

## **Wells Task Force (WTF) Meeting**

**25<sup>th</sup> February 2020**

### **Attendees:**

Steve Phimister, Shell  
Gunther Newcombe, OGA  
Alan Quirke, Repsol Sinopec  
Peter Wilson, Valaris  
Claus Vissing-Jorgensen, Total  
Joe Narducci, Apache  
Katy Heidenreich, OGUK  
Ian Ferguson, Shell  
Tom Fuller, BP  
Karl Tolson, Chrysoar  
Marian Bruce, OGA (Secretariat)

### **Apologies:**

Doris Reiter, BP  
Martin White, Halliburton

### **Key Actions**

- Understand how to access OGA data - what permissions are needed to enable task groups (TGs) to access the more detailed data to enable them to generate the insights they need – Gunther Newcombe
- Identify how the TGs best utilise Performance workshops, scrutiny sessions and Deep dives and how these should be mapped against TGS – Katy Heidenreich
- Last year work was completed to update the annual stewardship survey to include more wells information. Due to the lack of time to network these data requests these requests were deferred. Gunther Newcombe to send updated well data request to TGs for comment. Survey implementation would take place mid-2020.
- TG leads to update TOR to ensure that deliverables are clearly defined, leading and lagging KPI's included as much as possible and TG membership finalised, with help from Katy Heidenreich, and information to be sent to Steve Phimister & Gunther Newcombe.
- Communication to the wells' community is a key priority of the WTF and TGs.
  - The OGA will draft a communication for industry to be issued by end March outlining industry base line performance, role of WTF and ambitions around performance improvement. Action Gunther Newcombe & OGA Communications team
  - Requirement to map out forthcoming wells events and map against task group deliverables & milestones and check to see if any gaps.

Alan Quirk to create a communication roadmap. OGA communications team can support if required.

- OGA to find a replacement for Gunther Newcombe by end 1Q 2020
- Right Scoping TG (Drill the right well) and Waste Removal TG (drill the well right) to remain as separate task groups. This to be reviewed in 6 months.
- Wells TGs to meet initially on a monthly basis and wells task force quarterly
- Next WTF meeting to be held 2H April. Marian Bruce to advise

## **Welcome & Introductions**

- Steve Phimister welcomed everyone to the meeting and asked the members to introduce themselves.

## **OGA Wells insights status – Gunther Newcombe**

- Gunther advised that he was leaving the OGA at the end of March and that the OGA were currently looking for someone to take his place on the WTF.
- The OGA currently has two members of staff working on wells and they will take active roles in the TGs.
- Wells insight slides had been issued as a pre-read for the meeting and these would also be presented to the Wells Forum meeting being held on 26<sup>th</sup> February.
- The OGA gather a considerable amount of data on wells and can offer the task groups anonymised data and potentially more detailed information.
- A Wells insight report will not be produced this year, but the OGA plan to share high level data via dashboards on the OGA website
- 10 wells have been identified and the OGA intend to carry out deep dives on these, an anonymised report will be issued by end year which will share lessons learned. This should complement the work of the TGs.
- Well deep dives are managed by the OGA and look primarily at well outcomes whilst scrutiny sessions, to date organized by OGUK, involve a wider stakeholder group and review well planning
- It was highlighted that the WTF would have to ensure it does not lose sight of the wells value – not cost.
- There are 3 tools currently available that can be utilised - performance workshops, scrutiny sessions and deep dives coupled with potentially more wells information from stewardship survey
- It was agreed that there was a need to ensure that the right data is being gathered and that this was made available.
- The OGA annual stewardship survey could be updated this year to provide more transparency for well information and take account of the OGUK wells KPI document. The task groups should start to think what data they would need/like.

## **Task Group Feedback**

- Draft ToR's for the TGs were issued as pre-read

## **Right Scoping Task Group – Ian Ferguson**

- Ian Ferguson gave an overview of the ToR document for the Right Scoping TG.
- Proposed deliverables
  - Technical Review and Learning Sessions (Formerly Scrutiny Sessions)
    - Technical Review and Learning sessions are targeted, well or campaign specific, cross TG sessions to assess technical feasibility and further opportunities.
  - Agreed KPI set gathered in support of 2020 insights report.
  - Monthly TG meetings, recognising that there will be Performance Improvement and Technical Review and Learning sessions interspersed throughout the calendar
- The question was asked how the TG would promote and encourage uptake of the Right Scoping guidance in industry? Scrutiny sessions will be used to share positive examples.
- It was also suggested that the Right Scoping guidance could be used to help progress wells that were struggling to get approval.
- The primary objective is about drilling the right well and promoting best practice. The TG will have to decide which are the best vehicles to use to do this.
- It was discussed that the scoping sessions may not always reach the right people and some sort of tracking exercise may need to be undertaken.
- TG membership was also discussed. It was agreed that Katy Heidenreich would support the TGs to ensure they had the correct composition of the right people and avoid conflicts and duplication.
- It was also discussed how to utilise existing forums.
- KPI's discussed were
  - Utilization of right scoping principles – Leading
  - Delivery of defined number of scrutiny sessions - Lagging
  - 10% improvement in average well % gap to BIC - Lagging

## **Waste Removal - Claus Vissing-Jorgensen**

- Claus Vissing-Jorgensen gave an overview of the Waste Removal TG.
- Proposed deliverables for this group are:
  - 2 Well Scrutiny Sessions (exploration, development, decommissioning)
  - 2 Lessons Learned Sharing's through the WTF Forum
- Concerns were raised that the work they would be undertaking might sit better with the Wells Forum as there seemed to be overlap with the Right Scoping TG.

- It was proposed that this group look at why 25% of wells in the UKCS get re-spudded, OGA would be able to provide data, rather than reviewing common well stock for relief wells
- This group will take the learnings from wells that have been drilled and look at how industry could improve, it is about drilling the right well in the right way.
- Performance Improvement Sessions are the right vehicle for this TG, not Well scrutiny Sessions (which is suited to Right Scoping TG)
- It was proposed that a TG be set up with the purpose of sharing information. It was agreed that each TG be responsible for the sharing of information.
- KPI's proposed reduce NPT and reduce number side-tracks - Lagging
- There was a discussion on whether the Right Scoping TG and the Waste Removal group merge to become one group. It was agreed that they would continue as two separate groups. This would be reassessed in a few months.
- Consider different TG name to reflect its initial focus : reduce NPT and reduce proportion of new wells side-tracked.

### **Improved partnership – Peter Wilson**

- Peter Wilson provided an overview of the Improved Partnership ToR's.
- This group will look at real and perceived barriers to multi-operator campaigns and look for mitigation to resolve the barriers. They will also look at examples where this concept has been successfully applied.
- Proposed deliverables:
  - Review of previous body of work – What do we Know
  - Barriers to Success Discovery
  - Where it Works and Why – Conditions for Success
  - Road Map to Multi Operator Campaigns
- It is important that outputs from this group are shared widely with industry and that participation in this group does not give a competitive advantage, this would apply to all the TGs.
- A challenge for the WTF and TGs will be to think about what vehicles should be used for cascading information including insights, learnings and value.
- Going forward the group was asked to look at best practice and learnings from good examples of contracting in drilling.
- It was discussed whether this TG be renamed as Well Campaign TG as currently business and supply chain models not being considered.
- If TG is renamed it is very important that it doesn't only focus on multi-operator campaigns but that it also helps to drive sharing of best practice in outcome-based contracting with robust risk-reward models.
- TG should clarify that Scope is both Rigs and LWIV; and also that it covers the well lifecycle (E&A, Dev, P&A)

## **Reservoir and Wells Optimisation -Tom Fuller**

- Tom Fuller gave an overview of the ToR's for this TG.
- This group was set up to raise the potential of existing fields, producing as much as economically possible. The proposed deliverables are:
  - Cross industry Reservoir & Wells Optimisation workshop to further develop 2020+ activities.
  - Develop mechanisms to unlock opportunities to maximise production, e.g. benchmarking, case studies, lateral learning sessions
  - Develop “what good looks like” in reservoir and wells optimisation, including surveillance.
  - Deeper examination of the wells associated with the WTF representatives and bring examples of the challenges.
- The group has not yet identified what the problems are. They plan to hold a cross industry workgroup early this year and the output from this will form further activities and the workplan for 2020 and beyond.
- All TG members are willing to share more details of their wells and bring samples of the challenges they have faced.
- Chrysoar agreed to provide a member to join this TG.
- There may be an opportunity to share OGUK's unlocking brownfield development document which will shortly be published.
- There is also an opportunity to look at shut-in wells to understand the reasons and help industry get maximum benefit from their well stock.
- The focus here is on R & W optimisation, linked to Production System Optimisation (ASTF) noting that it will be barrel-adding and value oriented i.e. understanding the economic proposition of the activity e.g. well work over is crucial to achieving MER
- It is about both Optimisation and LIP of existing wells
- Well surveillance was discussed and acknowledged that it is a key tool in establishing the (size of the) problem we have; it is therefore important for us to understand the different means of surveillance and the right ‘horses or courses’ (acknowledging that an increase in surveillance is needed and desirable)
- Regional and global benchmarking is really important to set an ambition as to what “good looks like”

## **Wells decommissioning – Alan Quirke**

- Alan Quirke gave an overview of ToR's for the Wells Decommissioning TG.
- There is a lot already happening in the decom space, with at least 8 other groups looking at different aspects of decom.
- Emphasis for this TG is also “getting arms around all the good work within industry” and helping to consolidate/synthesise into best practice that all can access
- Key aim for this group with to reduce costs by 35%.

- Scope includes Barrier Philosophy and Execution Philosophy (including different commercial and contractual models for P&A campaigns, linked to Improved Partnership TG)
- What is not being looked at is wells that are already permanently abandoned.
- Proposed deliverables for this group:
  - Technology roadmap – OGTC, TLB, Norce
    - Subsurface BoD – Development of key principals
    - Existing Barrier Verification – Risk Assessment of in-situ barriers
    - New (alternate material) barriers
  - Updated guidance for suspended wells and well decommissioning in reservoirs with future use
    - Guidance for qualification of materials – 2015
    - Guidance for Well abandonment cost estimate - 2015
    - Guidance for abandonment of Wells – 2018
  - Supply Chain Strategy - focused on optimisation of Well Decommissioning activity
    - Supply chain engagement protocol – *Supporting Improving Partnerships*
    - Well Decommissioning Contracting and Commercial Models
    - Aligned with Decommissioning Task Force
  - Environmental impact of well removal and decommissioned wellbores
    - Roadmap 2035
    - Well emissions workgroup
- Katy advised that BEIS had been in contact with OGUK to advise they were setting up a CCUS storage expert group.
- Katy also advised that wells emission is part of a broader piece of work that OGUK are doing. OGUK will share this work with the task group.
- Katy asked if they group should include emissions as a metric, it was agreed that Steve and Katy would discuss this outside of the meeting.

## Summary

- Steve closed the meeting with a summary that emphasised the need for a) the TGs to fully finalise their TORs with some urgency (by end March), so that b) the TF can make holistic decisions on TG membership and the consolidated set of industry Well KPIs (leading and lagging) and thus c) all of which can be included in the planned Comms in early April.
- It was agreed by TF members that the TGs ‘get going’ with high initial tempo to test out the TG TORs and engage industry meaningfully; a “learn-by-doing” approach with corrections/adjustments as we go. The overall direction and needs are clear, according to the Wells Strategy, and prioritisation and focus within the TGs will help gain early traction on the most impactful activities.
- Next TF meeting will be in late April (date TBC).

## Table of Actions from this meeting

Action	Assigned to	Due Date
Understand how to access OGA data - what permissions are needed to enable task groups to access the data to enable them to generate the insights they need	Gunther Newcombe	End March
Identify how the workgroups best utilise Performance workshops, Scrutiny session and deep dives and how these should be mapped against task groups	Katy Heidenreich	Mid-April
Send out request for updated well data to be included in the next OGA Annual Stewardship survey	Gunther Newcombe	End March
Task group leads to send their requests to Steve and Katy for collation for feed to OGA	Task Force leads	By end April
Update ToR's to ensure that deliverables are clearly defined, leading and lagging KPI's included.	Task group leads	End March
Finalise task group membership	Task group leads/Katy Heidenreich	End March
OGA to draft a communication for industry to be issued by end March outlining industry base line performance, role of task force and ambition around performance improvement.	Gunther Newcombe/OGA Comms team	End March
OGA to advise who will replace Gunther Newcombe in supporting the wells task force.	OGA	End April
Map out forthcoming wells events and map against task group deliverables and milestones and check to see if any gaps. create a communication road map.	Alan Quirke/OGA comms team	Mid-April
Right Scoping Task Group (Drill the right well) and Waste Removal Task Group (drill the well right) to remain as separate task groups. This to be reviewed in 6 months.	All task group member	End Q2

Wells work groups to meet initially on a monthly basis and wells task force quarterly	Task Group Leads	Monthly meetings to be in place by end March
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### Action from previous meeting

Action	Assigned to	Due Date	Progress
Task group leads to develop formal TOR's for their group – what, why, when and who should be involved.	Task Group leads	17 <sup>th</sup> Feb 2020 (for issue as a pre-read for next meeting)	Complete
Develop Template for above	Steve Phimister Katy Heidenreich	31 <sup>st</sup> Jan 2020	Complete
Become familiar with: OGA Wells Strategy OGA Wells Insight Report OGA Wells Asset Stewardship Expectation	All	25 <sup>th</sup> February	Complete

Useful links:

Wells Strategy:

<https://www.ogauthority.co.uk/news-publications/publications/2019/oil-and-gas-authority-publishes-first-wells-strategy/>

Wells Insight Report:

<https://www.ogauthority.co.uk/news-publications/publications/2018/wells-insight-report-2018/>

Stewardship Expectations:

<https://www.ogauthority.co.uk/exploration-production/asset-stewardship/expectations/>