
New Vessels 1 & 2

Project Steering Group

19/11/2015



- The Project Steering Group (PSG) is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by the Portfolio Management Board (PMB).
- The PSG's core function is to ensure that the project remains on course to deliver the planned outputs.
- The Project Steering Group will meet monthly and comprises of the Project Sponsor, Programme Manager, Project Manager, PMO, Finance Representative and Business Lead as a minimum.

Refer to PSG Terms of Reference for full details.

Agenda Items

1. Project Overview:

- Purpose and objectives
- Scope
- Project structure and team
- Key Milestones & High level timeline

2. Project Initiation Document:

- For review / discussion / input

3. Final Business Case:

- For review / discussion / input

4. Communication Plan:

- For review / discussion / input

5. Project Updates:

- Procurement / Build
- LNG
- Harbour Infrastructure
- Operational Readiness
- Engagement & Communication

6. Actions and RAID:

- Procurement / Build

7. AOB:

- MV Catriona
- Programme Steering Group – purpose and ToR / alignment with CFL & CMAL internal Steering Groups

Agenda Item 1 – Project Purpose & Objectives

What is the purpose of the project?

The recommendations and final conclusions of the VR&DP 2014 were to procure two 100m, dual fuel vessels of minimum 3.3m draft which would initially be operated on the Uig Triangle and Ardrossan to Brodick routes.

The purpose of this project is to oversee and coordinate the activities required to deliver two new Ro-Ro Passenger Ferries (vessels) into service by no later than H3 2018

Project objectives:

- Provide additional capacity on Uig services
- Provide additional capacity on Brodick service
- Increase network flexibility
- Increase operational resilience
- Optimise fuel efficiency
- Lower emissions

Agenda Item 1 – Project Scope & Key Deliverables

IN scope



- Procurement of two vessels



- Procurement of LNG service



- Procurement of (non- major)port / harbour infrastructure works as required



- Operational readiness vessel into service

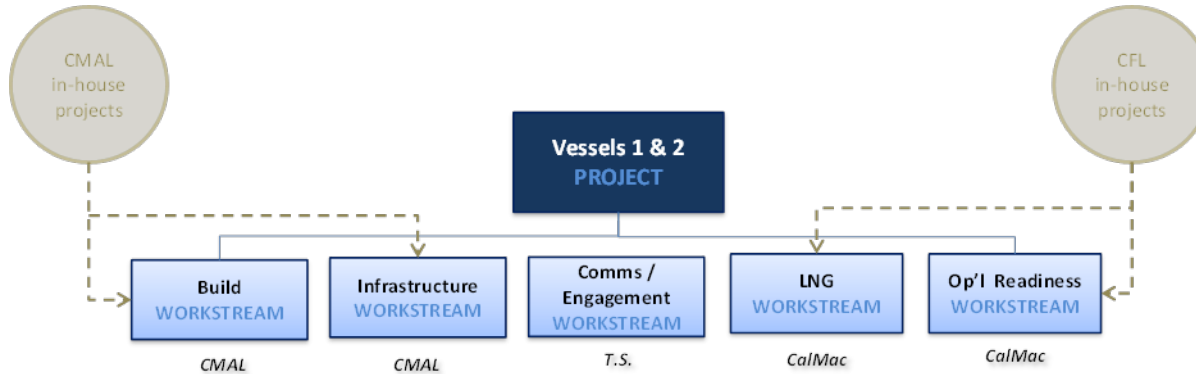


- Engagement with stakeholders

OUT of scope

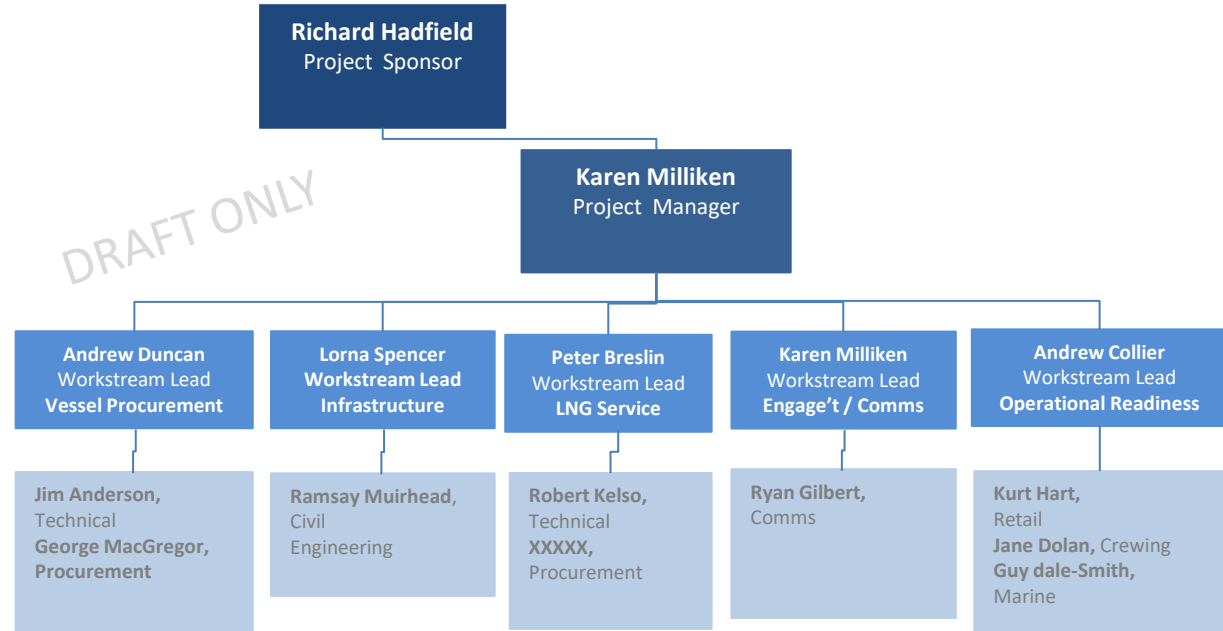
- Major / significant port infrastructure works
- Any other new vessel (for example 3rd Hybrid)
- Vessel cascade
- Timetables, fares and other operational issues, except those under 'Operational Readiness'

Agenda Item 1 – Project Structure & Team/s



Workstream	Tripartite Ownership	Workstream Lead	Key Objective
Vessel Procurement	CMAL	Andrew Duncan	Deliver 2 new vessels to agreed high level specification
Port Infrastructure	CMAL	Lorna Spencer	Prepare ports for vessel service as required
Comms / Engagement	TS	Karen Milliken	Communicate progress and key facts to internal and external stakeholders
LNG Procurement	CFL	Peter Breslin	Deliver LNG supply, storage and bunkering solution
Operational Readiness	CFL	Andrew Collier	Prepare staff and auxiliary services for vessel operation

Agenda Item 1 – Project Structure & Team/s



PSG Membership

- Membership to be confirmed

PSG Roles & Responsibilities

- Clarify internal CMAL and CFL internal forums and define alignments / identify overlaps (ref Comms Plan)



Agenda Item 1 – Key Milestones

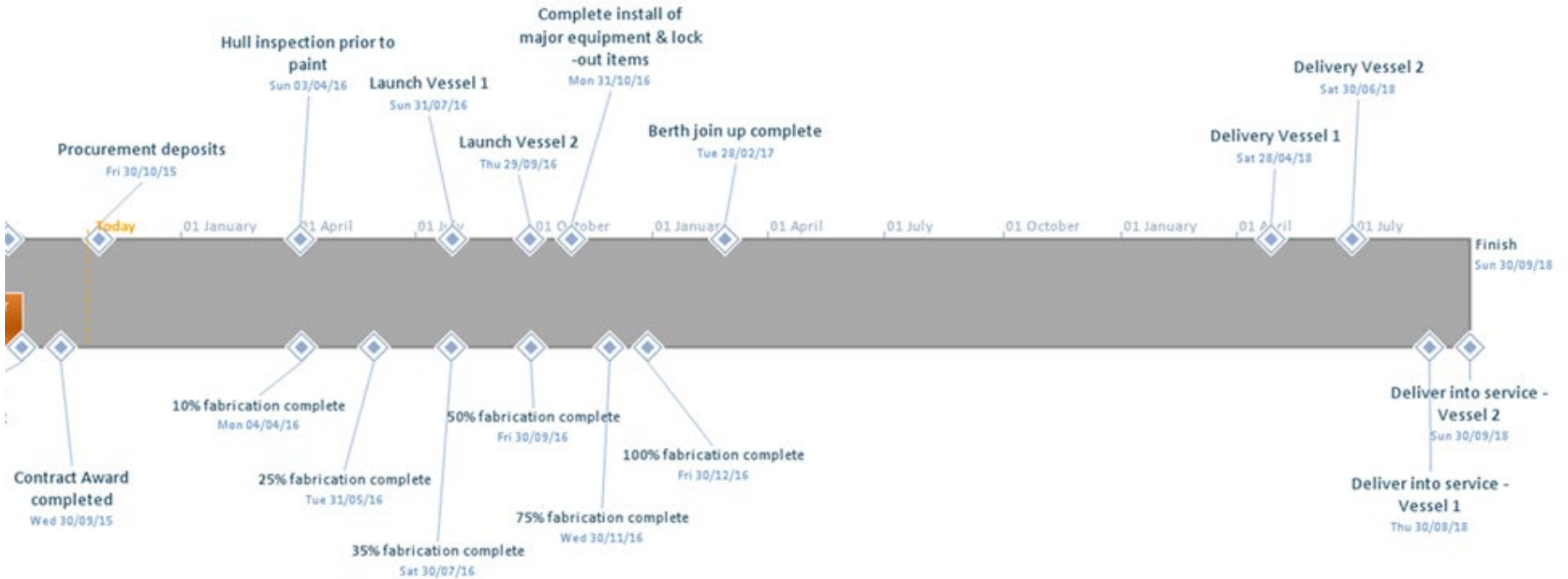
Milestone Description - Procurement	Target Start Date	Target Completion Date
Pre-Qualifying Questionnaire	15.10.14	19.11.14
Invitation To Tender Open	08.12.15	31.03.15
Tender Clarifications, Evaluation & Selection	01.04.15	31.08.15
Contract Award	30.09.15	

Milestone Description – Vessel Yard No. 801	Target Start Date	Target Completion Date
Receipt of Refund Guarantee	30 Oct 2015	
Procurement Deposits Long Lead Items (1)	12 Nov 2015	
Cutting of Steel	15 Dec 2015	
Procurement Deposits Long Lead Items (2)	15 Jan 2016	
10% Fabrication	18 Apr 2016	
25% Fabrication	14 Jun 2016	
35% Fabrication	15 Aug 2016	
50% Fabrication	14 Oct 2016	
Major Equipment and Lock Out Items Installations	14 Nov 2016	
75% Fabrication	15 Dec 2016	
100% Fabrication	16 Jan 2017	
Berth Join Up	14 Mar 2017	
Hull Inspection Prior to Paint	17 Apr 2017	
Launch	14 Aug 2017	
Delivery	25 May 2018	

Agenda Item 1 – Key Milestones

Milestone Description – Vessel Yard No. 802	Target Start Date	Target Completion Date
Procurement Deposits Long Lead Items (1)	12 Nov 2015	
Cutting of Steel	15 Dec 2015	
Procurement Deposits Long Lead Items (2)	15 Jan 2016	
10% Fabrication	18 Apr 2016	
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75% Fabrication	15 Dec 2016	
100% Fabrication	16 Jan 2017	
Berth Join Up	14 Mar 2017	
Hull Inspection Prior to Paint	17 Apr 2017	
Launch	12 Oct 2017	
Delivery	26 Jul 2018	

Agenda Item 1 – High Level Project Plan



DRAFT ONLY

Agenda Items 2, 3 & 4 – Project Documentation



- 2. Project Initiation Document:**
For review / discussion / input



- 3. Final Business Case:**
For review / discussion / input



- 4. Communication Plan:**
For review / discussion / input

- **Project Overall: AMBER**
- Detailed design and planning phase under way.
- Joint CMAL/CalMac visit to Samsao LNG bunkering operations in Denmark week commencing 19/10.
- CalMac supplier meetings on-going, including visit to a facility in Tyne and Wear arranged.
- Business Case refresh on track for completion by end October. CMAL / CalMac input now required.

Highlights

- Some progress being made in respect of Lochmaddy infrastructure

Lowlights

Key Messages

Next major milestone is to undertake model testing to ascertain propulsion power requirements. This will allow confirmation of main engine ratings and allow FMEL to place orders for engines. Model testing to take place in Austria but date unknown.

Comhairle Update @ 16/11/15

- The review being carried out on our behalf by Wallace Stone is on-going; the following is therefore a bullet point summary of the progress and issues arising to-date:
- The hydrographic surveys have been completed and show the new vessel is likely to fit without risk of grounding with bow inwards. However the fit stern in is less certain and information from the advance drawing appears to show propellers might be at risk of grounding. More information on the vessel hull shape and the locations of propellers and rudders has been requested as a matter of urgency.
- The area of ground conditions which are of concern is relatively small but potentially disruptive to address. The requirement to dredge will not be known until a fuller assessment is made against the new ferry design.
- Assessment of berthing energies for the existing vessels has shown that the existing fendering, both on the roundhead and on the berth, does not match the current standard, BS6349, Part 4. Higher capacity fendering will be required.
- With the assessment of the pier structures partially complete, it appears that they will be able to accommodate the type of fenders required by the new vessel.
- It has been agreed that a PAS is not practical at Lochmaddy and it has been assessed that a new gangway of 18m would be required.

Agenda Item 5 – Project Update

- The roundhead will need some local strengthening and new piles to take the fender loadings. This work has the potential of preventing the ferry from berthing for several weeks. Consideration is being given to the use of a floating caisson that would be installed beyond the roundhead with all new fenders and bollards in place prior to installing between ferry sailings. This will result in a berth extension which is being requested by the ferry skippers to allow for safer berthing especially in strong winds and indication is that the operating window for sailings would be increased.
- The current capacity within the marshalling area is 102 cars. To increase the capacity to the required 127 is achievable in the approximate area of current marshalling area with some shore line reclamation work.
- The current programme shows a completion date for the review of 7 December but this could extend into January 2016 as delays are anticipated in obtaining the new vessel details.

Next Steps

1. Discussions required with Transport Scotland regarding the necessary funding assistance shortly.
2. Look at establishing a project-specific multi-agency working group in the context of the much wider Network Strategy (Ferries and Ports) Programme to include the Comhairle, CMAL and The Highland Council), to enable collaborative approach to procurement, design and delivery of the harbour works required for the new vessel.

Agenda Item 5 – Project Update: Key Indicators

Example format for reporting – to be discussed, especially in consideration of Voted Loan agreed reporting.

Reporting Key	Status	Trend Since Last Report	Comments
Previous Overall	Amber	↔	
Current Overall	Amber	↑	
Schedule	Amber	↑	
Finance	Green	↔	
Risks	Amber	↔	
Issues	Green	↔	
Dependencies	Green	↔	
Resources	Green	↔	
Stakeholders & Customer	Green	↔	
Procurement	Green	↔	
Benefits & Business Change	Amber	↔	

Agenda Item 5 – Project Update: Key Milestones

Example format for reporting – to be discussed, especially in consideration of Voted Loan agreed reporting.

Milestone Description	Status	Trend Since Last Report	Target Date	Actual or Estimated Date	Comments
Pre-Qualifying Questionnaire	Complete	↑	14.06.15	20 June 2015	
Invitation To Tender Open	Complete	↔	08.12.15		
Tender Clarifications, Evaluation & Selection	Green	↔	01.04.15		
Contract Award	Amber	↔	30.09.15		
Procurement deposits, 1	Amber	↔	30.10.15		
Model Testing	Green	↔			
Engine Order	Green	↔			
Cutting of steel	Red	↔	30.11.15		
Procurement deposits, 2	Amber	↔	31.12.15		
Keel Laying	Amber	↔			
Hull inspections	Amber	↔	03.04.17		
Launch – Vessel 1	Amber	↔	31.07.17		
Launch – Vessel 2	Amber	↔	29.09.17		
Sea Trials	Amber	↔			
Delivery- Vessel 1	Amber	↔	28.04.18		
Delivery- Vessel 2	Amber	↔	30.06.18		
Entry Into Service – Vessel 2	Amber	↔			
Entry Into Service – Vessel 2	Amber	↔			

Agenda Item 6 – Risks, Assumptions, Issues, Dependencies (RAID)

Category 1, ‘Very Severe’ and 2 ‘Severe’ risks will be reported at the Project Steering Group.

REPORTING & ESCALATION			RISK CATEGORIES				
Workstream	ProjSG	ProgSG	Category	Score	Description	Significance	Actions
✓	✓	✓	1	> 20	Very Severe Risk	Unacceptable	Avoid or reduce to an acceptable level. Controls & contingencies to be identified, developed, implemented and monitored. Report to next management level for consideration of escalation. Report to Risk Manager if risk considered to be of corporate relevance. Continual review.
✓	✓	✓	2	13 - 20	Severe Risk	Threatening	Avoid or reduce to an acceptable level. Controls & contingencies to be identified, developed, implemented and monitored. Report to next management level for consideration of escalation. Report to Risk Manager if risk considered to be of corporate relevance. High review frequency.
✓			3	6 - 12	Significant Risk	Tolerable	Avoid or reduce to an acceptable level if affordable. Controls & contingencies to be identified, developed, implemented and monitored if affordable (cost, time, effort). Moderate review frequency.
✓			4	< 6	Manageable Risk	Acceptable	No controls or contingencies to be developed unless obvious and inexpensive (cost, time, effort). Low review frequency.

Refer to on screen ‘live’ logs during meeting



Agenda Item 6 – Risks, Assumptions, Issues, Dependencies (RAID)

Key risks to be identified and existing reviewed during meeting

Agenda Item 6 - Open Actions

Full Action Log (includes 'closed' actions) will be distributed at meeting

Record ID	Date Raised	Raised By	Action Description	Source	Action Status	Owner	Project or Workstream Name	Date Required	% Complete	Progress Update
ACT_P00153_048	28/10/14	JS	JS to confirm back to CalMac that the desktop exercise checked that (17 moulded) 17.5 beam fits into 'Not in Spec' ports (CalMac ref. ECO 1000 Requirements Capture)	Project Meeting	Active	JS	New Vessels 1 & 2	17/11/14		13/11/15: Survey was carried out by CMAL, however shipyard and design team (including ramp designer) will carry out own survey, as per contract requirements. 17/09/15: Outstanding 14/04 - / AT request that the matter is given urgency - for the purposes of the evaluation the port dimensions for the entire network is urgently required. At least need to be confirmed. As there is a lack of confidence in info available. Where did Bill have the cascade plan for the 2 vessels?
ACT_P00153_051	28/10/14	SU	There would be a reduction of gangway weight ; JS to write to CalMac re new reduced proposal to provide detail.	Project Meeting	Active	JS	New Vessels 1 & 2	17/11/14		13/11/15: As per update to Action 048 23/01/15: JS to pick up 17/11/14 - outstanding, John and Lorna working on.
ACT_P00153_060	17/11/14	SU	Size check needs to be carried out on the list of ports	Project Meeting	Active	JS	New Vessels 1 & 2	30/06/15		13/11/15: As per update to Action 048 18/06/15: Now Lorna's action - in progress 23/01/15: KM to check emails and propose to close.
ACT_P00153_073	18/12/14	SU	CMAL's recommendation of Triple Ramp configuration at aft end - CalMac require proof of concept	PSG	Active	AD	New Vessels 1 & 2	27/02/15		13/11/15: As per update to Action 048 23/01/15: JS to pick up with AD at yard design review. Refer Decision No. 70
ACT_P00153_080	23/01/15	SU	Risks around LNG tanks to be identified and captured on Risk Log. KM to work with Lorna and Jim.	PSG	Active	KM	New Vessels 1 & 2	30/04/15		13/11/15: Meeting arranged for 19th November a.m. 20/08/15: Outstanding
ACT_P00153_115	22/05/15	RH	CalMac to ask BOC / Linde who their contact is within Scottish Enterprise	Other	Active	SU	LNG	29/05/15		13/11/15: Is this still relevant / required?
ACT_P00153_131	14/07/15	RH	Identify the main restrictions and high level cost implications for the agreed top 5 ports	PSG	Active	LS	New Vessels 1 & 2	30/08/15		13/11/15: Ongoing
ACT_P00153_136	27/07/15	AT	Confirm location of all passenger access doors	Other	Active	JA	New Vessels 1 & 2	14/08/15		13/11/15: As per update to Action 048 17/09/15: This is dependent on yard work / checking of ports. Not completed yet.
ACT_P00153_137	27/07/15	JA	CFL to produce mood boards, following on from CFL agreed board services strategic direction.	Other	Active	KH	New Vessels 1 & 2			13/11/15: Pick up again at PSG 16/09/15: Requested update from KH
ACT_P00153_144	27/07/15	AT	CMAL to investigate berthing at Gourrock (port of refuge) due to 17m beam and bow ramp configuration	Other	Active	JA	New Vessels 1 & 2	30/09/2015		
ACT_P00153_147	27/07/15	AT	CMAL to confirm MCA regulatory requirements re dangerous goods / IMDG Code, in respect of open deck stowage, and address with yard.	Other	Active	JA	New Vessels 1 & 2	14/08/2015		17/09/15: Remains open

Agenda Item 6 - Open Actions

Record ID	Date Raised	Raised By	Action Description	Source	Action Status	Owner	Project or Worksteam Name	Date Required	% Complete	Progress Update
ACT_P00153_150	05/08/15	RH	Check with Lorna if the work that CMAL is carrying out (ref Action 120) includes ALL ports (i.e. also non-CMAL ports)	Other	Active	KM	New Vessels 1 & 2			13/11/15: Move to close 17/09/15: Now agreed at PSG that CMAL will be responsible for all ports.
ACT_P00153_153	20/08/15	KM	Update LNG cost section within Business Case with revised fuel details.	PSG	Active	PB	New Vessels 1 & 2	26/08/2015		13/11/15: Move to close as events have overtaken this action
ACT_P00153_156	20/08/15	KM	Forward simulation exercise report carried out approximately 3 years ago by Clydeport/Peel Ports to Jim Anderson. (Source through Alistair Henderson & Eric Smith)	PSG	Active	PB	New Vessels 1 & 2	30/10/2015		15/10: In progress; extend date to 30th Oct.
ACT_P00153_158	20/08/15	KM	Check source / reasoning of 14.5 / 16.5 knot speed requirement	PSG	Active	PB	New Vessels 1 & 2	07/08/2015		13/11/15: Action status? 17/09/15: timetable was the reason. Needs to be discussed further, due to likely increased time in port.
ACT_P00153_159	20/08/15	PB	Provide dimensional port survey to CFL asap	PSG	Active	JA	New Vessels 1 & 2	25.08.15	60%	13/11/15: This will be addressed during shipyard / design team surveys. Move to close? 17/09/15 Received linkspans only for uig triangle, ardrossan, action will be ongoing and may influence minor infrastructure changes
ACT_P00153_178	17/09/15	RH	ES / CalMac to provide financial update to Final Business Case as required	PSG	Active	ES	New Vessels 1 & 2	17/12/2015		13/11/15: Eric Smith provided on 26/10, however review input of Final Business Case required, therefore new target date
ACT_P00153_179	17/09/15	RH	TD / CMAL to provide financial update to Final Business Case as required	PSG	Active	TD	New Vessels 1 & 2	17/12/2015		13/11/15: Review and input required for Final Business Case, therefore new target date.
ACT_P00153_180	17/09/15	RH	LS to forward draft Peel Ports proposals to RH.	PSG	Active	LS	New Vessels 1 & 2	17/12/2015		13/11/15: Complete? Move to close? 15/10: a shift in position / view from Peelports means it is likely their focus will be on tactical, rather than strategic work. Needs to be progressed.