

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

Programme Director: [redacted]

Review Period: July 2020

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



1a. SHE

1. Monthly Cumulative Safety Statistics

S/#	Title	This Month Figures		Cumulative
01	Total Man Hours (provided by Planning Department)	[redacted]		
02	Man Power (provided by HR)	Direct	211	
		In-Direct	114	
		Total	325	
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)	2		12
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	2		17
13	Total Number of Days Lost	0		6

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

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

1. **Lost Working Day Case** –Zero cases in month of June.
2. **Medical treatments** –
1 - Operative hand whilst working on 5 deck 802. Operative received first aid in house with no further treatment required due to minor graze / cut.
3. **First Aid** – 1 cut to hand & 1 foreign body in eye.
4. **Fire incident** – fire alarm checks continue weekly as we start back after Covid-19 .
5. **Environmental incident** – no environmental incidents occurred in month of June.
6. **Other** – 1 logs in First Aid book relating to injuries which did not happen on site. 1 finger cut required to be cleaned and dressed.

3. Other SHEQ Activities

Description	This Month	
Site Safety Inspection	3	801 fire & smoke alarm inspections Top shed & module hall 802 safe access & egress inspection
Toolbox Talks	2	Smoking Policy Covid – 19 Return to Work Refresher on all Risk Assessments
Policy/Paperwork Reviews	2	Top Man for confined space Permit Passport
Training Courses	2	MWEP Training arranged UHP Blasting Refresher planned

4. SHEQ Initiatives

Description
SHEQ Monthly Meeting held 23.06.20 – 11 Open issues on agenda to be actioned and closed out by next meeting. 8 issues closed out from previous meeting.
Smoking Shelter Upgrades in progress – Now completed
Occupational Health for operatives working with Aluminum – first group completed with the others now booked in.
Daily checks of banded areas now ongoing to ensure clear of any mediums.
Site Permit Office up and running after Covid-19 to increase production time
Safety routings clearly marked up yard wide for safe access and egress through the yard during busy periods.
Flood Detector / Bilge alarm system now installed and working as per site insurance visit.

2. Contract Summary

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	

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

Contract and forecast finish dates will change due to Covid-19 lockdown

3. Business Success Criteria

Success Criteria	Due	Owner	Enabler	Status	TL	Fut Tr
All work undertaken at ship is by work package in accordance with the programme	June 20	[redacted]	<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. 	<ul style="list-style-type: none"> 801/802 project programmes are now at Lvl4 Detail. Manhours, zones, sub-zones and CAM's are coded within P6 for monitoring and reporting purposes. 	G	↔
Work packages are issued with associated information and materials	June 20	[redacted]	<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 	<ul style="list-style-type: none"> Substantial Works are ongoing currently. We have sample workpacks to be issued for comment w/e 22/5/20. Alignment works with P6 are at an advanced stage 	G	↔
Inventory is properly identified in Factory Master to the appropriate level	May 20	[redacted]	<ul style="list-style-type: none"> Movement of equipment from Westway to new facility and entered onto [redacted] with appropriate part numbering 	<ul style="list-style-type: none"> COVID 19 lockdown has stopped this work and will now impact the overall programme 	R	↓
Technical information is produced on time and change is minimised	June 20	[redacted]	<ul style="list-style-type: none"> [redacted] are contracted to complete the design. Design review process allows proper review of the design before issue 	<ul style="list-style-type: none"> Zone review process enacted and supported by Client. Lack of resources hindering clearance of ICRs, delaying 3D model progress. 	Y	↔
Technical information is produced on time and change is minimised	June 20	[redacted]	<ul style="list-style-type: none"> Produce and maintain an accurate MDR, identify which existing drawings are required to be updated, identify which drawings are required for planned work packages. 	<ul style="list-style-type: none"> MDR created and being brought up to date with historical information. Low resources limiting ability to update drawings affected by historical change. Dry dock scope is being prioritised for engineering advice. 	Y	↔
Control of change is a properly managed process	March 20	[redacted]	<ul style="list-style-type: none"> Creation of a new process, implementation and adherence 	<ul style="list-style-type: none"> A new process has been developed within the Nimbus maps and will be signed June. The process is being operated with 4 changes raised so far. 	G	↔
Customer relationship is positively maintained throughout the project	Through the project	[redacted]	<ul style="list-style-type: none"> Regular dialogue at all levels, monthly reviews, ad hoc meetings 	<ul style="list-style-type: none"> CMAL are fully engaged with the model review programme and long standing issues are being resolved. Monthly progress meetings are working well. 	G	↔
Identify and manage risks and opportunities	Through the project	[redacted]	<ul style="list-style-type: none"> A risk review process is in place and is being proactively managed 	<ul style="list-style-type: none"> Risk review are being undertaken monthly. Key risks are being actioned 	G	↔
The project is properly resourced with suitably qualified and experienced people	April 20	[redacted]	<ul style="list-style-type: none"> Accurate resource forecasting from the schedule and a resource strategy in place 	<ul style="list-style-type: none"> An ITT is now live for interested parties to bid for the supply of trade labour to FMPG this is on target for completion mid June. 	G	↔

4. SOFT Report

Successes	Opportunities
<ul style="list-style-type: none"> • Home working has continued during this period with programme and process development continuing. • The yard is now operating with 3 days shifts and a night shift. This is approx. 130 production staff. Amenities are being reviewed to allow an increase of numbers to a full return. • The technical programme has been maintained during this period with zones as per programme. • Zone 2,3,4 and 6 have now achieved design freeze. • The first production outputs for zone 2 are now being received for approval. • The removal and maintenance reviews have now concluded with all main issues resolved, a review at ship will be required. • All material has now been removed from [redacted] and material checking has commenced • Preparations for dry dock are in hand 	<ul style="list-style-type: none"> • Use of a 1st fixing system – this is now agreed and work is in hand to set up for this. • Use of MRP function in [redacted] for pipe procurement and installation • A review of passenger and crew outfit specification has identified good opportunities to save weight. A change to the deck screed material and lining material could save circa 10 tonnes. – This is now being formalised into the design
Failures	Threats
	<ul style="list-style-type: none"> • COVID 19 impact to programme– an assessment of the impact is in hand with a report available for review for the 7th August • Assessment of equipment condition from [redacted] A limited check of a number of items in the store has been undertaken on an opportunity basis. Full checking has now commenced. Minor damage has been identified to the 802 rudders • Issued for approval IFA drawings are now being received for zone 2. The large volume will be a problem to support. The model programme has been paused to allow the technical team to review and agree how this will be managed. • [redacted] commercial settlement will have an as yet unidentified impact to the material budget – The NCA to move to an alternative supplier has been approved, a VEET notification has been issued and contract documents are being prepared. • Technical information provision to support pre-drydock work – there have been a number of issues to be resolved for the stern tube header tank which is receiving management focus. However the docking will proceed on the 10th • Assessment of pipework tenders has qualified only a small number of acceptable potential suppliers and their may not be the capacity to deliver the required quantities. There are only 3 tenderers who will go onto the framework agreement and they should be adequate to support 801. A further ITT is being prepared for further suppliers to go onto a new framework
Impact Statement / Help Needed	

5. Quality

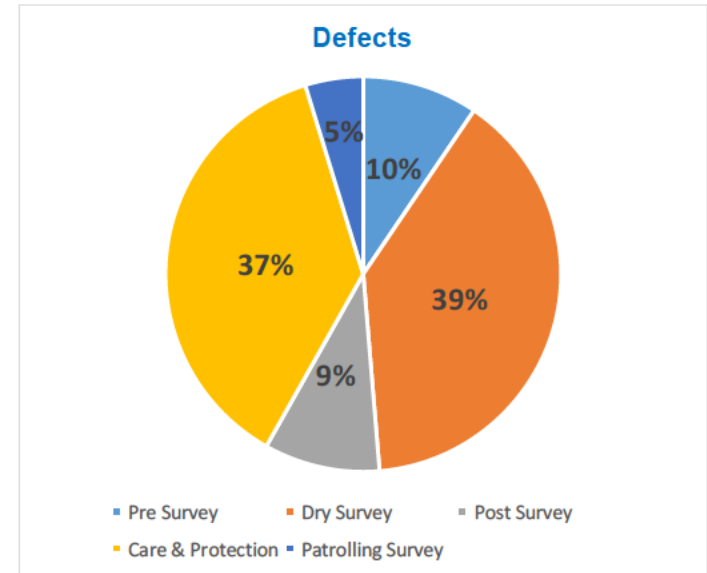
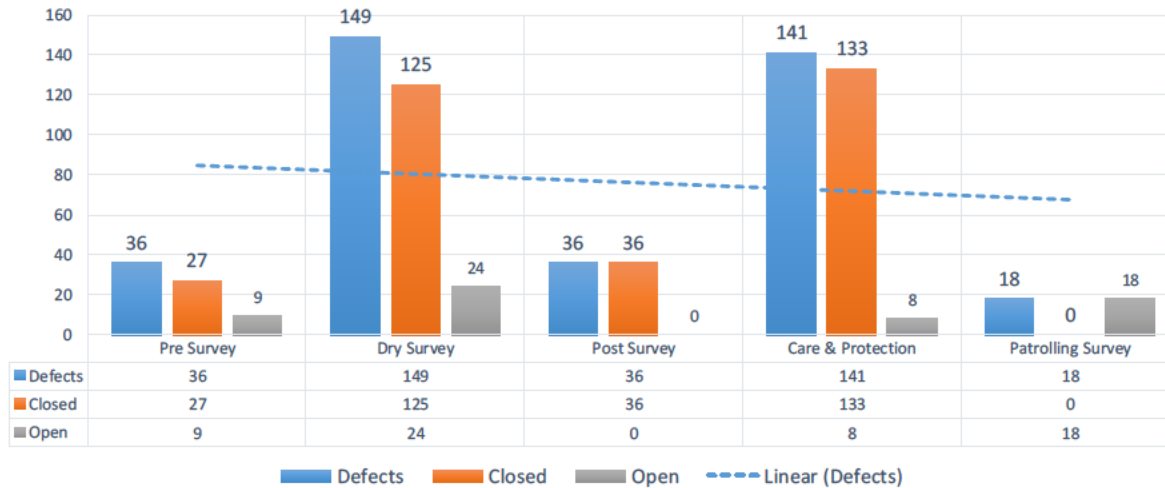
1. Current Periods Defect Update

Please see below details of monthly report highlighting the following:

- From the 144 defects still open on 801 from last month we have managed to bring this down to 84 which is still being worked through with CMAL. We have since added 26 additional defects 25 of these being the panama eyes.
- 802 report has not changed since last month, we will hopefully begin eliminating these defects once we work through all survey sheets.
- From last months report we have since totally cleared/removed defects from the register which were no longer required therefore effected our numbers for the month for example machinery which has since been took off 801.

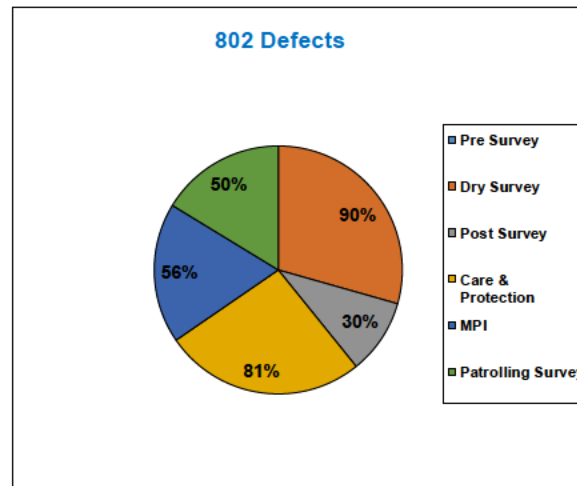
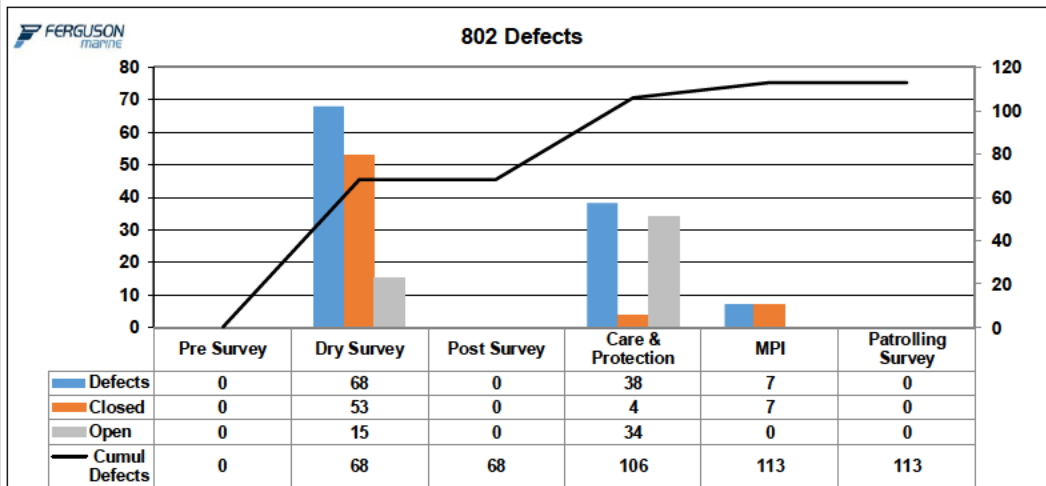
1. 801

801 Defects

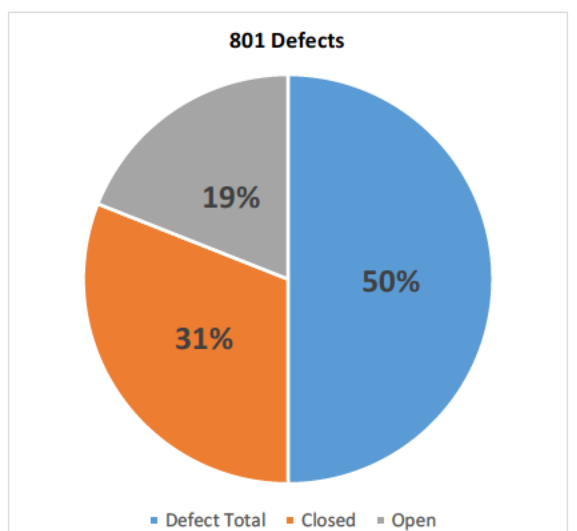
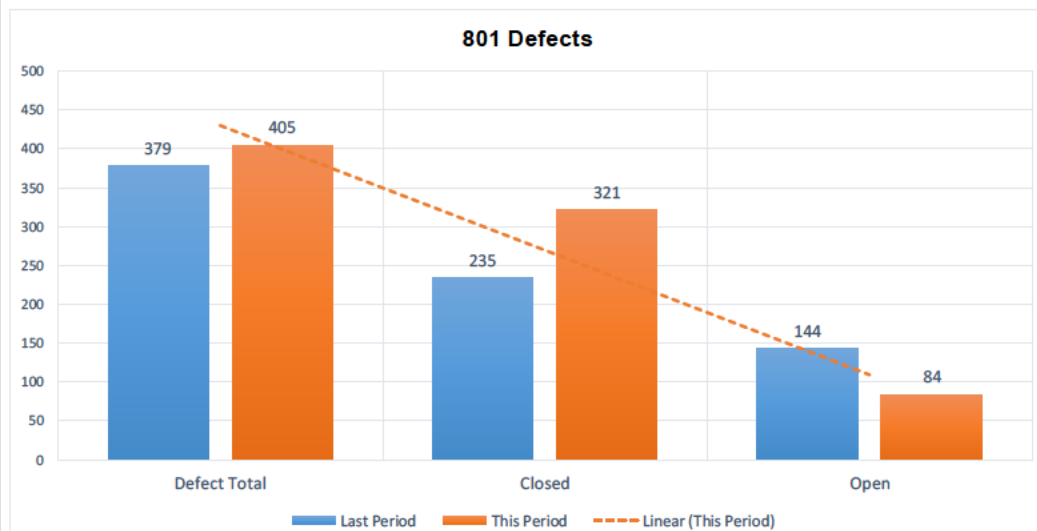


5. Quality

2. 802



3. Defect Update June - July (801)



5. Quality

Business process mapping is now focused on the work package process in order to support 801 return from drydocking

Inventory checking has now commenced in the Greenock stores. Initial checks has found some superficial damage to an 802 rudder. A local repair has been agreed with the customer.



6. Traffic Light Report

Criteria	Overall Status				Future Trend	Return to Green		Comments
	Apr 20	May 20	Jun 20	Jul 20		Date	Status	
Overall Status	G	R	R	R	↓	August		<ul style="list-style-type: none"> Programme has been impacted by COVID 19 lockdown. The return to work date was on 29th June. The programme is being re-assessed taking into account the new working arrangements and the stock status in the Greenock stores. A revised programme will be available for review on 7th August
Safety	G	G	G	G	↔			<ul style="list-style-type: none"> No work has been performed during the lockdown period. Hourly safety walkarounds have been implemented to ensure the ships are in a safe condition. No incidents have occurred since lockdown
Quality	G	R	R	R	↓	TBA		<ul style="list-style-type: none"> It has been possible to check a small sample of equipment in the stores. All of which have identified quality issues either in the storage condition or alignment to requirement. Work has now commenced reviewing the equipment. Only minor damage to an 802 rudder has been identified todate.
Customer Satisfaction	G	G	G	G				
Schedule	G	R	R	R	↔			<ul style="list-style-type: none"> Programme has been impacted by COVID 19 lockdown. The return to inside work date was on 29th June, however this is only partial or the full workforce. The programme is being re-assessed taking into account the new working arrangements and the stock status in the Greenock stores. A revised programme will be available for review on 7th August
Finance		G	G	G	↔			<ul style="list-style-type: none"> Finances do not take account of COVID impact
Technical	A	A	A	A	↑	July	A	<ul style="list-style-type: none"> Zone 2, 3, 4 and 6 have now been frozen. Issued for approval IFA drawings are now being received for zone 2. How this will be supported with the limited FMPG technical resource is being reviewed
Subcontractor	A	A	A	A	↑	June	G	<ul style="list-style-type: none"> Amber identifier was driven by [redacted] however an alternative supplier has now been agreed by all stakeholders. The status remains amber as the pipework ITT did not identify enough suppliers to support the total programme and a further ITT is being prepared.
Resources	G	G	A	A	↔			<ul style="list-style-type: none"> A tender has been issued for the provision of production labour. This has been delayed and will not be concluded until August. Individual resource requirement for a commissioning manager, sub contract manager and detailed planners are not supporting the programme although actions are in hand to resolve.
Risk	A	R	R	R	↔	TBA	G	<ul style="list-style-type: none"> There are a number of project key risks that have mitigation actions but have not yet resulted in a risk reduction The key risks of COVID and the impact to the stock check and loading onto the system has been impacted to the extent that this will affect the programme. A revised programme will be available for review on 7th August taking this into account.

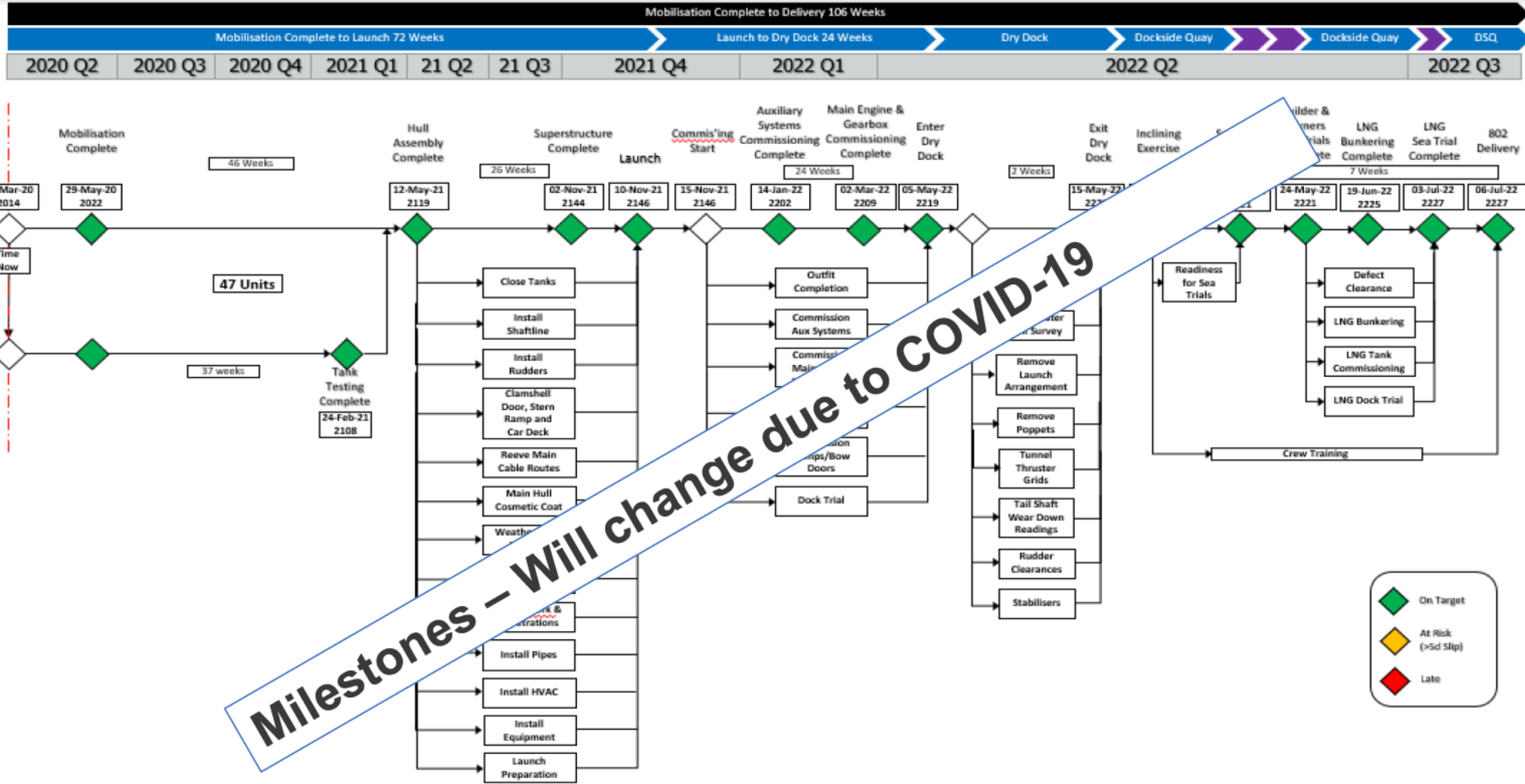
7. Balanced Scorecard

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%
Total			
Traffic Light	<80%		
Cost Performance			
	Current	Previous	Prior
CPI	0		1.00
Cost Variance	£506	-£3,909	-£54,007
EAC	£102,514	£102,514	£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			

[redacted]

9. Schedule Overview (2)

802 Timeline to Delivery



Milestones - Will change due to COVID-19

9. Schedule Overview (3)

[redacted]

Programme

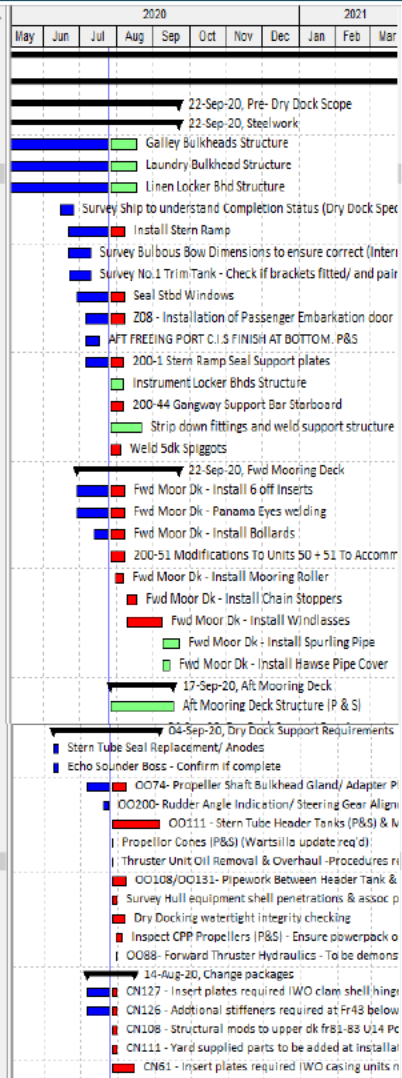
Zone		3D Model					Production Outputs			Comments
		Start	30% Review	60% Review	90% Review	Freeze	Start	Finish	Slippage (Weeks)	
Zone 01	Planned	18-May-20		19-Jun-20	31-Jul-20	21-Aug-20		16-Oct-20		
	Actual/Forecast	26-Jun-20		26-Jun-20	07-Aug-20	28-Aug-20		16-Oct-20	0	
Zone 02	Planned	02-Mar-20		27-Mar-20	30-Apr-20	22-May-20		17-Jul-20		
	Actual/Forecast	27-Mar-20		30-Mar-20	15-Jun-20	03-Jul-20		04-Sep-20	-7	Variation order raised to cover slippage. FMFG could not hit maturity level 90% on original dates, additional time of 5 weeks agreed by FMFG. ICR's had a major impact on this WZ. Second 90% review also held.
Zone 03	Planned	09-Mar-20		10-Apr-20	22-May-20	12-Jun-20		07-Aug-20		
	Actual/Forecast	10-Apr-20		13-Apr-20	25-May-20	10-Jul-20		04-Sep-20	-4	Regarding WZ03 - [redacted] Design Review for Zone 03 - GL3 was held on 18.05.2020. [redacted] with respect to maturity of design / 3-D Model is that 3-D Model overall progress is around 80% (multidisciplinary) and not all the disciplines achieved the 90% target: -Structural - 85%; -Arch. Outfitting - 90%; -Hull Outfitting - 75%; -Electrical - 80%; -Piping - 70%; -HVAC - 90%; @ W22: On 27.05.2020, FM accepted 3 weeks delay for WZ03.
Zone 04	Planned	30-Mar-20		24-Apr-20	05-Jun-20	26-Jun-20		14-Aug-20		
	Actual/Forecast	24-Apr-20		27-Apr-20	15-Jun-20	03-Jul-20		28-Aug-20	-2	
Zone 05	Planned	06-Apr-20	08-May-20	12-Jun-20	17-Jul-20	07-Aug-20		25-Sep-20		
	Actual/Forecast	08-May-20	11-May-20	19-Jun-20	24-Jul-20	14-Aug-20		09-Oct-20	-2	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.
Zone 06	Planned	02-Mar-20	03-Apr-20	15-May-20	26-Jun-20	17-Jul-20		04-Sep-20		
	Actual/Forecast	03-Apr-20	06-Apr-20	18-May-20	24-Jul-20	24-Jul-20		25-Sep-20	-3	Following 100% Design Review meeting held Friday and FM's decision to freeze the 3-D Model in WZ06, ICE will start preparing the fabrication / installation drawings starting next week. As agreed, an exception will be made for Piping Drawings where [redacted] will update the 3-D Model with missing instruments and pipe supports until end of Week 32 therefore all Piping deliverables will be submitted with 10 days delay. Also, Electrical Discipline is still working on placing the MCT's / single penetrations and field cable trays until end of next week, hence only the Electrical Penetration Drawings will be delivered with 5 days delay.
Zone 07	Planned	16-Mar-20	16-Apr-20	29-May-20	10-Jul-20	31-Jul-20		25-Sep-20		
	Actual/Forecast	16-Apr-20	21-Apr-20	09-Jun-20	24-Jul-20	07-Aug-20		02-Oct-20	-1	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.
Zone 08	Planned	25-May-20	19-Jun-20	24-Jul-20	20-Aug-20	10-Sep-20		06-Nov-20		
	Actual/Forecast	26-Jun-20	26-Jun-20	31-Jul-20	04-Sep-20	25-Sep-20		20-Nov-20	-2	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.
Zone 09	Planned	09-Jun-20	03-Jul-20	07-Aug-20	11-Sep-20	02-Oct-20		20-Nov-20		
	Actual/Forecast	10-Jul-20	24-Jul-20	14-Aug-20	18-Sep-20	09-Oct-20		25-Nov-20	-1	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.
Zone 10	Planned	27-Apr-20	29-May-20	10-Jul-20	21-Aug-20	11-Sep-20		06-Nov-20		
	Actual/Forecast	05-Jun-20	09-Jun-20	24-Jul-20	21-Aug-20	11-Sep-20		06-Nov-20	0	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.
Zone 11	Planned	21-Apr-20	22-May-20	03-Jul-20	14-Aug-20	04-Sep-20		30-Oct-20		
	Actual/Forecast	22-May-20	25-May-20	20-Jul-20	14-Aug-20	04-Sep-20		23-Oct-20	1	WZ slippage due to FMFG requested break in programme to allow extra time to clear ICR's.

COMPLETE

9. Schedule Overview (4)

Pre & Dry Docking Programme

Activity D	Activity Name	Activity % Complete	Start	Finish	BL Project Start	BL Project Finish	Planned fits	OD	RD	Total Float
Production			09-Dec-19 A	22-Apr-22	02-Dec-19	11-Oct-21	184876	593	434	0
801			09-Dec-19 A	30-Nov-21	02-Dec-19	29-Sep-21	184876	499	340	94
Pre-Dry Dock Scope			30-Jan-20 A	22-Sep-20	30-Mar-20	04-Nov-20	4999	123	41	100
Steelwork			30-Jan-20 A	22-Sep-20	30-Mar-20	04-Nov-20	4349	123	41	100
801A1815	Galley Bulkheads Structure	90%	30-Jan-20 A	17-Aug-20	30-Mar-20	11-May-20	128	28	15	115
801A1835	Laundry Bulkhead Structure	95%	10-Feb-20 A	17-Aug-20	24-Apr-20	05-May-20	128	7	15	115
801A1875	Linen Locker Bhd Structure	60%	10-Feb-20 A	17-Aug-20	08-Sep-20	18-Sep-20	128	12	15	126
801AS2980	Survey Ship to understand Completion Status (Dry Dock Spec/Change & 200 Series)	100%	15-Jun-20 A	26-Jun-20 A	29-Jun-20	08-Jul-20	0	8	0	
801AS20100	Install Stern Ramp	75%	22-Jun-20 A	07-Aug-20	29-Jun-20	31-Jul-20	480	25	9	-92
801AS20502	Survey Bulbous Bow Dimensions to ensure correct (Internal Template?)	100%	22-Jun-20 A	10-Jul-20 A	29-Jun-20	03-Jul-20	0	5	0	
801ASZ1140	Survey No.1 Trim Tank - Check if brackets fitted/ and painted	100%	23-Jun-20 A	10-Jul-20 A	29-Jun-20	03-Jul-20	0	5	0	
801ASZ1350	Seal Stbd Windows	55%	29-Jun-20 A	07-Aug-20	29-Jun-20	17-Jul-20	360	15	9	-92
801AS20604	Z08 - Installation of Passenger Embarkation door	45%	06-Jul-20 A	07-Aug-20	09-Jul-20	07-Aug-20	192	20	9	-92
801ASZ910	AFT FREEING PORT C.I.S FINISH AT BOTTOM. P&S	100%	06-Jul-20 A	17-Jul-20 A	09-Jul-20	15-Jul-20	25	5	0	
801ASZ0101	200-1 Stern Ramp Seal Support plates	60%	06-Jul-20 A	06-Aug-20	29-Jun-20	10-Jul-20	56	8	8	-91
801A1855	Instrument Locker Bhd's Structure	0%	27-Jul-20	06-Aug-20	22-Oct-20	04-Nov-20	128	8	8	115
801ASZ0114	200-44 Gangway Support Bar Starboard	0%	27-Jul-20	06-Aug-20	24-Jul-20	07-Aug-20	42	8	8	-91
801EQ4611	Strip down fittings and weld support structure - Hoistable Car Deck	0%	27-Jul-20	21-Aug-20			130	19	19	92
801EQ4621	Weld Sdk Spigots	0%	27-Jul-20	04-Aug-20			74	6	6	-89
Fwd Mooring Deck			29-Jun-20 A	22-Sep-20	29-Jun-20	21-Sep-20	1341	61	41	100
801ASZ1240	Fwd Moor Dk - Install 6 off Inserts	67%	29-Jun-20 A	07-Aug-20	09-Jul-20	06-Aug-20	406	20	9	-94
801ASZ1320	Fwd Moor Dk - Panama Eyes welding	90%	29-Jun-20 A	07-Aug-20	29-Jun-20	22-Jul-20	139	18	9	-92
801ASZ1260	Fwd Moor Dk - Install Ballards	65%	13-Jul-20 A	07-Aug-20	07-Aug-20	28-Aug-20	181	16	9	-78
801ASZ0112	200-51 Modifications To Units 50 + 51 To Accommodate Mooring Equip	0%	27-Jul-20	07-Aug-20	09-Jul-20	10-Jul-20	312	9	9	-92
801ASZ1270	Fwd Moor Dk - Install Mooring Roller	0%	31-Jul-20	06-Aug-20	16-Jul-20	21-Jul-20	24	4	4	-91
801ASZ1290	Fwd Moor Dk - Install Chain Stoppers	0%	10-Aug-20	17-Aug-20	07-Aug-20	14-Aug-20	35	6	6	-79
801ASZ1300	Fwd Moor Dk - Install Windlasses	0%	10-Aug-20	07-Sep-20	07-Aug-20	04-Sep-20	189	21	21	-94
801ASZ1280	Fwd Moor Dk - Install Spurling Pipe	0%	08-Sep-20	22-Sep-20	07-Sep-20	21-Sep-20	33	11	11	100
801ASZ1310	Fwd Moor Dk - Install Hawse Pipe Cover	0%	08-Sep-20	14-Sep-20	07-Sep-20	11-Sep-20	22	5	5	106
Aft Mooring Deck			27-Jul-20	17-Sep-20	13-Jul-20	03-Sep-20	1136	38	38	103
801ASZ0601	Aft Mooring Deck Structure (P & S)	0%	27-Jul-20	17-Sep-20	13-Jul-20	03-Sep-20	1136	38	38	103
Dry Dock Support Requirements			08-Jun-20 A	04-Sep-20	22-Jun-20	06-Aug-20	336	54	29	-93
801ASZ1070	Stern Tube Seal Replacement/ Anodes	100%	08-Jun-20 A	12-Jun-20 A	22-Jun-20	03-Jul-20	5	9	0	
801ASZ1150	Echo Sounder Boss - Confirm if complete	100%	08-Jun-20 A	12-Jun-20 A	22-Jun-20	22-Jun-20	4	1	0	
801ASZ1170	OO74- Propeller Shaft Bulkhead Gland/ Adapter Plates	100%	06-Jul-20 A	07-Aug-20	09-Jul-20	06-Aug-20	150	19	9	-92
801ASZ1080	OO200- Rudder Angle Indication/ Steering Gear Alignment - Survey housing & confirm if correct	100%	20-Jul-20 A	24-Jul-20 A	13-Jul-20	24-Jul-20	4	9	0	
801ASZ1010	OO111 - Stern Tube Header Tanks (P&S) & Monitoring Tank	0%	27-Jul-20	04-Sep-20	29-Jun-20	17-Jul-20	24	29	29	-93
801ASZ1030	Propellor Cones (P&S) (Wartsilla update req'd)	0%	27-Jul-20	27-Jul-20	08-Jul-20	17-Jul-20	0	0	0	-83
801ASZ1110	Thruster Unit Oil Removal & Overhaul - Procedures required	0%	27-Jul-20	27-Jul-20	05-Aug-20	06-Aug-20	0	0	0	-83
801ASZ1220	OO108/00131- Pipework Between Header Tank & Stern Tubes/Prop Shaft Oil System	0%	27-Jul-20	07-Aug-20	06-Jul-20	09-Jul-20	88	9	9	-92
801ASZ1330	Survey Hull equipment shell penetrations & assoc pipework	0%	27-Jul-20	31-Jul-20	29-Jun-20	03-Jul-20	0	5	5	-88
801ASZ1360	Dry Docking watertight integrity checking	0%	27-Jul-20	06-Aug-20			37	8	8	-91
801ASZ1040	Inspect CPP Propellers (P&S) - Ensure powerpack onboard	0%	30-Jul-20	04-Aug-20	30-Jul-20	04-Aug-20	16	3	3	-89
801ASZ1180	OO88- Forward Thruster Hydraulics - To be demonstrated to CMAL	0%	30-Jul-20	31-Jul-20	20-Jul-20	21-Jul-20	8	2	2	-88
Change packages			06-Jul-20 A	14-Aug-20	09-Jul-20	06-Aug-20	314	29	14	-78
801SWZ990	CN127 - Insert plates required IWO clam shell hinge brkt misalignment	10%	06-Jul-20 A	31-Jul-20	30-Jul-20	08-Aug-20	198	5	5	-88
801SWZ950	CN126 - Additional stiffeners required at Fr43 below main deck	90%	06-Jul-20 A	31-Jul-20	16-Jul-20	22-Jul-20	25	5	5	-88
801SWZ800	CN108 - Structural mods to upper dk fr81-83 U14 Port. Opening to be reduced	0%	27-Jul-20	31-Jul-20	09-Jul-20	15-Jul-20	17	5	5	-88
801SWZ820	CN111 - Yard supplied parts to be added at installation of Mezz Deck ramp as per TTS instructio	0%	27-Jul-20	31-Jul-20	23-Jul-20	29-Jul-20	23	5	5	-88
801SWZ1040	CN61 - Insert plates required IWO casing units main deck to upper deck	0%	27-Jul-20	14-Aug-20			56	14	14	-78



Good progress made around the production scope for Dry Docking.

Daily meetings now happening to discuss and understand issues as they arise.

9. Schedule Overview (4)

Zone 02 – Pre-Dry Docking Programme

Activity ID	Activity Name	Activity % Complete	Start	Finish	BL Project Start	BL Project Finish	Planned Hrs	OD	RD	Total Float	2020						
											May	Jun	Jul	Aug	Sep	Oct	Nov
Zone 02 - Pre Dry Dock Scope			13-Jan-20 A	17-Sep-20	02-Dec-19	18-Aug-20	2426	197	38	103							
801A1730	ER Mods / Hatches / Void Axi-Locks 801	100%	13-Jan-20 A	19-Jun-20 A	02-Dec-19	15-Jun-20	1940	130	0								
801Z1211041	Z02 - Deconstruct Cryo LNG pipework - Generator Room/ Engine Room	99%	06-Jul-20 A	27-Jul-20	08-Jun-20	19-Jun-20	37	10	1	-36							
801Z1211071	Z02/03 - Cryogenic pipework - Preparation for installation (ICE)	100%	06-Jul-20 A	17-Jul-20 A	25-May-20	19-Jun-20	0	5	0								
801Z1211051	Z02 - Check axilock installation against new procedure - Prod/Sign off by QC	100%	06-Jul-20 A	10-Jul-20 A	29-Jun-20	10-Jul-20	27	10	0								
801Z1211021	Z02 - OOR 221 - 20 off Axilocks to replace	100%	20-Jul-20 A	24-Jul-20 A	13-Jul-20	24-Jul-20	37	10	0								
801Z1211081	Z02 - Remove redundant pipework from Tank Top	0%	27-Jul-20	10-Aug-20	29-Jun-20	10-Jul-20	37	10	10	-45							
801Z1211131	Z02 - Survey Axilocks - Release couplings on HT & LT systems and verify	0%	27-Jul-20	04-Sep-20			0	29	29	-33							
801Z1211141	Z02 - Deconstruct ICE list of redundant pipework (91 off)	0%	27-Jul-20	13-Aug-20			300	13	13	-42							
801Z1210981	Z02 - 18 off BHD Penetrations not correctly welded - Survey and complete	0%	30-Jul-20	13-Aug-20	09-Jul-20	22-Jul-20	48	10	10	-27							
801Z1211001	Z02 - Rotation of ER Purifier Module	0%	08-Sep-20	08-Sep-20	27-Jul-20	06-Aug-20	0	0	0	-7							
801Z1211011	Z02 - Cable tray change & cable in way of DG room alternators	0%	08-Sep-20	17-Sep-20	07-Aug-20	18-Aug-20	0	8	8	-7							
801Z1211061	Z02 - Final Weld Pipe Supports	0%	08-Sep-20	15-Sep-20	27-Jul-20	10-Aug-20	0	6	6	-65							
Zone 02 - Engine Room/Generator Room Owners Observations			29-Jun-20 A	10-Sep-21	29-Jun-20	08-Feb-21	209	303	283	151							
801Z1210851	Z02 - OOR31 Ballast tank suction	100%	29-Jun-20 A	24-Jul-20 A	29-Jun-20	03-Jul-20	48	5	0								
801Z1210991	Z02 - OOR295 Ballast pipework clash with FW line	0%	20-Jul-20 A	29-Jul-20	21-Jul-20	23-Jul-20	37	3	3	420							
801Z1210891	Z02 - OOR249 Starting Air Bottles Base Supports	0%	27-Jul-20	29-Jul-20	06-Jul-20	08-Jul-20	20	3	3	-27							
801Z1210901	Z02 - OOR257 Starboard Sea Suction Chest	0%	30-Jul-20	30-Jul-20	09-Jul-20	15-Jul-20	0	0	0	45							
801Z1210921	Z02 - OOR317 Galvanised Pipework with poor weld fusion & lack of weld spatter removal	0%	30-Jul-20	04-Aug-20	16-Jul-20	20-Jul-20	20	3	3	45							
801Z1210861	Z02 - OOR133 P&S Pony Motors	0%	18-Dec-20	04-Jan-21	27-Oct-20	02-Nov-20	32	5	5	320							
801Z1210871	Z02 - OOR134 Motor Efficiencies Minimum Classification	0%	05-Jan-21	07-Jan-21	03-Nov-20	05-Nov-20	16	3	3	320							
801Z1210881	Z02 - OOR153 Damage to Gearbox Pipework	0%	08-Jan-21	12-Jan-21	06-Nov-20	10-Nov-20	20	3	3	320							
801Z1210911	Z02 - OOR268 Sea Water Pumps - Eductor System	0%	06-Sep-21	10-Sep-21	02-Feb-21	08-Feb-21	16	5	5	21							

Zone 02 – Now received deconstruct info for Zone 02 which we have now planned in as a workpack.

9. Key Deliverables / Milestones Status

Programme Milestones					
ID	Team/Discipline	Milestone Description	Baseline Date	Forecast/Achieved	Status
2020 Q1					
2020-01	FMPG	Agree Design Contract with ICE Engineering	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	April 20	ITT issued 17-Apr-2020
2020 Q2					
2020-06	[redacted]	Zone 2 - Issue 3D Model for 90% Review	April 20	15-Jun-20	
2020-07	Production	802 - Commence Fabrication of Remaining Units	April 20	Aug-20	COVID-19 Impact.
2020-08	Production	801 - Fwd Mooring Deck Structure Complete	April 20	Aug-20	COVID-19 Impact.
2020-09	[redacted]	Zones 5, 10 & 11- Start 3D Modelling	April 20	May-20	Z05 - 06-Apr-2020/ Z10 - 04-May-20 / Z11 - 27-Apr-20
2020-10		Zone 2 - Freeze 3D Model	May 20	Jul-20	
2020-11	Production	802 - 1st Unit Erected at Berth	May 20	Oct-20	COVID-19 Impact.
2020-12	[redacted]	Zones 1, & 8 - Start 3D Modelling	May 20	Jun-20	Z01 & Z08 - 18-May-20
2020-13		Zone 2 Engine Room Approved Pipe Drawings Issued	June 20		
2020-14		Zones 9 - Start 3D Modelling	June 20	Jul-20	

9a. Milestone Slip Chart (Ship 801)

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	<p>Date impacted by COVID-19 lockdown. Date moved within the plan to support initial return to work date of 24th-Apr</p>
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	
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	
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	
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	
Baseline	02-Feb-21														
Current	02-Feb-21														
Variance	0														
Baseline	1														
Current	1														
Variance	0														

No progress due to Covid-19 lockdown

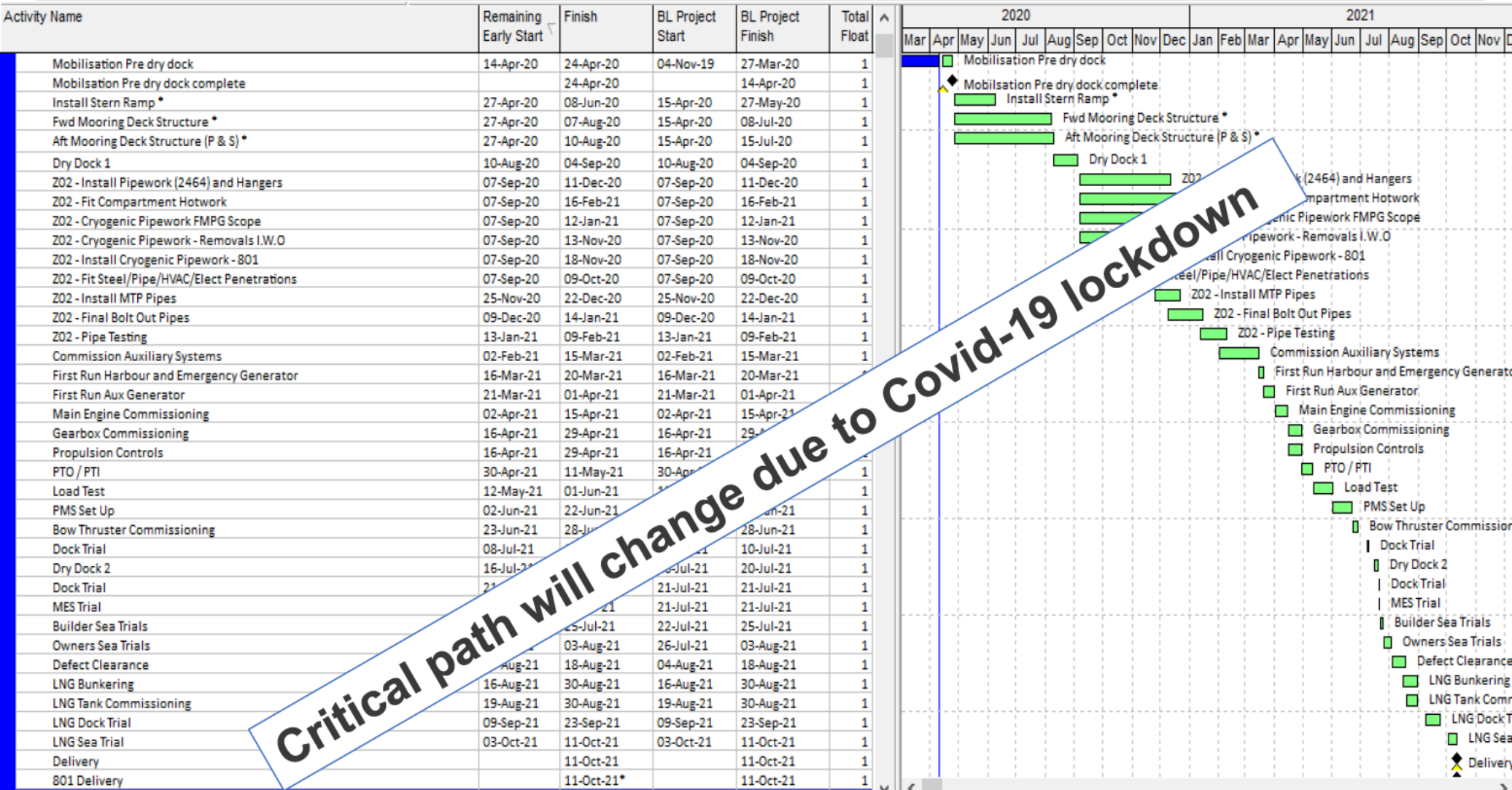
9a. Milestone Slip Chart (Ship 802)

802 -- Pre-Launch



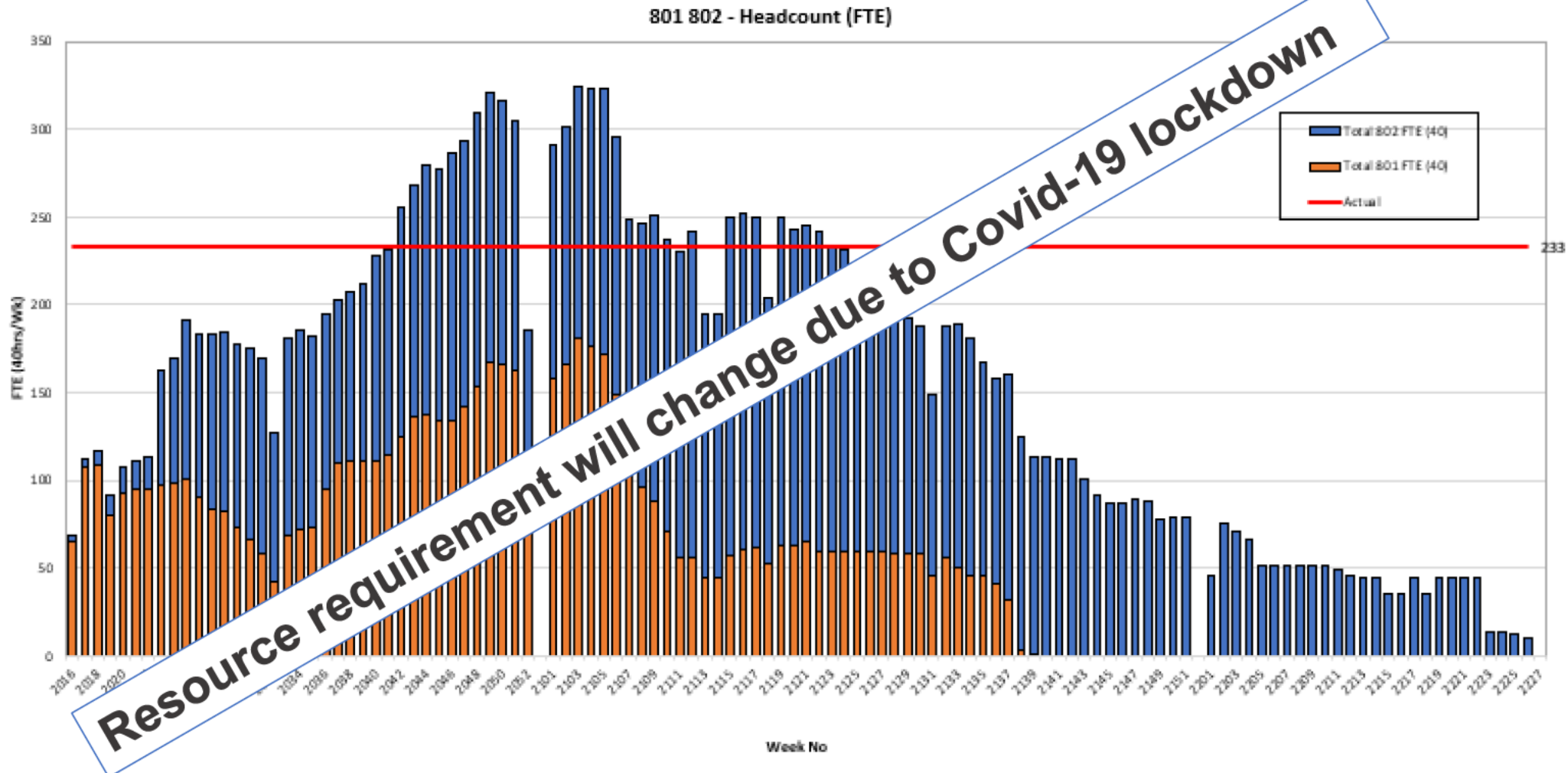
No progress due to Covid-19 lockdown

9b. Ship 801 Critical path



Critical path will change due to Covid-19 lockdown

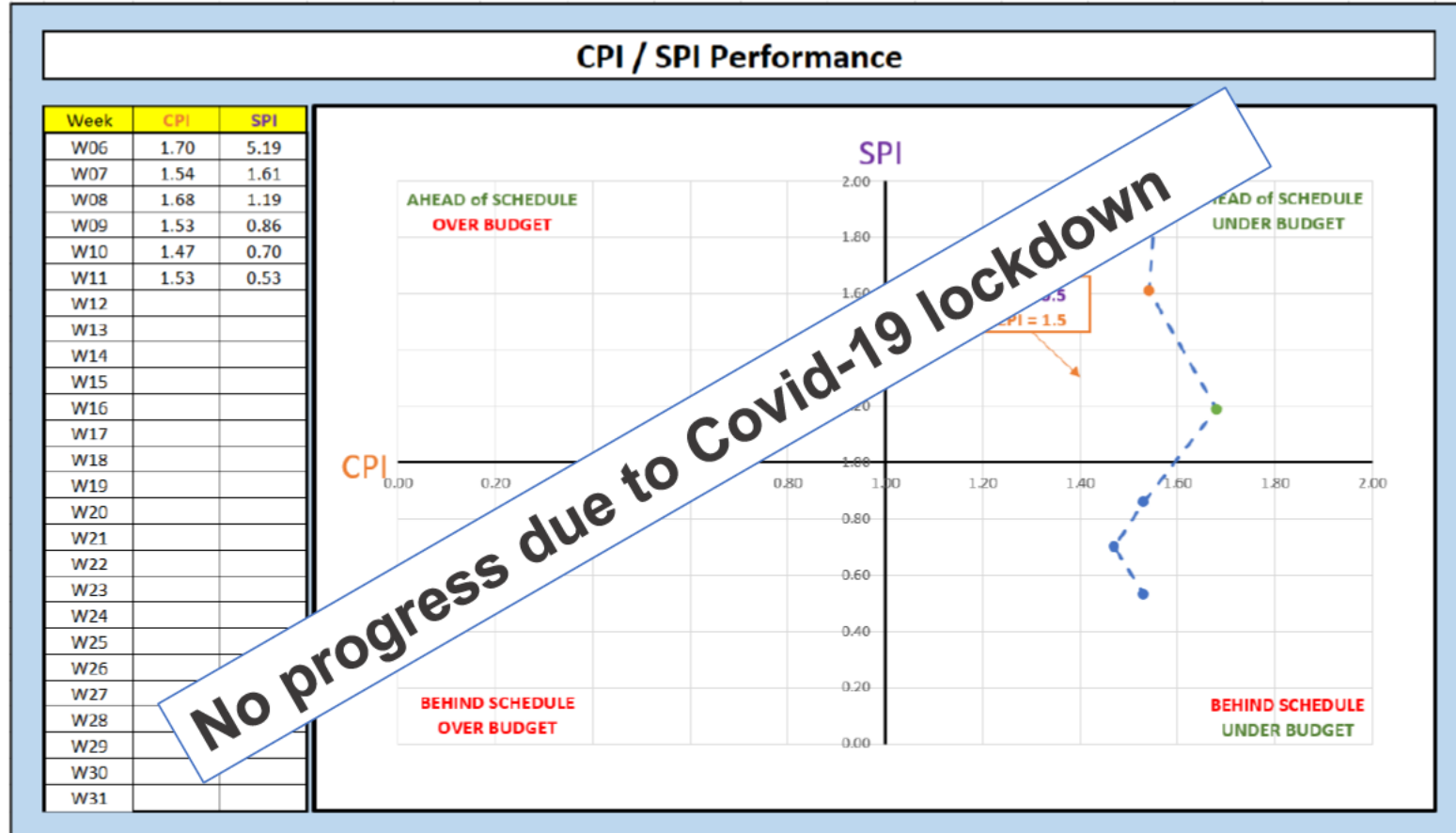
10. Resource Profile



[redacted]

12. SPI & CPI Trends

Based on the 2020 Q1 Plan



13. Sub-contractor Status

Subcontractor	Scope of Work	Forecast contract date	Status
[redacted]	Electrical design and commissioning	July	Proposal to use [redacted] to complete remaining works. Approval has been received from both CMAL and SG. A VEET notice has been published
[redacted]	Accommodation outfit	July	A review meeting was held on 21 st July. The aim is to contract by early August.
[redacted]	HVAC	August	Revised cost proposal has been submitted. Alignment on remaining scope of work to be clarified before new contract can be finalised. A review has been arranged for 29 th July
[redacted]	Main machinery	August	Agreement reached to settle all legacy financial matters. Focus now needed to make new agreement for maintenance and support activities.
[redacted]	Pipe manufacture	July	Three successful tenderers have been selected and standstill letters have been issued and conclude on 5 th August. The framework will then proceed. A further [redacted] is required as the volume requirements for both ships cannot be supported. This will be issued after 5 th August.
[redacted]	Cable installation and termination	September	The [redacted] is expected to be issued during the week of 27 th July

14. Risks – Top 10

Risk Category	Risk identified by:	Risk Description	Controls in Place	Current Impact	Current Likelihood	Current Risk Score	Change to Risk Score	Action Planned	Target Imp	Target Lik	Target Risk Score	Change to Risk	Target Date	Risk Owner	Date Last Updated	Date Last Reviewed	Change explanation
87	Project	[redacted]	COVID 19 has required the shutdown of the yard and may have a significant impact to deliver	Home working established where possible. Procurement, Engineering, Finance, Quality and Management have been established	50	5	250	1. Establish homeworking - IT requirements implemented 2. Continue engineering programme with [re] 3. Use of Microsoft Teams 4. Continue equipment movement from Westway and stock check 5. Continuous development of programme 6. monitor situation and enforce policies	50	5	250	Impacted	[redacted]	Mar-20	Jul-20	No production work. Engineering programme remains on plan. No work in new stores allowed. Assessment of impact to be made.	
88	Project	[redacted]	COVID 19 - there is a risk that a second wave may impact the yard or its suppliers	maintain the onsite social distancing policies	50	5	250		50	5	250		[redacted]	Jul-20			
86	Supply Chain	[redacted]	Materials has been stored offsite at Westway in poor conditions and unmanned. The material condition and level of stock is uncertain and	New facility opened, equipment relocated and stock check and physical condition established. Stock to be entered on Factory Master	50	5	250	1. relocate all offsite materials to a new storage facility 2. undertake a stock take 3. improve store location capability	50	4	200		[redacted]	30-Oct	Jul-20	A new facility is now open, equipment is being relocated and stores will then be inventoried - work stopped due to COVID. As of July, work has recommenced to move stores into new facility. A sample materials check has	
22	Project	[redacted]	Workpackaging arrangements are not robust enough to control properly the work sequence and capturing performance	No workpackaging arrangement currently in place	50	5	250	1. Introduce a process for workpackaging 2. Improve the organisation to deliver the new process	50	3	150	▼	[redacted]				
35	Production	CMAL	Unable to recruit or retain Production staff in the required numbers, with suitable qualifications and experience	Resource plans from revised programme, together with yard plan 31/03/20 Complete and Apprentice programme/intake uw	50	5	250	1. develop the programme resource demand 31/03/20 [red]now available planning 2. produce a yard resource plan showing all projects 31/03/20 [red]now	50	3	150		Closed	[redacted]	Oct-19		This risk has now been combined with risk no 85 and can therefore be retired
37	Project	CMAL	Late delivery of 801/802	Risks associated with late delivery are captured elsewhere in the risk register with planned controls	50	5	250	1. Include a time allowance for programme slippage	50	3	150		[redacted]	Sep-19	Jul-20	Programmes are being re-baselined to take account of the COVID impact	
38	Project	CMAL	Programme launch date of 802 not met	Risks associated with late launch are captured elsewhere in the risk register with planned controls.	50	5	250	1. Include time allowance for programme slippage (same as late delivery)	50	3	150		[redacted]	Sep-19	Jul-20	Programmes are being re-baselined to take account of the COVID impact	
85	Production	[redacted]	Production resource labour rates are below industry sector and may require an increase to be competitive in attracting and retaining resource Unable to recruit or retain Production staff in the required	Resource plans from revised programme, together with yard plan	50	5	250	1. review allowance against market rates 2. Include allowance for ptential increase 3. Part of annual wage negotiations 4. develop the programme resource demand	50	3	150	▼	[redacted]				
14	Project	[redacted]	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	As part of the re-baselining, OOR's, 200 series drawings and other sources of information have been reviewed, costed and added to the programme. Future rework will be controlled by a more robust engineering change	50	5	250	1. Completion of re-baseline evaluation 2. Updated and improved change control process 3. Allow additional time in the commissioning programme	25	5	125		[redacted]	Sep-19	Jul-20	a change control process has been implemented. OOR's have been incorporated into the model. CN's and 200 series have been included in the programme. A number of changes have now been raised.	

[redacted]