Scoping Study of the

UK Offshore Oil & Gas Industry's

Historical Records

Final report

B·A·C Scotland

BUSINESS ARCHIVES COUNCIL OF SCOTLAND

CAPTURING THE ENERGY
recording the UK Offshore Oil and Gas Industry

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Undertaken by the Business Archives Council of Scotland on behalf of the Capturing the Energy Steering Group

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1. EXECUTIVE SUMMARY

As the home of the industrial revolution, the UK has unparalleled archive records of world pioneering industries such as steel, textiles and banking. Such archives are used by the organisations that created them to celebrate their achievements, inspire development and to build client trust though demonstrating their longevity and experience.

These records are also a national cultural asset. They offer society a tangible understanding of the local, national and international importance of a business and industry.

The UK offshore oil and gas industry is acknowledged the world over for its innovation and good practices. *Capturing the Energy* wants to work with this industry to ensure that an equally rich body of paper and electronic records are preserved and exploited for the industry's gain and the of benefit of society.

Unlike older industries, the UK offshore oil and gas industry is modern, multi-faceted and complex. Four main industry strands have been identified as part of this study:

- oil and gas operators
- overarching bodies who regulate, lobby and support
- professional bodies for particular skill sets
- supply chain of companies

A scoping methodology has been developed to identify and survey a representative sample of organisations from across these four strands. Survey visits have been undertaken to examine the records they create and provide general help and advice on the management of these assets. Details of the organisations' history, innovations and the dynamic individuals behind them are documented.

This study identifies the most useful and historically important records generated within each of these strands, regardless of their paper, digital, film, photographic of physical formats. The collected results of the survey provide *Capturing the Energy* with a better understanding of the industry's records and the challenges of capturing and preserving them for future generations. It should inform a strategic approach to future activities of the initiative.

The report sets out recommendations based upon its observations and findings. To take these forward it is that a Development Officer be appointed.

It is also recommended that an *Energy Hub* be established to provide a portal facilitating access to available archives and sources for the oil and gas industry. Such a tool can be exploited by industry and researchers and be augmented as future projects are undertaken.

Few organisations or businesses make provision for their historically important archive records and there are no legal obligations for them to do so. However, the industry should be encouraged to preserve its most historically important records from the earliest moment both for their own use and for wider society. The deposit of archive quality records with collecting archive repositories, such as the Energy Archive at the University of Aberdeen, is to be encouraged. Several organisations have already deposited records or shown an interesting in doing so.

Collecting the records of this vibrant industry will be a long-term commitment. It is important that partnerships with *Capturing the Energy* are built and maintained, potentially for decades, to encourage the preservation, and potential deposit, of records.

Summary of main recommendations

- A Development Officer should be appointed to take forward the recommendations of this report. Such a post could be based within the Energy Archive at the University of Aberdeen

- An *Energy Hub* should be developed as part of the Energy Archive at the University of Aberdeen to link and provide access to dispersed historical resources for the oil and gas industry.

- Undertake a project to examine multiple operators' retention schedules to identify archive quality records and provide a best practice template for archive preservation.

- Projects to work with operators to capture the records of live fields should be investigated in addition to decommissioning projects. The preservation of corporate governance records of operators and downstream activities should also be encouraged.

- Where archives records are held in the public domain, summary details and hyperlinks to online catalogues and resources should be added to the proposed *Energy Hub*.

- *Capturing the Energy* should maintain contact with surveyed organisations to encourage the retention of their archives and use as a corporate resource or their potential transfer to an archive repository. Survey details should be added to the proposed *Energy Hub*.

- Consideration should be given as to whether the Energy Archive at the University of Aberdeen is necessarily the best place of deposit for archives records if the organisation has a strong local or regional significance elsewhere in the UK.

- Established archives of professional bodies with a relationship to the oil and gas industry should be encouraged to collect archives relating to their role in the industry.

- Consider a project to undertake oral history interviews with founders of surveyed companies and organisations, building on the work of the *Lives in the Oil Industry* project. [1]

- Sampling criteria for bulky production, product and client records will need to be decided on a company-by-company basis. The technical nature of the records would benefit from the help of industry professionals and volunteers in devising such criteria and helping to catalogue them.

- Encourage banks, film archives and other non-industry sources to produce and share source guides relating to their oil and gas related records and add information to the proposed *Energy Hub*.

- Where records are deposited with an archive but ownership is retained by the depositor, active organisations should expect to pay an annual management fee for storage. Where the legal ownership of records is gifted to an archive repository, a donation towards the cataloguing and preservation of the records should be encouraged.

[1] http://www.abdn.ac.uk/oillives/

2. BACKGROUND & PURPOSE

There are currently thousands of organisations and businesses connected to the UK offshore oil and gas industry, all of which combine to reinforce its global importance. The records produced by these organisations help to document offshore development in general, as well as the industrial development of places like Aberdeen, Newcastle and Great Yarmouth where many of these companies and organisations are based.

It is impossible to begin to capture meaningful documentary evidence of this industry without an understanding the records that its constituent parts generate. Such information is essential in allowing a strategic and informed approach to documenting and collecting this archival heritage.

The *Capturing the Energy* initiative has set out to develop an understanding of which types of records produced by the industry are likely to be of historical value. This has involved assessing the wide range of records produced as well as their formats, quantity and quality.

In order to gather this information, the *Capturing the Energy* steering group commissioned the Business Archives Council of Scotland to undertake a scoping study of the industry and its records.

The purpose of this study has been to:

- identify the different categories of companies and organisations who generate records relating to the North Sea with a particular focus on north east Scotland as a microcosm of the UK industry
- survey a representative sample of these organisation to define what records are produced
- recommend suitable strategies and methodologies for selecting records of historical value
- identify organisations that already maintain a formal historical archives
- identify those records that are already available in the public domain.

3. SURVEYING ARCHIVES

3.1 Archive surveying

Surveying is a technique used by archivists to assess the informational value of records whilst they are still in the care of their creating organisations. Records are discussed with their creators and physically inspected were possible. An inventory is then created of those considered worthy of permanent retention as archives along with their location, content, covering dates, quantity, condition and any other information of note. Records that may ultimately be destroyed are also identified.

In deciding which records are of historical importance the archivist takes into account:

- the function of the record and purpose of its creation
- the quality of its informational content
- duplication and summarisation of the information held elsewhere
- the importance assigned to the record by its creators
- archival theories regarding the selection of records for permanent preservation.

Commonly, only 2-5% of records generated by an organisation are likely to worth retaining as historical archives.

3.2 Surveying benefits

Once identified, surveyed records can be managed as an in-house archive resource by the organisation or, if desired by the owners, transferred to a public archive repository in a university, local record office, museum or other suitable place. If the organisation is of national or international significance, a case may be made for deposit of such records away from their place of origin into a national or subject-specialist archive repository.

Copies of surveys are deposited with the National Register of Archives for Scotland (NRAS) or the National Register of Archives (NRA) for England and Wales, both of whom make summary survey information available online.[2] They act as brokers between researchers who wish to access records and the organisations who hold them. A surveyed organisation is under no obligation to allow researchers access to its records.

As well as an opportunity to identify records, surveying allows archivists to:

- offer advice to organisations on how to manage their records
- offer advice on their exploitation as commercial assets
- encourage organisations to celebrate their history and achievements
- if desired, arrange for records to be moved to a collecting archive repository which will manage them on the organisation's behalf or take legal custody if the organisation wishes to gift the material
- help open up public access to collections in private hands by making surveys publicly available.

3.3 A forward-thinking approach

Traditional archive surveying techniques have focussed on well-established businesses and organisations and their paper records. Until recently, there are three common approaches towards the surveying of such records.

[2] National Register of Archives http://www.nationalarchives.gov.uk/nra; National Register of Archives for Scotland http://www.nas.gov.uk/nras

1. **Surveying**. Archivists gain access to live organisations or those in the process of winding-up to survey and identify archives. The organisation is encouraged to retain these archives and to utilise them as organisational assets or deposit them within a public archive.

2. **Building relationships**. Archivists build a relationship with businesses and organisations to provide help and advice on managing their records.

3. **Rescue**. Archivists are alerted to collections of potential historic importance when an organisation ceases its operations due to liquidation, administration or at times of change within a business such as merger, de-merger or asset sales. They work with liquidators and firms to ensure that records are preserved for society.

Even with archivists' good interventions, there is always a danger that records will still be destroyed, damaged or lost, especially in times of rapid change.

The *Capturing the Energy* initiative and its scoping survey demonstrate a forward-thinking approach to encouraging the retention of a flagship industry's records in the digital age. *Capturing the Energy*'s great innovation is to attempt to work with a vibrant and active industry in order to safeguard and promote its heritage, including its digital records, from the earliest possible moment.

As a result, this scoping study has generated much interest in the UK and international archival community where it has been discussed at conferences as a possible model for the documentation and preservation of the records of other contemporary industries of the digital era.

4. INDUSTRY STRUCTURE

In order to allow the selection for survey of a representative sample of organisations from across the industry, it was first necessary to identify the main strands of the oil and gas industry in the UK.

The industry is multi-faceted and complex. Using trade directories, websites and forums, an analysis of the types of organisations within the industry has been undertaken looking for broad functional strands. Following this analysis, and through conversations with those working in the industry, the following four broad strands were identified.

Oil and gas operators
These include companies such as Total, BP, Shell, Dana Petroleum etc., who are licensed to extract hydrocarbons from the UK Continental Shelf.

Overarching bodies
These bodies play an important role in representing, coordinating, monitoring and regulating the industry in the UK. This strand consists of Government departments through to trade associations and unions who lobby decision makers on behalf of the industry.

Professional bodies
These are organisations that specific professions within the industry join in order to the exchange experience of best practice and for a range of professional networking. They also join in a personal or corporate capacity to support their continuing professional development (CPD).

The supply chain
The operators rely on a supply chain of consultants and service companies in areas as diverse as health and safety training, specialist engineering, recruitment, crane management, logistical support and transport. These supply chain companies are often the problem solvers and innovators in meeting the ever-changing needs of the operators. As such, their records document the development of advanced engineering and logistical developments that makes UK Offshore a by-word for innovation and excellence in the global oil and gas market.

5. SELECTING SURVEY CANDIDATES

5.1 Identifying organisations

From across the four identified strands of the industry, the intention was to survey 40 organisations. In order to identify an objective selection of organisations that was representative of the breadth of the industry, a list of potential survey candidates was compiled as a database. This records the:

- Organisation name
- Contact details / website
- Other information of note e.g. date established

The database has been populated following searches of online trade directories maintained by the oil and gas industry, along with membership lists of the overarching bodies.

5.2 Selecting survey targets within the identified strands

A single day's surveying was allocated for each of the 40 survey candidates. If an organisation was felt to be particularly complex or rich in documentation, a further day could be allocated.

Operators

Undertaking a meaningful survey of an operator even in two days would be impossible because of their size and complexity. Instead, the intention has been to cultivate contacts with archivists and records managers within companies to discuss their archives, records systems and retention policies.

Overarching bodies

The survey candidates selected cover as broad a span of the industry as possible. Government agencies or departments were not selected as they already have publicly accessible collections. Six organisations were identified as survey candidates.

Eleven organisations were identified as having records already accessible in public archives. These are listed in Appendix E.

Professional Bodies

Many of these organisations have their roots in other UK industries and wider skill sets such as engineering, sciences, geology and shipping, whose skills are also needed in the oil and gas industry.

Fifteen of those identified already have publicly accessible archives which are listed in Appendix E. Due to this relatively high number, only one candidate organisation was selected.

Supply chain

The most voluminous strand is the supply chain. Due to its sheer scale and sophistication, initially only companies with offices in the North East of Scotland were included in the database, focussing on the area as a microcosm of the industry. It is, however, recognised that the east coast of England and other parts of the UK have very significant interests in the offshore oil and gas industry. Companies in these areas will be approached during future survey activity to fill any obvious knowledge gaps.

In order to ensure that as broad a range of companies as possible were surveyed within this strand, further analysis was required. Using index terms included within entries in the http://www.oilgas.co.uk/ database, as well as further sub-categorisation created through

further analysis, the companies were classified into a total of 64 categories. These are listed in Appendix A.

Within each of the categories several companies were identified as potential survey candidates. In selecting companies to approach the following criteria were considered.

- Is the company sufficiently established to have a body of records that would aid a survey in this category?
- Is the company a leader in its field?
- Is there anything particularly notable or unusual about the company? e.g. it has achieved an industry 'first'
- Was its operational base centred in one UK geographic area or are there likely to be key records held elsewhere in the UK or overseas?

Where the answers to these questions have been largely positive, it was noted as a survey candidate. This exercise reduced the list to 60 supply chain companies.

5.3 Final selection

The *Capturing the Energy* Steering Group discussed the list of survey candidates. The expertise within the group provided useful advice with regard to organisations considered to be particularly worthy of survey and those other organisations that should be included but were missed from the initial selection process. A breakdown of the number of candidates selected and those surveyed is shown in the table below.

Strand	Organisations in database	Number of survey candidates selected	Number surveyed (by February 2010)
Operators	30	-	-
Overarching bodies	72	6	4
Professional bodies	66	1	1
Supply chain	305	60	16

Breakdown of survey candidates and number surveyed to date

5.4 Gaining access to survey candidates

Gaining access to potential survey candidates has been most successful when a member of the *Capturing the Energy* Steering Group has been able to provide a contact or introduction. Where introductions have not been possible, initial contact was made with a member of management or the public relations team. A number of organisations approached for survey declined to participate in the study. Where this has happened, the reasons given have been:

- the organisation has ceased operation and the records have been returned to a parent organisation within the UK or overseas
- commercial and client confidentiality, even though it is explained that the study is only interested in the *types* of records produced and not their detailed content
- the organisation is too busy and it would be an inconvenience
- email and telephone calls have not been returned

6. UNDERTAKING SURVEYS

6.1 Survey method

Surveying methods for paper records have been described in section 3.1. However, the modernity of the oil and gas industry suggested that this scoping study would require surveying techniques to be further developed. This arises from the fact that the records are:

- predominantly computer generated
- often stored digitally in proprietary file formats or databases
- technical in nature
- still current and active business assets
- highly confidential
- rarely more than 30-years old
- when paper-based, exist in subject files and loose paper rather than bound volumes, making selection of key records to keep as archives time-consuming.

Organisations have, understandably, been unable to allow access to their shared network drives for reasons of security. Furthermore, the great mass and technical detail of what exists is beyond the capability of a single archivist to easily and quickly assess without significant staff input from the surveyed organisation. Instead, detailed interviews with numerous record-creating staff across individual organisations have been undertaken.

6.2 Functional appraisal

This interview approach is based around analysing functions within an organisation. A function is a "high level purpose, responsibility or task assigned to the accountability agenda of a corporate body by legislation, policy or mandate."[3] For example: governance, communications or financial management are all high-level functions. A function is not necessarily the same as a department or business area within an organisation and can be a more abstract concept.

Functions are made up of a number of different activities. For example, the function of financial management can include activities such as management planning, accounting and statutory accounting.

Discussions with record creators identify the most important records generated by particular business activities. Further discussions identify those that should be retained as part of the corporate archive of the company, regardless of their format. Criteria for selecting samples of larger record types, such as production records, are also outlined.

An amalgamated functional analysis of the surveys undertaken is included in appendices C and D.

6.3 Retention of non-archive material

As well as identifying the best quality archive records through functional analysis, the process also identifies records of a more transient nature. These are required to be kept by the organisation for short to medium term operational purposes, but ultimately can be destroyed. As a result of the detailed nature of many of the surveys undertaken, it is possible to devise records retention schedules for surveyed organisations. These retention schedules list:

[3] International Council on Archives *International Standard for Activities/Function in Corporate Bodies* (Paris, May 2006) p. 8

- *all* the records being produced by an organisation as identified in the survey
- the minimum time each should be retained before their destruction based upon
    - business requirements
    - evidential need
    - legal requirements
- those records to be retained permanently as historical archives.

A copy of this retention schedule is presented to the surveyed organisation at the end of the survey process as a tool to help them manage their records and clearly identifies the records they should preserve as archives.

6.4 Capturing corporate history

The survey interviews have offered an opportunity to capture something of organisations' history through oral interview, and these have been incorporated into the survey report. They explain an organisation's development, key people in its history, major achievements and milestones and also periods where it has struggled or needed to re-position. This information sets the records into a historical context and presents an opportunity to capture unique contextual information from the people who created this history.

6.5 Survey reports

Each survey that has been undertaken has produced a report. Copies of all reports have been submitted to the National Register of Archives for Scotland and its English equivalent, the Energy Archive at the University of Aberdeen, and to the surveyed organisation. Each report contains:

- a pre-amble explaining the *Capturing the Energy* initiative and purpose of the scoping study
- an explanation of the individual survey's purpose
- encouragement to retain indefinitely the records identified in the survey
- a brief history of the surveyed organisation
- the survey list, conforming to international archival descriptive standards, including descriptions of the records of historical value, their covering dates, formats, quantities and condition
- a draft retention schedule (where surveys have been sufficiently detailed).

7. SURVEY FINDINGS & RECOMMENDATIONS

7.1 Key recommendations

7.1.1 Appointment of a Development Officer

This study report makes a number of recommendations. In order to take these forward, a Development Officer should be appointed. The post, possibly to be based within the Energy Archive at the University of Aberdeen, would implement the recommendations of this report, help to develop the *Energy Hub* and act as a main point of contact between stakeholders in the *Capturing the Energy* initiative.

A sample job description is provided for the post in Appendix F.

7.1.2 Creation of an Energy Hub

It is recommended that the Energy Archive at the University of Aberdeen develops an online *Energy Hub*. This report identifies a large number of publicly accessible records and resources that can be documented on such a Hub as well as privately-held archive records that have been surveyed. Institutions and businesses who hold relevant resources can become spokes in the Hub, providing reciprocal hyperlinks and links to resources. Bringing these resources together in a single web portal would:

- benefit researchers in locating appropriate material
- allow industry to locate and use appropriate records and information
- encourage the sharing of information amongst archivists, academics and industry
- allow the development of educational resources and their promotion
- promote the industry and its successes to a wider public audience.

7.2 Operators

7.2.1 Records Management

The majority of operators employ records managers, document controllers or information managers to maintain and manage their records. Many have created retention schedules outlining the length of time key records in the organisation should be retained before destruction.

Retention schedules are corporate assets and can be seen as offering operators a competitive advantage, forming part of their own risk management strategies. Privileged access to some operator schedules has been granted to this study. These cover the exploration and production (E&P) aspects of operators. The schedules have been analysed and summarised in Appendix B.

None of the schedules inspected identified records that should be retained permanently as historical archives. The longest retention date given is “Life of field”, suggesting that records can be destroyed once a field is decommissioned.

It has not been possible to identify which of the records summarised in Appendix B are worthy of retaining permanently as archives. Such identification should be undertaken as a separate project where the investigating officer can talk to record creators and records managers and inspect the records in order to make a considered judgement as to their archival value.

Such a project should also include the records of an operator that has purchased a field licence and assets from another operator. In purchasing the field licence, key records will be transferred as part of the asset sale. Analysis of these transferred records will inform the identification of the most historically important and useful archives.

The results of such a project would provide a best-practice template for archival preservation that can be adapted by operators, ensuring that their most important records are preserved for their own use and exploitation.

7.2.2 Archive Management

BP and Shell are the only UKCS operators to maintain a formal staffed historical archive service.

The BP archive is based in a purpose-built unit at the University of Warwick whilst Shell's are held at their London offices. Neither archive holds many technical records relating to field operation or decommissioning. The records are predominantly generated by corporate units relating to downstream operations such as publicity records, corporate and financial governance and overseas interests. In the case of Shell, the archive relates predominantly to its London offices' activities and their non-European operations. European operations' records are controlled from The Hague.

In both cases, the archives are vast collections and much larger than most collecting archives could normally accommodate without investing in a new and substantial facility.

Both companies draw substantially on their archives. They are not a heritage luxury but a business asset. They support other business units in areas such as:

- fact-finding
- information for speech writing
- marketing
- corporate social responsibility projects
- legal protection
- evidential proof
- public relations
- historical research, company histories and anniversaries

The collections are also open to the public for research, but are subject to closure periods on commercial records or those containing personal data. The archivists at BP and Shell are aware and supportive of the *Capturing the Energy* initiative.

7.2.3 Decommissioning and collecting records

Decommissioning is a key point at which to gather in the records of a field as it has reached the end of its working life. This has been demonstrated through the Ekofisk[4] project in Norway and the sister-projects for the Frigg field in Norway and the UK.[5]

There is potential to gather records earlier in a field's activity through harvesting the material identified as archives within the retention schedule project described above. Such a method would be especially valuable for capturing records created and stored electronically so that the information they contain can be preserved in accessible formats by archivists. Such projects would require close partnerships between archivists and operators.

As demonstrated by the archives of Shell and BP, operators and the Energy Archive should not only focus on preserving the records of their exploration and production (E&P) records. The downstream activities of operators, as well as the records of their internal management, should also be preserved. *Capturing the Energy* should aim to gather the *entire* archive records of at least one operator to demonstrate how such a company functioned in both the North Sea, for example, and as a multi-national company. This would be a major initiative, requiring significant commitment and investment from both the operator and *Capturing the Energy*.

[4] Ekofisk Industrial Heritage http://www.kulturminne-ekofisk.no/
[5] Energy Archive at the University of Aberdeen http://www.abdn.ac.uk/historic/energyarchive/

The records of operators who have now withdrawn from the North Sea or have been bought over by other companies have not been traced as part of this scoping survey. This is a potential future project for *Capturing the Energy,* and could be incorporated into the role of the Development Officer.

Any future project work relating to operators' records should be lead as discretely funded projects. Such projects may include helping an operator to set up its own in-house archive; identifying archive quality records in situ; or the removal, sorting, selection and cataloguing of archives within a specialist collecting repository under the *Capturing the Energy* banner.

7.2.4 Recommendations

- Undertake a project to examine multiple operators' retention schedules to identify archive quality records and provide a best-practice template for archive preservation.

- Initiate a short project to trace the records of former offshore operators and predecessor companies.

- Projects to work with operators to capture the records of live fields should be investigated in addition to decommissioning projects. The corporate records of an operator, its internal management and downstream activities should also be retained for potential preservation.

7.3 Overarching bodies

Four overarching bodies have been surveyed. These are:

- Offshore Industry Liaison Committee (OILC), trade union
- OPITO – The Oil & Gas Academy
- International Association of Drilling Contractors: North Sea Chapter, trade association
- Well Services Contractors Association, trade association

Copies of all surveys have been deposited with the Energy Archive at the University of Aberdeen and the National Registers of Archives for Scotland and England.

Dialogue is to be opened with the East of England Energy Group (EEEGR) and Northern Offshore Federation (NOF) about their roles and the importance of the Southern North Sea gas fields. Significant organisations that are identified through these talks will be considered for future survey.

7.3.1 Publicly accessible archives

The archives of the UK and Scottish Governments that regulate and support the North Sea industries are publicly accessible. Older records are routinely transferred to The National Archives at Kew in London or to the National Archives of Scotland in Edinburgh. More recent records are either published on the appropriate Government websites or are accessible under Freedom of Information legislation, subject to certain exemptions. These bodies are listed in Appendix E.

The proposed *Energy Hub* should include information on these publicly available collections, their content and hyperlinks to online catalogues and sources.

7.3.2 Surveyed records

The records of the trade bodies surveyed have not been voluminous, reflecting their relatively slim bureaucracy. Various office moves have resulted in records being destroyed

or lost, so some record series are patchy or incomplete. Larger trade organisations like Oil & Gas UK have larger bodies of records.

The predominance of born-digital records means that some records have been lost though system upgrades and digital obsolescence. Print-outs of this material are likely to be scattered amongst numerous subject files making the creation of a meaningful archive challenging although not impossible. There are many examples of good practice and records of many important projects, initiatives and developments survive.

Some surveyed organisations have shown an interest in depositing records with the University of Aberdeen's Energy Archive. Other associations have indicated an interest in depositing records in the future, including the deposit of digital files. Facilities for the deposit of digital archives need to be developed so that such records remain accessible in the face of digital obsolescence issues.

Any individual deposit from bodies surveyed in this strand to date is unlikely to be overly time consuming to catalogue. They would not warrant the recruitment of a full time project archivist until a critical mass has been deposited, but could potentially be undertaken by a Development Officer if s/he is a qualified archivist.

In order to promote the idea of depositing records with surveyed organisations, *Capturing the Energy* should maintain periodic contact with them. This should be viewed as a long-term initiative, working in partnership with organisations to ensure that they retain the records themselves until such as a time as they may see fit to deposit them with an archive. Such a task could be included in the role of the Development Officer.

It should be recognised that the Energy Archive established at the University of Aberdeen may not always be the most appropriate place for the deposit of records of oil and gas related institutions. The records of NOFF or EEEGR, for example, have a greater relevance to Newcastle and Norwich respectively than to Aberdeen, and may be best deposited in a local University or Local Government archive. Any such archive that takes such a deposit could then become a spoke in the proposed *Energy Hub*.

7.3.3 Records identified for archive preservation

Appendix C provides an analysis of the functional areas within the overarching bodies surveyed, and the activities undertaken as part of these functions. Against these it lists the main records created as a result of that activity which are considered worthy of permanent retention as archives. Issues that the collection, detailed appraisal and preservation of such records may present to archivists and custodians of the records now and in the future are noted.

Not all organisations will undertake all of these functions and activities. However, this analysis can be used as a template by *Capturing the Energy* and others to identify the historical archives of similar such organisations.

7.3.4 Recommendations

- Discuss with NOF and EEGR regarding survey candidates in their areas and their own records.

- Where records are held in the public domain, summary details and hyperlinks to online catalogues and resources should be added to the proposed *Energy Hub*.

- Facilities for the deposit of digital archives need to be developed so that such records remain accessible in the face of digital obsolescence issues.

- *Capturing the Energy* should maintain contact with surveyed organisations to encourage the retention of the archive records identified in such surveys and their potential transfer to an archive repository at some point in the future.

- Consideration should be given as to whether the Energy Archive is necessarily the best place of deposit for such records if the organisation has a strong local or regional significance elsewhere in the UK.

7.4 Professional bodies

7.4.1 Publicly accessible archives

Many of these bodies pre-date the development of the global oil and gas industry. Their roots are in the skill sets and professions of older industries and trades that have transferred into the oil and gas sector, such as engineering, marine technology and geology.

Due to their age and size, many of these professional bodies already have well maintained archives. Organisations such as the Institute of Physics employ their own professional archivist. Others, such as the Geologist's Association, have deposited their archive records in public repositories and museums. Appendix E identifies 15 publicly accessible archives.

It is not always clear from online descriptions of these archives as to the extent to which their records chart the role of the professional bodies in the oil and gas industry. A Development Officer could investigate further and add information to the *Energy Hub*. Where these archives are lacking in post-1960 oil and gas material, they should be encouraged to fill the gaps in their history through collecting appropriate records.

7.4.2 Surveyed records

Due to the comparatively large number of archives already in existence relating to this area, only one survey has been undertaken:

- Society for Underwater Technology, Aberdeen branch

Copies of all surveys have been deposited with the Energy Archive at the University of Aberdeen and the National Registers of Archives for Scotland and England.

7.4.3 Recommendations

- Where records are held in the public domain, summary details and hyperlinks to online catalogues and resources should be added to the proposed *Energy Hub*.

- Established archives of professional bodies with a relationship to the oil and gas industry should be encouraged to collect material relating to their role in it.

- *Capturing the Energy* should maintain contact with surveyed organisations to encourage the retention of their archive records identified in the survey and their potential transfer to an archive repository at some point in the future.

7.5 Supply Chain

Within the global oil and gas industry, UK offshore and the North Sea in particular are seen as one of the harshest and toughest operating environments. This has meant its supply chain has produced some of the most innovative and technologically advanced solutions to support the operators. While the oil and gas operators hold core records relating to their activities, these are augmented by records of the supply chain.

Only a small handful of companies in this area have a history greater than 30 years, exceptions being companies like the Wood Group, who diversified out of the fishing industry.

7.5.1 Surveyed records

Appendix A detailed the categories of company identified within the supply chain. To date, the following types of company or service providers have been surveyed:

- communication systems engineers
- energy services
- information technology services
- investment fund
- laboratory equipment specialists
- logistic solutions company
- marine crane and lifting contractors
- occupational health and medical services
- private records of an entrepreneur
- process and pipeline integrity engineers
- pump engineers
- renewable energy component fabricators
- subsea technology engineers
- transportation pod manufacturers

Copies of all surveys have been deposited with the Energy Archive at the University of Aberdeen and the National Registers of Archives for Scotland and England.

7.5.2 Records identified for archive preservation

Appendix D provides an analysis of the functional areas within the supply chain companies surveyed and the activities undertaken as part of these functions. Against these, it lists the main records created as a result of those activities that are considered worthy of permanent retention as archives. Issues that the collection, detailed appraisal and preservation of such records may present to archivists and custodians of the records now and in the future are noted.

Not all businesses will undertake all of these functions and activities. However, this analysis can be used as a template by *Capturing the Energy* and others to identify the historical archives of other businesses.

7.5.3 Trends in record keeping

Surveying has indicated that the way these companies have developed has affected some of their recordkeeping practices which may affect the content of their historical archives in the future. Some observations are made below based upon functional areas as identified in Appendix D.

Governance records

These include the main corporate records of the organisation such as minutes, share registers and annual reports. They are created and retained for statutory, regulatory and accountability purposes, but more importantly to document decision making and governance within a company.

These records have generally survived, although minutes can be patchy, incomplete or lack detail. This is often because the Managing Director has a majority shareholding and there is a slim management structure. With no other shareholders to whom to be accountable, minutes are almost pointless beyond what is required by law. The decision-making processes and written account of a company's development has gone largely unrecorded. When these companies look to expand, raising equity through new investors, high-level recordkeeping and management reporting has improved, reflecting a greater need for accountability.

To counter the lack of minutes, a short detailed company history is included as part of each survey. Through interviews with the entrepreneurs behind the businesses, the key events, achievements, failures and people involved are captured in a written format to add a context to the archive records described in the survey.

Such interviews can fail to capture the vitality and excitement exuded by the entrepreneurs because they are centred on providing a broad company history. Undertaking recorded oral history interviews with these individuals would capture this enthusiasm and individual stories more effectively.

Marketing and publicity management
Marketing and publicity records created to increase business and enhance public relations demonstrate how the company wishes to be seen by its clients and competitors. The specialist nature of many of the companies means that the majority already have close relationships with the main operators, so advertising is a relatively low priority.

Publicity in the form of press releases, news cuttings, leaflets, brochures, photographs, film and catalogues are produced in hard and digital copy and should be retained as historical archive.

Production and product management
Such records are of great interest in showing how particular sections of the industry have developed and innovated. Companies have retained the majority of the records relating to this area, mainly because they are still in active use supporting on-going business.

Research and development is an important area in which many companies have invested. Often, this has been in partnership with university departments or university spin-out companies who provide the research expertise, with the company providing financial and business development expertise. Where records of such activities survive, they should be retained. Similarly, the university records relating to such projects should be retained in the relevant university's own institutional archive.

Quality management
The development of the ISO 9000 quality standards means compliant companies are required to keep detailed records of their quality processes.[6] This requires electronic systems to be created to capture the core information about each product or service, including design drawings, manuals and specifications. Core archival quality records are therefore automatically captured and maintained. In businesses that have no requirement to be ISO 9000 complaint, records have still largely been retained.

Not all of these records are likely to be retained as archives – only a sample selection may be worth retaining to give a flavour of the work that was undertaken. Sampling and selection criteria will need to be devised on a case-by-case basis, taking into account the way in which the company operates and the products produced. Help and advice from those who created and maintained the records should be taken in identifying selection criteria. Such appraisal should be well documented so that future generations can understand the decisions made.

Customer / Client management
Client records are voluminous. Few companies appear to have thrown many of these away because their products and services are still being used by the client, or in the case of occupational health or medical firms, client records have to be retained for set periods of time.

[6] See British Standards Institute website at http://www.bsi-global.com

In older paper-based industries, job and order books summarised individual projects and clients. In these modern companies, they are replaced by often voluminous job and client files. Only a sample of these are worthy or retention to demonstrate the procedures and processes of the services offered, and the interaction between client and service provider. Sampling criteria will need to be reviewed and adapted for each organisation.

Most client files are held in confidence and may include a signed confidentiality agreement that, in theory, lasts perpetually. If such records are deposited in a publicly accessible archive, protocols for permitting supervised access to confidential files would need to be drawn up between the depositor, the archive and ultimately the client or its successor bodies.

7.5.4 Cataloguing of records

The selection, sampling, and ultimate cataloguing of what are often very technical records would benefit from the input of the record creators themselves, who know and understand them best. Volunteers and industry experts will need to be drafted in to help with such work.

The Ballast Trust was established for such purposes, its emphasis being on the shipbuilding and heavy industries of the west of Scotland.[7] A registered charity based in Renfrewshire, it is staffed by volunteers with an industrial background, a small number of supervisory paid staff and a professional archivist. Together, they catalogue technical records on behalf of archive repositories, drawing on the expertise of their voluntary workers. Such a model may ultimately be useful in handling the records of the oil and gas industry, be this through setting up such a Trust or through exploiting the expertise of volunteers.

Deposits of records from a single business in the short-term are unlikely to be large enough to require a dedicated project archivist to catalogue them. An economy of scale is likely to be found in employing an archivist to catalogue a number of different oil and gas collections when a critical mass is built up. Records can then be used to develop educational resources and supporting materials. Alternatively, if a Development Officer is appointed, small collections of manageable business records may be catalogued by them.

7.5.2 Recommendations

- The surveying of companies should continue in order to encourage the retention of records and potential deposit with appropriate public archives.

- Consider a project to undertake oral history interviews with founders of surveyed companies building on the work of the *Lives in the Oil Industry* project led by the University of Aberdeen and the British Library.[8]

- Sampling criteria for records will need to be decided on a case-by-case basis. The technical nature of the records would benefit from the help of industry professionals and volunteers in devising such criteria and helping to catalogue them.

- *Capturing the Energy* should retain periodic contact with surveyed organisations, encouraging retention of records and their potential transfer to the Energy Archive or other suitable place of deposit. This work could be undertaken by a Development Officer.

- Permission should be requested from surveyed businesses to include full or summary survey information on the proposed *Energy Hub*.

[7] The Ballast Trust http://www.ballasttrust.org.uk/
[8] http://www.abdn.ac.uk/oillives/

8. NON-INDUSTRY SOURCES

8.1 The banking industry

The banking sector has played a major role in helping operators to raise the necessary finance to undertake their ventures. For example, Barclays' corporate history states:

> Barclays was also a major lender to the oil industry, beginning
> with its 1972 financing of BP's Forties Field, and was later involved
> in North Sea oil and gas developments, largely privately financed.
> Many of these were 'non-recourse': higher interest was charged in return
> for sharing higher risks with the industrial partner.
>
> Ackrill and Hannah, *Barclays: the Business of Banking* (CUP 2001) p.235

In the early 1970s, many of the banks started to employ oil advisors and develop oil and gas divisions. In later years, these started to focus more on "Energy" than merely oil and gas. In Scotland, the Bank of Scotland was at the forefront of investment, and by the mid-1970s was known as "The Oil Bank". Along with Barclays, they were heavily involved in financing BP's Forties field in 1972, and in 1984 were part of a consortium raising £165 million to help fund Elf's Alwyn North field.

Barclays, HBOS, LloydsTSB, Royal Bank of Scotland and HSBC all have established corporate archives employing professional archivists. Contact details for each can be found on the ARCHON database.[9] Informal discussions have been held with their archivists about the oil and gas records they hold. These have included brief details of the types of records held, details of specific oil and gas departments, and how records were transferred to the archives. The records that survive fall into three broad categories within the banks:

1. Executive & Board minutes and papers
   These are mainly concerned with high-level strategy and decision making. Board papers can be more detailed.

2. Oil and Gas departments
   Regular transfers of departmental records appear to be rare. Depending on the bank, the papers of individual managers are sometimes transferred but other records are received haphazardly. Individual subject and field files relating to both the North Sea and projects abroad sometimes include copies of records given to the bank by operators as part of financing discussions, such as technical survey data.

3. Marketing & Promotional
   Records such as product literature, photographs and conference materials aimed at the oil and gas industry.

More modern records are likely to be in storage within the banks' record management systems, or are still held within departments, the most important of which should filter through to each bank's own archives.

As well as field records, more than one bank has records relating to the establishment of the International Energy Bank – a consortium set up to finance energy exploration and development.

The bank archives all allow access to *bona fide* researchers, but certain records will be closed to access for at least 30 years. One bank specified a 50-year closure period for

[9] ARCHON www.nationalarchives.gov.uk/archon

records relating to corporate customers unless the company in question or its recognised successor agreed otherwise.

8.1.1 Recommendations

- Encourage the banks to produce and share source guides relating to their oil and gas records and their potential use, taking into account closure periods and client confidentiality.

- Encourage banks to allow information on their oil and gas archives to be included in the proposed *Energy Hub*.

8.2 Local Government Archives

The development of the UK offshore oil and gas industry has led to major change in many cities, towns and villages on the coast of Great Britain, both economically and demographically. Such development is documented in local government records. Aberdeen City Archives, Norwich Record Office and Newcastle-upon-Tyne Archives all have significant archive holdings, including their own local government records. Economic Development and Council records within these collections include vital information.

Regional archives also include a wealth of records relating to the people of the area and their support networks. These include the records of schools, clubs and societies of regional interest, reflecting the more human side of the oil and gas story. In addition, local and regional museums contain artefacts and objects relating to the growth of the industry, a prime example being the oil and gas collections at Aberdeen Maritime Museum.

Special interest websites, such as *Oil City*[10], do valuable work in collecting reminiscences and personal testimonies on people's links with the North Sea using the latest Web 2.0 technologies.

8.2.1 Recommendations

- Details of local government and community records along with museums collections relating to the industry should be added to the proposed *Energy Hub*.

8.3 Film archives

There are several film libraries that contain notable collections of oil and gas related films. The BP Video Library houses films by BP and has a publicly accessible website.[11] Individuals can register to use the site and access catalogues and film clips produced by BP. Shell also has an award-winning film unit.

In the public sector, the Scottish Screen Archive, a department of the National Library of Scotland, holds significant collections of industrial archive films, including film relating to the oil and gas industry in Scotland.[12] Much of the film included in the catalogue comes from the Grampian television collection and includes film relating to Shell, Mobil, Amoco, Howard Doris; rig fabrication and towing out from Nigg and Kishorn; building of deep water exploration and supply ships built by Clydeside shipyards; life on board the rigs; and general oil and gas documentary footage. A list of their oil and gas holdings has been provided and they are keen to acquire further material should it become available.

[10] *Oil City* http://www.oilcity.co.uk/
[11] BP Video Library http://www.bpvideolibrary.com/
[12] Scottish Screen Archive http://ssa.nls.uk/

The East Anglian Film Archive based in Norwich holds film relating to the oil and gas industry in the area (the Southern North Sea).[13] It has not been possible as part of this project to gain access to its catalogues or for the archive to provide *Capturing the Energy* with a source list of films held.

8.3.1 Recommendations

- The possibility of exploiting film material from archive sources for *Capturing the Energy* promotion should be investigated.
- Encourage Scottish Screen, the East Anglian Film Archive and other film collections to produce source lists relating to their oil and gas holdings.
- Information on such archives and their collections should be included on the proposed Energy Hub.
- Operators, supply chain companies and over arching bodies should be encourage to deposit copies of their own films with these public archives.

[13] East Anglian Film Archive http://www.eafa.org.uk/

9. COLLECTING RECORDS

9.1 When to collect

The purpose of this survey has not been to solicit deposits of records at this time, but rather to gain an understanding of the records of the industry. Several companies have indicated a willingness to deposit some records, notably within the trade associations where small offices put space at a premium.

Within the supply chain, the youthfulness of the companies means that the bulk of their records are still used on an operational basis and the core corporate records are not of a bulk that renders storage a serious issue. Where particularly bulky series are accrued, such as client records, these are sometimes stored offsite with document storage companies.

It is not too early to be collecting records from all four of the identified strands in this study. However, the willingness of companies and organisation to deposit bulk records at this time is likely to be low. Any deposits from individual organisations are likely to be relatively small at this current time.

It is a common misconception that the offshore oil and gas industry is in decline in the UK. However, whereas the operators will ultimately make a strategic withdrawal from the North Sea as fields become un-economical, the industry's supply chain is now part of a global industry that should survive beyond the North Sea's operational lifespan. It may take decades of working with and supporting companies and organisation to look after their records before they consider depositing records, if ever.

9.2 Digital records

A major issue to overcome for any collecting repository is the problem of digital records. Digital records pose a challenge to archivists in ensuring their capture and long term preservation and accessibility in the face of rapidly developing technology. The surveys undertaken highlight the problems of digital obsolescence leading to lost or inaccessible electronic records. It is important that records remain accessible through migration to new systems, or are transferred into stable ISO-standard file formats such as .tiff or .pdf.

Archive repositories interested in collecting records of these organisations will need to:

- invest time in building relationships with the organisations to encourage deposit
- be prepared to accept transfers of both digital and paper records
- devise flexible deposit agreements that balance the confidentiality of deposited records with access rights to the public.

9.3 Financial support

Where records are deposited, Element 1 of the *Elements for a National Policy for Business Archives in Scotland* states:

> Companies seeking to deposit their records with a public archive service but retain ownership should pay a contribution to the archive service in return for the secure storage environment offered and an undertaking to catalogue the records to an agreed standard in a specified time scale.[14]

[14] Business Archives Council of Scotland and National Archives of Scotland, the *Elements for a National Policy for Business Archives in Scotland* (2003) available at http://www.gla.ac.uk/services/archives/bacs

Similarly, where records are gifted to a repository, the business should be encouraged to make a one-off financial donation towards their cataloguing and maintenance.

The Scottish Business Archive at Glasgow University Archive Services is one archive that operates on this model.[15] Where it stores the records of active businesses on deposit, an annual management fee is charged. Depending on the size of the collections, this ranges from fairly modest sums up to thousands of pounds per year. The storage of no one collection is enough to cover the cost of an individual professional member of staff. For the businesses, the outsourcing of storage of archives brings many benefits including:

- professional management of their corporate heritage
- access to advice and guidance on the selection of further records to be added to the archive
- help in selecting material for publicity and promotional purposes
- positive PR through placing their records into the public domain, albeit with reasonable limitations on their use
- secure and supervised access to the collection by users.

9.4 Recommendations

- Where organisations have shown an interest in the potential deposit of records, *Capturing the Energy* should encourage such deposits with suitable archive repositories.

- Repositories and *Capturing the Energy* should build relationships with surveyed organisation to encourage the deposit of records. The building of such relationships is encouraged in the *National Business Archives Strategy for England and Wales* and its Scottish equivalent document currently in production.[16]

- Where deposits are forthcoming, companies should expect to pay an annual management fee for storage. Where the legal ownership of records is gifted to an archive repository, a donation towards the cataloguing and preservation of the records should be encouraged in-line with the *Elements towards a National Policy on Business Archives*.

[15] Glasgow University Archive Services http://www.gla.ac.uk/archives
[16] National Strategy for Business Archives (England and Wales)
http://mba.cbjdigital.co.uk/materials/national_strategy_for_business_archives.pdf
National Strategy for Business Archives in Scotland
http://www.gla.ac.uk/services/archives/bacs/nationalstrategyforbusinessarchives/

APPENDIX A: Supply chain categories

Drilling - Contractors	Logistics - Freight	Navigation - GPS
Drilling - Design & equipment	Logistics - Postal	Navigation - Harbours
Drilling - Flow engineering / systems	Logistics - Storage	Navigation - Mooring
Drilling - GIS / Geological	Manufacturers - Fabricators	Personnel - Entertainment
Drilling - Waste	Manufacturers - Filtration & separation	Personnel - Payroll
Field Construction - Equipment m/f	Manufacturers - Hydraulics	Personnel - Recruitment
Field Construction - Fabricators & welders	Manufacturers - Pipe & tubing	Personnel - Training (non-H&S)
Field Construction - Lifting Gear	Manufacturers - Pumps	Publications
Field Construction - Pipeline design & engineering	Manufacturers - Refurbished machinery	Services - Anti-corrosion
Field Construction - Protective coatings	Manufacturers - Safety components	Services - Asset Management
Field Construction - Rigs / topsides	Manufacturers - Valves / flanges / seals etc	Services - Data suppliers / management
Field Electrical design & m/f	Manufacturers & Suppliers	Services - Geological
Field Instrument design & m/f	Manufacturers -Radiators / Heating / Ventilation	Services - Laboratory
Finance	Marine & Subsea - Acoustic / geo / oceanographic	Services - Maintenance
Health & Safety - Lifeboats	Marine & Subsea - Construction	Services - Service companies
Health & Safety - Medical	Marine & Subsea - Electrical	Technical & Inspection Services
Health & Safety - Safety equip & systems	Marine & Subsea - Pipeline maintenance	Transport - Aircraft
Health & Safety - Training	Marine & Subsea - Robotics	Transport - Corporate travel
ICT - Animation / Multimedia	Marine & Subsea - Service companies	Transport - Helicopters
ICT - e-business / web solutions / software	Marine & Subsea Electrical/Electronics	Transport - Shipping
ICT - Graphic design	Marine & Subsea Manufacturers & Suppliers	
ICT - Telecoms	Navigation - Equipment	

APPENDIX B: Summary of records generated by an E&P operator

As the table below is generated from the analysis of retention schedules rather than through interviews with records creators and inspection of physical records, it has not been possible to identify which records are worthy of retention as archives. Such identification should be undertaken as a separate project looking at several operators' retention schedules simultaneously, interviewing record creators and in conjunction with the information professionals within the operators.

Function	Activity	Example records
Administration	Buildings	Site / building drawings, fire alarms
	Travel	Procedures and statements
	Housing	Leased housing records
	Sports and social	Admin records of social clubs, affiliate clubs etc.
	Security	Business ethics policy, information book, code of conduct book
	Reprographics	Order forms
	Safety	H&S committee minutes and reports
	Admin	Contracts, corporate agreements, procedures
	Helpline	Ordering newspapers, car hire, meeting room bookings etc.
	Budgets	Budgets
	Property management	Leases, repairs and maintenance agreements, correspondence
Asset integrity	General	Minutes, correspondence, audit reports etc.
	Management reporting	Minutes, papers, asset integrity / OPS, reports
	Verification	Scopes, reports, registers, contractors KPIs etc.
	Corrosion	Management strategy, philosophies, coupon databases, vendor studies, major failure investigations, testing reports, visit reports, annual reviews
	Structures	Inspection strategies, drawings, calculations, reports, studies, topside inspection reports, subsea inspection reports
	Lifting	Operations and plans, procedures, certificates, incident reports, incident photographs
Business development	Strategy	Asset, long term plans etc.
	Economics	Output files, analysis etc.
Commercial operations	Gas sales	Agreements, correspondence, minutes etc.
	Transportation	Agreements, correspondence, minutes etc.
	Liquids	Agreements, correspondence, minutes etc.
	Gas regulations	Correspondence, working documents
	Gas shipping	Agreements, maintenance notices, monthly allocations, forecasts etc.
Contracts and procurement	Contracts	Tender documentation, approvals, plans, licenses, certification, guarantees
	Materials	Drilling specification, ops specifications, equipment certificates
Finance		General finance records. Budgeting, contracts, assets, forecasts etc.
Geoscience		Annual reserves submissions, reports, exploration minutes, well status, field

		development and evaluation, development plans, licensing documentation etc.
Human resources	Expatriation	Expats and Impats
	Health	Including insurance
	Benefits	Awards, allowances and relocation
	Shares	Employee share scheme
	Position administration	Job evaluation, job descriptions etc.
	Recruitment	Includes new starts, graduate recruitment and student placements
	Employment	Main employment file and paperwork, including staff movement data, exit, redundancy, salary review, discipline / grievance,
	Training, development & appraisal	External training, evaluation, training providers and attendance forms
Information services	Governance	Account management, planning, security management, steering committees (data, doc management, GIS)
	Infrastructure	Back ups, domain name registration, systems, servers
	Document management	Retention schedules, file plans etc.
Joint venture management		Work programmes, budgets, AFE, forecasting, agreements, reports, BERR regulations, meeting minutes, operator reports, approvals
Legal	Agreements / legal papers	Agreements, fishing claims, licences, deeds, guarantees, DECC / government correspondence / agreements / permissions
	Governance	Board minutes and papers, share records, statutory accounts
	Contracts	Contract agreements, amendments and associated papers
	Assets	Deeds, titles
Logistics	Marine	Manuals, audits, correspondence, procedures, drawings, manifests, reports, crew lists etc.
	Aviation	Helicopter specifications, correspondence, procedures, internal audit, helideck certificates and drawings, freight and personnel manifests
	Warehouse	Correspondence, audits, risk assessments, manifests, waste management, licences for goods, customs, lifting
Maintenance Inspection	Certification	Certificates
	Change control	Contract orders, operating change
	Inspection	Site visit reports, topside structural inspection, piping, corrosion etc.
	Maintenance	Survey reports, repairs etc.
	Methods	Routines, procedures, registers etc.
New business	Infrastructure	Presentations, offers, final dossiers
	Acquisitions and divestments	Presentations, offers, final dossiers, memorandum of information
	Farm-ins and outs	Presentations, offers, final dossiers
	Tie-ins	Presentations, offers, final dossiers
	Market analysis	Conference papers, reports, studies, presentations
Operations management		Minutes, reports, daily platform reports, operation performance review, HSE

		correspondence, delegations of authority
Production	SHE management	Plans, KPI, incident reports etc.
	Site Management	Waste management, facilities, IT, Security
	Inspection	Certification, reports, surveys, corrosion monitoring etc.
	Maintenance	Requests, reports etc.
	Chemistry	Manuals, analysis, audits, data sheets etc.
	Planning	Shut down plans, weekly plans
	Technical	Correspondence, minutes, reports, etc.
Production engineering site support	General	Audits, minutes, reports, presentations
	Production engineering	Simulations, emissions data, flaring data, government consents, operations manuals, reports, calculations, process flow diagrams, emergency shut down diagrams
	Production chemistry	Treatment manuals, procedures, oil in water data, analysis, studies
	Change control	Procedures, queries, engineering requests, correspondence, queries
	Metering	Philosophies, strategy, procedures, instructions, studies, scope, data books, certificates
	Production reporting	Petroleum production reporting system
	Planning	Operations planning, seabed floor histograms, priorities
Project documentation	Project management process	Plans, correspondence, presentations, procedures, QA etc.
	Contract process	Pre-qualification, Invitation to Tenders, tender, contracts, change orders etc.
	Cost control	Budget reports
	Safety process	Safety reports
Public affairs & corporate communications	Donations / sponsorships	Long term agreements, correspondence
	Emergency response	Procedures, incident reports, press releases, training records and materials
	Events & Visits	Programmes, photographs
	Annual and special events	Menus, programmes, photos, film
	Offshore visits	Photos, programmes
	External communications	Annual reports, publications, CSR reports
	Visual identity and branding	Adverts, use guidelines
	Internal communications	Exec Committee reports
	Campaigns	Art work, correspondence, meetings notes, publicity
	Publications	Internal and external magazines
	Media relations	Briefing notes, media info sheets, press cuttings, press releases
	Public affairs	High level government correspondence, briefing notes to Exec / government, minutes of external / internal meetings, reports, presentations
Safety, health & environment	Safety case	Reports, notes / letters
	Incident report	Reports, actions, responses
	Hazop / Hazid SIL and safety reviews	Reports, philosophies, technical notes
	Emergency response	Exercises, reports, manuals, registers, procedures, plans
	Audit	Reports, procedures
	Risk assessments	Reports, procedures
	Operational safety	Reports, procedures, promotions
	Environmental management	Registers, programmes, charts, plans

	system	
Strategy sustainability	General	Reports, minutes, technical studies and surveys, proposals, specifications
	Development & engineering	Feasibility studies, design, scope, reports, vendor manuals, process simulation
	Maintenance & inspection	Failure reports, repair reports, analysis, vendor reports, site visits
	Vendor management	Quotation, contracts, correspondence
Subsea and pipeline		Asset positional reports, acoustic reports, pipeline route survey, pipeline research study, diving campaign reports, ROV campaign reports, vessel based ROV inspection, ROV campaign reports platform based ROV inspection, inspection campaign pigging reports, routine pigging reports, riser valve tests, anomaly report, studies for parameter report, review, drawings, pipeline and cable crossing agreements, fishing claims, pipeline works authorisation and applications, pipeline and cable crossing technical information, fishing claims liaison, site survey reports, borehole and soil surveys / geotechnical reports, rig moves, research and development report, technical information or mobilisation files, diving or subsea infrastructure incidents, pipeline research study report - technical information, audits, pipeline annual report, interface/bridging documents, riser valve procedures, procedures, risk assessments, vendor procedures, operational documents relating to drill support ROV
Well construction & maintenance	Early preparation	Cost estimations, budget material, studies, reviews minutes, statement of requirement, specification for tenders, tender analysis, authorisation for expenditure, basis of design
	Final preparation	Project preparation review, statement of work, drilling, completion, test, workover, intervention, general drilling plan, standard drilling procedures, well intervention procedures, joint drilling manual, HSE notifications, petroleum operation notice, environmental impact assessment, bridging documents, SIMOPS documents, blow out contingency plan
	Execution / Reporting	Operation reports, end of well reports, lessons learnt report, well handover report
	Well examination	Examination reports, comments, integrity assurance review, compliance audits
	Methods	Derogation requests and replies, service quality meeting minutes, well operation and blow out contingency procedures, rig inspection reports
	Quality	Audit packs plans
	Safety	Annual reports, incident analysis, risk reviews, plans,
	Design engineering	Manuals, certification
	Maintenance and inspection	Re-certification

Well performance		Monthly production guidelines, minutes, well intervention / priority list, studies, post job summaries, well performance monthly reports, raw well test data, validated well test, sox control documents, weekly shortfall report, well performance long term plan, monthly reports, supporting documents, shortfall report supporting documents, overall well tests follow up, raw data and test plots file for fields.

APPENDIX C: Overarching bodies – Functional analysis of record series worthy of retention

Function	Activity	Record series	Issues
Governance	Establishment of organisation	Constitution / Rules / Byelaws	All current and previous versions should be retained
	Governance development	Amendments to constitution and rules	Show organisation development
	Corporate body management	Annual General Meeting minutes; annual reports; general meetings of membership minutes	Mix of paper and digital storage
	Executive Committee management	Executive committee / board minutes and papers; Subcommittee papers and minutes (see also publications management)	Can be incomplete; paper and digital storage
Communications management	Membership communications management	Newsletters; journals; publications to members	Can be published. Retain one of each.
	Public relations event management	Programmes; guest lists; photographs; safety awards files; public events files	Often fund or awareness raising
	Corporate identity and brands management	Trademarks; logo and corporate identity records	Occasionally found in overarching bodies
	Media communications	Press releases; press cuttings; photographs	Often published
Financial Management	Management planning	Finance report to committee	See Governance
	Accounting	Cash book; journals; ledger	Information summarised in management reports and year end accounts. In membership organisations, honorary treasurer may hold records offsite.
	Statutory accounting	Annual report and accounts	Normally published
Marketing	Advertising management	Marketing records; advertisements	Often published
Membership	Membership management	Membership lists; mailing lists	Subject to the Data Protection Act. Long term retention of core information recommended.
	Membership services management	Case records (e.g. unions); issue-led subject files	Can be voluminous. Sampling criteria to be developed on an organisation by organisation basis
	Membership led projects e.g.	Minutes and papers; publications	Important aspect of many of these

	production of industry guidance and standards	produced	organisations functions. Includes final published product which can be digital or paper.
	Training courses	Course materials; attendance records	Courses provided by organisation
Publications management	Publications development	Minutes and working group papers; consultations	See Membership
	Publications produced	Standards, industry procedures; published guidance and brochures	Retain one of each for permanent preservation
Quality management	Approval and compliance management	Approval and compliance files for organisation who meet certain standards set by overarching bodies; model agreements	Digital and paper records

APPENDIX D: Supply chain – Functional analysis of records series worthy of retention

Function	Activity	Record series	Issues
Governance	Legal compliance management	Returns to companies house; returns to regulators	Copies held by Companies House / regulators
	Legal framework development	Memorandum and Articles of Association	Copies held by Companies House
	Corporate body management	Annual general meeting minutes and papers; share registers; register of directors	Mix of paper and digital storage. Statutory duty for some of these records to be accessible to shareholders on company premises.
	Executive Committee Management	Executive board minutes and papers; management meeting minutes; divisional office management records	Can be incomplete or include little detail. Digital and paper. Can be difficult to ensure records survive in decentralised organisation with divisional offices.
Communications management	Corporate identity and brand management	Trademarks; logo development; awards and certificates	Trademarks are centrally registered but information should be retained
	Media communication management	Press releases; press cuttings; photographs	Often published online or in print.
	Community relations management	Sponsorship files; photographs; corporate social responsibility files	
	Internal communications	Staff newsletters; memos	Often published online internally
Corporate retail management	Retail of goods management	General sales files	
Customer / client management	Bespoke project management	Drawings and correspondence; job / project files	Vary in detail. Can be voluminous. Retain only a sample that show a representative mixture of routine work and ground-breaking projects. Will require weeding.
	Contract management	Contracts; agreements; correspondence; installations and operations files; performance monitoring; job / project files	See also legal affairs. Vary in detail. Can be voluminous. Retain only a sample that show a representative mixture of routine work and ground-breaking projects. Will require weeding.
	Investment management	Investment files	Demonstrate investment in other companies
Financial management	Management accounting	Management reports	Can appear in board papers

	Statutory accounting	Annual report and accounts; balance sheets	Usually published and made available online
	Budget management	Cash books; journal; ledgers; draft budgets and monitoring; reports to management	Can be tied up in proprietary finance systems e.g. SAGE, risk of loss. However, can be overly detailed and good information summarised in management reports and year end accounts
	Asset management	Asset registers; insurance records	
Health & Safety	Information, Inspection and Training	Staff records; employee handbooks	
	Safety recording	Accident books / databases; incident reports	Often held digitally. Statutory requirement to hold for set period of time. Have a potential long term value.
Human resources	Personnel management	Staff files	Subject to the Data Protection Act. Only core details of employment worth retaining permanently.
	Training and development	Staff files; training records	Subject to the Data Protection Act. Only core details of employment worth retaining permanently.
Legal affairs	Contract and agreement management	See Customer / Client management	
	Legal claims / litigation management / legal advice	Legal advice; case records	Where such records exist they are worthy of retention
Marketing	Advertising management	Brochures; photography; posters; press cuttings; press releases; catalogues	See also Public relations
	Sale promotion management	Representatives files; reports to management	Information often summarised as reports to management.
Quality management	Quality assurance management	BS 9000 standard documentation: specifications; drawings, user manuals; testing records etc.	BS 9000 compliance systems are normally electronic. Where non-BS compliant, similar paper records also exist. May require weeding before retaining permanently
	Staff and customer feedback	Correspondence	
Purchasing and procurement	Contracts and tendering	Tenders; contracts	See also Customer / Client Management
	Purchasing administration	Supplier lists	

Product management	Development management	Research and development files	Highly confidential intellectual property. Demonstrate the development of technology. Important historical records.
	Distribution management	Logistics files	Records relating to transportation of goods.

APPENDIX E: Publicly accessible archives

i) Overarching Bodies

Name	Location	Catalogue URL
Department of Energy & Climate Change: Oil & Gas Directorate http://www.og.dti.gov.uk	National Archives (UK)	http://www.nationalarchives.gov.uk Classes: POWE and EG
British Marine Industries Federation	Hampshire Record Office	http://calm.hants.gov.uk/DServeA/search
British Valve and Actuator Manufacturers' Association http://www.bvama.org.uk	Surveyed. Records held by the Association	N/A
Department of Trade & Industry, Infrastructure & Energy Projects	National Archives (UK)	http://www.nationalarchives.gov.uk Classes: POWE and EG
Department of Transport, Environment & the Regions	National Archives (UK)	http://www.nationalarchives.gov.uk Class: AT
Health and Safety Executive: Offshore Safety Division	National Archives (UK)	http://www.nationalarchives.gov.uk Class: EF/7
Marine Accident Investigation Branch http://www.open.gov.uk/maib/maibhome.htm	Responsibility of National Archives (UK)	http://www.nationalarchives.gov.uk
Met (Meteorological) Office	National Archives (UK)	http://www.nationalarchives.gov.uk Class: BJ
Scottish Enterprise Energy Group http://www.se-energy.co.uk	National Archives of Scotland	N/A
Scottish Executive	National Archives of Scotland	http://www.nas.gov.uk
Ship Builders & Ship Repairers Association	National Maritime Museum, Greenwich	http://www.nmm.ac.uk

ii) Professional Associations

Name	Location	Catalogue URL
British Maritime Technology	Hampshire Record Office	http://calm.hants.gov.uk/DServeA/
Bureau Veritas http://www.bureauveritas.com	Tyne & Wear Archives	
Centre for Energy, Petroleum & Mineral Law policy http://www.dundee.ac.uk/cepmlp/	University of Dundee	N/A
Geological Society http://www.geolsoc.org.uk	Maintain own archive	http://www.a2a.org.uk/html/378-businesspapers.htm
Geologists' Association	Natural History	http://www.nhm.ac.uk/GA

http://www.geologists.org.uk/	Museum	
Heriot-Watt University http://www.hw.ac.uk	Heriot-Watt University	http://www.hw.ac.uk/armms
Institute of Petroleum Engineering http://www.pet.hw.ac.uk	Heriot-Watt University	http://www.hw.ac.uk/armms
Institute of Physics http://www.iop.org	Maintain own archive	http://www.iop.org
Institution of Civil Engineers http://www.ice.org.uk	Maintain own archive	http://www.ice.org.uk
Institution of Engineering & Technology http://www.iee.org.uk	Maintain own archive	http://archives.theiet.org/start/
Institution of Engineers & Shipbuilders in Scotland	Glasgow University Archive Services	http://cheshire.cent.gla.ac.uk/ead/search.html
Institution of Mechanical Engineers http://www.imeche.org.uk	Maintain own archive	http://www.imeche.org/library/
Lloyd's Register of Shipping http://www.lr.org	Maintain own archives	http://www.lr.org
Marine Society	Maintain own archive and records at Guildhall, London	http://www.nmm.ac.uk
Society of British Gas Industries	Modern Records Centre, university of Warwick	http://www2.warwick.ac.uk/services/library/mrc/catalogues/employ/#e

APPENDIX F: Appointment of a Development Officer

The *Capturing the Energy* initiative is a group of stakeholders with a strong interest in safeguarding and promoting the heritage of the UK offshore oil and gas industry. At present, it has no paid staff but has commissioned and supported work by others.

The Scoping Study has recommended various strategies and tasks that could be undertaken. All of these need to be resourced. It is suggested that a Development Officer be employed to help drive the initiative forward and to realise some challenges it has identified. Depending on the defined role of the Development Officer, s/he may or may not need to be a qualified Archivist.

Draft outline job description:

Role

- Build links with oil and gas operators
- Creation and population of a web-based *Energy Hub* as a focal point for researchers looking for primary source material for the UK's oil and gas industry
- Maintain and develop relations with surveyed organisations to ensure records are retained and ultimately deposited
- Maintain and develop relations with those who have expressed an interest in *Capturing the Energy*'s aims and objectives
- Undertake cataloguing of smaller deposits of oil and gas material, assuming the Officer is based within the Energy Archive at the University of Aberdeen
- Provide administrative support to the *Capturing the Energy* steering group
- Maintain and add content to the *Capturing the Energy* website
- Undertake activities to promote *Capturing the Energy*
- Undertake other work as necessary.

Knowledge/Qualifications
An undergraduate degree
If cataloguing: Society of Archivists approved postgraduate qualification in Archives & Records Management or significant experience in archive management / archive cataloguing
An understanding of business operating environments
A knowledge of the development of the oil and gas industry

Skills
Ability to communicate clearly and effectively verbally and in writing
Strong negotiation skills
Ability to relate to business clients at all levels
Ability to manage and prioritise own workloads
Ability to convey enthusiasm for archives and business history

Experience
Working with records (any format or age)
Influencing stakeholders
Writing content for websites
If cataloguing: experience in cataloguing with knowledge of relevant standards