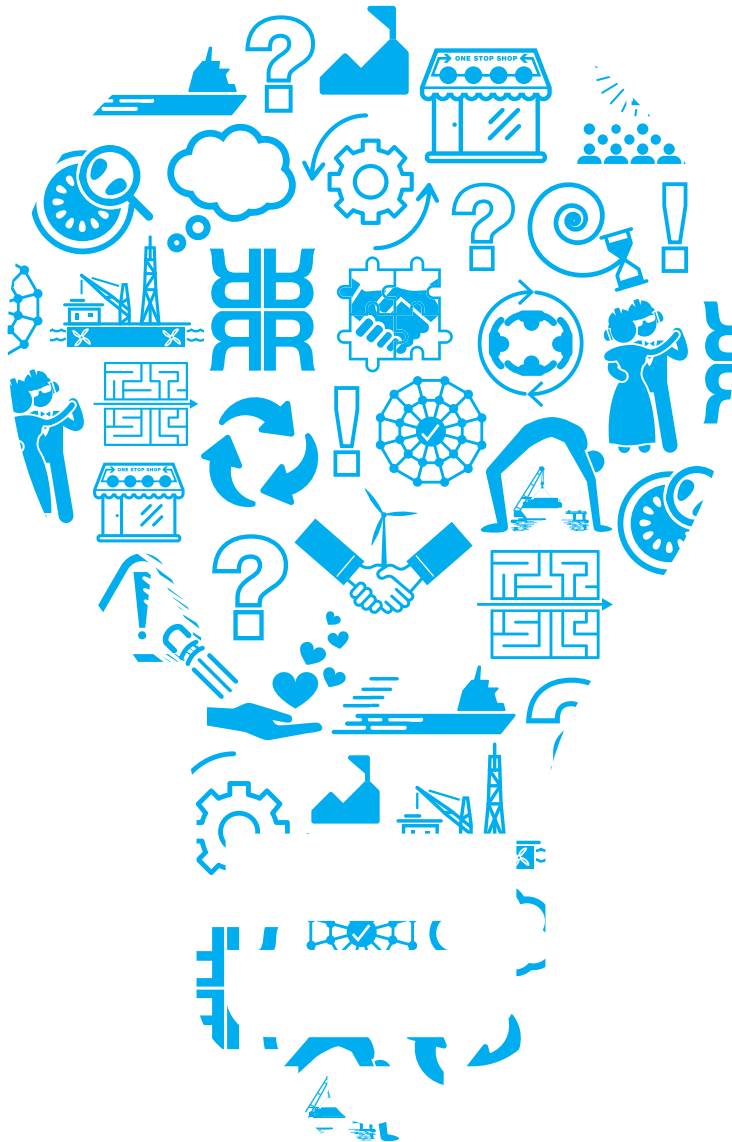




UK/Netherlands SNS Hackathon Output Report Gallery



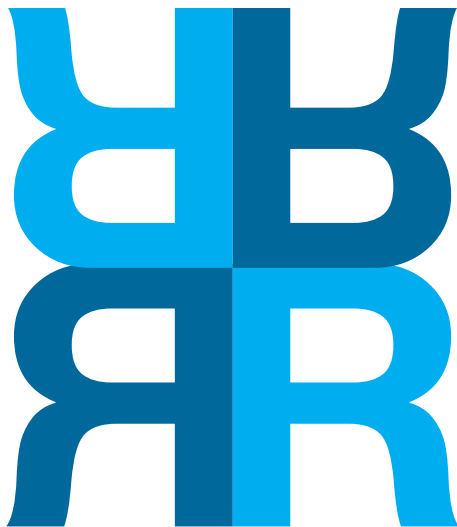
April 2019

Share the love

- Shared learnings review made mandatory as part of a Decommissioning programme
- Contracts should be focussed on special decom activity as opposed to traditional contracts
- Early engagement between operators and suppliers required to provide clarity of upcoming demand in the market place
- More clarity of project requirements passed down to all tiers of the supply chain (not just Tier 1 contractors).



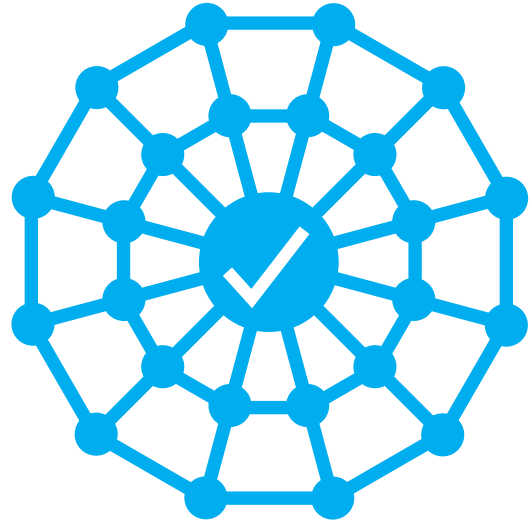
The four 'Rs' – Rules, reviews, reuse and recycle



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The web of success

- Early engagement with a range of non-traditional supply companies
- An industry programme of activity managed by specialist Decom integrators
- Industry wide forums sharing learning across all operators
- Learning from the most recent successful projects
- Early pre-tender work by the operators to examine new approaches and cost saving alternatives.



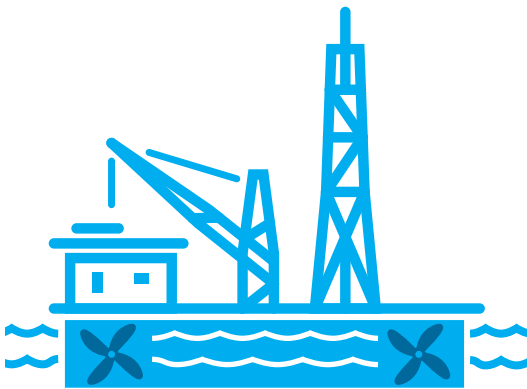
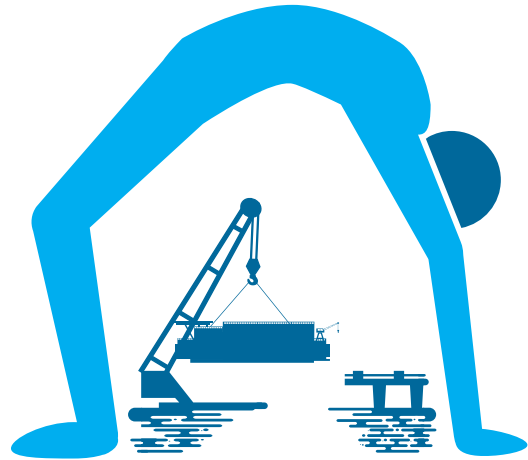
Probe the melon



- Using existing well data to understand all issues within the well before starting the work
- Evolve contracting strategies to partnering agreements as opposed to lowest cost models
- Establish trusting relationship with all suppliers – let supply companies get on with the job
- Open book contracting -cost price plus overheads and profits
- Performance incentives for outstanding delivery.

Flexi decom

- Funded concept competitions
- Don't be frightened to try new approaches- break away from how it was always done
- Operator to present overall project scope on website
- Regulator to take a firmer line on aligning activity
- Common UK/Netherlands regulations.



Rigless

- Self-propelled jack up rigs
- Multi use vessels with cranes and diving spread
- Selecting operator with past experience to lead the JV project.

Speedy removal

- Multi operator campaigns
- Use of innovative walk to work vessels as alternatives to helicopters
- Floatation as an alternative to lifting
- Consider use of explosives for cutting
- Start decom engineering during late life production phase.



Remove risk

- Starting point should be what does 'endpoint' look like
- Can supply chain take the 'keys' of the platform and complete all works (but who takes the risk??)
- How do we quantify all financial risks in a decom project – can insurance products be viable.



Contracting strategies

- Contracting strategies designed specifically for decom projects
- Collaboration period for contractors to understand project complexity
- Define what can be fixed price
- Guaranteed maximum price with incentives for contractors to achieve lower
- Fit for purpose specifications no need for gold standards
- Look to nuclear decom for alternative models.



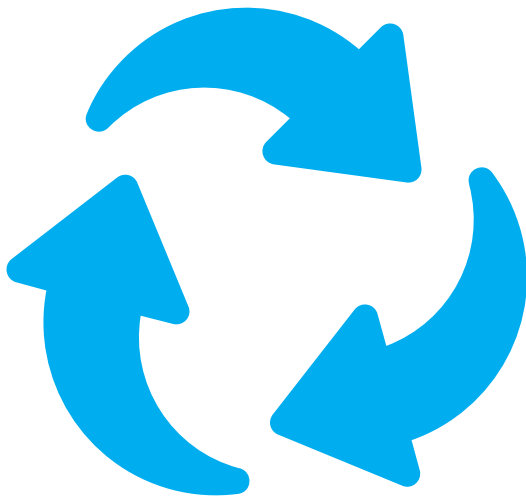
Partnership

- Sharing expertise with offshore wind
- Sharing logistics e.g. walk to work vessels
- Introducing lower cost solutions from offshore wind e.g. contracting strategies
- Could hydrogen manufacturing utilise existing infrastructure in conjunction with offshore wind
- Put wind turbines on old jackets.



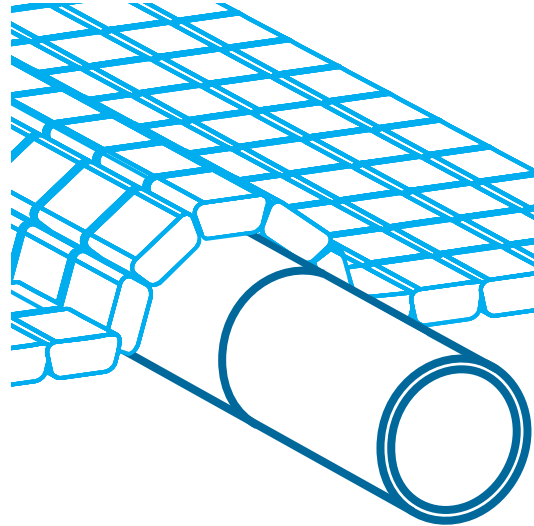
Reuse

- How to create a market for reuse equipment – e-bay model
- The legal requirement and cost of re-certifications needs to be reduced to make this viable
- Use old platforms onshore for training
- Should regulator/government require reuse as part of decommissioning programme
- Learn from the Netherlands reuse examples on regulatory drivers
- Ethical versus cost – Could third world countries benefit.



Mattresses

- Could the polythene ropes be dissolved and concrete blocks left behind
- Operators study on the benefits and disadvantages of leaving mattresses behind
- Could mattresses be used in coastal protection projects
- Seabed 'JCB' to load mattresses into seabed skips
- Seabed burial.



Reward for all

- Common guidelines between the UK and Netherlands to encourage cross border projects
- Flexible and multiskilled workforce
- More focus on data gathering prior to starting project.

Strictly decom

- Step by step planning prior to commence of work
- Multiple assets decommissioned under a single project
- Multi operator and regional campaigns.

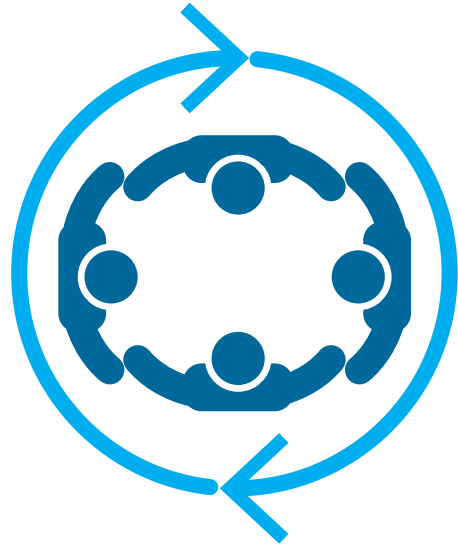


Time bandit

- Don't let time schedules drive up costs – need flexible scheduling
- Where appropriate delay work until new technology developed
- Adopt cost models to mitigate lost weather time and allow all year working
- Operators to be transparent and share project information at an early stage.

Getting the right partner/culture

- Partnerships with supply chain
- Collaboration with others
- Trusted trader
- We need to find the right culture for decom.



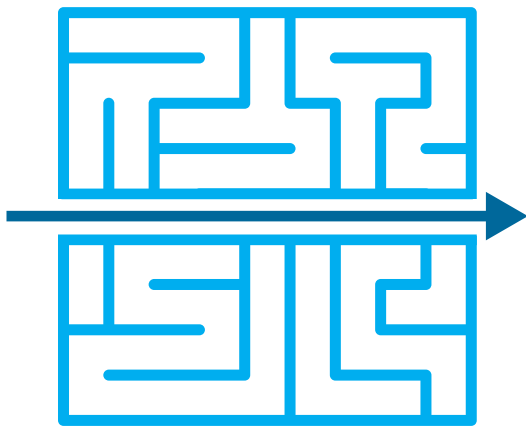
One stop shop



- Is there a one stop shop in the supply chain to allow scope to be outsourced?
- Is there potential to farm out/offload this work
- Could this one stop shop become a model approach for others?
- Are there any off-the-shelf solutions available.

Combining with others

- Synergies with Brownfield projects to combine scope?
- Could subsea and topsides scopes be integrated?
- Is there value in UK work being integrated into Netherlands scopes?
- Not worth building in-house capability as scope small.
- Could the work piggy backed onto another operators workload?
- Can we share vessels/equipment?



Simplified decom

- Simplification is best for decommissioning
- Is there a need for a reverse tender simplified contract?
- What would simplification look like?
- How would this address risk?
- Lean decom.

