

Programme: 100m LNG Dual-fuelled Ro-Ro Passenger Ferry

Programme Director: [redacted]

Review Period: April 2020

<u>Name</u>	<u>Job Title</u>	<u>Signature</u>
[redacted]	Programme Director	
[redacted]	Project Accountant	
[redacted]	Planning and Controls Manager	



1. Monthly Cumulative Safety Statistics

S/#	Title	This Months Figures		Cumulative
01	Total Man Hours (provided by Planning Department for 801 and 802 only)	4,538		20,647.31
02	Man Power (provided by HR)	Direct		N.A.
		In-Direct		
		Total	314	
03	RIDDORS	0		0
04	Fatality Case (Fatal)	0		0
05	Lost Working day Case (LWC)	0		2
06	Medical Treatment Case (MTC)	0		3
07	First Aid Case (FAC)	5		15
08	Property Damage (PD)	0		0
09	Near Miss (NM)	0		2
10	Fire Incident (FI)	0		1
11	Environmental Incident	0		1
12	Total Number of Recordable Injuries	5		20
13	Total Number of Days Lost	0		6
14	Total Recordable Incident Rate (TRIR Yard Wide) a score of 0 is perfect a score of 1-3 is good a score of 3-10 is medium a score of >10 is poor	0		8.28
15	Lost Time Incident Rate (LTIR Yard Wide) a score of 0 is perfect a score of 1-3 is good a score of 3-10 is medium a score of >10 is poor	0		3.31

2. Description of Incident/Accident and Near Miss Reported This Month

Events (NM/MT/FA/PD ETC...)

1. **First Aid** – 1 Flash from welding arc, 1 operative jammed fingers, 1 cut to head, 2 cuts to hands.

3. Other SHEQ Activities

Description	This Month	
Site Safety Inspection	4	801 Pipe shop, Engineers shop Misco store West shed and module hall
Toolbox Talks	1	Coronavirus – COVID-19
Policy/Paperwork Reviews	0	
Training Courses	0	

4. SHEQ Initiatives

Description

SHEQ Monthly Meeting not held in March due to coronavirus – Mass meetings to be avoided

1b. Action Tracker – [redacted]

Action Number	Description	Owner	Date Raised	Required By	Forecast Date	RAG Status	Comments
2.1	A production/Technical/Procurement/planning SOFT report is to be produced to support the overall monthly report	[redacted]	20/3	20/4		A	• Not all yet received
2.2	Arrange a cryo pipe review	[red]	20/3			B	• Cryo pipe review planned for 21/4
2.3	Chase up [redac] for hazardous zone and scantling response. Raise with [redac] if required	[red]	20/3	27/3		B	• Raised with [redacted] response received
3.1	Agree success criteria owners	[red]	21/4	21/5		G	
3.2	Risk register to be updated by owners for Thursday review	[redacted]	21/4	23/4		G	
3.3.	Quality slide – show what is closed and also monthly stats	[redact]	21/4	21/5		G	
3.4	Review work package process for issue and role up to ensure clear to users	[redac]	21/4	21/5		G	

2. Contract Summary

[redacted]



Customer	CMAL	Contract Start	Restart – 2 nd December
Agreed Contract value	Budget to completion - £110m	Contract Finish	801 October 2021 – 802 July 2022
Project Type	Design and Build	Forecast Finish	801 October 2021 – 802 July 2022
Project Director	[redacted]	Contract Type	SG funded

Project Scope	Design, build and commission 2 off LNG dual fuel ferries. Including training and provision of spares and handbooks The scope of this project is to complete the design and build etc following the Receivership of 16 th August 2019
Significant Project Changes	None (in this phase)
Acceptance Criteria	As per the specification
Payment Terms	Currently – funding provided by the Scottish Government based upon FM(PG) cash flow forecast
Warranty	The warranty for both vessels is 12 months from delivery. No allowance has been made financially for either shipyard support or suppliers warranties that have lapsed during this period
Liquidated Damages	No allowance has been made for late delivery Performance penalty for weight – the maximum allowance of £250k per vessel has been made Performance penalty for speed - the maximum allowance of £250k per vessel has been made Performance penalty for fuel consumption – no allowance has been made
Special Conditions	

3. Business Success Criteria

[redacted]



Success Criteria	Due	Enabler	Status	TL	Fut Tr
All work undertaken at ship is by work package in accordance with the programme	June 20	<ul style="list-style-type: none"> Development of the programme down to a work package level. Time recording aligned to allow role up. Time recording process effective. 		G	↔
Work packages are issued with associated information and materials	June 20	<ul style="list-style-type: none"> Inventory is loaded into the stores management module on [redacted] Inventory can be coded to align with P6 plan 		G	↔
Inventory is properly identified in [redacted] to the appropriate level	May 20	<ul style="list-style-type: none"> Movement of equipment from Westway to new facility and entered onto Factory master with appropriate part numbering 		G	↔
Technical information is produced on time and change is minimised	June 20	<ul style="list-style-type: none"> [redacted] are contracted to complete the design. Design review process allows proper review of the design before issue 		G	↔
Control of change is a properly managed process	March 20	<ul style="list-style-type: none"> Creation of a new process, implementation and adherence 		G	↔
Customer relationship is positively maintained throughout the project		<ul style="list-style-type: none"> Regular dialogue at all levels, monthly reviews, ad hoc meetings 	◀	G	↔
Identify and manage risks and opportunities	April 20	<ul style="list-style-type: none"> A risk review process is in place and is being proactively managed 		G	↔
The project is properly resourced with suitably qualified and experienced people	April 20	<ul style="list-style-type: none"> Accurate resource forecasting from the schedule and a resource strategy in place 		G	↔

4. SOFT Report

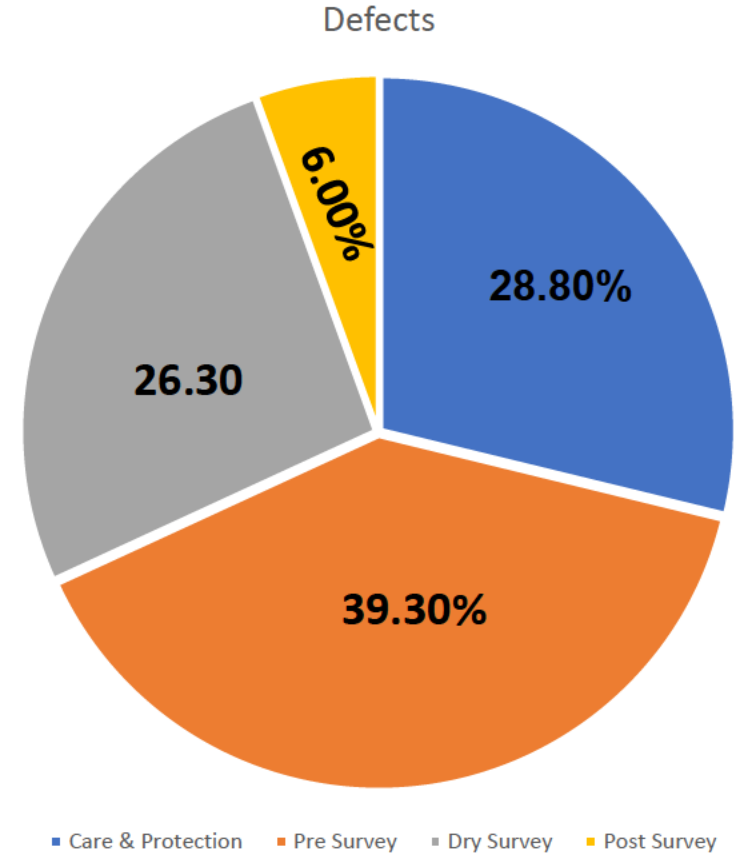
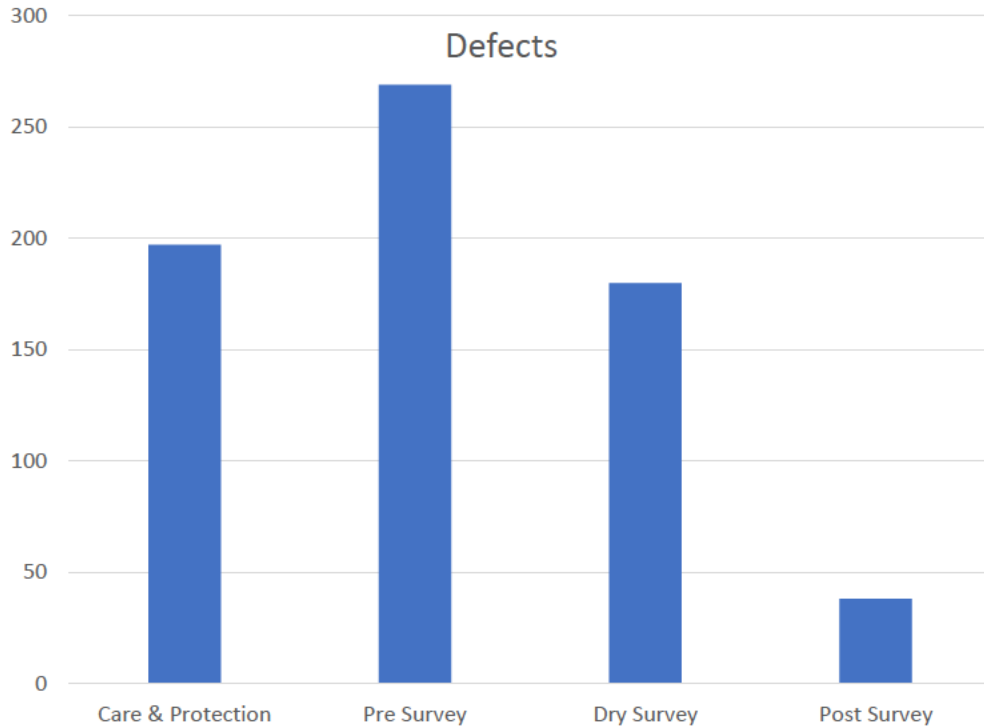
[redacted]



Successes	Opportunities
<ul style="list-style-type: none"> • The yard shut on 24th March. Home working for office based staff, principally technical/procurement/finance/quality/planning and management was established prior to shutdown. The major subcontractor [redacted] have also established home working. • The technical programme has been maintained during this period with the first 3 zones (Z2, Z3 and Z6) reviewed as per the schedule. A good review process has been established supported by CMAL. • Schedule milestones/Cardinal dates were baselined on 6th April. • Subcontract pipe manufacture tender was issued on 17th April. This is the first major Public Procurement Tender • The drydock period has been booked for the 10th August to 31st August for 801. Scope definition is progressing. • A removal and maintenance review has been undertaken in the Engine Room with FMPG/CMAL [redacted]. Actions established and DG room to be reviewed next. 	<ul style="list-style-type: none"> • Use of a 1st fixing system – [redacted] have been tasked to recommend and option and to provide yard standards • Use of MRP function in [redacted] for pipe procurement and installation • CMAL identified possible opportunity to remove the vapour return line
Failures	Threats
<ul style="list-style-type: none"> • As a result of COVID 19, all production work has ceased. The impact will be assessed. • As a result of COVID 19, the transfer of materials from [redacted] has been suspended and also the stock check cannot commence. The impact will be assessed. • Quality training suspended for NDT and dimensional control. 	<ul style="list-style-type: none"> • COVID 19 impact to programme – an assessment of the impact (assuming a restart of 1st June) is being prepared • [redacted] commercial settlement will have an as yet unidentified impact to the material budget – Alternative option to replace [redacted] is being investigated, possible use of [redacted] group – 1st technical mtg planned for 21st April • Production resource to support the plan – short term requirements produced and discussions with resource providers to be held • Cryogenic pipework at ship will require re-routing – also lack of resource – [redacted] will supply a resource but concern over routing – review planned for 21st April. • [redacted] response for hazardous zones and scantlings slow. Escalated with [redacted] hazardous zones now resolved. Scantlings remain outstanding.
Impact Statement / Help Needed	

5. Quality

[redacted]



SLIDE REFLECTS TOTAL NUMBERS RAISED – TO BE UPDATED TO SHOW IN PROGRESS AND CLOSED

6. Traffic Light Report

[redacted]



Criteria	Overall Status				Future Trend	Return to Green		Comments
	Feb 20	Mar 20	Apr 20	May 20		Date	Status	
Overall Status	G	G	G		↔			
Safety	G	G	G		↔			
Quality	G	G	G		↔			
Customer Satisfaction	G	G	G		↔			
Schedule	G	G	G		↔			
Finance					↔	End April		• First financial status report still to finalise
Technical	A	A	A		↑	May		• Delay in supply of technical information has impacted [redacted] programme. Currently the zone reviews have held. Issue will be whether Zone 2 90% review date can be held.
Subcontractor	A	A	A		↔			
Resources	G	G	G		↔			
Risk	A	A	A		↔			• There are a number of project key risks that have mitigation actions but have not yet resulted in a risk reduction

7. Balanced Scorecard

[redacted]



Schedule			
Milestone Completion			
	Planned	Actual	% Adherence
Ship 1	4	4	100%
Ship 2	1	1	100%
Ship 3	1	1	100%
Other	8	8	100%
Total	14	14	100%
Traffic Light	<90%	<100%	>=100%
Key Performance Indicators			
	Planned	Actual	% Adherence
Work Orders Closed	BEING DEVELOPED		
	Current	Previous	Prior
Work Orders Outstanding	BEING DEVELOPED		
Total			
Traffic Light			
Schedule Performance			
	Current	Previous	Prior
SPI	0.98	0.75	0.88
Schedule Variance	-£698,183	-£9,612,197	-£3,901,329
% Complete			
Traffic Light	<0.900	<0.950	<1.00
Supplier Delivery			
	Planned	Actual	% Adherence
Group 1 Modkits	3	3	100%
Group 1 Modkits	10	10	100%
Group 1 Modkits	10	10	100%
Cape	BEING DEVELOPED		
Material			0%
Material Shortages	BEING DEVELOPED		
Traffic Light			
Resource Management			
	Planned	Actual	% Adherence
CORE	3,069	2,403	78%
PDS	985	352	36%
PRE PLANN NG	2,586	2,726	105%
DESIGN	1,025	590	58%
REFIT 1,2 & 3	11,931	7,499	63%
KSA OPS	56	0	0%
TRAIN NG	142	156	110%
Total	19,795	13,726	69%
Traffic Light	+20%	+10%	+5%

Cost			
Forecast Margin (£k)			
	Original	Forecast	% Adherence
Ship 1	£3,808	£3,737	98%
Ship 2	£3,655	£3,056	84%
Ship 3	£7,767	£7,473	96%
Other	£1,769	£2,147	121%
Total	£17,000	£16,413	97%
Traffic Light	<80%	<90%	>=90%
Sales & Cash			
	Budget	Forecast	% Adherence
Sales Trading	£23,389	£21,205	91%
Cash Installments	£87,720	£78,215	89%
Traffic Light	<80%		
Cost Performance			
	Current	Previous	Prior
CPI	0		1.00
Cost Variance	£506	-£3,909	-£54,007
EAC	£10,004	£10,214	£102,514
Traffic Light	<0.900	<0.950	<1.00
Risk Management			
	Current	Previous	Prior
Total Risk Value (£)	£16,275	£16,275	£16,275
Risk % of Budget	15.9%	15.9%	15.9%
Risk Plan	£1,144	£1,144	£1,144
Risk Release Actual	£0	£0	£0
Emergent Risk	£0	£0	£0
Cost of Mitigation	£0	£0	£0
Traffic Light			
Opportunity Management			
	Current	Previous	Prior
Total Opportunity Value (£)	£3,692	£3,692	£4,026
Opportunity % of Budget	3.6%	3.6%	4.2%
Opportunity Realised Planned	£0	£0	£0
Opportunity Realised Actual	£0	£0	£0
Cost of Speculation	£0	£0	£0
Traffic Light			

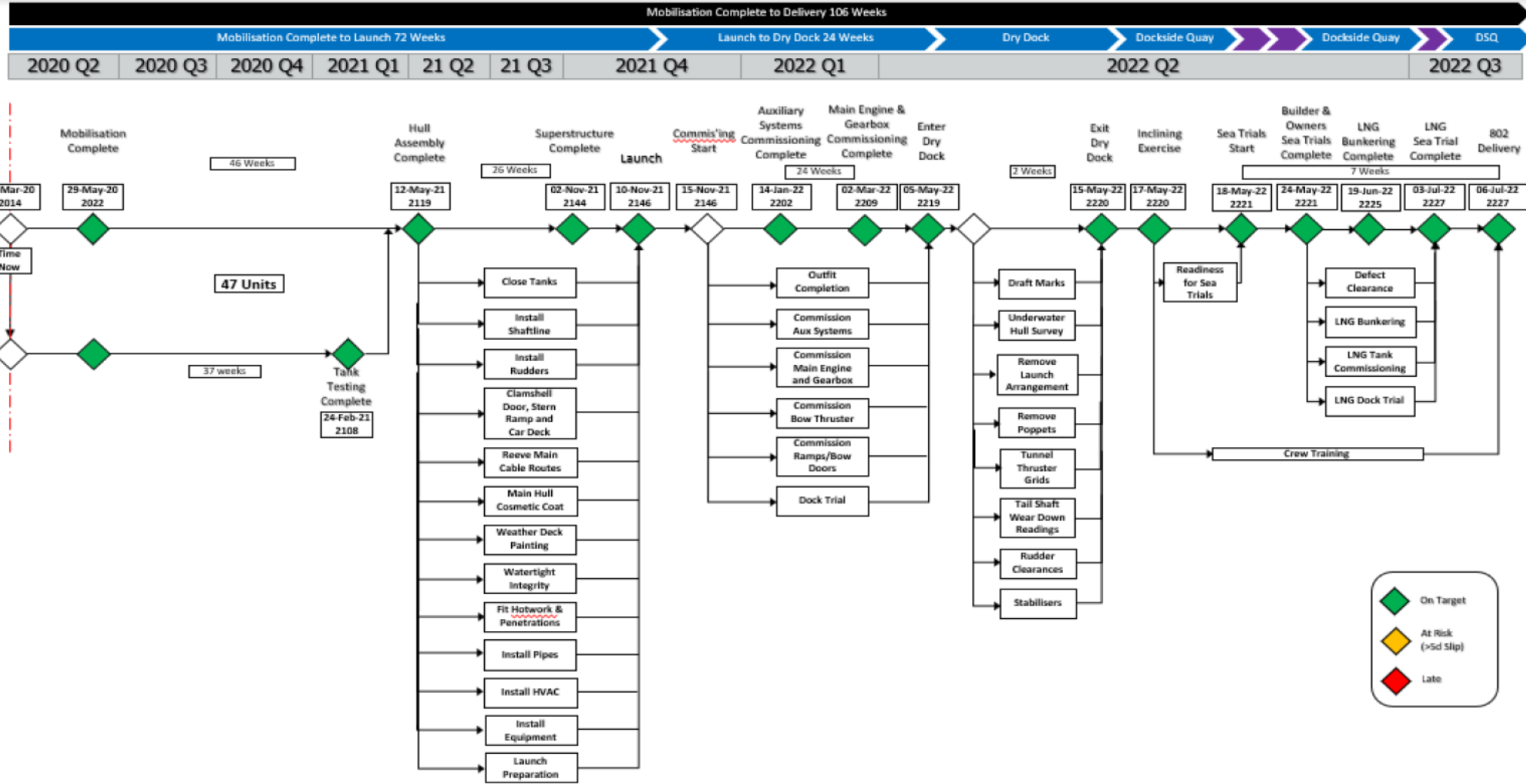
Quality			
Acceptance			
	Planned	Actual	Adherence
Ship 1	5	5	100%
Ship 2	5	5	100%
Ship 3	5	5	100%
Other	0	0	0%
Total	15	15	100%
Traffic Light	<90%	<95%	>=95%
Operational Rework (% of Total Hours)			
	Current	Previous	Prior
Ship 1	0.0%	0.0%	0.0%
Ship 2	0.0%	0.0%	0.0%
Ship 3	0.0%	0.0%	0.0%
Other	0.0%	0.0%	0.0%
Traffic Light			
Observation Status			
	Current	Previous	Prior
Critical	0	0	0
Significant	0	0	0
Minor	0	0	0
Total	0	0	0
Traffic Light			
Change Management			
	Current	Previous	Prior
Critical	0	0	0
Non-Critical	0	0	0
Customer Requested	0	0	0
No. Stopping Work	0	0	0
Total	0	0	0
Traffic Light			
Material Quality			
	Current	Previous	Prior
BEING DEVELOPED			
Traffic Light			

9. Schedule Overview (2)

[redacted]



802 Timeline to Delivery



9. Schedule Overview (3)

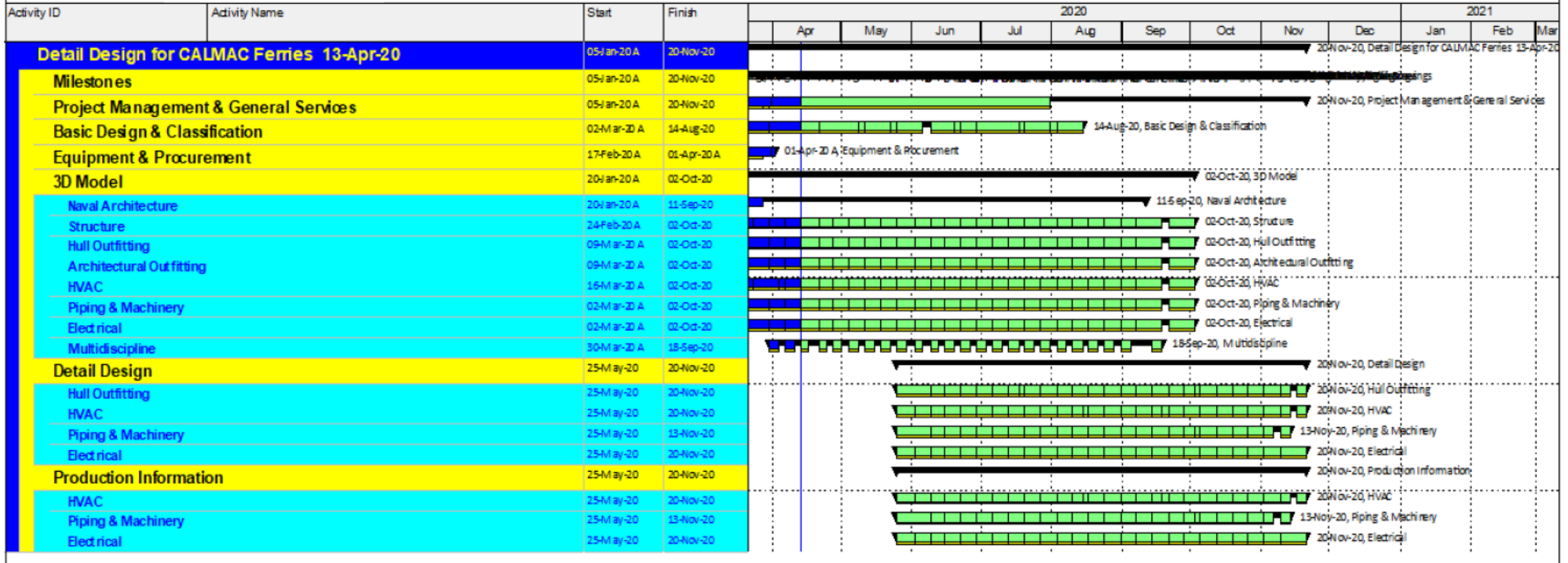
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[redacted] Programme
[redacted]

[redacted]

Design for CALMAC Ferries

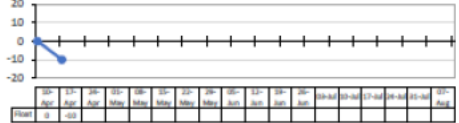
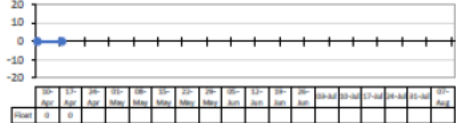
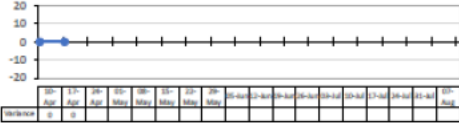
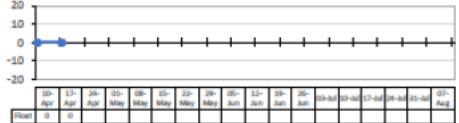
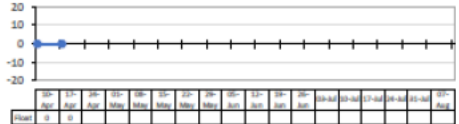


9. Key Deliverables / Milestones Status [redacted]

Programme Milestones					
ID	Team/Discipline	Milestone Description	Baseline Date	Forecast/Achieved	Status
2020 Q1					
2020-01	FMPG	Agree Design Contract with [redacted]	February 20	February 20	Achieved - Contract Signed 27-Feb-20
2020-02	FMPG	Agree 2 Ship Integrated Baseline Programme	March 20	March 20	Achieved - 03-Apr-2020
2020-03	[redacted]	Zones 2, 3, 4, 6 & 7 - Start 3D Modelling	March 20	March 20	Programme Commenced W/C 02-Mar-20
2020-04		Zone 2 - Issue 3D Model for 60% Review	March 20	March 20	Complete 27-Mar-2020
2020-05	FMPG	Issue ITT for Pipe Manufacturing Contract	March 20		Outline ITT currently being produced
2020 Q2					
2020-06	[redacted]	Zone 2 - Issue 3D Model for 90% Review	April 20	30-Apr-20	
2020-07	Production	802 - Commence Fabrication of Remaining Units	April 20		Will be impacted by Covid-19 lockdown
2020-08	Production	801 - Fwd Mooring Deck Structure Complete	April 20		Will be impacted by Covid-19 lockdown
2020-09	[redacted]	Zones 5, 10 & 11- Start 3D Modelling	April 20		Zone 05 - Started 06-Apr-2020
2020-10		Zone 2 - Freeze 3D Model	May 20		
2020-11	Production	802 - 1st Unit Erected at Berth	May 20		
2020-12	[redacted]	Zones 1, & 8 - Start 3D Modelling	May 20		
2020-13		Zone 2 Engine Room Approved Pipe Drawings Issue	June 20		
2020-14		Zones 9 - Start 3D Modelling	June 20		

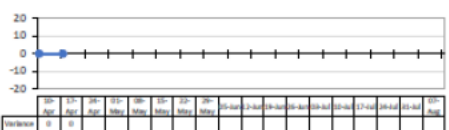

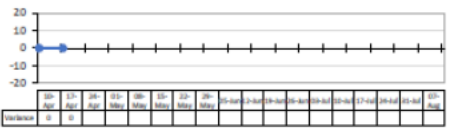
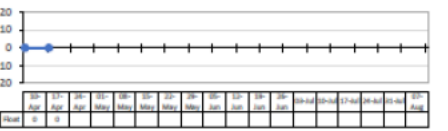
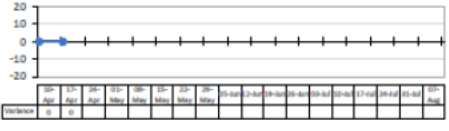
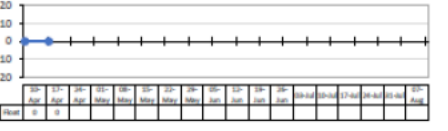
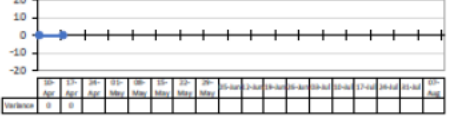
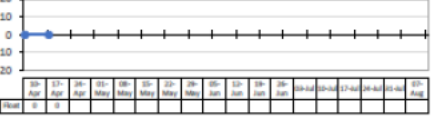
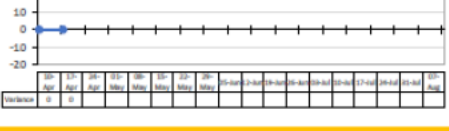
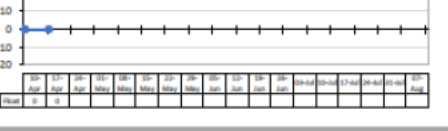
9a. Milestone Slip Chart (Ship 801) [redacted]

801 Cardinal Dates Extract -- Pre-Commissioning

	Baseline Date Variance	Baseline Float Comparison	Comments													
Pre-Dock Mobilisation Comp.	<p>Pre-Dock Mobilisation Comp.</p> <table border="1"> <tr><td>Baseline</td><td>14-Apr-20</td></tr> <tr><td>Current</td><td>24-Apr-20</td></tr> <tr><td>Variance</td><td>-10</td></tr> </table> 	Baseline	14-Apr-20	Current	24-Apr-20	Variance	-10	<p>Pre-Dock Mobilisation Comp.</p> <table border="1"> <tr><td>Baseline</td><td>12</td></tr> <tr><td>Current</td><td>2</td></tr> <tr><td>Variance</td><td>-10</td></tr> </table> 	Baseline	12	Current	2	Variance	-10	Date impacted by COVID-19 lockdown. Date moved within the plan to support initial return to work date of 24th-Apr-20.	Pre-Dock Mobilisation Comp.
Baseline	14-Apr-20															
Current	24-Apr-20															
Variance	-10															
Baseline	12															
Current	2															
Variance	-10															
Enter Dry Dock	<p>Enter Dry Dock</p> <table border="1"> <tr><td>Baseline</td><td>10-Aug-20</td></tr> <tr><td>Current</td><td>10-Aug-20</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	10-Aug-20	Current	10-Aug-20	Variance	0	<p>Enter Dry Dock</p> <table border="1"> <tr><td>Baseline</td><td>1</td></tr> <tr><td>Current</td><td>1</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	1	Current	1	Variance	0		Enter Dry Dock
Baseline	10-Aug-20															
Current	10-Aug-20															
Variance	0															
Baseline	1															
Current	1															
Variance	0															
Exit Dry Dock	<p>Exit Dry Dock</p> <table border="1"> <tr><td>Baseline</td><td>04-Sep-20</td></tr> <tr><td>Current</td><td>04-Sep-20</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	04-Sep-20	Current	04-Sep-20	Variance	0	<p>Exit Dry Dock</p> <table border="1"> <tr><td>Baseline</td><td>1</td></tr> <tr><td>Current</td><td>1</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	1	Current	1	Variance	0		Exit Dry Dock
Baseline	04-Sep-20															
Current	04-Sep-20															
Variance	0															
Baseline	1															
Current	1															
Variance	0															
Structural Work Complete	<p>Structural Work Complete</p> <table border="1"> <tr><td>Baseline</td><td>04-Dec-20</td></tr> <tr><td>Current</td><td>04-Dec-20</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	04-Dec-20	Current	04-Dec-20	Variance	0	<p>Structural Work Complete</p> <table border="1"> <tr><td>Baseline</td><td>35</td></tr> <tr><td>Current</td><td>35</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	35	Current	35	Variance	0		Structural Work Complete
Baseline	04-Dec-20															
Current	04-Dec-20															
Variance	0															
Baseline	35															
Current	35															
Variance	0															
Commence Commissioning	<p>Commence Commissioning</p> <table border="1"> <tr><td>Baseline</td><td>02-Feb-21</td></tr> <tr><td>Current</td><td>02-Feb-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	02-Feb-21	Current	02-Feb-21	Variance	0	<p>Commence Commissioning</p> <table border="1"> <tr><td>Baseline</td><td>1</td></tr> <tr><td>Current</td><td>1</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	1	Current	1	Variance	0		Commence Commissioning
Baseline	02-Feb-21															
Current	02-Feb-21															
Variance	0															
Baseline	1															
Current	1															
Variance	0															

9a. Milestone Slip Chart (Ship 802) slide owner – Tom Elvin

802 -- Pre-Launch

Baseline Date Variance		Baseline Float Comparison	Comments												
Mobilisation Complete	<p>Mobilisation Complete</p> <table border="1"> <tr><td>Baseline</td><td>29-May-20</td></tr> <tr><td>Current</td><td>29-May-20</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	29-May-20	Current	29-May-20	Variance	0	<p>Mobilisation Complete</p> <table border="1"> <tr><td>Baseline</td><td>3</td></tr> <tr><td>Current</td><td>3</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	3	Current	3	Variance	0	
Baseline	29-May-20														
Current	29-May-20														
Variance	0														
Baseline	3														
Current	3														
Variance	0														
Tank Testing Complete	<p>Tank Testing Complete</p> <table border="1"> <tr><td>Baseline</td><td>24-Feb-21</td></tr> <tr><td>Current</td><td>24-Feb-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	24-Feb-21	Current	24-Feb-21	Variance	0	<p>Tank Testing Complete</p> <table border="1"> <tr><td>Baseline</td><td>140</td></tr> <tr><td>Current</td><td>140</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	140	Current	140	Variance	0	
Baseline	24-Feb-21														
Current	24-Feb-21														
Variance	0														
Baseline	140														
Current	140														
Variance	0														
Hull Assembly Complete	<p>Hull Assembly Complete</p> <table border="1"> <tr><td>Baseline</td><td>12-May-21</td></tr> <tr><td>Current</td><td>12-May-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	12-May-21	Current	12-May-21	Variance	0	<p>Hull Assembly Complete</p> <table border="1"> <tr><td>Baseline</td><td>128</td></tr> <tr><td>Current</td><td>128</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	128	Current	128	Variance	0	
Baseline	12-May-21														
Current	12-May-21														
Variance	0														
Baseline	128														
Current	128														
Variance	0														
Superstructure Complete	<p>Superstructure Complete</p> <table border="1"> <tr><td>Baseline</td><td>02-Nov-21</td></tr> <tr><td>Current</td><td>02-Nov-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	02-Nov-21	Current	02-Nov-21	Variance	0	<p>Superstructure Complete</p> <table border="1"> <tr><td>Baseline</td><td>5</td></tr> <tr><td>Current</td><td>5</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	5	Current	5	Variance	0	
Baseline	02-Nov-21														
Current	02-Nov-21														
Variance	0														
Baseline	5														
Current	5														
Variance	0														
Launch	<p>Launch</p> <table border="1"> <tr><td>Baseline</td><td>10-Nov-21</td></tr> <tr><td>Current</td><td>10-Nov-21</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	10-Nov-21	Current	10-Nov-21	Variance	0	<p>Launch</p> <table border="1"> <tr><td>Baseline</td><td>0</td></tr> <tr><td>Current</td><td>0</td></tr> <tr><td>Variance</td><td>0</td></tr> </table> 	Baseline	0	Current	0	Variance	0	
Baseline	10-Nov-21														
Current	10-Nov-21														
Variance	0														
Baseline	0														
Current	0														
Variance	0														

9b. Ship 801 Critical path

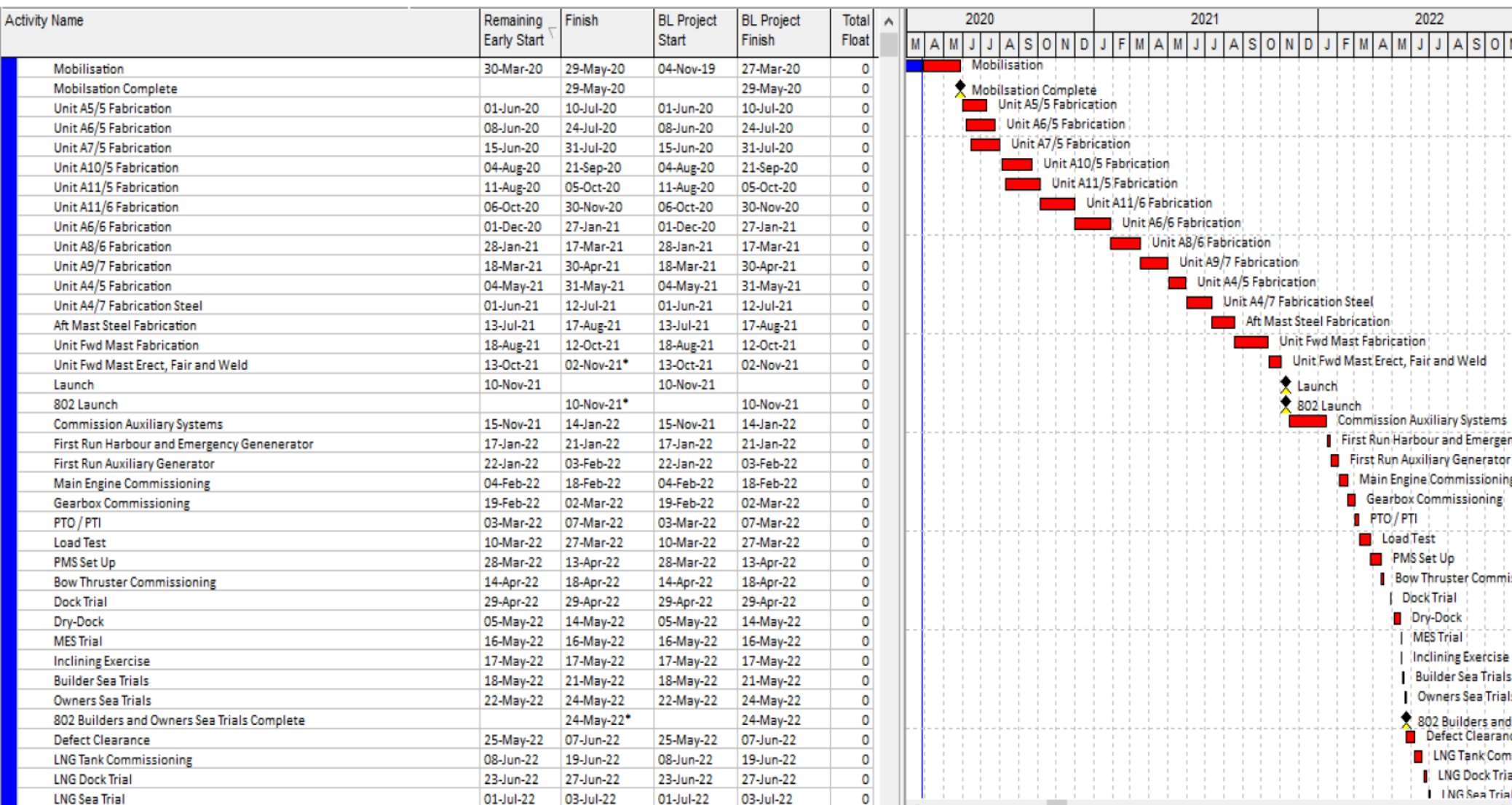
[redacted]



Activity Name	Remaining Early Start	Finish	BL Project Start	BL Project Finish	Total Float	2020												2021											
						Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Mobilisation Pre dry dock	14-Apr-20	24-Apr-20	04-Nov-19	27-Mar-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Mobilisation Pre dry dock complete		24-Apr-20		14-Apr-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Install Stern Ramp *	27-Apr-20	08-Jun-20	15-Apr-20	27-May-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Fwd Mooring Deck Structure *	27-Apr-20	07-Aug-20	15-Apr-20	08-Jul-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Aft Mooring Deck Structure (P & S) *	27-Apr-20	10-Aug-20	15-Apr-20	15-Jul-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Dry Dock 1	10-Aug-20	04-Sep-20	10-Aug-20	04-Sep-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Install Pipework (2464) and Hangers	07-Sep-20	11-Dec-20	07-Sep-20	11-Dec-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Fit Compartment Hotwork	07-Sep-20	16-Feb-21	07-Sep-20	16-Feb-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Cryogenic Pipework FMPG Scope	07-Sep-20	12-Jan-21	07-Sep-20	12-Jan-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Cryogenic Pipework - Removals I.W.O	07-Sep-20	13-Nov-20	07-Sep-20	13-Nov-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Install Cryogenic Pipework - 801	07-Sep-20	18-Nov-20	07-Sep-20	18-Nov-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Fit Steel/Pipe/HVAC/Elect Penetrations	07-Sep-20	09-Oct-20	07-Sep-20	09-Oct-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Install MTP Pipes	25-Nov-20	22-Dec-20	25-Nov-20	22-Dec-20	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Final Bolt Out Pipes	09-Dec-20	14-Jan-21	09-Dec-20	14-Jan-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Z02 - Pipe Testing	13-Jan-21	09-Feb-21	13-Jan-21	09-Feb-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Commission Auxiliary Systems	02-Feb-21	15-Mar-21	02-Feb-21	15-Mar-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
First Run Harbour and Emergency Generator	16-Mar-21	20-Mar-21	16-Mar-21	20-Mar-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
First Run Aux Generator	21-Mar-21	01-Apr-21	21-Mar-21	01-Apr-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Main Engine Commissioning	02-Apr-21	15-Apr-21	02-Apr-21	15-Apr-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Gearbox Commissioning	16-Apr-21	29-Apr-21	16-Apr-21	29-Apr-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Propulsion Controls	16-Apr-21	29-Apr-21	16-Apr-21	29-Apr-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
PTO / PTI	30-Apr-21	11-May-21	30-Apr-21	11-May-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Load Test	12-May-21	01-Jun-21	12-May-21	01-Jun-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
PMS Set Up	02-Jun-21	22-Jun-21	02-Jun-21	22-Jun-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Bow Thruster Commissioning	23-Jun-21	28-Jun-21	23-Jun-21	28-Jun-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Dock Trial	08-Jul-21	10-Jul-21	08-Jul-21	10-Jul-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Dry Dock 2	16-Jul-21	20-Jul-21	16-Jul-21	20-Jul-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Dock Trial	21-Jul-21	21-Jul-21	21-Jul-21	21-Jul-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
MES Trial	21-Jul-21	21-Jul-21	21-Jul-21	21-Jul-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Builder Sea Trials	22-Jul-21	25-Jul-21	22-Jul-21	25-Jul-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Owners Sea Trials	26-Jul-21	03-Aug-21	26-Jul-21	03-Aug-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Defect Clearance	04-Aug-21	18-Aug-21	04-Aug-21	18-Aug-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
LNG Bunkering	16-Aug-21	30-Aug-21	16-Aug-21	30-Aug-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
LNG Tank Commissioning	19-Aug-21	30-Aug-21	19-Aug-21	30-Aug-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
LNG Dock Trial	09-Sep-21	23-Sep-21	09-Sep-21	23-Sep-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
LNG Sea Trial	03-Oct-21	11-Oct-21	03-Oct-21	11-Oct-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
Delivery		11-Oct-21		11-Oct-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
801 Delivery		11-Oct-21*		11-Oct-21	1	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		

9b. Ship 802 Critical path

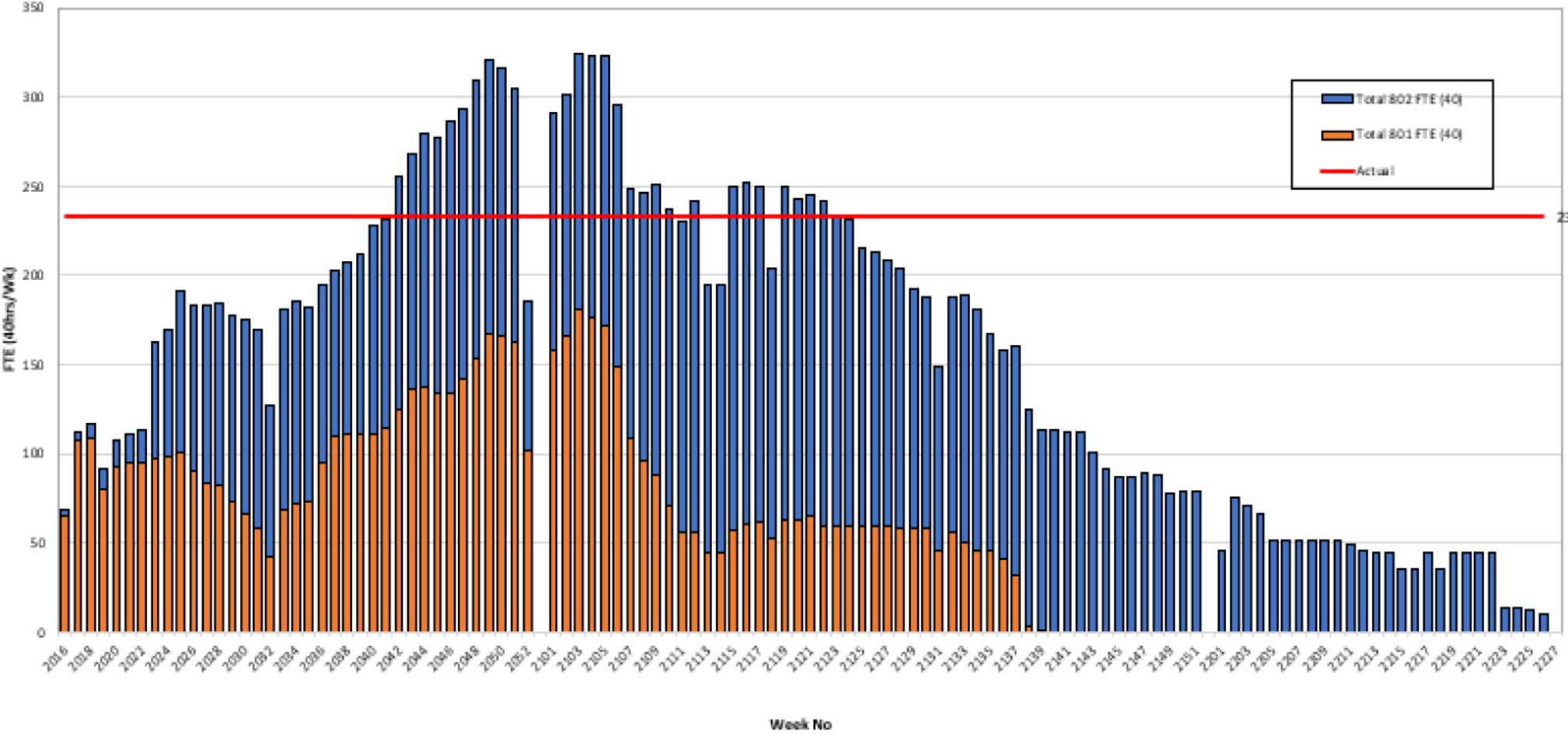
[redacted]



10. Resource Profile

[redacted]

801 802 - Headcount (FTE)



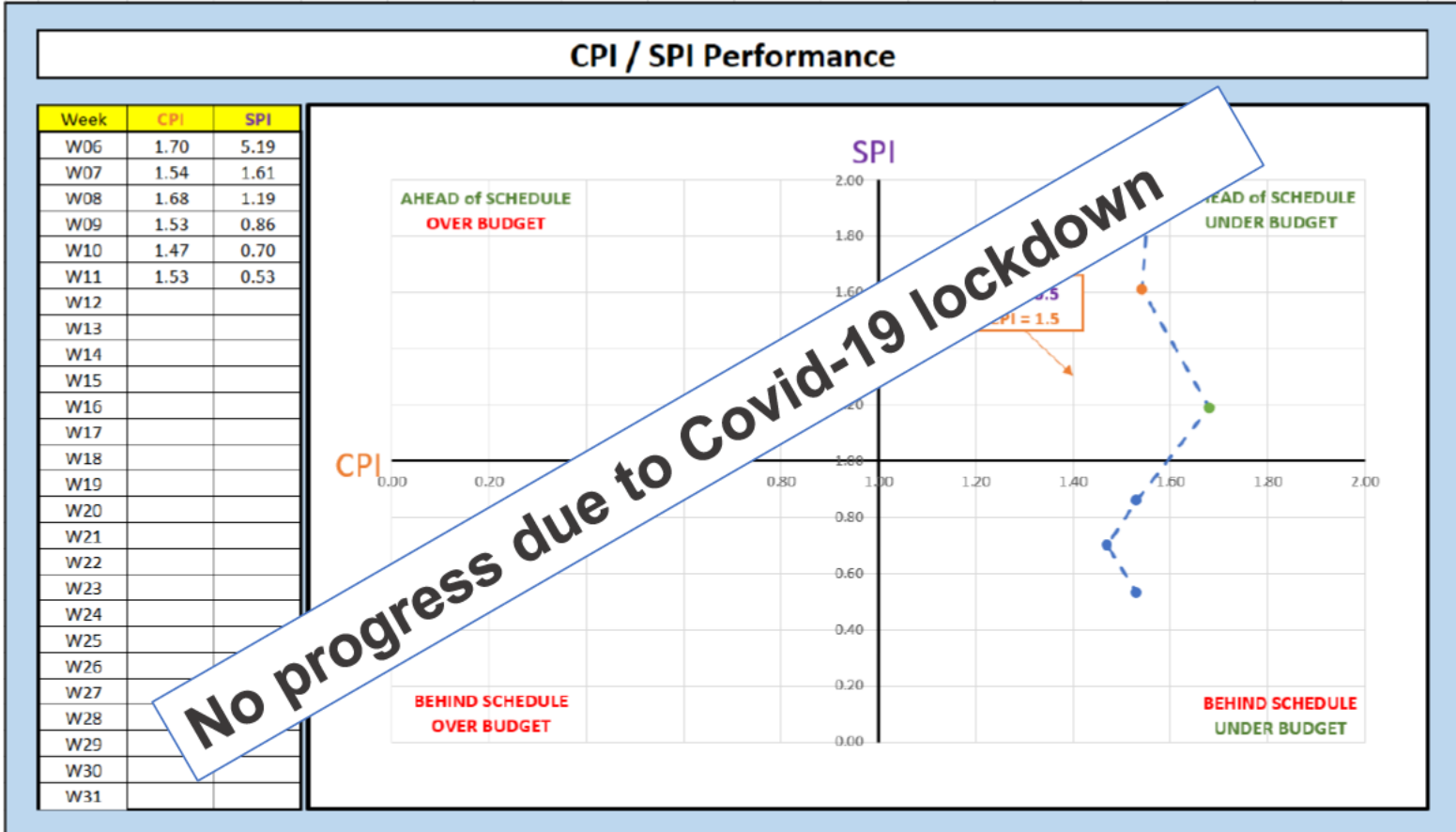
[redacted]

12. SPI & CPI Trends

[redacted]



Based on the 2020 Q1 Plan



No progress due to Covid-19 lockdown

13. Sub-contractor Status

[redacted]

Subcontractor	Scope of Work	Forecast contract date	Status
[redacted]	Electrical design and commissioning	May	Commercial negotiation has reached an impasse. Alternative supplier solution being developed – initial meeting 21 st April
[redacted]	Accommodation outfit	April	Updated pricing expected w/c 20 th April
[redacted]	HVAC	April	Revised costings received, to be reviewed
[redacted]	Main machinery	April	Initial discussion held, outstanding claim and payments to be resolved – meeting planned for 20 th April
[redacted]	Pipe manufacture	June	ITT published on 17 th April. Responses required by 18 th May. Contract to be awarded 25 th June
[redacted]	Cable installation and termination	TBA	Programme requirement to be determined to set procurement timescale

14. Risks – Top 10

[redacted]



Risk Category	Risk Description	Controls In Place	Current Impact	Current Likelihood	Current Risk Score	Change to Risk Scoring	Action Planned	Target Impact	Target Likelihood	Target Risk Score	Change to Risk Scoring	Target Date	Risk Owner	Date Last Updated	Date Last Reviewed	Change explanation	
9	Technical	Cryogenic pipework installation requirements are not scoped properly. The work in way and installation of the pipework is not fully understood.	50	5	250	▲	1. a dedicated resource will produce the detailed deconstruct drawings 2. A trial routing will be developed using plastic pipe 3. costs associated with the deconstruct have been included in the estimate	50	5	250	▲	[redacted]	[redacted]	Oct-19	Apr-20	original resource has left. [redacted] have provided a resource. Review planned	
87	Project	COVID 19 has required the shutdown of the yard and may have a significant impact to deliver	50	5	250		1. Establish homeworking - if requirements implemented 2. Continue engineering programme with [redacted] 3. Use of Microsoft Teams 4. Continue equipment movement for [redacted] and stock check	50	5	250		Impacted	[redacted]	Mar-20	Apr-20	No production work. Engineering programme remains on plan. No work in new stores allowed.	
22	Project	Workpackaging arrangements are not robust enough to control properly the work sequence and capturing performance	50	5	250		1. Introduce a process for workpackaging [redacted] 2. Improve the organisation to deliver the new process	50	4	200			[redacted]				
85	Production	Production resource labour rates are below industry sector and may require an increase to be competitive in attracting and retaining resource	50	5	250		1. review a allowance against market rates 2. include allowance for potential increase	50	4	200			[redacted]				
86	Supply Chain	Materials has been stored off site at Westway in poor conditions and unmanaged. The material condition and level of stock is uncertain and may result in material stock write downs.	50	5	250		1. relocate all offsite materials to a new storage facility 2. undertake a stock take 3. improve site location capability	50	4	200			[redacted]	30-Oct	Apr-20	A new facility is now open, equipment is being relocated and stores will then be.	
35	Production	Unable to recruit or retain Production staff in the required numbers, with suitable qualifications and experience	50	5	250		1. develop the programme resource demand 2. produce a yard resource plan showing all projects 3. develop a resource supply strategy 4. Assume subcontract labour will be provided at same internal rate 5. Extra supervision may be required	50	3	150			[redacted]	Oct-19			
37	Project	Late delivery of 801/802	50	5	250		1. include a time a allowance for programme slippage	50	3	150			[redacted]	Sep-19	Mar-20	No change	
38	Project	Programme launch date of 802 not met	50	5	250		1. include time allowance for programme slippage (same as late delivery)	50	3	150			[redacted]	Sep-19	Mar-20	No change	
14	Project	The level of rework is not sufficiently scoped. Known rework is not fully scoped. Unknown rework will occur particularly during the test and commissioning phase	50	5	250		1. Completion of re-base line evaluation 2. Updated and Improved change control process 3. Allow additional time in the commissioning programme	25	5	125			[redacted]	Sep-19	Mar-20	a change control process is being implemented. [redacted] have been contracted and have scanned the machinery spaces to assess against the model	
27	Supply Chain	A commercial decision is not reached with Koneberg to a low electrical work to progress to the plan	25	5	125		Ongoing meetings and dialogue to resolve concerns	25	5	125			[redacted]	Mar-20	Mar-20	A commercial agreement is proving difficult to achieve and an a tentative solution is	

[redacted]