



Oil & Gas
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Asset Stewardship Expectations

Contents

1. Foreword	3
2. Overview	5
SE-01 Joint Venture Hub Strategy	6
SE-02 Exploration and Appraisal Subsurface Work Programme	7
SE-03 Optimum Use of Subsurface Data	8
SE-04 Licence Activity, Decision Points and Milestones	9
SE-05 Robust Project Delivery	10
SE-06 Production Optimisation	11
SE-07 Information Management	12
SE-08 Technology Plan	13
SE-09 Collaboration	14
SE-10 Planning for Decommissioning	15

1. Foreword

The Stewardship Expectations are one element of the OGA's Asset Stewardship Strategy, which in turn supports the Maximising Economic Recovery (MER) Strategy for the UK.

For over a decade, average production efficiency in the UKCS basin fell to reach a low of around 60% in 2012.¹ This was lower than many comparable basins around the world. While it increased in 2014 and 2015, further improvements in production efficiency are essential to maximise economic recovery.

However, production efficiency improvement is just one element of maximising economic recovery. The OGA's Asset Stewardship Strategy recognises the value of improved asset stewardship across the whole oil and gas lifecycle, including stewardship of licences, exploration and appraisal, developments and decommissioning.

Following extensive consultation across the oil and gas industry, the OGA has developed 10 **Stewardship Expectations**. These are intended to provide further clarity on the MER UK Strategy obligations with the aim of encouraging enhanced stewardship and improved performance across the oil and gas lifecycle.

The 10 areas of good practice addressed by the Expectations are:

1. Joint Venture Hub Strategy

2. Exploration and Appraisal Subsurface Work Programmes

3. Optimum Use of Subsurface Data

4. Licence Activity, Decision Points and Milestones

5. Robust Project Delivery

6. Production Optimisation

7. Information Management

8. Technology Plans

9. Collaboration

10. Planning for Decommissioning

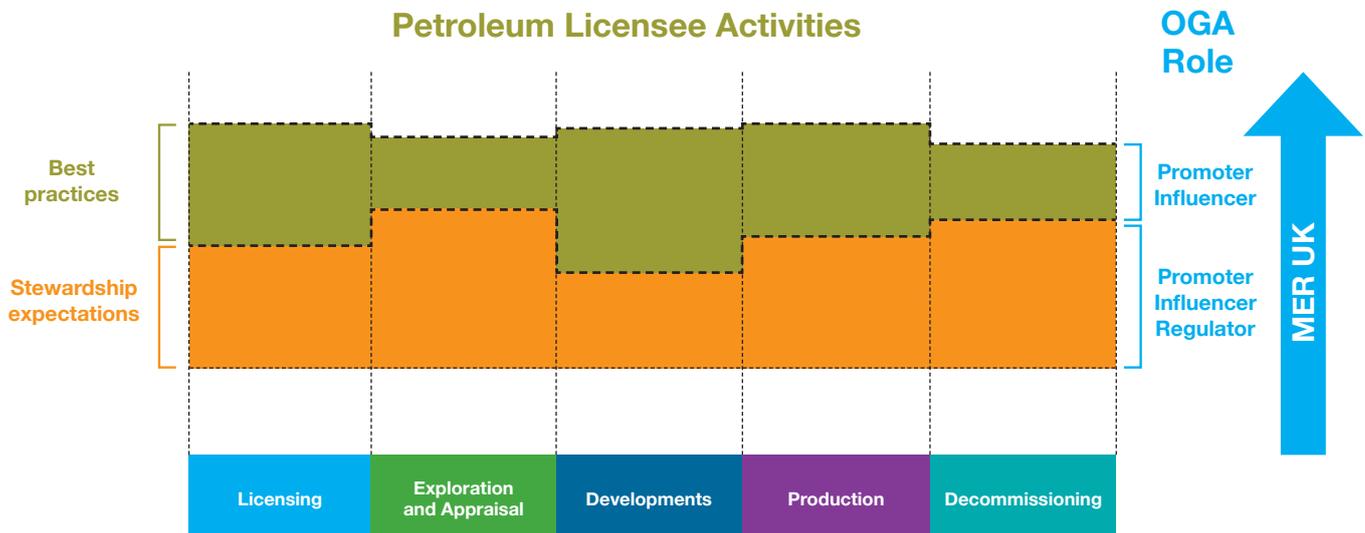
¹ Department for Energy and Climate Change (DECC) Production Efficiency Survey 2013

The **Stewardship Expectations** target elements of the oil and gas lifecycle where the largest MER UK impact can be achieved. They are not intended to have binding legal effect but rather set out for industry, operating across the oil and gas lifecycle, expectations which, if followed, will help to facilitate delivery of the MER UK Strategy. If, following discussions with the operator/licensees, the OGA concludes that a Stewardship Expectation has not been followed, this may lead the OGA to consider whether the approach taken by the operator/licensees complies with their obligations under the MER UK Strategy.

The OGA will observe operator and licensee delivery of the Stewardship Expectations in order to monitor and, if appropriate, seek to improve performance as they relate to particular assets.

The Stewardship Expectations are introduced on the following pages. Further guidance on the Expectations will be provided by the OGA as required, including detailed Implementation Guides. Figure 1 summarises the role of the OGA in relation to the Stewardship Expectations and the promotion of best practice across the UKCS lifecycle.

Figure 1: Stewardship Expectations, best practices and role of the OGA



2. Overview

Each Stewardship Expectation comprises clear statements on:

Expectation (What) – the expectation to be achieved by the operator or licensee

Indicators of delivery (How) – a description of key elements or behaviours which the operator or licensee should have in place to demonstrate that it is delivering what is expected

Outcome (Why) – the rationale for why the Expectation is in place and the expected outcome

Each Expectation will be supported by an Implementation Guide, which will provide further detail to assist operators and licensees in achieving them. **The 10 Expectations cover the following areas of asset stewardship:**

1. Joint Venture Hub Strategy

This is intended to ensure each hub has a fit for purpose Hub Strategy that is developed and documented by the operator in conjunction and in agreement with all Joint Venture partners.

2. Exploration and Appraisal Subsurface Work Programmes

This expectation has two key elements: an **Annual Subsurface Work Programme** that includes an evaluation of all prospective/contingent resources on each licence, and **Exploration and Appraisal Well Evaluations** delivered on a timescale appropriate to well activity.

3. Optimum Use of Subsurface Data

The aim is to ensure that all partners in a licence can access and evaluate all the available subsurface datasets relating to their licence in the context of risk, uncertainty and recovery.

4. Licence Activity, Decision Points and Milestones

This is intended to set expectations for agreeing Joint Operating Agreements and liaising with the OGA through key investment or divestment decisions.

5. Robust Project Delivery

This expectation focuses on the competitiveness and robustness of project delivery to ensure operators deliver major capital projects as per the cost/schedule commitments.

6. Production Optimisation

This is designed to help ensure that a systematic approach is in place to deliver production optimisation for each producing field, including appropriate processes, systems and personnel.

7. Information Management

This is focused on ensuring that exploration and production licensees take steps to prepare for the commencement of obligations to retain and report information and samples, arising from the Energy Act 2016.

8. Technology Plans

These are required to demonstrate that technologies are being deployed to optimum effect in maximising the value of economically recoverable petroleum from each asset through its full lifecycle.

9. Collaboration

The aim is to help licensees build effective business relationships by embracing a culture of collaboration and by utilising the collaborative behaviour tools available to the UK oil and gas industry.

10. Planning for Decommissioning

This expectation focuses on timing and need for decommissioning preparation and the development of appropriate execution and contracting strategies.

SE-01 Joint Venture Hub Strategy

Expectation (What)

Each hub should have a fit for purpose Hub Strategy that is developed and documented by the operator in conjunction and in agreement with all Joint Venture partners. The Hub Strategy should subsequently be updated at least once every two years and be made available to the OGA on request.

Indicators To Assess Delivery (How)

The Hub Strategy should be updated at least once every two years and should include the following elements:

- Hub and area description
- Hub strategic vision
- Strategic options considered
- Strategic option chosen and strategic delivery elements
- Risks and opportunities
- Activity plan

The Joint Venture has the flexibility to develop a compliant Hub Strategy in a format of their choice. Further explanation on expected Hub Strategy elements will be included in the Implementation Guide.

Outcome (Why)

- To demonstrate how the hub will deliver MER UK over its lifetime
- To facilitate a cross-functional integrated view of the hub and its future potential
- To align strategic objectives of Joint Venture partners and thus facilitate the approval of long-term business plans
- To directly support the MER UK Strategy (for example, clauses 10, 13, 14, 15, 16, 17, 18, 20, 28 and 29)

References

Sir Ian Wood, Maximising Economic Recovery: Final Report, 24th February 2014
The Maximising Economic Recovery Strategy for the UK

SE-02 Exploration and Appraisal Subsurface Work Programme

Expectation (What)

This expectation consists of two key elements – an **Annual Subsurface Work Programme** and additional **Exploration and Appraisal Well Evaluations**. During the Initial Term and Second Term of a Production Licence, the operator should provide an Annual Subsurface Work Programme that includes an evaluation of all prospective resources and/or contingent resources on each licence and an associated Work Programme. Whilst this may focus on the main prospect in a licence, the operator should also work on maturing other prospects within the timeframe of the licence, or alternatively partially relinquish the licence in a timely manner. The operator should also complete Exploration and Appraisal Well Evaluations on a timescale appropriate to well activity and covering pre- and post-drill evaluations and well operations. These should be made available to the OGA on request.

Indicators To Assess Delivery (How)

a. Annual Subsurface Work Programme

Delivery will be assessed via the submission of an annual prospectivity evaluation and work programme by the operator to the OGA. This will be submitted via the annual UKCS Stewardship Survey, which develops and updates the licence application bid programme. Following internal analysis and prioritisation, the OGA will engage with the relevant (prioritised) licensee and provide feedback.

b. Exploration and Appraisal Pre-, Syn- and Post-Well Evaluation

The OGA should be kept fully informed of well investment decisions, planning, drilling activities and post-well analysis. Further details will be published in the Implementation Guide.

Outcome (Why)

a. Annual Subsurface Work Programme

- To ensure the licensees study and exploit, ultimately through the drilling of wells, the full suite of leads and prospects in the licence
- To enable the OGA to manage the full portfolio of UK resources
- To ensure the licence holder actively advances the committed work programme
- To identify opportunities for early relinquishment or potential commercial stratigraphic block/licence splits
- To directly support the MER UK Strategy (for example, clauses 10, 11 and 12)

b. Exploration and Appraisal Pre-, Syn- and Post-Well Evaluation

- To capture full technical and economic evaluations in support of:
 - Decision-making around well commitments
 - Appropriate promotion of opportunities in subsequent licence rounds
 - The OGA's opportunity inventory and associated yet-to-find estimates
- To maximise well success and optimise data acquisition through:
 - The independent OGA peer review of the prospect and well data acquisition programme
 - Allowing the OGA to develop and share lessons learnt within confidentiality boundaries
 - Assessing and enhancing overall exploration performance
- To directly support the MER UK Strategy (for example, clause 10)

References

The Maximising Economic Recovery Strategy for the UK
 Peter R. Rose (2012) – AAPG Methods in Exploration Series, No. 12. Risk Analysis and Management of Petroleum Exploration Ventures. ISBN: 978-1-58861-444-5

Gary Citron, Paul J. Brown, James MacKay, Peter Carragher and David Cook (In Press, 2017), Rose and Associates – The challenge of unbiased and calibrated application of risk analysis towards future profitable exploration. Proceedings of the Petroleum Geology Conference, Volume 8

SE-03 Optimum Use of Subsurface Data

Expectation (What)

At licence application stage, and annually throughout the exploration and production lifecycle, each participant in a licence should evaluate all of the available subsurface datasets relating to their licence in the context of risk, uncertainty and recovery.

Consideration should be given to whether a new dataset or a refresh of the existing data would substantially change the risk or uncertainty or serve to improve ultimate recovery of resources. Joint Venture partners should share access where appropriate to do so (noting MER UK safeguards) to a common subsurface dataset that will best deliver the optimum value to MER UK.

Licence participants should also regularly evaluate the benefits of applying datasets, technologies, processes and skills that are available internally or within the wider market.

Indicators To Assess Delivery (How)

On licence application, the Joint Bidding Group/Applicant should provide the OGA with:

- A written technical assessment of all available subsurface datasets partially or wholly covering a licence (including all geophysical data types and other geoscience data and relevant studies)
- This assessment should make clear which dataset the Joint Bidding Group/Applicant plans to use as their primary dataset in the initial term and whether this data is held by the entire group, if applicable

The assessment should be updated annually by the Joint Venture for the duration of the initial, second and third terms of the production licence

Based on this assessment, the Joint Venture should inform the OGA (on request) which subsurface datasets are being used by each licence participant, and the rationale and reasons for these choices

Outcome (Why)

- To ensure business decisions throughout the exploration and production lifecycle are data-supported and as robust as reasonably possible through understanding risk and reducing uncertainty
- To maximise well and commercial success rates
- To maximise the economic value of ultimate recovery
- To ensure exploration and appraisal activity continues through the timescale of the licence using the best data, processes and expertise for project success
- To directly support the MER UK Strategy (for example, clauses 10, 12, 15, 16, 18, 19, 20)

References

Linkage to LARRY database (for the initial licence application)

The Maximising Economic Recovery Strategy for the UK

SE-04 Licence Activity, Decision Points and Milestones

Expectation (What)

The Joint Venture group for an awarded licence should have a fully signed and executed Joint Operating Agreement within the first six months of the Initial Term of the licence. The OGA should be notified and engaged as early as possible and at least one month prior to the investment decision being taken to drill or drop a well commitment. The OGA should be notified by each and any participant in the licence of any farm-out/divestment activity at least one month prior to the commencement of such activity.

Indicators To Assess Delivery (How)

- The Joint Venture group should deliver the signed Joint Operating Agreement to the OGA by the end of the first six months of the Initial Term of the licence
- The Licensees should proactively provide at least one months' notice by email to the OGA prior to taking any investment decision to drill or drop
- At least one month prior to commencing farm-out/divestment activity, the OGA should be provided with an activity plan and timeline; basic marketing information should be provided to OGA on commencement of the activity and additional material should be provided on request

Any licence activity should not adversely affect progress against licence commitments and will not be considered relevant if the work programme for the licence is not delivered on time.

Outcome (Why)

- To ensure progress is made in creating a Joint Operating Agreement, such that Joint Venture alignment is reached and timely progress of the work commitment may ensue
- To ensure the OGA has the opportunity to facilitate or provide guidance in the decision-making process before the investment decision is taken
- To enable the OGA to assist in identification of licensee problems, obstacles or misalignment, encourage the adoption of good practice and to enable the OGA to facilitate licensee alignment
- To allow the OGA to comment on farm-out best practices and ensure marketing and negotiation timelines are realistic
- To directly support the MER UK Strategy (for example, clauses 10 and 12)

References

The Maximising Economic Recovery Strategy for the UK
The Oil & Gas UK industry standard JOA can be accessed here:
<http://oilandgasuk.co.uk/knowledgecentre/accessagreements.cfm>

SE-05 Robust Project Delivery

Expectation (What)

Operators should deliver major capital projects (including decommissioning) as per the cost/schedule commitments at project sanction (final investment decision) or decommissioning program. They should create alignment with the OGA on scope, cost/schedule and front end loading (including a list of potential changes and risks) at Field Development Plan approval. Sufficient preparatory work will be required to demonstrate both competitiveness and robustness of project delivery. Each project should have a formal review cycle within its own governance structure and appropriate reporting agreed with the OGA.

Indicators To Assess Delivery (How)

- The appointment of accountable leadership
- A dedicated delivery organisation is in place
- Ensuring that an established project management system is in place and used (also known as a stage gate or check point or gateway process)
- Evidence that benchmarking assessments have been made prior to any major investment decision

Also required will be documented evidence that consideration has been given to maximising economic recovery from both **new and existing infrastructure**. This should demonstrate Enhanced Oil Recovery (EOR) potential and how:

- New infrastructure is optimally configured to maximise value that can be recovered
- Existing infrastructure could be used by others to reduce costs or maximise recovery
- All viable options for the re-use of existing assets (including 3rd party) have been explored

The OGA will judge a project by its delivery at key milestones, not by the processes to deliver it.

Outcome (Why)

- To encourage sufficient front end preparation prior to any significant project approval
- To ensure delivery of main project parameters (health, safety and environmental, production, cost and schedule)
- To improve the predictability of project delivery – assessed against previous project performance and delivery
- To drive efficiency in project delivery and reduce unit development costs in the UKCS
- To directly support the MER UK Strategy (for example, clauses 13, 14, 18 and 20)

References

Contract Management Guide, Chartered Institute of Purchasing and Supply (CIPS)
 Engineering Construction Industry Productivity Improvement Committee (EPIC) Best Practice Guides – Contract Management Guide
 APM Body of Knowledge (BoK) 6th edition
 SPE Technical Report “Guidance for Decision Quality for Multicompany Upstream Projects”; 24 February 2016
 Engineering Construction Industry Training Board (ECITB) Project Collaboration Toolkit
 The Maximising Economic Recovery Strategy for the UK

SE-06 Production Optimisation

Expectation (What)

The operator should have a systematic approach in place to deliver production optimisation for each producing field. It should include appropriate processes, systems and personnel and also ensure that both production protection and production growth are addressed.

Indicators To Assess Delivery (How)

A systematic approach to **process and systems** including:

- Reservoir, wells and plant technical limits process
- Reservoir management plans
- Reservoir, well and plant surveillance programmes
- Production threats and opportunities assessment, including a process for identifying production critical equipment and maintenance requirements
- Integrated planning (including turnaround/shutdown scheduling)
- Choke model based production loss management system identifying production forecasts/targets, planned/unplanned losses, economic and uneconomic production potential

A systematic approach to **continuous improvement** including:

- A method of identifying, recording and monitoring the completion of actions and action plans arising from the production optimisation approach both on and offshore
- A method of communicating the key elements of the production optimisation approach

A systematic approach to enhancing the role of **people** in production optimisation including:

- Evidence of an organisation accountable for delivering production optimisation
- Evidence of organisational competency

The operator has the flexibility to develop a compliant production optimisation approach in a format of their choice.

Outcome (Why)

- To minimise production losses and maximise recovery factor
- To understand and manage production related threats and opportunities
- To drive continuous improvement
- To ensure that secondary and tertiary recovery mechanisms are considered where appropriate as part of production optimisation through growth
- To ensure competent people are accountable and understand where improvement opportunities exist, develop improvement plans, and deliver
- To directly support the MER UK Strategy (for example, clause 15)

References

SPE Guidance on Production Loss Management
 O&G UK TAR Best Practices
 SPE White paper on Production Efficiency
 OGA Guidance Notes for Petroleum Measurement (Issue 9.2)
 The Maximising Economic Recovery Strategy for the UK

SE-07 Information Management

Expectation (What)

Exploration and Production Licensees should continue to comply with current obligations set out in PON 9, which detail requirements to retain and report information and samples. Licensees (and other relevant persons) should also take the necessary steps to prepare for commencement of the information and samples related powers and obligations set out in Chapter 3 of the Energy Act 2016, and subsequent supplementary legislation to be introduced.

Indicators To Assess Delivery (How)

PON 9 provides guidance on the retention and reporting of information and samples by licensees and its publication by the OGA. Licensee should act in accordance with these requirements and work, at present through their PON 9 co-ordinator and later through the information and samples coordinator, to achieve compliance. Members of Common Data Access Limited (CDA) have access to various tools to help measure their compliance. The British Geological Survey (BGS), on behalf of the OGA, assists in ensuring reporting of samples.

Once the powers under Chapter 3 of the Energy Act 2016 are commenced, an information and samples plan (Energy Act §30, 31) will require to be agreed with the OGA prior to certain licence events. Details of the required content for information and samples plans will be included in new guidance. The OGA will expect an information and samples plan to contain as a minimum:

- A written scheme that describes the proposed plan for managing information and samples as a result of such licence event, including transition plans to any third party
- Detailed item level listings of the information and samples relating to the licenced area that is subject to the licence event

The OGA will be consulting on its proposed recommendations to BEIS for regulations relating to the retention of information and samples by relevant persons, and relevant disclosure limitations for such information. The OGA would encourage industry to participate in this consultation.

In support of the MER UK Strategy, the OGA may request the following information from relevant persons:

Process and Systems

- Actions they are taking to prepare to meet the requirements of Chapter 3 of the Energy Act 2016.
- Their organisation's ongoing administrative arrangements for managing information and samples.

Continuous Improvement

- Actions, taken or intended, to achieve compliance with PON 9 and any issues identified in this area or proposals for improvement.
- Any opportunities, identified or implemented, for standardisation, cost reduction and innovation.
- Any best practice that they wish to be shared with the OGA and industry.

Outcome (Why)

- To provide upstream Exploration and Production businesses with improved access to data to help realise MER UK objectives.
- To encourage licensees (and other relevant persons) to report the maximum volume of relevant data of known quality at the earliest opportunity and with the fewest limitations on its subsequent use.
- To ensure that information and samples are preserved for use and re-use by the widest possible audience.
- To promote further investment and fostering new methods of data analysis.
- To help align the OGA and industry and ensure that data is shared to maximise innovation and efficiency.
- To directly support the MERUK strategy.

References

Petroleum Operations Notice 9 (PON 9) , Record and Sample Requirements for Seaward Surveys and Wells Energy Act 2016, Chapter 3

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SE-08 Technology Plan

Expectation (What)

The operator should demonstrate via a Technology Plan that technologies are being deployed to optimum effect in maximising the value of economically recoverable petroleum from each asset. The Technology Plan should cover the full oil and gas lifecycle from exploration through to decommissioning and include details of any new and emerging technologies. It should be submitted as part of the annual UKCS Stewardship Survey.

Indicators To Assess Delivery (How)

The following indicators will be used to assess delivery of the expectation:

- That a Technology Plan has been submitted to the OGA as part of the annual UKCS Stewardship Survey
- That both existing and new/emerging technologies have been considered for deployment to their optimum effect within UKCS
- That progress against the Technology Plan – planned versus actual delivery – is being measured

In addition it is expected that the Technology Plan should include the following elements:

- Technology problem statement(s) of each operated asset/licence
- Identification of the top three technology priorities of each operated asset/licence
- The plans by the operator/licence holder to address the technology problems identified

Outcome (Why)

- To help each operator/licence holder to identify its technology needs across its asset base and assist it in determining how best to implement technology to address their assets needs
- To enable the OGA to help operators identify existing and novel technologies that could have a positive impact on their asset base
- To enable the OGA to advise operators of areas where existing technologies may be shared and/or synergies may exist for the development of novel technologies
- To directly support the MER UK Strategy (for example, clause 18)

References

The Maximising Economic Recovery Strategy for the UK

SE-09 Collaboration

Expectation (What)

Licensees should build effective business relationships which aim to create more value than is possible alone, by embracing a culture of collaboration and utilising collaborative tools and processes. In particular, licensees should be able to demonstrate that collaboration forms a core part of their organisational culture, and that they are making use of appropriate collaborative behaviour tools.

Indicators To Assess Delivery (How)

a. Building a culture of collaboration

Licensees should be able to provide evidence of senior leadership commitment to a culture of collaboration and of organisational engagement on the added value of collaboration. Other indicators will include:

- Recognition of the importance of technical alignment as the basis for subsequent collaboration
- Evidence of collaborative engagement beyond the joint venture to recognise common interest
- Evidence of assessing the opportunities to learn from and share with others
- Evidence of a willingness to communicate the learnings
- An established review and improve process

b. Utilising collaborative processes

Within Joint Ventures, an assessment of collaborative behaviour based on the “OGA Collaborative Behaviour Quantification Tool” should be completed at least every two years. This will provide an action plan to improve on the lowest ranking areas. Both the assessment and action plan should be available to the OGA on request.

Across the wider industry, each licensee should seek to facilitate effective business relationships by acting in accordance with the codes of practice and charters to which they have signed up to. These include the Industry Behaviours Charter, the Commercial Code of Practice (CCoP) and the Code of Practice on Access to Upstream Oil & Gas Infrastructure (ICoP). Both CCoP and ICoP have been demonstrated as effective collaboration and value enhancing tools when used.

Outcome (Why)

- To unlock value in Joint Ventures
- To help develop self-awareness within Joint Ventures and provide direction for self-help
- To recognise positive examples of collaboration and thereby help create a virtuous cycle
- To ensure all licensees are aware of CCoP and ICoP and that they have personnel competent in their delivery and use
- To directly support the MER UK Strategy (for example, clause 28)

References

Industry Behaviours Charter (Oil & Gas UK)
 OGA Collaborative Behaviour Quantification Tool
 Oil & Gas Industry Licence-Holder Commercial Code of Practice, January 2002 (CCoP)
 Code of Practice on Access to Upstream Oil and Gas Infrastructure on the UK Continental Shelf, November 2012 (ICoP) (Oil & Gas UK)
 British Standard BS 11000-1 Collaborative business relationships – Part 1: A framework specification.
 Supply Chain Code of Practice (Oil & Gas UK)

SE-10 Planning for Decommissioning

Expectation (What)

The operator should have a Preparation Plan for Decommissioning in place for each asset, no less than six years prior to Cessation of Production (CoP). This Preparation Plan should be kept current from that point forward and be made available to the OGA on request. The operator should supplement the Preparation Plan with decommissioning execution and contracting strategies no less than three years prior to CoP. The execution and contracting strategies should also be kept current and made available to the OGA on request.

Indicators To Assess Delivery (How)

The **Preparation Plan for Decommissioning** should include the following elements:

- Planning or indicative timing for the major elements of decommissioning
- Decommissioning basis of estimate
- Management plan for opportunities and risks
- Decommissioning funding arrangements and security
- Regulatory engagement plan

The **Execution and Contracting Strategies** should include the following elements:

- Decision making process describing which alternative strategies have been examined and how the selected options were evaluated and graded
- Execution and contracting options selected, under consideration, or scheduled to be considered
- Identified risks and opportunities including how they will be managed or mitigated
- Collaboration initiatives and activities, including potential/previously undertaken or planned campaigns, that have been undertaken, or are planned, to optimise execution and cost reduction

The OGA may require an operator to submit or share its plan on request and to meet to discuss its contents.

Outcome (Why)

- To drive consistency in planning for decommissioning, including estimating methodology and increase confidence on the overall UKCS decommissioning estimate and phasing of expenditure
- To ensure the industry obligations contained within the Energy Act 2016 and the MER UK Strategy, including those of the OGA, are being addressed and delivered
- To facilitate the use of metrics and benchmarks in decommissioning
- To uncover innovation and transformative execution and contracting models for decommissioning, with a view to:
 - Recognising and acting on the differences in decommissioning projects relative to investment projects
 - Delivering cost effective solutions
 - Avoiding costly repetition of traditional adversarial contracting arrangements
- To provide the opportunity for the OGA, the Department for Business, Energy and Industrial Strategy (BEIS) and the Health and Safety Executive (HSE) to share best practice, precedence and guidance prior to submission of any Decommissioning Programmes
- To directly support the MER UK Strategy (for example, clauses 28 and 29)

References

Association for the Advancement of Cost Engineering (AACE), No 34R-05 (2007)

Association of Project Management (Europe) – APM Body of Knowledge, 6th edition, 2012

OGA Decommissioning Regulatory Roadmap (Issue 1, Q4 2016)

Oil & Gas UK Guideline on Decommissioning Cost Estimation (Issue 3, October 2013)

Oil & Gas UK Guidelines on Well Abandonment Cost Estimation (Issue 2)

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