

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

Programme Director: [redacted]

Review Period: July 2021

Name	Job Title	<u>Signature</u>
[redacted]	Programme Director	
[redacted]	CFO	
[redacted	Head of Planning	



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Contract Summary

Customer	Scottish Government	Contract Start	Contract Effective Date - 1st April 2020
Agreed Contract value	£110.3M	Contract Finish	801 25 July 2022 / 802 3 April 2023
Project Type	Design and Build	Forecast Finish	801 25 July 2022 / 802 3 April 2023
Programme Director	[redacted]	Contract Type	Fixed Price

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. from the date of 16 th August 2019, being the date of Administration of FMEL
Significant Project Changes	None (in this phase).
Acceptance Criteria	As per the specification.
Payment Terms	Monthly payment application for Actual costs incurred in the previous calendar month
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 included, if the allowance is exceeded the buyer has a contractual right to terminate. Performance penalty for speed - the maximum allowance of £150k per vessel has been included, if the allowance is exceeded the buyer has a contractual right to terminate. Performance penalty for fuel consumption – no allowance has been made.
Special Conditions	

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Traffic Light Report



		Overall \$	Status		Future		
	Apr 21	May 21	Jun 21	Jul 21	Trend	Comments	
Overall Status	R	G	G	A	\leftrightarrow	 Re-baseline plan has been submitted to SG and now released. We are reviewing our reporting abilities and business data to provide more informative overall status on schedule using S-curves and KPIs. 	
Safety	А	G	G	G	\leftrightarrow	 Additional H&S resources (permanent Head of HSE and 2 x H&S Advisors) being recruited, with a trainee having now started. Offer accepted by 2nd (external HSE Advisor). Their role is to provide support to further improve H&S on vessels under construction and across the yard. Priority H&S actions continue to receive attention. 	
Cost	G	G	G	G	\leftrightarrow	 Project Cost EAC remains within target at £110m. Cost forecast being reviewed in fuller detail to reflect the re- baseline exercise carried out. 	
Schedule	R	U	G	А	\leftrightarrow	 Re-baseline plan now issued and in circulation. We have a high number of design modifications being processed due to penetrations and piping modifications, this will have an impact on programme. A recovery programme is being created. 	
Quality	U	G	U	U	\leftrightarrow	 Care and preventive Maintenance steering group set up between Quality/Commissioning/Operations/Facilities Dimensional control surveys with Specialist contractor continuing, data / knowledge migration to FMPG continues. One surveyor has left the business, but a new FMPG Surveyor now started. Weight control process underway. Continuous improvement developments still highlighted. QC now enquiring at Plan of the Day Meetings for a list of items to be weighed for that day. 	
Customer Relationship	G	G	A	A	\leftrightarrow	 We propose a Rules of Engagement to be agreed to clearly define how we will work together. OOR process now defined and working. Review of the legacy OOR's in progress. 	
Technical	A	A	A	A	\leftrightarrow	 LR / MCA approvals is ongoing Design verification completed; many issues found, typically poor documentation. Stability calculations are stalled and will be subcontracted 	
Supply Chain	G	G	G	G	\leftrightarrow	 Pipe Installation for Zone 4 (801) and Zone 2 (802) have been awarded. Zone 4 (802) to be placed in August. Steelwork Services ITT has been released on PCS. Multiple packages of fabricated seats have been outsourced via PCS Quick Quote. 	
Operations	R	A	A	A	\leftrightarrow	60 reducted employees on site by 2nd July and making a positive impact on progress	
Commissioning						16 December 2021 is the cardinal date for start of commissioning	
Risk Management	R	R	R	R	1	The risk register and risk review process have been identified for Process Review and Improvement.	

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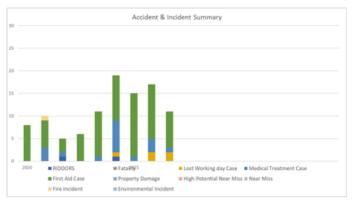
Health & Safety

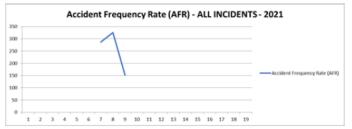


Highlights

- Process to source a suitable permanent candidate, for the role of Head of HSE continues. Final interview arranged for preferred candidate (mid-Aug).
- Permanent HSE Advisor [redacted] joined end of June and getting up to speed quickly.
- We now have an HSE Advisor assigned to each vessel, to provide both support and challenge on HSE matters
- We continue to keep site COVID-19 controls under review, including a weekly Covid Control meeting
- All site lifts now formally considered during weekly review meeting, captured on a live tracker and only proceed, when authorized by H&S Director
- New Health & Safety Policy, incorporating arrangements and responsibilities, communicated via new combined HSE/HR & Union Information points
- New H&S equipment boards and Defibrillators, installed on both vessels

Title	This Month	Cumulative
RIDDORS	0	0
Fatality	0	0
Lost Working day Case	2	4
Medical Treatment Case	1	5
First Aid Case	8	34
Property Damage	0	0
High Potential Near Miss	0	1
Near Miss	0	0
Fire Incident	0	0
Environmental Incident	0	0
Total Number of Recordable Injuries	0	1
Total Number of Days Lost	41	47





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Health & Safety





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SOFT Report



Successes	Opportunities
 MCA approved aluminium bulkhead HVAC penetrations to allow progress to continue. The OOR process has been defined and is now working to review all legacy OOR's and address current OOR's. [redacted] - first batch of spools has arrived on site and onsite to supervise installation. Experienced permanent Head of Planning commenced work in July. Permanent 802 Project Manager starts in September. 	 Build strategy review for 802 to build as blocks for wheelhouse and bow units prior to erection at ship Continuous employee improvement up-skill of re-coding of several welders throughout the business. First year apprentices currently being up-skilled and coded to be utilised in live production Developing a new document management system to deal with the rate and volume of change and ensure the latest revision of drawings and modification sheets are being used. Progress reporting from Operations improving 802 Planning workshop provided better understanding of Plan for project team, with initial actions agreed to support future delivery performance.
Failures	Threats
 Penetrations and axilocks were not designed in accordance with LR Rules. We have identified the failures and have a process for redesign, approval by Lloyds before issue of the work to the ships. Rework for pens is likely to be minimal (limited to legacy VN penetrations typically). Risk Management process needs to be re-established and brought up to date. 	 COVID 19 impact to programme– Further issues/restrictions remain a threat to the programme. COVID-19 cases have been reported and these are compounded by the impact of self-isolation for close contacts. Weight report – full review of the report is currently underway using ^{rodecte} generated data and validating [redacted] data where possible. This is still progressing. Stability – We are not progressing the stability book as quickly as required and have decided to subcontract this work to get back on schedule. Equipment information loaded on [redacted] does not align to the ^{rodecte} equipment list. A full inventory is underway, circa 70% have been aligned to the equipment list. Level of change arriving as a result of field engineering review. This is impacting major pipe systems. Work is ongoing to minimise risk. System not being used correctly for Work Packs and Materials. Resolving issues with modifications to 802 Pipe Spools for Zone 2, 3 and 4 is taking longer than originally anticipated which will impact the start of installation. [redacted] are in their internal approval process for contract with Express Pipework for gas feed line manufacture, EP expect an LOI to allow them to start material procurement process.
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Quality



Dimensional Control & Survey

S3Di will continue to support on Dimensional Control activities until a replacement Lead Surveyor has been identified. To allow FMPG to be fully self sufficient.

A second Ferguson Marine surveyor has now started.

Stainless Steel Welding Procedures:

Stainless Steel procedures now complete.

Mechanical Stress testing is now approved.

Welder coding completed with 3 welders coded.

Heat control measures being utilised to ensure fabrication and welding of heavier components are under control by use of Cooper Heat control systems

Weight Control Process:

Cross functional team established to improve the process Equipment review conducted and upgraded where required. Created documentation to records the required data.

Next Steps-

Equipment list to be weighed is currently being created by Design. Process now being followed with regular reviews with QC, Design and Production.



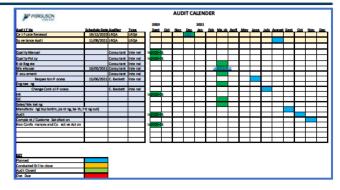


PROJECT No.: 801



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ISO Audit Schedule created to ensure audit coverage and compliance to the schedule.

This will continue to be developed as a more Internal Auditor are identified and trained within the business.

LRQA Audit due August 23rd and 24th



Non-Conformance Register established to record and track findings (<u>not solely exclusive to Audit</u> <u>findings</u>), and closure with department leaders.

- Ownership to close findings
- Target completion dates assigned
- KPI created to monitor closure rate

Non-Conforming Material Register established and being introduced to record, track and resolve Non-Conforming Material being detected. No response / Closure, escalate to Turnaround Director

No response /closure, escalate to Functional Director. 14 Days to close

Findings assigned 30 days to close with owner. (may depend upon complexity)

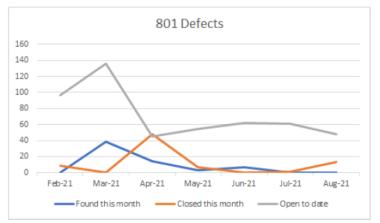
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Quality



5. Quality 801 & 802



802 Defects 45 40 35 30 25 20 15 10 0 Jul-21 Feb-21 Mar-21 Apr-21 May-21 Jun-21 Found this month Closed this month ——Open to date

This months report shows 7 new defects open from last month on 801 which are all covering black steel pipes whilst patrolling onboard, 14 were closed out.

801 has seen surveys on mast and funnels continued bringing class and client to witness this with a minor markup noted.

MPI has been carried out on aft mooring deck bollards

There has been 0 new defects opened on 802 although 11 have been closed out covering care & protection. Defects are still continuously sent every Monday to ensure complete visibility of those remaining open and would encourage these to be worked through to reduce numbers

802 we have been working alongside welding dept to begin preparing linkups bringing them back to weldable standard carrying out pre-fit up checks.

Units A3/5, 45, 48, have all been surveyed throughout build to ensure compliance.

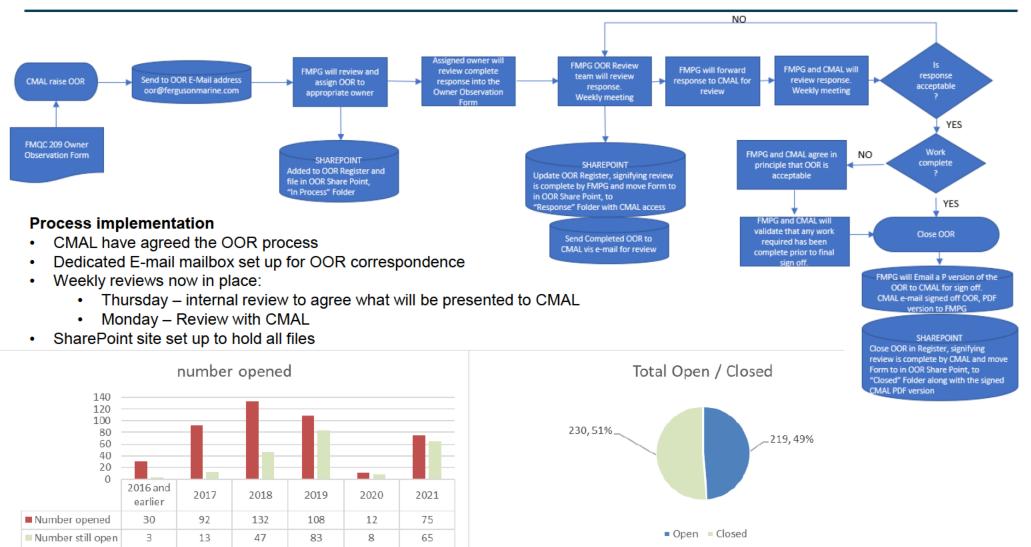
Lloyds have also witnessed over 100 frame spaces on the external hull, still ongoing

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OOR Reviews





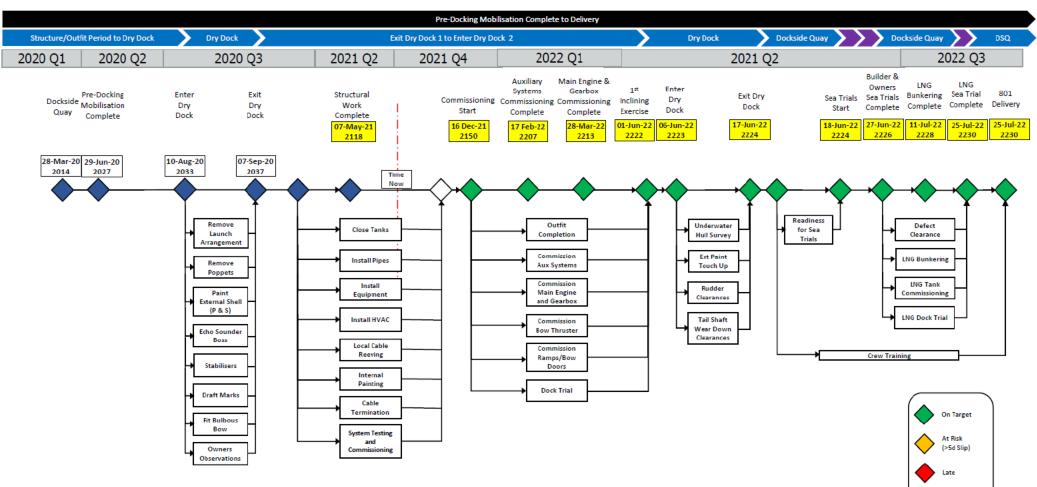
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Complete

801 Milestones



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801 Trades



	St	tatus		
	Quality	Schedule	Comments	
Steelwork	G	A	 Forward Mast is complete through fabrication and now been painted. Expected on site Week 32 HO steelwork being progressed through Manufacturing 	
Pipe Installation	G	A	 Volume of change from Zone 2 modifications sheets are a risk to programme and will have a cost associated (material and labour to rework. Actions in place to support mid-September completion of major systems for start of commissioning Completion of penetration review has generated some delay Quality - In situ flushing proposal has been supplied for FMPG agreement and sign off Pressure testing scheduled to start in week 31 	
Electrical Installation	U	A	 There have been two revisions to cable schedule since pricing was submitted, which will drive a cost increase. Looking to open up more workfaces – Decks 4 – 8 Rebaseline programme is in process of being agreed 	
Upper Decks Insulation & Outfit	G	G	 Iredacted have confirmed their plan in support of the programme. Planning to incorporate minor changes and confirm. Delays awaiting MCA approval of insulation now cleared to allow them to continue Some additional costs expected to complete rework activities 	
HVAC installation	G	A	 Inducted have delayed bring more people on site awaiting MCA approval of HVAC penetrations for aluminium decks. This has now been approved in principle. Work has commenced week 30 on cutting penetrations 	
Hydraulic Pipe manufacture & install	0	G	 Contract in place for manufacture and installation of hydraulic pipes [redacted] expect to commence on site w/c 16 August 	
Structural Insulation	U	0	TI [redacted have commenced work on site 19 July	
LNG Installation	G	A	 Pricing submitted is higher than anticipated due to increase in scope from original PO with FMEL 1st batch of spools arrived on site week 30 (3 –4 weeks late to plan) [redacted] team have started preparation work 	

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801 S-Curves



We are working on creating the S curves by trade...

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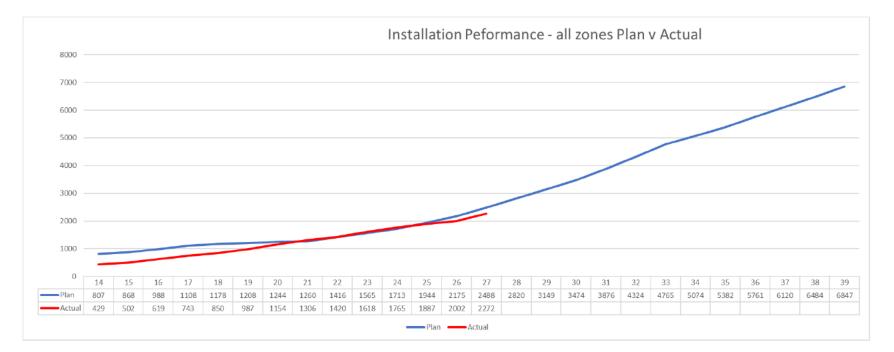
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Pipe Installation – FMPG &



<u>Overall</u>

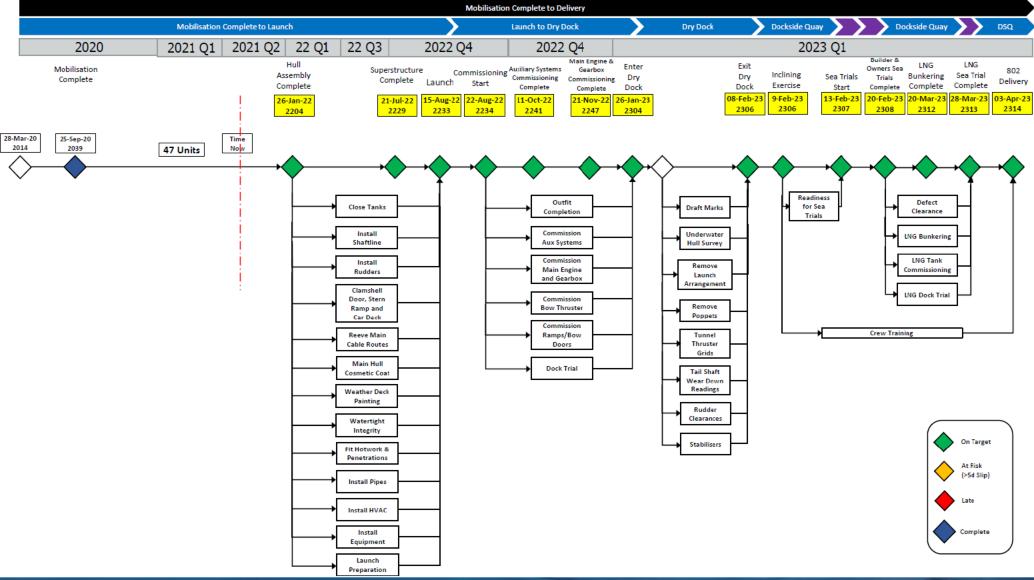
- Pipe Installation in Zone 02 and Zone 03 is underway using FMPG & [redacted] resource
- Overall pipe installation curve shown below (for 801 & 802), measuring plan v actual
- Issues around penetrations have hampered progress for pipe installation teams
- reducted extended to complete Zone 2 & Zone 4
- Impact of Modification Sheets ongoing



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802 Milestones



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802 Trades



	Status			
	Quality	Schedule	Comments	
Steelwork	U	A		
Pipe Installation	G	٩	 Contract let with India for Zone 2 installation Volume of change trom Zones 2, 3 & 4 Pipe Spool Modifications sheets are a risk to programme and will have a cost associated (material and labour to rework). Recovery Plan to be developed. 	
Electrical Installation	G	G	Rebaseline programme is in process of being agreed	
Upper Decks Insulation & Outfit	G	G	• [redacted have confirmed their plan in support of the programme. Planning to incorporate minor changes and confirm.	
HVAC installation	G	G		
Hydraulic Pipe manufacture & install	G	G		
Structural Insulation	G	G		
LNG Installation	G	A	 Pricing submitted is higher than anticipated due to increase in scope from original PO with FMEL [redacted] tracking for delivery of Spools in early October 	

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802 S-Curves



We are working on creating the S curves by trade...

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Weight



	June (REV26)	July (REV27)	Difference	Comments/Highlights
Group 1-1 Hull Steel	1537.38	1537.38	0.00	
Group 1-2 Misc. Steel	135.61	135.61	0.00	
Total Steel	1672.99	1672.99	0.00	
	-			
Group 2 S/S Aluminium	158.81	158.81	0.00	
Total S/S Aluminium	158.81	158.81	0.00	
2-4 Paint	32.93	37.27	4.34	Recalculated based on Jotun's method + compartment plan + ICE model + external hull model (still require observation for production (QC records required) and investigation for CoGs)
				required, and investigation for code
Group 3 Cargo Equipment	202.40	202.40	0.00	
Group 4 Ship Equipment	188.28	188.28	0.00	
Group 5 Accom. Outfit	590.17	587.22	-2.96	SFI 571-577 Chilled Water and Heating System Piping (+200kg) + SFI 511 Insulation weight (+2000kg) and Margin reduction (-5100kg) for validated items
Total Outfit	980.85	977.89	-2.96	Total outfit increase since previous revision
			-	•
Group 6 Main Machinery	295.29	295.34	0.05	SFI 602 Exhaust vent unit weights update
Group 7 Machinery Systems	193.93	200.27	6.34	SFI 701 FO Transfer sys (1833kg) + SFI 722 LNG Pac FW heating pumps (550kg) + SFI731 Compressed Air piping (1840kg) + SFI740-743 Exhaust piping (4320kg) and Margin reduction (-2280kg) for validated items
Group 8 Ships Common Systems	253.01	255.07	2.06	SFI 804 External Scuppers Pipes (3260kg) + SFI 813 Fire and Wash Deck piping (950kg) and Margin reduction (-2150kg) for validated items
Total Machinery & Electrical	742.23	750.68	8.46	Total Machinery & Electrical increase since previous revision
Actual Weight of the Lightship	3587.81	3597.64	9.84	Total Lightship increase since previous revision
Excess weight (negative values)	-34.46	-44.29		
Target Weight of the Lightship	3553.35	3553.35		
	-	-	-	
Certainty of the lightship	92.39%	93.65%		
Deadweight tonnage	877.95	877.95		

- 13 piping systems have • been validated
- 11 piping systems • remain to be validated in August.
- Uncertainty 'margin' values are being reduced as validation completes, total margin included still exceeds excess weight.
- Green cells have been validated, Yellow are more than 70% validated, Orange are about 50% validated.
- Expect to complete all • validations in October

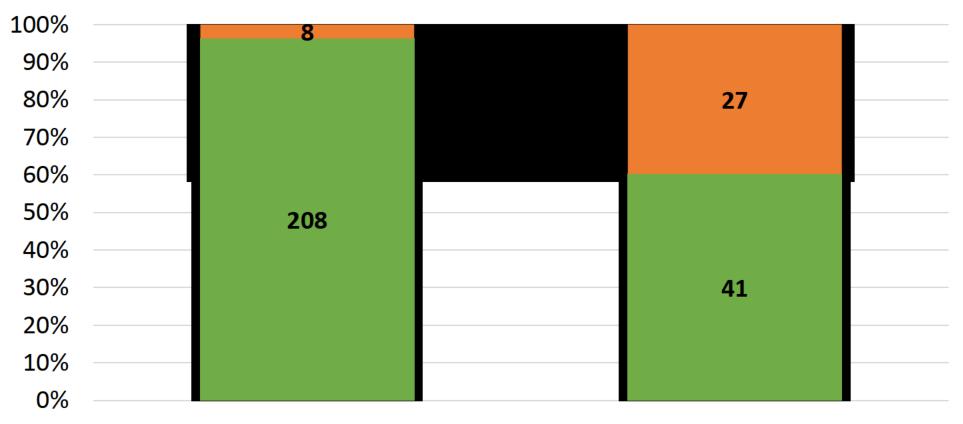
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Engineering – Basic Design Status

Green are approved.

The MCA have identified a number of submitted drawings that they do not need to approve which has reduced the total outstanding.



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Engineering – Basic Design Status

Responsible	Drawing	Sent
MCA	HVAC schematic	22/06/2021
MCA	Location Drawing Emergency Light System	22/06/2021
MCA	Layout Drawing - Wheelhouse console	n
MCA	Topology Drawing - Integrated Navigation System	22/06/2021
MCA	CABLE BLOCK DIAGRAM-INTEGRATED NAVIGATION SYSTEM	22/06/2021
MCA	Power distribution drawing integrated navigation system	22/06/2021
MCA	Certificates - Multi Cable Transit	22/06/2021
MCA	Tank & Capacity Plan	n
MCA	Life Saving arrangement	n
MCA	Fire Control Plan	n
MCA	Escape Route Plan	n
MCA	Accommodation Layouts	n
MCA	Machinery & Save all Drains	n
MCA	Gas Detector Layout	n
MCA	Sludge & Waste Oil System	n
MCA	Fire and Deck Wash System	n
MCA	801 - Basic Intact Stability Information	n

Responsible	Drawing	Sent
MCA	Preliminary Trim & Stability Book incl. Longitudinal Strength	n
MCA	Preliminary Damage Stability Book	n
MCA	Fire Door, Damper & Patrol Point Monitoring Dk.7 to Dk. 1 Gen. Arrgt	n
MCA	Fire Detection General Arrangement	n
MCA	Fixed Fire Extinguishing Syst. Emergency Diesel Generator room	n
MCA	Fixed Fire Extinguishing Syst. Server Equip. Rm - Deck 7	n
MCA	Fixed Fire Extinguishing Syst. ECR & Pipes, Cables Transformer Room	n
MCA	801&802-LNGPac Operating & Maintenance Manual LNGPac-H149-D9	n
LR	Freeboard / External Watertight Integrity Plan	26/07/2021
LR	Foc'sle Deck Additional Steel to Accommodate Mooring Equipment/Machinery (sheets 1-6)	approved but open query
LR	Cargo Securing Manual	n
LR	Heating System	02/08/2021
LR	Nitrogen System	22/06/2021
LR	Glycol System	n
LR	Damage control plan	n
LR	LNG System For ME & DF Gen Sets	22/06/2021

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SOFT Report - Operation Management



Successes	Opportunities
 Ship Build: Weight control for both vessels in place 801: MCA approval to proceed with insulation for upper decks; Close out of the defect list, working with Quality department; 802 Unit 83/84 lifted into position fairing started. Great first fit. Unit 94 – progressing with outfit opportunities with preparation of door and hatches, seating, etc. Bow thruster – Signed off by QC, ready for Blasting and priming; Manufacturing: Pipe Shop: Commenced a target of 65 pipes per week Ducktail jig in use, shell plate in place Unit build – good progress: 	 Change management workshop led by C Greenway to improve efficiency of process; 801 Commence Insulation deck by deck, focusing on deck 7, thereafter deck 5; Shipping route for the Console for the Bridge; Complete Compartment walk Joined up approach with Engineering to target next milestone 'commence commissioning'. 802 Unit 80/81 - Deploy changes and max outfit and allows 93/94 to be fitted Insulation pinning to be identified in manufacturing areas First fix details to be identified to allow for fitting in shed Manufacturing Start Plan of the Day in the pipe shop Pipe Sleeve work package to be identified. (min/max) Warehouse & Warehouse Greenock Warehouse electrical and mechanical reconciliation – plan been developed; Process definition: Working with Planning to tailor process and address process gaps
Created space for a kitting area to address work packs for pipe material Personance Failures	Resources Threats
 801: Closer material availability is a concern. Procurement and Planning recovering the issue; Tank Testing: On hold due to incomplete hot work and pipe changes (change from Axi-Locks to Sleeves). Under review by Chloe Greenway working with Engineering and Quality. 802: Availability of Bulb Bar. Procurement working on delivery date; Car Deck Recesses deliver at black steel. Workaround in place; Delivery of outfit material – Full inspection not conducted on receipt of kit containing many components. This must be checked on receipt against drawing; Manufacturing: Material delivery for Pipe shop work packs late. Planning to review spools drawings (ND); Lifting transportation (Scheurle) requires review as not working effectively - Cost to replace v's repair been obtained; Roller doors top shed still not working – obtaining quotes; Facilities and Warehouse 	 801 Amount of pipe mods causing delay to system completion & pressure testing (are all pipe mods for zones 2, 3 & 4 released & pipes ordered) LNG system on hold – need an update of when this will be released to production due to holding up completion of insert & will impact Hydraulic install if not fitted first). 802: HVAC and electrical penetrations LFE to be released – prosponing the release, double effort; No stamped approval, no MCA approval. Unit 94: Awaiting engineering information for lock out items and positions, Working with Engineering to ensure changes are captured while in Units status; Unit 80/81 - Deploy changes and max outfit and allows 93/94 to be fitted - Engineering to issue drawing; Work pack availability could cause delays in job progress and utilising resource. Manufacturing Window outfit on 3/5 and 5/5 - window delivery week 29, working with Engineering to resolves TQ's Change process and the updated drawings not being captured by planning, units have parts missing.
Material schedules / work packs - Process review to address this concern	

Commissioning



- Test Packs are being created and sent to CMAL when they are ready for review.
- The commissioning plans are being integrated into the main production plan
- The system completions essential to achieve first run of the engines have been identified and progress on these activities is being tracked at a detail level on a weekly basis.

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Variations to Contract



Description	Additional Cost 801	Additional Cost 802	Programme Allowance 801	Programme Allowance 802	Weight Allowance 801	Weight Allowance 802	Status	VTC Forecast Date
Removal of Oily Water Separator	-	-	-	-	-1.88 T	-1.88 T	Closed	
Removal of 1 air compressor, 1 air receiver, and 1 air dryer	-	-	-	-	-1.1 T	-1.1 T	Closed	
Removal of 2 LO purifiers for Diesel Gen	-	-	-	-	-1T	-1T	Closed	
Removal of Vapour Return Line	-	-	-	-	-	-	Closed	
Supply of Window Washing Equipment	[redacted]	[redacted	-	-	-	-	Closed	
Removal of Condition Monitoring System	-	-	-	-	-	-	Closed	
Change of Supplier from Kongsberg to Wartsila	-	-	-	-	-	-	Closed	
Removal of 24V AC system	-	-	-	-	-	-	Closed	
Raindrop Ventilation Change	-	-	-	-	-	-	Closed	
Panama Eye Removal	-	-	-	-	-	-	Closed	
802 Thermostatic Valves	-	[redacted	-	-	-	-	Closed	
Provision of Workshop Tools	[redacted	[redacted	-	-	-	-	CMAL to respond	
Accommodation Fresh Water Fire Main							FM to send VTC	19/08/2021
Sliding Weathertight Doors Deck 7							Open	31/08/2021
Additional Shore Supply Connection 802							Open	31/08/2021

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CMAL Comments to the Monthly Report



CMAL Comments:

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