

Section 14. Project Management and Verification

CONTENTS

14.1	Introduction	3
14.2	Project Management	3
14.3	Verification	5
14.4	Materials and Waste Management, and Safety, Health and Environment (SH&E)	6
	14.4.1 Worksite Management	6
	14.4.2 SH&E Management	7
14.5	Progress Reporting to the DTI	8
14.6	Notes and References	8

This page is intentionally left blank

14.1 Introduction

This section provides information on how Phillips, on behalf of the Maureen Owners, will manage the implementation of the Maureen Decommissioning Programme and provide information to the DTI on the progress of the project.

It also outlines, for the statutory authorities, the verification process used to monitor the progress of the decommissioning programme and ensure its compliance with regulations.

14.2 Project Management

A full project team has been set up to execute the Maureen Facilities decommissioning. This group is monitored in accordance with Phillips' standard procedures and Asset Development Process (ADP).

The ADP is used on all projects throughout the company and is designed to help project teams successfully achieve the project objectives. For Maureen Decommissioning the objective is the safe decommissioning of the facilities in the Maureen field with minimum environmental impact. The ADP is based on the following principles:

- An organised efficient development process that emphasises the importance of early definition of all aspects of the project, and incorporates the use of proven project management improvement practices
- Integration of teams and processes
- The use of highly qualified personnel.

The first principle leads ADP to define which outputs should be expected at the various stages of a project and so ensures that adequate definition has been achieved before requesting approvals for the project, or before making major commitments on the project. The definition includes environmental, regulatory and other aspects of the project as well as the engineering and technical design. One of the main enhancement practices is the use of risk management and contingency planning techniques.

The second principle enhances communication, minimises rework, produces consistency and creates ownership among project stakeholders. Integration of the various processes focuses attention on the project objectives

The third principle is critical to ensuring efficient use of the ADP. Individual roles and responsibilities have been developed for the integrated team members. Finally an assessment and training program supports the development of project management personnel.

There are project services and control systems implemented to cover:

- engineering
- safety
- environment
- planning
- estimating
- cost control
- risk management
- pre-qualification of contractors and invitation to bid and contract
- bid evaluation and award of contracts
- contract administration.

Only leading and experienced contractors were pre-qualified to bid for execution of refloat and tow of the Maureen Platform and Loading Column.

A strategy of lump sum contracts was adopted and tendered costs and schedules were used as a basis for the decommissioning budget and schedule.

A contract has been awarded for the refloat and tow activities, and the Phillips' team is set up in contractor's offices with Company Representatives reporting to the main project office in Woking.

Only leading and experienced contractors were pre-qualified to bid for receipt of the Maureen Platform and Loading Column in a suitable deep water mooring. Upon award, this contract will be managed in a similar manner to the contract for the Maureen Platform and Loading Column refloat and tow.

Project Team

The main project team is located in the Phillips' Woking office.

Project personnel have been assigned to co-ordinate between the main project office and Phillips Petroleum Northern Operations team in Aberdeen. This team is tasked with implementing the day to day work for plug and abandonment of wells and initial decommissioning of Platform, Platform topsides, and peripherals.

A team of specialists from both Phillips and the contractors is dedicated to the preparation and submission of documentation required for the permits and consents process. This effort has enabled a significant amount of preparatory work to be performed prior to obtaining approval of this Decommissioning Programme.

Project progress is reported weekly within Phillips on all facets and in detail against schedules for the main activities.

Monthly reports are issued by main contractors and monthly progress meetings are held involving all disciplines.

Monthly reports are issued to the Maureen Owners (and to Phillips management) and monthly meetings of the Maureen Owners Decommissioning Committee are held in order for the Operator to report progress and seek approval for the way forward and for the finances to support the project.

14.3 Verification

The project has been subjected to peer review and audits since inception by:

- Operator in-house independent teams
- External audit of conformance to Asset Development Process
- Co-venturers
- Major contractors
- Material inventories have been compiled by third parties Det Norske Veritas (DnV) and Offshore Design Engineering Limited (ODE), see Section 5.

The detailed Verification Scheme and Procedure is being verified by DnV, who has been identified as the Independent Competent Body - ICB.

London Offshore Consultants has been involved as Marine Warranty Surveyor throughout the bid stages and is represented as part of the decommissioning project team, resident in the main contractor office.

The skirt extraction process and refloat procedure has also been technically audited, and supported, by another Maureen Owner and independently by DnV. Technical comments raised by these reviews have been addressed in the execution of the work.

A peer review of all the studies carried out on drill cuttings has been completed by Prof. John Shepherd (Southampton Oceanography Centre, University of Southampton) *et al*¹. This verified the findings of the studies and broadly supported the programme strategy.

It is intended that throughout the project period there will be a continuous process of technical audits and reviews by organisations/bodies and with the project team.

14.4 Materials and Waste Management, and Safety, Health and Environment (SH&E)

14.4.1 Worksite Management

Consents and Authorisation

For the duration of the cleaning and/or deconstruction period, if this option is selected, the Operator will, on behalf of the Maureen Owners, be responsible for ensuring that all necessary consents and authorisations will be obtained. The onshore facilities awarded work will have the appropriate permits in place, or pending, to deal with the various waste streams (including radioactive materials) arising from the decommissioning activity.

Materials tracking

Throughout the deconstruction period, if this option is selected, a detailed tracking and quantitative accounting system will be maintained for the handling, transportation and disposal of:

- All hazardous and non-hazardous materials
- Equipment wastes
- Other products of the Maureen Facilities deconstruction taken onto, used onboard, or taken onshore from the Maureen Facilities.

The starting point for the running accounts will be quantities on an inventory provided in the close out report from the mooring phase.

The final tracking report will identify all net quantities added to or exported from the Maureen Facilities and the work site (i.e. consumable materials, temporary materials/equipment, etc.) during deconstruction. These quantities will be compared with the inventory provided in the close out report from the mooring phase. Discrepancies will be explained.

Handling of Equipment Containing LSA Scale

A survey will also be performed immediately after mooring in order to ascertain the presence of any LSA scale and record in what quantities and where located. Any contaminated piping will be carefully disassembled and sealed. This piping will be stored at a designated, quarantined area awaiting transport to an approved, authorised specialist (Scotoil of Aberdeen, Scotland) for disposal.

The LSA Scale will be disposed of in the country of origin. All necessary consents and authorisations will be obtained. The Maureen Owners are following a disposal route already established in Scotland.

Work Site Clean-up

The work site will be demobilised and cleaned to the requirements set forth in any approvals, consents or permissions granted at the commencement of the work, including retrieval of all mooring components. The entire work site will be cleaned to ensure that no environmental hazards remain. A work site environmental audit will be undertaken to verify cleanliness of the site.

A work site final status report will be prepared with the assistance of a qualified environmental advisor.

14.4.2 SH&E Management

All decommissioning activities that will be undertaken inshore, e.g. inspection and residue removal, refurbishment or deconstruction of the Maureen Facilities, will be performed in accordance with the Project Safety, Health and Environmental (SH&E) Management Plan. Policies and procedures will be established to ensure that all applicable legislation is complied with and SH&E issues are given equal priority with all other aspects of the work.

14.4.2.1 Environmental Studies

The deep wet dock contractor will perform an environmental impact assessment for the inshore mooring and deconstruction locations, prior to the Maureen Platform and the Loading Column arriving at either site.

14.4.2.2 Hazard Management

Hazard management is a key element of the planning and implementation process for Maureen Facilities decommissioning. This will ensure that hazards are identified and risks assessed so that safe systems of work can be put in place prior to decommissioning activities being undertaken. Various techniques will be used e.g. HAZID, ENVID, HAZOP, safety reviews, task based risk assessments, specific training, etc., to ensure that risks to personnel and the environment can be avoided or controlled.

Assessments will typically be carried out for activities that involve:

- Lifting of heavy loads/objects
- Working at height
- Work in a confined area
- Work in a gaseous atmosphere
- Handling and disposal of hazardous materials
- Removal and disposal of LSA materials
- Electrical hazards
- Diving

14.4.2.3 Contingency Plans

Contingency plans being developed will address Emergency Response to incidents that may occur during Maureen Facilities decommissioning. The main areas these plans will cover are:

- Fire and explosion
- Rescue from an enclosed space

- Environmental release/spill

The plans will cover rescue of personnel to a safe place, containment and control and recovery from the incident. Procedures will be written to ensure emergency preparedness for all foreseeable situations during the decommissioning process.

14.5 Progress Reporting to the DTI

Reporting the status and progress of the Maureen Decommissioning activities to the DTI will be on a bi-monthly basis. This will be through a full progress meeting with necessary technical updates. The project milestones against which progress will be monitored will be agreed with the DTI at the first meeting of the implementation phase. The detailed plans presented in this Decommissioning Programme are the Maureen Owners' expectation and intention of how the Maureen Facilities will be decommissioned. It is possible, but not anticipated, that for technical reasons some details may require to be changed. In such event this will be brought to the attention of the DTI and discussed thoroughly before proceeding.

The decision between full reuse, partial reuse or onshore deconstruction and recycling of the Maureen Platform and Loading Column will be made by the Maureen Owners based on an overall environmental, commercial and technical process as described in this Decommissioning Programme, with due regard to comments received during the consultation period. The Maureen Owners will communicate their recommendation to the DTI, with all the necessary information to enable the DTI to accept the recommendation.

14.6 Notes and References

The notes below provide additional reference information relevant to this section. A Glossary of terms and abbreviations is also included within Appendix A, and a complete list of supporting study reports is contained within Section 17.

- ¹ Maureen Platform Decommissioning Independent Peer Review of Research & Documentation Supplementary Report : 22 May 2000, Prof. John Shepherd *et al.*