

Bringing the Practical Touch to Business Improvement

Offshore Survey Efficiency Improvement

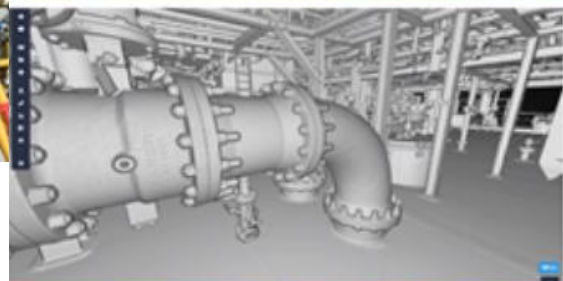
Offshore Survey Efficiency Improvement

Success Story

1. Why are we doing it?

Our client operates a number of offshore assets, to ensure they are operating effectively, reduce risk and plan for maintenance and modification activities surveys have to be undertaken.

PBI identified an opportunity to reduce cost, increase efficiency and capacity for value adding work through reviewing the current survey process and execution through utilising digital solutions.



2. What was happening before?

There is an assumption that all surveys are necessary, the outcomes / information from the surveys was not being shared, the information was held in various locations by the client or their key contractors. There was no process to register, store, manage and access this information therefore surveys are being repeated.

Significant modeling, photography and drone surveys have been taken of the plant which gives extensive accurate information. This is often enough to allow engineering to design modifications without traveling offshore, however there has been no reduction in site visits since this took place.

On asset 1 alone there were 300 man days planned for surveys costing £1.2M in 2020

One key contractor had 500 planned offshore survey days in planned for 2020 with an estimated cost to our client of £2M

In 2019 1143 days were spent offshore by personnel with “designer” or “surveyor” in their job title.

There was little to no use of existing and newly developed digital tools and technology.

3. How is it now?

Onshore and offshore personnel from the client and main contractors attended a Value Stream Mapping session of the current process, during the VSM a number of issues and opportunities were identified. This led onto 3 day Kaizen event where the team carried out Root Cause Analysis of the issues identified. The team then created and put in place improvements, those being:

- Process created and agreed to govern personnel to go offshore to perform surveys
- Full review of systems and training program conducted
- Data management process created to enhance digital tool going forward

4. What have we achieved?

Gateway Process: Process map completed, Identified required deliverables and supporting documents, Created basic contents framework

Training and system Availability: Training and software available now, Mapped new start/onboarding process, Communications pack created

Management of data and standards: Minimum survey requirements, defined standard deliverable, data transfer process established, handover process established.



5. What benefits have we realised?

Clear governance on decision making process for survey requirements, reducing risk to the business.

Reduced quantity of beds required to host personnel undertaking offshore surveys.

Reduction in the headcounts on the asset and reduction in helicopter trips to add a safety and environmental benefits to the project.

Onshore time back to the business through efficient storage and retrieval of survey data and information.

Increased personnel motivation through detailed processes, established standards and process and software training.

6. What was the value of the deliverables?

Reduction in offshore surveys by 50% releasing and estimated 521 days of beds back to the business.

The release of 521 days provided an opportunity to pull in work planned for beyond 2021.

Cost avoidance of £2.25m through not having to go offshore to undertake surveys, both internal and supplier personnel.

