
 - Actively engage HSSE expertise on behalf of the Project Leads and Managers to ensure that the project HSSE requirements are met.
 - Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.



- Security (including data protection) is managed in accordance with Shell's requirements.
- All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
- Ensure compliance with agreed regulatory requirements including but not limited to; H&SE, SEPA, DECC, JNCC, SNH etc.
- Bring strong HSSE/SP management excellence to the supported projects.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

The HSSE Lead shall be accountable for implementation of the following on behalf of the project:

- Provision of HSSE support, challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
- Functional leadership driving continuous improvement toward top quartile HSSE and ultimately delivering Goal Zero.
- Establish and deliver the Project HSSE vision consistent with the value drivers.
- Drive strengthened safety (including asset integrity and process safety) and environmental management performance through proactive management across the Project scope.
- Drive the desired HSSE culture and promote line ownership of HSSE.
- Establish and maintain a close working relationship with EPC Contractors through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractors under the contract are maintained.
- Ensure regulatory/legal and other requirements related to HSSE are met.
- Lead, manage, coach and motivate the Project HSSE Team.
- Engage expertise from Shell Delivery Group specialists through appropriate service agreements to ensure that the project HSSE requirements are met.
- Assess HSSE competence levels of the EPC Contractor and ensure that identified deficiencies are addressed.
- Ensure the work of the EPC Contractor is implemented giving full consideration to applicable standards and practices relating to HSSE in accordance with the contract.



- Collaborate with the EPC Contractor and Shell specialists to establish the Project Specific HSSE Standards.
- Deliver assurance and audits against HSSE Control Framework requirements.
- Ensure that effective HSSE strategies, systems, policies, standards, and tools are in place for the project.
- Monitor quality and implementation status of Safety Cases and ALARP Demonstration for all scopes with significant risks.
- Participate in Global Safety discipline networks.
- Represent Shell in external HSSE forums and Regulatory Stakeholder engagements.
- Appraise the Project Manager of all aspects of HSSE work, highlighting areas of concern and significant deviations from plan and provide proposals for remedial action.
- Interface and communicate with other Shell discipline leads providing assistance where requested.

GENERAL

- Monitor and participate in incident Investigations and causal analysis to ensure that they minimise or mitigate reoccurrence.
- Coordinate audit and inspection HSSE activities and programs within the PCCS project scope.
- Support, steer and assure Project Manager and Implementation Managers on HSSE aspects working closely with the individual Project teams, Contractors and associated support functions
- Drive a culture of Goal Zero performance through all aspects of project delivery.
- Be an HSSE role model and ensure that HSSE issues and requirements are reflected in Project strategies, Plans, Decisions.
- Ensure that Contracts are actively monitored in relation to HSSE.
- Bring strong HSSE management excellence to the Project.
- Interact with contractor management and staff to set clear HSSE expectations and influence performance including the application of the Life Saving Rules and project specific requirements
- Responsible for undertaking appropriate internal and external HSSE reviews in accordance with the HSSE plan / Shell requirements.
- Liaison with internal and external engagements.
- Responsible for developing and maintaining the overarching Project HSSE Activity Plan and coordinating / inputting to associated deliverables and activities.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of HSSE Management experience ideally in projects and certainly must include field exposure.
- NEBOSH Diploma or NVQ 4 qualification desirable.
- NEBOSH Certificate required as a minimum.
- BOSIET & Valid Offshore Medical.
- Experienced HSSE professional, ideally with offshore projects experience and experience of working with contractors.
- Demonstrated ability to deal with multiple, often conflicting, goals and priorities.



A1.10. Project Support Manager

The Project Support Manager reports to the Project Manager and is responsible for all activities pertaining to the delivery and consolidation of selected supporting functions, here being referred to as 'Project Support'. This includes, but is not limited to; project cost and planning controls, contract and procurement management, Information Technology and Information Management, risk management and interface management.

The Project Support Manager is responsible for ensuring that these functions comply with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The Project Support Manager is a member of the Project Leadership Team and accountable for delivery of all aspects these functions.

The Project Support Manager is the contract holder for the PMO contract.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Be an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Drive a culture of Goal Zero performance in all aspects of the project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensure that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Build a 'one team' culture, ensuring that an effective behavioural safety culture is rolled out effectively to all individuals and nurtured to scope close out.
 - Seek HSSE support, welcome challenge and implement governance to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
 - Lead, manage, coach and motivate the Project Support Team to comply with HSSE requirements.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.



- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- The technical authority of the respective discipline stays with the function.
- Establishment and delivery of the Project Support Vision for the project consistent with the project value drivers.
- To lead, manage, coach and motivate the Project Support Team in a complex matrix organisation without being the Line Manager. Providing feedback and training suggestions to the respective Line Manager.
- Support development of the Project Procedures Manual and establishing, maintaining and ensuring compliance to project governance and procedures.
 - Project Services: Accountable for delivery, maintenance and management of standard and consistent full suite of Project Services, i.e. Cost estimating, planning, cost management and risk management across the project. Accountable for cost control processes and project progress reporting and all other consolidated management reports, including risk roll-ups for Project Reviews. Owns the change management process.
 - Contracting and Procurement: Accountable for contracting and procurement activities of the project and ensures alignment of C&P strategies with project value drivers. Ensure contractual and commercial compliance within the scope and conditions of the contracts. Formulate, obtain endorsement for and execute sustainable sourcing strategies. Implement relevant contracts and controls. Ensure appropriate (pre-) qualification of suppliers. Support the business by driving contract performance, ensuring compliance, mitigating risks and identifying opportunities to maximise value to Shell.
 - Information Technology & Information Management: accountable for, and providing delegated accountability further to the Project IM/IT Manager (PIM) for all IT and IM deliveries that the project needs and also what is handed over to the asset. This specifically includes long-term IM/IT strategies and plans, detailed Contract Information Specifications, delivery of IT Infrastructure, Applications, Filed Telecommunications, PCD-IT Security, all documents, drawings, data, and potentially other IM requirements through Capital Projects IM/IT Delivery Verticals as per available processes and tools. The Project Support Manager represents the project angle in relevant governance bodies.
- Establishment and maintenance of a close working relationship with EPC Contractors through the application of working principles to encouraging a co-operative attitude,



exercising the appropriate degree of control such that the Project Support responsibilities of the EPC Contractors under the contract are maintained.

- Ensure that the EPC Contractors Project Support work is implemented in accordance with the Contract.
- Act as focal point for Contractor Personnel Authorisation Process and compliance with the staffing plan.
- Establish Project Team budget control.
- Ensure regulatory/legal and other requirements related to Project Support are met.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the Project requirements are met.
- Assessing the Project Support competence levels of the EPC Contractors and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the EPC Contractors and Shell specialists in the establishment of the Project Specific Standards.
- Ensuring that the Project Manager is kept fully informed of all aspects of the work within the accountability of the Project Support Manager, including achievements, potential problem areas, steer required, highlighting significant deviations from plans and providing proposals for remedial actions.
- Representing the Project Manager in the DRB for sign-off for all deliverables in all functions that are in scope.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Project Management / Programme Management experience in a multi-disciplinary environment.
- Track record of managing Project Support or being responsible for managing part of Project Support scope in large capital projects is a distinct advantage.



A1.11.Contract & Procurement Lead

The Contract and Procurement Lead reports to the Project Support Manager and is responsible for ensuring that the Contract & Procurement content and integrity of the full chain project execution phase complies with the requirements of the Shell Contracting and Procurement Procedure Manual (CPPM) and Category Management and Contracting Process (CMCP) for any sourcing activities. Authorisations will be obtained in accordance with Shell Manual of Authorities (MOA) and in compliance with Group Projects Contracts Board and the UK Contracts Board Standards, Guides, industry and regulatory standards and those of any applicable contracts.

The Contract and Procurement Lead is responsible for ensuring that these functions comply with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The Contract and Procurement Lead is accountable for delivery of all aspects these functions.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Be an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Drive a culture of Goal Zero performance in all aspects of the project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensure that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Build a 'one team' culture, ensuring that an effective behavioural safety culture is rolled out effectively to all individuals and nurtured to scope close out.
 - Seek HSSE support, welcome challenge and implement governance to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
 - Lead, manage, coach and motivate the C&P to comply with HSSE requirements.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements throughout their direct reports as a minimum:



- Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
- Shell Life Saving Rules.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Develop and implement a robust CP strategy to place demand in the market place in the optimal manner to secure third party services and materials in compliance with schedule, quality requirements and on best commercial terms taking full cognisance of risks and opportunities.
- Leverage category management opportunities
- Recruit, develop and manage the activities of a team of CP specialists in the provision of contracting and procurement services on the Project.
- Maintain the CP Plan and a representative suite of KPIs demonstrating CP team performance at all stages.
- Execute detailed prequalification, tendering and negotiating tactics in support of the CP strategies
- Develop and effect the project local content plan to utilise and build market capacity and capability
- Drive HSSE and Goal Zero in the process of contractor and supplier selection and in the subsequent work execution phases.
- Develop and implement opportunities to increase the use of effective local business capacity.
- Develop and implement comprehensive post award contract management plans for all major contracts awarded, ensure all variation requests are dealt with in a timely manner and structure and manage contracts and agreements in a proactive manner with the objective of minimising claims and disputes.
- Lead selected negotiations with contractors to achieve the mandated project objectives.
- Lead the resolution of commercial and contractual issues with contractors including terms and conditions of contract in collaboration with legal, risk and insurance specialists.
- Frame the delivery of the Project Local Content plan
- Contribute to the corporations Supplier Relationship Management process concerning performances in the region
- Maintain a close working relationship with project services, finance, legal and other functional teams to ensure that CP documentation is compliant with project reporting and controls requirements and all fiscal and legal regulations.
- Ensure business ethics are maintained to the highest level and ensure compliance with the Shell Group Statement of General Business Principles Developing the strategic direction for CP at the start of contract execution ensuring added value during implementation in compliance with the Shell standards and policies during contract duration over multiple years



- Supporting the delivery of the contract in the execution phase, with respect to schedule and claims management.
- Managing internal and external interfaces including SPV partners, suppliers and DECC.
- Attracting, retaining and developing competent staff to meet the CP capability demand.
- Drive the implementation of TQ contract management across this major, high risk, high cost, complex contract.
- Driving the cost effective implementation CP best practices, systems and tools into the contract aligned with the overall project direction.

QUALIFICATIONS AND EXPERIENCE

- Comprehensive understanding of CP in a major project / contract context. Detailed knowledge of project drivers in define through execute phases. Proven record in leading multi-national and multi-cultural teams. Skilled in Contract Management.
- Business or Engineering degree, or equivalent. Understanding of strategic, technical, legal, finance, taxation and commercial issues.



A1.12.IM/IT Lead

The IM/IT Lead reports to the Project Support Manager and is responsible for all activities pertaining to the delivery and consolidation of Information Technology and Information Management supporting the project.

The IM/IT Lead is responsible for ensuring that these functions comply with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The IM/IT Lead shall: establish and manage fit-for-purpose IT processes, technology and systems supporting the execution of the Capital Project (aka IT for Project). Lead the design and implementation of an integrated, robust suite of IT solutions enabling and supporting the long-term operation and maintenance of the constructed facilities (aka IT for Operate). Establish robust document and data control processes on the Project, supporting the creation, capture and storage of the engineering information. Play a vital role in ensuring the asset integrity through the delivery of complete and quality-controlled asset information to Production Operations.

The IM/IT Lead is accountable for delivery of all aspects these functions.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE:

- Bring HSSE management excellence and leadership:
- Be an HSSE role model.
- Active participation in all relevant HSSE initiatives.
- Drive a culture of Goal Zero performance in all aspects of the project activities.
- Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
- Ensure that all HSSEHSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
- Build a 'one team' culture, ensuring that an effective behavioural safety culture is rolled out effectively to all individuals and nurtured to scope close out.
- Seek HSSE support, welcome challenge and implement governance to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system.
- Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
- Lead, manage, coach and motivate the IMIT Team to comply with HSSE requirements.
- Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that



they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.

- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules are applied.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Establishment and delivery of the IM/IT Project Support Vision for the project consistent with the project value drivers.
- To lead, manage, coach and motivate the IM/IT Team, providing feedback and training suggestions to IM/IT Line Manager.
- Support development of the IM/IT Project Procedures Manual and establishing, maintaining and ensuring compliance to project governance and procedures.
- Accountable for, and providing delegated accountability further to the Project IM/IT Manager (PIM) for all IT and IM deliveries that the project needs and also what is handed over to the asset. This specifically includes long-term IM/IT strategies and plans, detailed Contract Information Specifications, delivery of IT Infrastructure, Applications, Filed Telecommunications, PCD-IT Security, all documents, drawings, data, and potentially other IM requirements through Capital Projects IM/IT Delivery Verticals as per available processes and tools. The Project Support Manager represents the project angle in relevant governance bodies.
- Establishment and maintenance of a close working relationship with EPC Contractors through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the IM/IT Support responsibilities of the EPC Contractors under the contract are maintained.
- Ensure that the EPC Contractors IM/IT Project Support work is implemented in accordance with the Contract.
- Establish Project IM/IT Team budget control.
- Ensure regulatory/legal and other requirements related to Project IT/IM Support are met.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the Project requirements are met.
- Assessing the Project IM/IT Support competence levels of the EPC Contractors and ensuring that any identified deficiencies are addressed accordingly.
- Participating with the EPC Contractors and Shell specialists in the establishment of the Project Specific IM/IT Standards.
- The inventory of mandatory IM/IT activities and deliverables in a Capital Project is determined by the Project Standard / Project Guide 15 “Information Management” and 21 “Information Technology”.



The IM/IT Lead shall undertake as follows:

- Engage senior business stakeholders and establish a fit-for-purpose IM/IT governance model to maintain a strategic alignment between the Project, the IM/IT discipline in the Project and, the Operations team.
- Determine, secure and own IM/IT budget. Measure and regularly report progress of the delivery against a pre-determined set of KPIs.
- Communicate with the Project team to ensure that the value of IM is appreciated at all levels of the organisation and to drive the embedding of IM in the key business and in particular, engineering processes.
- Drive the development of the DCAF mandatory deliverables appropriate for the ORP phase of the Project. Ensure alignment between the IM/IT and project management deliverables.
- Throughout the DEFINE phase, drive the detailed definition of the IM/IT scope, translating the business requirements into a Solution Architecture (or an equivalent fit-for-purpose specification) and further, into a specific, measurable delivery programme.
- Engage in the contractor selection process in order to articulate the specific IM/IT requirements in the Major Execution Contracts and key purchase orders. If necessary, drive the selection of external IM/IT execution contractors.
- Throughout the DEFINE and EXECUTE phases, orchestrate the execution of the IT programme and the provision of the engineering IM services (i.e. document control, data control) to the Project Team.
- In the later part of EXECUTE, sponsor the development and implementation of the IT Handover Plan and Project Information Handover Plan in collaboration with project engineers, commissioning, OR&A and the Operations team.
- Agree the scope of and undertake the assurance activities, for example – IM/IT health checks and project assurance reviews.

In the team lead's capacity, the IM/IT Lead shall:

- Plan, resource, lead, motivate and develop a [matrix] team of IM/IT project professionals in a highly volatile, often culturally and geographically diverse environment.
- The IM/IT Lead shall demonstrate a personal commitment to Health, Safety and the Environment by following:
- Ensuring that the Project Support Manager is kept fully informed of all aspects of the work within the accountability of the IM/IT, including achievements, potential problem areas, steer required, highlighting significant deviations from plans and providing proposals for remedial actions.

GENERAL

- Shell aspires to implement project execution processes and systems that will position it as an oil and gas industry leader. This requires keeping a balance between the use of proven solutions and implementing innovative IM/IT supporting the Project's objectives.
- Capacity to manage complex interfaces across organisational and geographic boundaries in both the Project team and the service delivery teams.



- Promoting a data-centric approach and ensuring the buy-in of the Project team and the execution contractors, achieving delivery of project data and metadata on time and to the required quality standards, and its effective transfer to the production & operations systems.
- Ability to effectively communicate with internal and external stakeholders and deliver practical solutions taking multiple agendas into account.

QUALIFICATIONS AND EXPERIENCE

Experience:

- Must have been in an IM or IT delivery role in a Capital Project in the past.
- Must have delivered end-to-end on a complex project and/or programme in the past.
- Past Asset Operations organisation experience is desirable.
- Hands-on past experience in a project engineering, project services or a discipline engineering role will be a distinct advantage.

Knowledge of:

- IT applications and infrastructure solutions common to capital projects.
 - Engineering IM domain, typical data and document control processes and solutions / applications that facilitate them.
 - Shell ORP, DCAF, Project Standards and DEP frameworks.
 - Typical contracting & procurement processes in Projects (prequalification, invitation to tender and award stages).
 - Shell's IM/IT Delivery Verticals structure and working practices.
 - Shell IT Projects Delivery Framework (PDF).
 - HSSE in Projects (desirable).
 - Leadership and Interpersonal skills:
 - Strong team leader
 - Consistently delivers results through others in a matrix, virtualised environment.
 - Effectively establishes and handles contacts with stakeholders of all types and at all levels in the organisation.
 - Communicates effectively and understands the needs of non-technical internal clients.
-
- 8+ years of IM/IT Lead experience in a multi-disciplinary environment.
 - Track record of leading IM/IT Project Support or being responsible for leading part of Project Support scope in large capital projects is a distinct advantage.



A1.13. Project Services Lead

Reports to the Project Support Manager and is responsible for all activities pertaining to the delivery and consolidation of Project Controls. This includes, but is not limited to; project cost, estimating, planning and scheduling.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Be an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Drive a culture of Goal Zero performance in all aspects of the project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans, and decisions.
 - Ensure that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Build a 'one team' culture, ensuring that an effective behavioural safety culture is rolled out effectively to all individuals and nurtured to scope close out.
 - Seek HSSE support, welcome challenge and implement governance to implement effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Participation in the creation, and implementation of the Project HSSE vision consistent with the value drivers.
 - Lead, manage, coach and motivate the Project Controls Team to comply with HSSE requirements.
 - Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to "stop the job" in these situations.
- Ensure that:
 - Personal safety risks are systematically identified, recorded and controlled throughout the execute phase to ALARP.
 - Security (including data protection) is managed in accordance with Shell's requirements.
 - All accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements throughout their direct reports as a minimum:
 - Safety Moment at the beginning of every meeting with Contractors and/or their team.
 - Apply Shell Life Saving Rules.



QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

Key project services responsibilities include:

- Development and implementation of the Project Controls Plan.
- Ensuring sufficient competent resources are available to support project services activities;
- Liaison with Finance and Contracts & Procurement Team Lead to ensure adequate resources are allocated to the project;
- Coordinating all information required for reporting cost matters, such as capital investment, pre-operational costs, fees, expenditure phasing, currencies, etc.
- Risk Management and Management of Change (MoC).
- Development (or ensure development of) WBS, CTRs, CTR catalogue and project P50 budget for Execute Phase.
- Review the cost baselines (benchmarks) on an on-going basis.
- Ensuring that VOWD and commitments are within budgets with the support of Finance.
- Forecasting the Estimate at Completion (EAC) at monthly intervals during the project.
- Manage and report on contingency, and re-assess as required.
- Ensuring that the Contractor(s) operates in compliance with project processes & systems.
- Setting up the controls requirements in the contract & verifying Contractor's invoices.
- Participating in reviewing scope changes, extra work authorisations, change orders and the like; carrying out estimates in this context if and when required.
- Initiating, coordinating and administrating of audits of Contractor's financial, commercial and scheduling performance, as and when required.
- Coordinating all manpower planning activities of the project team and for the Contractor.
- Being the focal point for the preparation and issuing of the monthly progress report, including contractor information.
- Analyse schedule performance and flag early warnings.
- Attend Progress Review Meetings.
- Analysing and providing feedback on project cost and schedule.
- Produce Weekly Highlights for the Project
- Welfare of the Project Services Team

QUALIFICATIONS AND EXPERIENCE

- 10+ years of Project Services experience (covering both cost and planning).
- Track record of providing Project Support or being responsible for leading part of Project scope in large capital projects is a distinct advantage.



A1.14. Technical Integration Manager

The Technical Integration Manager reports to the Project Manager and is responsible for ensuring that the technical integration of the project is seamless between the various parties and that interfaces are clear and effectively managed.

The Technical Integration Manager is responsible for the coordination between the various parties involved in project. Key interfaces form the communication with DECC, the ultimate client of the project and with SSE. The integration of the existing power plant, the power plant upgrades (SSE scope) and the new CCCC plant is key to the successful execution of the project. Other important interfaces include the onshore / offshore interfaces, in particular with respect to control and automation.

The Technical Integration Manager is a member of the Project Leadership Team and accountable for delivery of Technical Integration on the project. The Technical Integration Manager is responsible for Process Engineering, Interface Management, Regulatory Engagement, DECC Assurance Documents and Knowledge Transfer.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving a culture of Goal Zero performance for the full chain project activities.
 - Ensure that HSSE issues and requirements are reflected in the full chain project strategy, plans and decisions.
 - Ensuring that all HSSE & SP Risks associated with interfaces and the full chain project scopes and activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Build a 'one team' culture, ensuring that an appropriate behavioural safety culture is rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractors under the contract are maintained.
 - Leading, managing, coaching and motivating the Project Engineering Team.
 - Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.



- Active presence on site, assisting the EPC Contractors to send the message that HSSE is of primary importance and shall not be compromised.
- Immediate intervention where unsafe practices and unsafe situations occur, and supporting others to “stop the job” in these situations.
- all accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Ensure that full chain HSSE risks identified by each EPC are identified, recorded and controlled for the full chain of the project, and transferred between EPC Contractors as appropriate to create a full chain ALARP design
- Ensure that full chain information is created to complete the PCCS Statement of Fitness requirements
- Implement the following Shell requirements as a minimum:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Establishment and delivery the Technical Integration Vision for the project consistent with the project value drivers.
- Provide discipline leadership and guidance for the Process, Interface Management, and Knowledge Transfer ensuring that associated risks are reduced to ALARP during execution phase of the project.
- Managing Process Engineering, Interface Management, and Knowledge Transfer by ensuring effective communication processes are in place which facilitates identification of and resolution of interface issues.
- Lead and manage Information Management, Knowledge Transfer and Document Control team.
- Chair and organise interface meetings with DECC, SSE and other relevant parties.
- Maintain the Permits and Consents register and ensure the required permits are obtained on time.
- Maintain and update the interface register, assign interface action parties and monitor progress.
- Resolve specific interface issues that require specific management attention.
- Manage Knowledge Transfer/ Design Assurance deliverables preparation and delivery to DECC.



- Establishment and maintenance of a close working relationship with EPC Contractor discipline engineers through the application of working principles to encouraging a co-operative attitude, exercising the appropriate degree of control such that the responsibilities of the EPC Contractors under the contract are maintained.
- Leading and managing the activities of directly reporting discipline engineers, ensuring engineering activities adhere to project and governmental requirements/regulations.
- Making the appropriate use of the expertise of Shell Delivery Groups specialist engineers through the appropriate service agreements to ensure that the project quality and technical integrity requirements are met.
- Participating with the EPC Contractors and Shell specialists in the establishment of the Project Specific Engineering Standards.
- Supporting and delivery of knowledge transfer activities specific to the Peterhead Project context of replicable deliverables.
- Ensuring that the Project Manager is kept fully informed of the Process Engineering, Interface Management, and Knowledge Transfer aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.
- Accountability for the delivery of the integrated MPDS (Multi-purpose dynamic simulation)
- Manage the Cansolv Interface

QUALIFICATIONS AND EXPERIENCE

- 10+ years of multi discipline Management experience.
- Process engineering background.
- Track record of Integration/Interface Management on a major project or being responsible for part of Integration Management scope in a large capital projects.
- Experience in Joint Ventures.



A1.15.Commissioning Start-Up & OR&A Manager

The Commissioning Start-Up (CSU) / Operations Readiness and Assurance (OR&A) Manager reports to the Project Manager and is responsible for all Operations Readiness (OR) activities of the OR project team with respect to Flawless Project Delivery (FPD), Commissioning and Start-up (CSU) Readiness and Asset Owner Readiness (AOR) are organised, implemented and aligned with the Project and Asset owners.

The CSU/OR&A Manager is responsible for ensuring compliance with the requirements of Shell Project Standards, Guides and VIP's and those of any applicable contracts.

The CSU/OR&A Manager is a member of the Project Leadership Team and accountable for delivery of the scope within agreed cost and on schedule, and integration of the work under direct control with rest of the project and is responsible for the commissioning, flawless start-up and ramp up of the project.

DURATION

Duration of the Project Execute Phase.

RESPONSIBILITIES

HSSE

- Bring HSSE management excellence and leadership:
 - Being an HSSE role model.
 - Active participation in all relevant HSSE initiatives.
 - Driving continuous improvement toward top quartile HSSE developing a culture of Goal Zero performance in all aspects of the offshore project activities.
 - Ensure that HSSE issues and requirements are reflected in the Project strategy, plans & decisions.
 - Ensuring that all HSSE & SP Risks associated with project activities are assessed and controlled to levels As Low As Reasonably Practicable (ALARP).
 - Building a 'one team' culture, ensuring that effective behavioural safety systems are rolled out effectively to all individuals and nurtured to scope close out.
 - Seeking HSSE support, welcome challenge and governance, maintaining and ensuring effective application of Shell's, HSSE policy, objectives, strategy, and management system.
 - Implementing the Project HSSE vision consistent with the value drivers.
 - Actively drive strengthened safety and environmental management performance through proactive management across the Project scope.
 - Establishing and maintaining a close working relationship with the EPC Contractor's team through the application of working principles to encourage a co-operative attitude, exercising the appropriate degree of control such that the HSSE responsibilities of the EPC Contractors under the contract are maintained.
 - Leading, managing, coaching and motivating the Project CSU-OR&A Team.
 - Actively engaging expertise through the HSSE Lead, setting up appropriate service agreements to ensure that the project HSSE requirements are met.
 - Assist EPC Implementation Leads to ensure that detailed design and construction modifications to Assets in accordance with Shell Design and Engineering Manuals, and/or industry standards as applicable.



- Ensure that Emergency Response plans are established, interfaced with the appropriate parties and exercised throughout the detailed design and construction phases, including those for medical emergencies and spills or releases to the environment to maintain preparedness.
- Ensure all accidents, incidents and near misses are reported by individuals as soon as reasonably practicable and not later than Shell reporting requirements. Ensure that they are entered into the Shell reporting system, and that a thorough investigation and effective mitigations are put in place to prevent reoccurrence.
- Implement the following Shell requirements as a minimum through the EPC Site Management Team:
 - Safety Moment at the beginning of every meeting with the EPC Contractors and their team.
 - Shell Life Saving Rules.
 - Shell Construction Site Safety Standards – Hazardous Activity and Safe Practice Standards.
- Ensure commissioning, flawless start-up and ramp up of the project in compliance with agreed HSSE requirements.
- Develop the necessary OR&A related information to complete the safety case requirements for Onshore PPS, Onshore St Fergus and Offshore Goldeneye Platform and thereby complete the PCCS Statement of Fitness requirements.

QUALITY

- Actively promote participation in all relevant quality initiatives / awareness and the Project Quality Management system throughout the Project.
- Ensure that all aspects of the scope of work are managed and represented for assurance of quality.
- Actively promote the reporting of non-conformance and observations.

DUTIES \ REPORTING

- Functional leadership driving continuous improvement toward top quartile performance.
- Establishment and delivery of the Flawless Start-up Vision for the project consistent with the project value drivers.
- Assisting development and assessment of key strategic and tactical decisions framing them into the Project execution strategy.
- Develop and implement OR standards & management practices including general policies to enable the Project Manager in achieving business targets & objectives. Review and approve operating, maintenance and HSSE procedures (PtW, SIMOPs, and Emergency Management etc.) and providing feedback for final documentation.
- Ensure that the Project is implemented in compliance with Company as well as Governmental Technical, Environmental, SD, Health and Safety standards and regulations.
- Initiate and lead the implementation on delivering improvements in the project work processes
- Ensure establishment and deployment of project standards and procedures in the project, harmonised with OR processes and procedures and in line with the Project Management Team expectations



- Coordinate OR assurance events including the Pre Start-up Audit (PSUA) and contribute to the Statement of Fitness (SoF). Developing and implementing a Project to Asset handover strategy.
- Define the project deliverables required for handover of the asset and to ensure that the operating team have the necessary capability to operate and maintain the asset from point of handover.
- Represent the future Asset owner, own and deliver FPD in the project, identifying mitigating issues that could impact project delivery through either cost or schedule
- Ensure the aspiration of the Asset Owner are embedded in key documents and are executed accordingly. Participate in the development and evaluation of contracts and contract performance required for the operate phase.
- Provide input to contractor pre-qualification plans and tender evaluation plans, and participate in contractor pre-qualification, tendering (clarifications) and evaluation of implementation contracts as required.
- Ensure the early development of the Flawless Start-up management processes, procedures and strategies designed to deliver Goal Zero during construction and start-up of the facility.
- Build overall CSU/OR&A Team commensurate with the nature of the project.
- Ensure strict adherence to project quality, health, safety, environmental, cost, and schedule guidelines.
- Apply a rigorous Management of Change (MoC) process with a 'no change' mind-set.
- Support Shell's 'Flawless' Project Delivery activities – aimed at removing 'flaws' in the Project prior to start-up.
- Champion Technical Query (TQ) performance against measurable targets as part of the overall project TQ Gap Closure Plan(s).
- Ensure the application of the Quality Management Plan during the commissioning, start-up and operations phase.
- Liaise with Engineering and Project Delivery teams to ensure systemised handover to the CSU Manager.
- Ensure that handover of systems is planned and managed efficiently and all documentation is in place to enable final handover to operations.
- Ensure data is provided to enable the Project Support Manager to communicate the project's performance.
- Accountable for completion of CSU/OR&A Project deliverables for the Execute Phases of the Project.
- Participate in project assurance reviews, and supporting development of Project Execution Strategies and Plans.
- Cost, schedule, resource and MoC management for CSU/OR&A scope.
- Integration with other project scopes to ensure consistency of common equipment, controls, and design.
- Managing CSU/OR&A risks, reviewing / escalating when necessary.
- Lead, manage, train, coach and motivate the CSU/OR&A Project Team.
- Developing budget and resource staffing plans for CSU/OR&A scope.
- Make the appropriate use of the expertise of Shell Delivery Groups specialist through the appropriate service agreements to ensure that the CSU/OR&A requirements are met.
- Participating with the Onshore Implementation Contractor and Shell specialists in the establishment of the CSU/OR&A Specific Implementation Standards.



- Ensuring that the Project Manager is kept fully informed of the CSU/OR&A aspects of the work, potential problem areas and their solution, highlighting significant deviations from plans and providing proposals for remedial actions.
- Responsible for CSU (during Define Phase to ensure identified standards are implemented enabling the facility to operate as per design intent), FPD and AOR. A dedicated CSU Manager will be resourced for the Execute Phase.

GENERAL

- Experience of working with UK Regulatory Authorities (DECC and Health and Safety Executive) is an advantage, but not essential.

QUALIFICATIONS AND EXPERIENCE

- 10+ years of CSU/OR&A experience.
- Track record on large capital projects or on part of project scope in large capital projects.



APPENDIX 2. Manpower Histogram

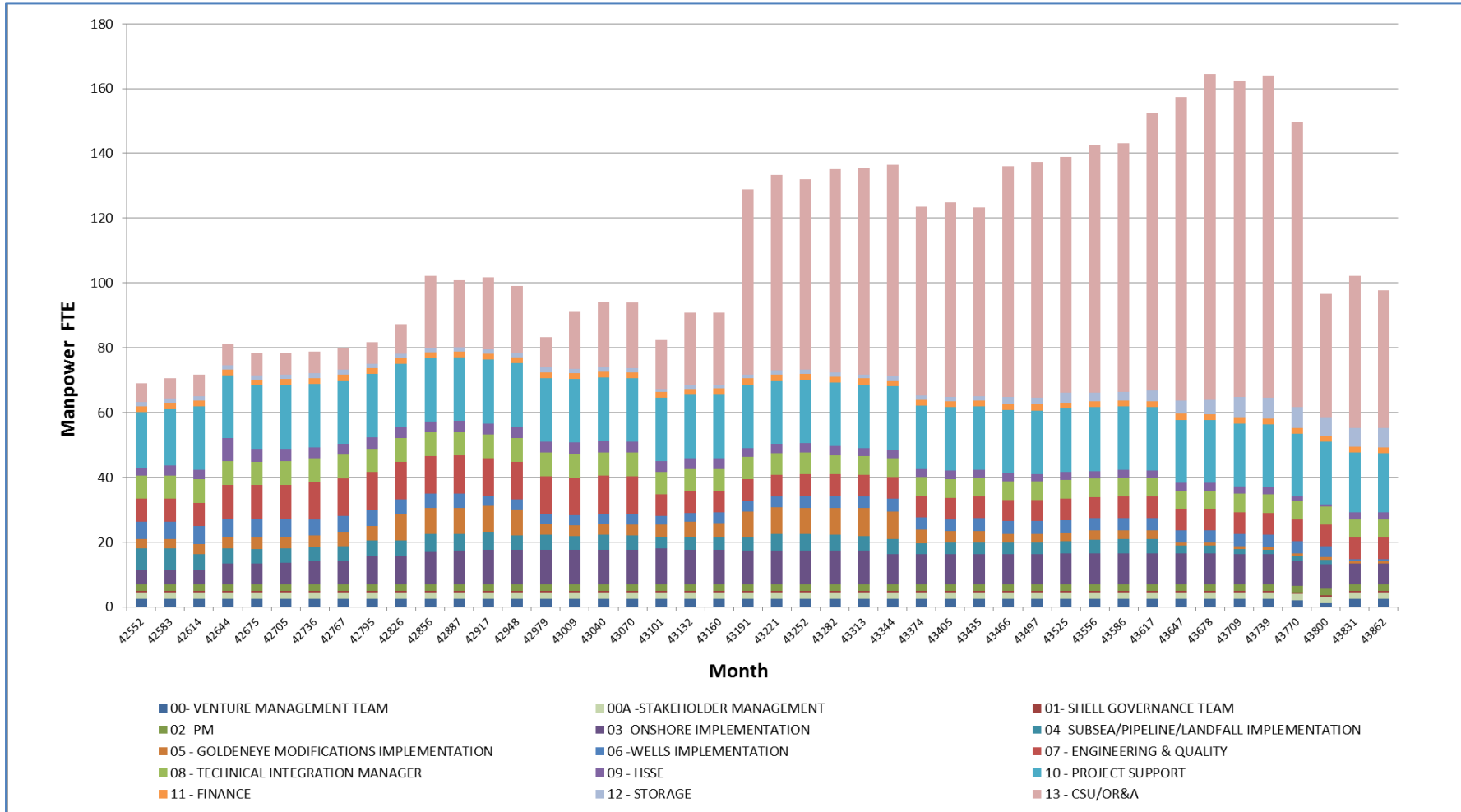


Figure A-1: Manpower Histogram

Doc. no.: PCCS-00-PTD-AA-3352-00001, Project Organisation incl. roles, responsibilities, resourcing and onboarding plan.

Revision: K03

The information contained on this page is subject to the disclosure on the front page of this document.