Guidance on the development and decommissioning of new combined cycle gas turbine (CCGT) plant



# GUIDANCE ON THE DEVELOPMENT AND COMMISSIONING OF NEW COMBINED CYCLE GAS TURBINE (CCGT) PLANT

First edition

June 2019

# Published by **Energy Institute, London**

The Energy Institute is a professional membership body incorporated by Royal Charter 2003 Registered charity number 1097899 The Energy Institute (EI) is the chartered professional membership body for the energy industry, supporting over 20 000 individuals working in or studying energy and 200 energy companies worldwide. The EI provides learning and networking opportunities to support professional development, as well as professional recognition and technical and scientific knowledge resources on energy in all its forms and applications.

The El's purpose is to develop and disseminate knowledge, skills and good practice towards a safe, secure and sustainable energy system. In fulfilling this mission, the El addresses the depth and breadth of the energy sector, from fuels and fuels distribution to health and safety, sustainability and the environment. It also informs policy by providing a platform for debate and scientifically-sound information on energy issues.

The EI is licensed by:

- the Engineering Council to award Chartered, Incorporated and Engineering Technician status, and
- the Society for the Environment to award Chartered Environmentalist status.

It also offers its own Chartered Energy Engineer, Chartered Petroleum Engineer, and Chartered Energy Manager titles.

A registered charity, the El serves society with independence, professionalism and a wealth of expertise in all energy matters.

This publication has been produced as a result of work carried out within the Technical Team of the EI, funded by the EI's Technical Partners. The EI's Technical Work Programme provides industry with cost-effective, value-adding knowledge on key current and future issues affecting those operating in the energy sector, both in the UK and internationally.

For further information, please visit http://www.energyinst.org

The EI gratefully acknowledges the financial contributions towards the scientific and technical programme from the following companies:

Andeavor Phillips 66
BP Exploration Operating Co Ltd Qatar Petroleum
BP Oil UK Ltd Repsol Sinopec
Centrica RWE npower
Chevron North Sea Ltd Saudi Aramco
Chevron Products Company Scottish Power

Chrysaor SGS

CLH Shell UK Oil Products Limited

ConocoPhillips Ltd Shell U.K. Exploration and Production Ltd

DCC Energy SS

**EDF** Energy TAOA Bratani Total E&P UK Limited FNI E. ON UK Total UK Limited Equinor Tullow Oil ExxonMobil International Ltd Uniper Innoav Valero Kuwait Petroleum International Ltd Vattenfall Vitol Energy Nexen CNOOC Ørsted Woodside

However, it should be noted that the above organisations have not all been directly involved in the development of this publication, nor do they necessarily endorse its content.

World Fuel Services

Copyright © 2019 by the Energy Institute, London.

The Energy Institute is a professional membership body incorporated by Royal Charter 2003.

Registered charity number 1097899, England

Perenco

All rights reserved

No part of this book may be reproduced by any means, or transmitted or translated into a machine language without the written permission of the publisher.

ISBN 978 1 78725 114 4

Published by the Energy Institute

The information contained in this publication is provided for general information purposes only. Whilst the Energy Institute and the contributors have applied reasonable care in developing this publication, no representations or warranties, express or implied, are made by the Energy Institute or any of the contributors concerning the applicability, suitability, accuracy or completeness of the information contained herein and the Energy Institute and the contributors accept no responsibility whatsoever for the use of this information. Neither the Energy Institute nor any of the contributors shall be liable in any way for any liability, loss, cost or damage incurred as a result of the receipt or use of the information contained herein.

Hard copy and electronic access to EI and IP publications is available via our website, https://publishing.energyinst.org. Documents can be purchased online as downloadable pdfs or on an annual subscription for single users and companies. For more information, contact the EI Publications Team.

e: pubs@energyinst.org

## **CONTENTS**

			Page						
Forev	Foreword								
Ackn	owled	lgements	9						
1	Intro	duction	10						
	1.1	Scope of guidance	10						
2	Background								
	2.1	Historical perspective							
		2.1.1 Changing market conditions							
		2.1.2 Potential skills shortage							
	2.2	The plant							
		2.2.1 Desalination plant							
	2.3	Project planning and critical path dependencies							
	2.4	Project risks and safety during the commissioning of new CCGT plant							
	2.5	Project gates and project risk review							
		2.5.1 Risks, hazards and safety assessments							
	2.6	Legal, mandatory and regulatory requirements							
	2.7	Other considerations	1/						
3	Proje	ect lifecycle – overview	19						
	3.1	Off-site work: opportunity assessment	21						
		3.1.1 Locational design constraints – ambient conditions, flooding,							
		freezing and trace heating, geological disturbances							
		3.1.2 Operating regime							
		3.1.3 Maintenance regime, spares and consumables							
		3.1.4 Accommodating plant preservation requirements							
		3.1.5 Establishing the project risks							
	3.2	Off-site work: concept and feasibility studies							
	3.3	Off-site work: feed/proposal							
		3.3.1 Site safety file – protection and functional safety							
	3.4	Off-site work: tendering and bid assessment							
	3.5	Off-site work: detailed design							
	3.6	Off-site work: procurement, manufacture and site mobilisation							
	2.7	3.6.1 Factory acceptance testing (FAT)	25						
	3.7	Site-based work: site mobilisation							
	3.8	Site-based work: construction							
	2.0	3.8.1 Pre-commissioning							
	3.9	Site-based work: commissioning and plant start up							
	2 10	3.9.1 Site acceptance testing (SAT)							
	3.10	3.10.1 Witnessed and performance testing							
		3.10.1 Witnessed and performance testing	20						
		3.10.2 Contractual sign-on and negotiations							
	3.11	Site-based work: operation, maintenance and preservation							
	١١.٧	3.11.1 OEM support							
			20						

#### **Contents continued**

4	Proi	ect lifecv	cle – good practice	Page 29					
•	4.1		isk management						
		4.1.1	Typical standards and guidance for risk management						
		4.1.2	Common calibration of risk, and the adoption of one project risk regi						
			and safety file						
		4.1.3	Project risk reviews						
		4.1.4	Project risk register						
		4.1.5	Hazard studies						
		4.1.6	Site safety file	32					
		4.1.7	Review						
	4.2	Design o	considerations and guiding principles	33					
		4.2.1	Responsibilities	33					
		4.2.2	Capital programme	35					
		4.2.3	One design authority	35					
		4.2.4	Common point of plant control and monitoring	36					
		4.2.5	Inherently safe design						
	4.3	Managir	ng contractual and equipment interfaces						
		4.3.1	Minimum functional enquiry specification	37					
	4.4	Single si	te coordinator	37					
	4.5		governance						
	4.6		lder engagement						
	4.7		ation of requirements						
	4.8		lity, level of equipment redundancy and automation, and spares						
	4.9		ment						
	4.10	Establish	ning the start-up deliverables	41					
5	Com	Commissioning new plant							
,	5.1		tion						
	5.2		N						
	5.3		rel activities						
		5.3.1	'Precomm' – Construction pre-commissioning						
		5.3.2	Turnover to commissioning (TOC)						
		5.3.3	Commissioning						
		5.3.4	Plant acceptance testing						
	5.4	Commis	sioning programme and resourcing						
		5.4.1	Main plant areas						
	5.5	The com	nmissioning process						
		5.5.1	Construction pre-commissioning: 'Precomm'						
		5.5.2	Construction and commissioning risks						
		5.5.3	Turnover to commissioning	51					
		5.5.4	Commissioning	51					
		5.5.5	Completion of plant commissioning and acceptance testing	52					
		5.5.6	Site handover	53					
	5.6	Commis	sioning check sheets	54					
6	Com	Commissioning skills and resourcing							
ь	6.1		project timescales						
	6.2	, · ·	for new CCGT projects						
	U.Z	6.2.1	Skills required for new project pre-site work						
		6.2.1	Site roles pre-site handover						
		0.2.2	שונב וטובי אוב־אונב וומוועטיפו	139					

#### Contents continued **Page** 6.2.3 6.2.4 6.3 6.4 6.4.1 6.4.2 6.4.3 6.4.4 6.4.5 6.4.6 6.4.7 6.4.8 6.4.9 6.4.10 6.4.11 6.5 Annexes Annex A References and further reading ...... 162 A.1 A.2 Annex B Abbreviations and acronyms......164 Annex C Annex D Annex E

## **LIST OF FIGURES AND TABLES**

		Page
Figures		
Figure 1 Figure 2 Figure 3 Figure 4 Figure C.1 Figure C.2 Figure C.3	The risk management process (from ISO 31000)  Overview of asset risk management through project lifecycle.  Inputs into safety documentation  Gantt chart showing typical plant commissioning and acceptance testing  Health and safety  Environment and reputation  Financial cost and business interruption.	20 32 53 167 168
Tables		
Table 1 Table 2 Table 3 Table 4 Table 5 Table 6 Table 7 Table 8	Hazard studies	46 56 58 72 91 121
Table 9 Table 10 Table 11 Table 12	Pre-site project staff roles within the asset owner's/operator's organisation Site roles pre-handover	137 139 144
Table 12 Table 13 Table 14 Table 15 Table 16 Table 17	Typical EOH-based maintenance frequencies  Typical FFH/FFS maintenance frequencies  Typical HRSG maintenance frequencies  Typical steam turbine maintenance frequency  Typical steam turbine inspection frequency	158 158 159 159
Table E.1	Hazard studies and project risk review gates	170

### **FOREWORD**

This is one of a pair of documents providing guidance on commissioning of combined cycle gas turbine (CCGT) plant. Also see Energy Institute (EI) *Guidance on the preservation and recommissioning of existing combined cycle gas turbine (CCGT) plant*, which focuses on preservation and recommissioning of existing plant.

This publication provides good practice for the safe commissioning of 'new build' CCGT plant projects. New build is plant that is being planned or has recently been constructed and being made ready (during the commissioning phase) for operation to an agreed specification and contract. It is intended to provide high-level guidance to the asset owner's/operator's technical management team.

Commissioning is the process of assuring that all systems and components of the new CCGT plant have been designed and installed correctly, tested and, where necessary, signed off, so that the plant can be taken over by the asset owner/operator to operate and maintain, according to the specified requirements. The commissioning process follows engineering procedures to check the installation is complete, and that every operational component and their individual functions, such as instruments and equipment, are fully inspected and tested. This includes their interfaces, the resulting plant systems and the system interactions up to the full plant operation. If the achieved performance meets the asset owner/operator's contractual and agreed expectations the project is completed and can be handed over.

However, the skills shortage in the power generation industry has been well documented, meaning there is less and less experience available of commissioning new build CCGT plant. This publication identifies ways to galvanise those limited resources to achieve the timescales required for bringing new CCGT plant on line.

This publication provides an overview of the project lifecycle, particularly to address aspects earlier in the project that will impact upon commissioning. It then focuses on the commissioning phase, providing high-level guidance of the main activities and equipment, skills needed for the commissioning team, typical commissioning timescales, etc. It also provides detailed check sheets for commissioning plant.

This guidance and check sheets provided are generic and intended to be independent of the CCGT technology, the plant configuration to be commissioned, and the supplier used. It provides a structured approach that can be utilised by the asset owner/operator to manage their project risk and record and report specific project and site knowledge.

This document focuses on the technical aspects and guidance for good industry practice. It does not purport to include all the necessary provisions of a contract. Full compliance with this guidance cannot confer immunity from any legal, regulatory and environmental obligations, including safety, environmental regulations and permits and licences. The user is responsible for the correct consideration and application of this guidance within their own safe systems of work, commissioning management and operational procedures.

The information contained in this document is provided for general information purposes only. Whilst the EI and the contributors have applied reasonable care in developing this publication, no representations or warranties, expressed or implied, are made by the EI or any of the contributors concerning the applicability, suitability, accuracy or completeness of the information contained herein and the EI and the contributors accept no responsibility whatsoever for the use of this information.

Neither the EI nor any of the contributors shall be liable in any way for any liability, loss, cost or damage incurred as a result of the receipt or use of the information contained herein.

The EI welcomes feedback on its publications. Feedback or suggested revisions should be submitted to:

Technical Department Energy Institute 61 New Cavendish Street London, W1G 7AR e: technical@energyinst.org

### **ACKNOWLEDGEMENTS**

Guidance on the development and commissioning of new combined cycle gas turbine (CCGT) plant was developed by Chris Libby and Dominic Cook (WSP | Parsons Brinckerhoff), and produced by the El Power Utility Committee (PUC). During this project, PUC members included:

Steve Gilmore (Chair) Uniper Edward Jamieson RWE

Stuart King (Secretary)

Ian Kinnaird

Toby Lant (Vice-Chair)

Daniel Rawdin

Doug Smart

Konstantinos Vatopoulos

Energy institute

Scottish Power

Centrica

SSE

EDF Energy

Aramco Overseas

Project management and technical editing were carried out by Stuart King (EI).

The EI acknowledges the following individuals for their contributions during the development or review of this project:

Stacey FoxSSEGordon McGoughSSERonnie GlennSSEPaul KieranSSE

Affiliations are correct at the time of contribution.

## 1 INTRODUCTION

This publication provides guidance on establishing good practice for the safe and structured approach to planning and commissioning of newly built combined cycle gas turbine (CCGT) power plant. It is written from an asset owner/operator perspective.

With the phasing out of coal generation in many countries, new CCGT plant may be built to meet the gap in generating capacity and to help underpin intermittent renewable generation (predominantly wind and solar).

However, given the changing market conditions, consolidation of expertise in fewer and fewer companies, life extension of CCGT assets, and the subsequent retirement of personnel with experience of commissioning CCGT plant, experience of commissioning new CCGT plant is becoming rarer within asset owners/operators.

#### 1.1 SCOPE OF GUIDANCE

This document provides guidance to an asset owner/operator for a structured approach to managing the project risks and programme when developing new CCGT plant.

It first provides background information, including the historical perspective explaining the need for this document, as well as the main assumptions, such as what type of plant is covered in this publication, the regulatory regime being operated in, etc.

Although this publication is primarily intended to cover the commissioning of plant, section 3 provides an overview of the project lifecycle, from considering operations, to tendering, design, construction, commissioning and operation. This information is provided, not for the purposes of providing a complete guide on how to undertake these stages, but rather because successful commissioning of plant requires that certain prerequisites be in place. Therefore, guidance is provided predominantly on those aspects that impact upon the commissioning of plant. Section 4 provides further general good practice guidance.

Section 5 focuses on the commissioning phase of the project lifecycle in much more detail. It identifies the associated high-level activities and main equipment items, and the typical skill sets and resourcing expected for commissioning. A typical Gantt chart is provided giving an estimate of the commissioning timescales. Commissioning team roles are described. Lastly, 'check sheets' are provided from which the asset owner/operator can understand the requirements and develop their specific site commissioning plan.

Section 6 provides guidance on issues that impact upon the resourcing of CCGT commissioning, including project timescales, staffing, training, as well as maintenance schedules.