

Collaborative Behaviours Case Study: Tolmount/HGS Infrastructure Partnership

Background

Development of the Tolmount gas field (Premier 50%, Dana 50%) through a collaborative partnership with midstream infrastructure owners (Kellas). The infrastructure including wells, subsea facilities, NUI platform and export pipeline and terminal mods is owned, installed and operated by the Midstream JV (HGSL 50%, Dana50%).

Critical behaviours (tick all that apply)

Reasonable Aligned Strategic Learning Change Respect Accommodating Openness

Description – how were critical behaviours exhibited?

Aligned: Risk / Reward aligned to needs of upstream and midstream investors. Commercial model facilitates asset ownership by those best motivated to deliver successful development.

Strategic: Differing infrastructure and upstream ownership optimizes investment capacity consistent with core business appetite. Commercial structure allows for future third party access to infrastructure.

Accommodating: Correct commercial framework developed up front, recognizing needs of different stakeholders and enabling successful stakeholder engagement.

Openness: Open book approach to finding commercial solution.

Outcomes – impact of collaboration

Collaborative commercial model put in place that unlocked development of Tolmount. The Area Plan solution provides significant upside through follow on potential in the area (spare capacity provided and solutions for backout and allocation part of the design). Lessons for next time – commit to sufficient resources, focus on integrated cross-functional planning, not just the technical/project management plan. Flush out and agree the big issues early, don't let 2nd and 3rd order issues drive the timeline.