

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

Programme Director: [redacted]

Review Period: March 2020

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



1a. SHE

[redacted]



S/#	Title	This Months Figures		Cumulative	Events (NM/MT/FA/PD ETC...)
01	Total Man Hours <small>(provided by Planning Department for 801 and 802 only)</small>	8,378.59		16109.31	<ol style="list-style-type: none"> Lost Working Day Case – Operative dropped a strongback on foot whilst loading pallet with strongbacks. Report complete and accessible through SHEQ file in G Drive. Medical treatments – <ol style="list-style-type: none"> Operative cut wrist/hand whilst working near sewage. Operative received first aid in house but was sent to hospital as a further measure due to the operative working with/near sewage. Operative had a reaction to degreaser on hands. First aider cleaned degreaser from hands and sent operative to hospital due to reaction. First Aid – 3 cuts to hands, 1 cut above eye, 1 foreign body in eye, 1 burn to neck Fire incident – 802 report concluded and sent to relevant departments, available in SHEQ file in G drive Environmental incident – Sewage overflow – closed. Other – 2 logs in First Aid book relating to injuries which did not happen on site. 1 finger wound cleaned and dressed, and 1 eye injury washed out and referred to hospital due to infection.
02	Man Power <small>(provided by HR)</small>	Direct	218	N.A.	
		In-Direct	103		
		Total	321		
03	RIDDORS	0		0	
04	Fatality Case (Fatal)	0		0	
05	Lost Working day Case (LWC)	2		2	
06	Medical Treatment Case (MTC)	2		3	
07	First Aid Case (FAC)	6		10	
08	Property Damage (PD)	0		0	
09	Near Miss (NM)	0		2	
10	Fire Incident (FI)	1		1	
11	Environmental Incident	1		1	
12	Total Number of Recordable Injuries	10		15	
13	Total Number of Days Lost	6		6	
14	Total Recordable Incident Rate (TRIR Yard Wide) <small>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</small>	17.81		11.52	
15	Lost Time Incident Rate (LTIR Yard Wide) <small>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</small>	8.90		4.61	

Description			This Month
Site Safety Inspection	4	Pipe Shop/Engineers Shop West Shed and Module Hall 802 803 and Top Shed	
Toolbox Talks	2	Absence Reporting Process SHEQ Bulletin - Misuse of facilities	
Policy/Paperwork Reviews	2	Top Man for confined space Permit Passport	
Training Courses	2	ERT Training for 8 operatives delivered Gas Free Training delivered for 12 operatives	

SHEQ Initiatives	
SHEQ Monthly Meeting held 27.02.20 – 41 Open issues on agenda to be actioned and closed out by next meeting. 11 issues closed out from previous meeting.	
Smoking Shelter Upgrades in progress	
Occupational Health for operatives working with Aluminium – first group completed	
3M Mask meeting held for discussion between SHEQ, Production and Trade Unions for upgrading RPE.	
801 Permit Office up and running to increase production time	
Spill Kits upgraded across site	

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		G	
2.2	Arrange a cryo pipe review	[red]	20/3			G	
2.3	Chase up [redacted] for hazardous zone and scantling response. Raise with [redac] if required	[red]	20/3	27/3		B	• Raised with [redacted] response recieved
						G	
						G	
						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 Factory Master. Inventory can be coded to align with P6 plan 		G	↔
Inventory is properly identified in Factory Master 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"> [redacted] have commenced work on Z2 – first model review planned for 2nd April Schedule to be baselined next week – including control account budgets Transfer of materials from Westway to new stores has commenced on plan Monthly risk reviews will recommence in March Subcontract pipe manufacture tender is being prepared for the 1st major public procurement. Timescales are tight but achievable currently 	<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 Factory Master for pipe procurement and installation CMAL identified possible opportunity to remove the vapour return line Possible use of dry dock at [redacted]
Failures	Threats
	<ul style="list-style-type: none"> Coranova virus – potential serious impact to operations – working at home implemented where possible [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] FM(PG) engineering resource to [redacted] design reviews and information requirements is a critical concern – decision made to move 805 completion to [redacted], technical leads now focused on 801 Production resource to support the plan – short term requirements reviewed but no forecast supply as yet Cryogenic pipework at ship will require re-routing – also lack of resource [redacted] will supply a resource but concern over routing [redacted] response for hazardous zones and scantlings slow. Escalate issue with [redacted]
Impact Statement / Help Needed	

5. Quality

[redacted]



Defect Register												
Ship Number	Inspection Report	Area/Unit	Part No.	Defect	Survey Undertaken	Defect code	Date Found	Action Owner	Date Actioned	QC Signature 1	QC Signature 2	Evidence
801	37	Bow Thruster Room	N/A	Red heater missing	[redacted]		10/01/2020	Plant Department		[redacted]		Link
801	37	ECR Room	N/A	Red heater missing			10/01/2020	Plant Department				Link
801	37	Auxiliary Room	N/A	Electric/hydraulic valves to clean & cover			10/01/2020	Outfitting Department				Link
801	37	Auxiliary Room	N/A	Emergency fire & general service pumps to clean & cover			10/01/2020	Outfitting Department				Link
801	37	Auxiliary Room	N/A	Desmi x10 pumps to clean & cover			10/01/2020	Outfitting Department				Link
801	37	Auxiliary Room	N/A	Domestic freshwater panels to clean & cover			10/01/2020	Outfitting Department				Link
801	37	Auxiliary Room	N/A	Drencher pump damage to impeller cover			10/01/2020	Engineering Department				Link
801	37	Auxiliary Room	N/A	Drencher pump damage to air solenoid pipe			10/01/2020	Engineering Department				Link
801	37	Engineers Dry Store	N/A	Ventilation damaged from AC Unit 9			10/01/2020	Outfitting Department				Link
801	37	Engineers Dry Store	N/A	Ventilation control area needs cleaned			10/01/2020	Outfitting Department				Link
801	38	Deck 7	N/A	Toilets Damaged			31/01/2020	Outfitting Department				Link
801	38	Deck 7	N/A	AC Room Foundation Seat Fractured			31/01/2020	Plating Department				Link
801	38	Deck 7	N/A	AC Room Water Ingress			31/01/2020	Outfitting Department				Link
801	38	Deck 7	N/A	Ventilation Uptake x4 Water Ingress			31/01/2020	Outfitting Department				Link
801	38	Deck 6	N/A	Toilets Damaged Aft & Fwd			31/01/2020	Outfitting Department				Link
801	38	Deck 5	N/A	Water Ingress Bhd 22 Stbd			31/01/2020	Outfitting Department				Link
801	38	Deck 5	N/A	Water Ingress Bhd 39-43			31/01/2020	Outfitting Department				Link
801	38	Deck 5	N/A	Drilled Holes in Tri.Clad			31/01/2020	Plating Department				Link
801	39	Engine Room	N/A	Automatic valves to cover			07/02/2020	Outfitting Department				Link
801	39	Engine Room	N/A	Kongsberg electrical control unit & air dryer unit to cover			07/02/2020	Outfitting Department				Link
801	39	Engine Room	N/A	Air compressor to cover			07/02/2020	Outfitting Department				Link

- QA Defects across all groups/disciplines collated and controlled centrally**
 - Survey Type
 - C&P, OOR's, Pre survey, Dry Survey, Patrolling, NDE, RI, NCs...
 - Defect Code being allocated to allow analysis of data and dashboard style visual management
 - Date closed out and verified complete by QA/QC
 - Evidence Link
 - C&P report, NC Report, Dry Survey sign offs...

PROJECT No.: 801 CARE+PROTECTION		FERGUSON marine	
Survey No.: 37	Location: Quayside	Date: 10/01/2020	
Unit / Part No.: Zone 3		PROJECT No.: 801 CARE+PROTECTION	
Inspected By: Brendan Conna		FERGUSON marine	
Defects Found Bow Thruster Room requires heater ECR Rooms requires red heater Auxiliary Room electric/hydric valves (Photo 1) Emergency fire 8 general serv pumps (Photo 2) Desmi x10 pumps (Photo 3) Domestic freshwater panels (Photo 4) Drencher pump damage to air cover (Photo 5) Drencher pump damage to all solenoid pipe (Photo 6) Engineers Dry Store ventilatic damaged from AC Unit 9 (Photo 6) Ventilation control area (Photo 6)			
Additional Information Auxiliary Room protection pile			

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			↔			
Safety	G	G			↔			
Quality	G	G			↔			
Customer Satisfaction	G	G			↔			
Schedule	G	G			↔			
Finance	G	G			↔			
Technical	G	G			↔			
Subcontractor	G	G			↔			
Resources	G	G			↔			
Risk	G	G			↔			

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%
Total			
Traffic Light	<80%	<90%	>=90%
Cost Perform.			
	Current	Previous	Prior
CPI	0.9	0.75	1.00
Cost Variance	-£3,006	-£3,009	-£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			

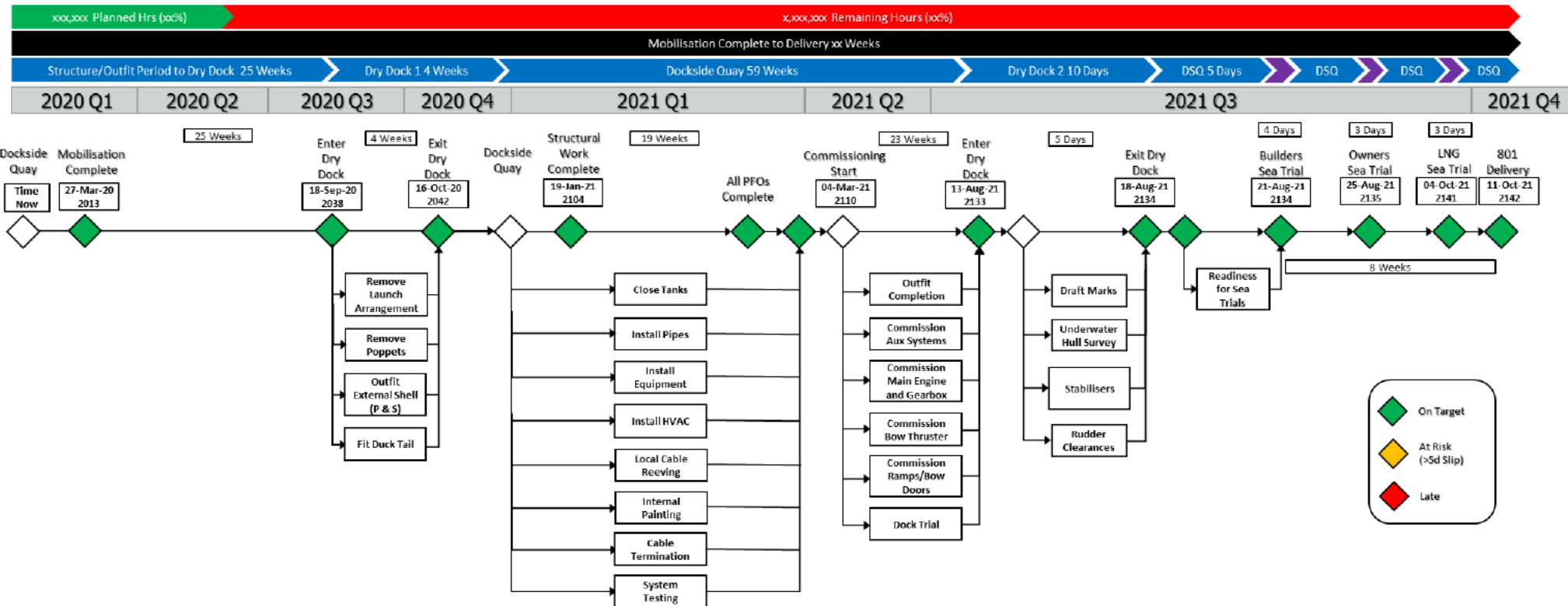
Quality			
Acceptance			
	Planned	Actual	Adherence
Ship 1	5	5	100%
Ship 2	5	5	100%
Ship 3	5	5	100%
Other	0	0	0%
Total	15	15	100%
Traffic Light	<90%	<95%	>=95%
Operational Rework (% of Total Hours)			
	Current	Previous	Prior
Ship 1	0.0%	0.0%	0.0%
Ship 2	0.0%	0.0%	0.0%
Ship 3	0.0%	0.0%	0.0%
Other	0.0%	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			

8. Schedule Overview (1)

[redacted]



801 Timeline to Delivery

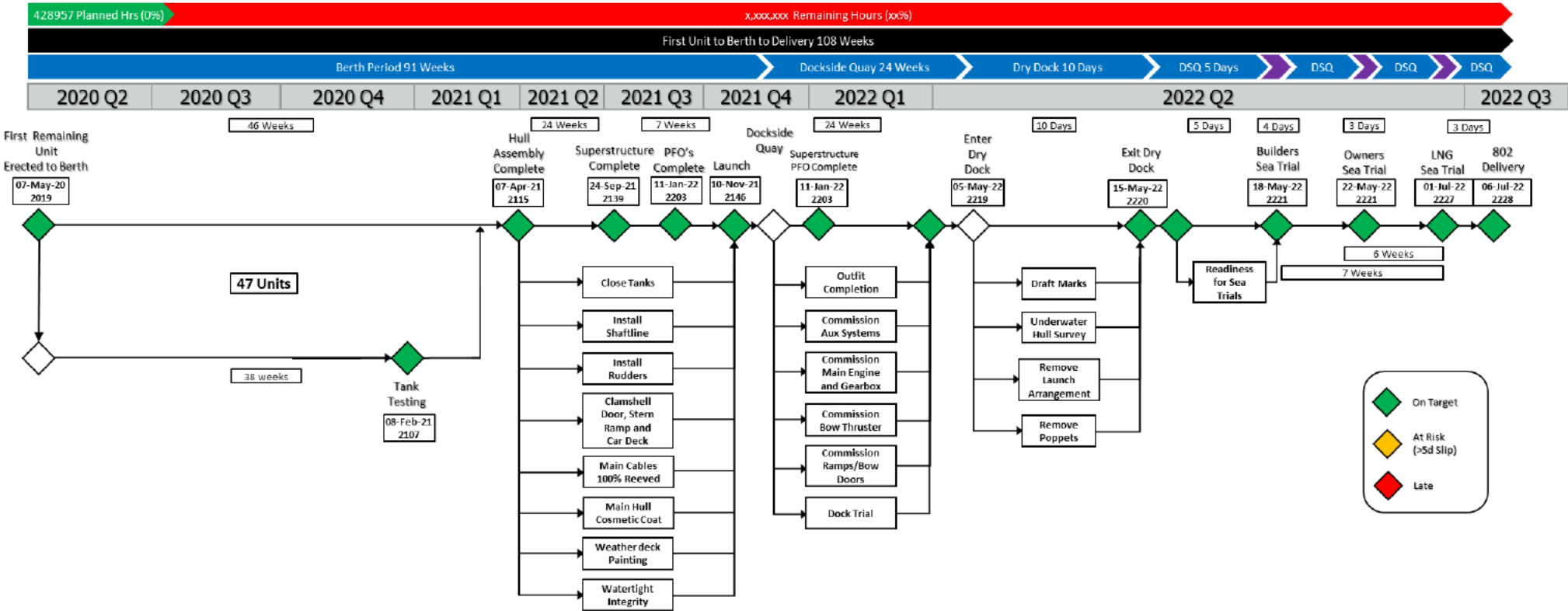


9. Schedule Overview (2)

[redacted]



802 Timeline to Delivery



9. Schedule Overview (3)

[redacted]

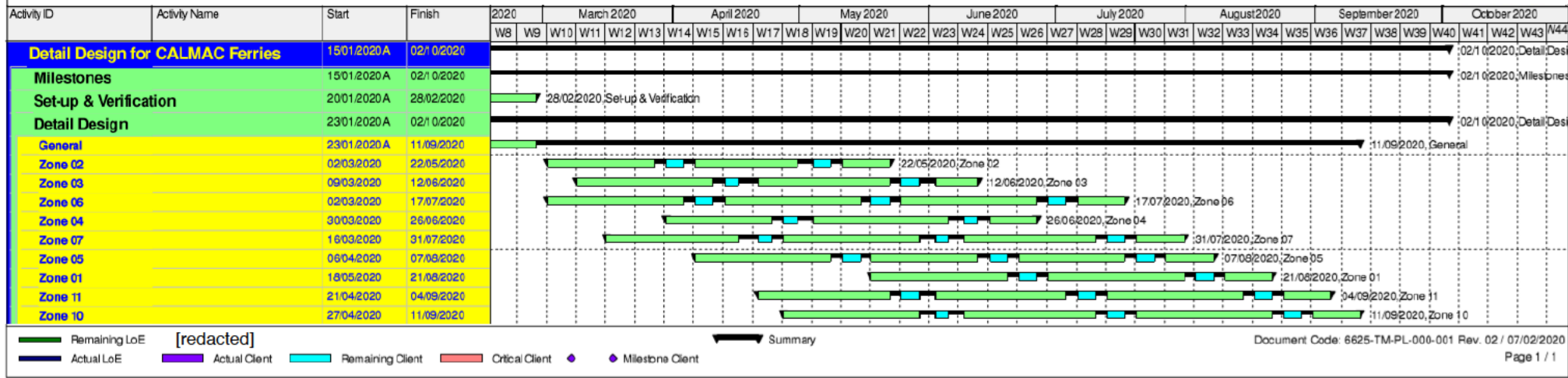


[redacted]

Programme

[redacted]

Detail Design for CALMAC Ferries
Level 2 Schedule - 3D Model (draft 5)



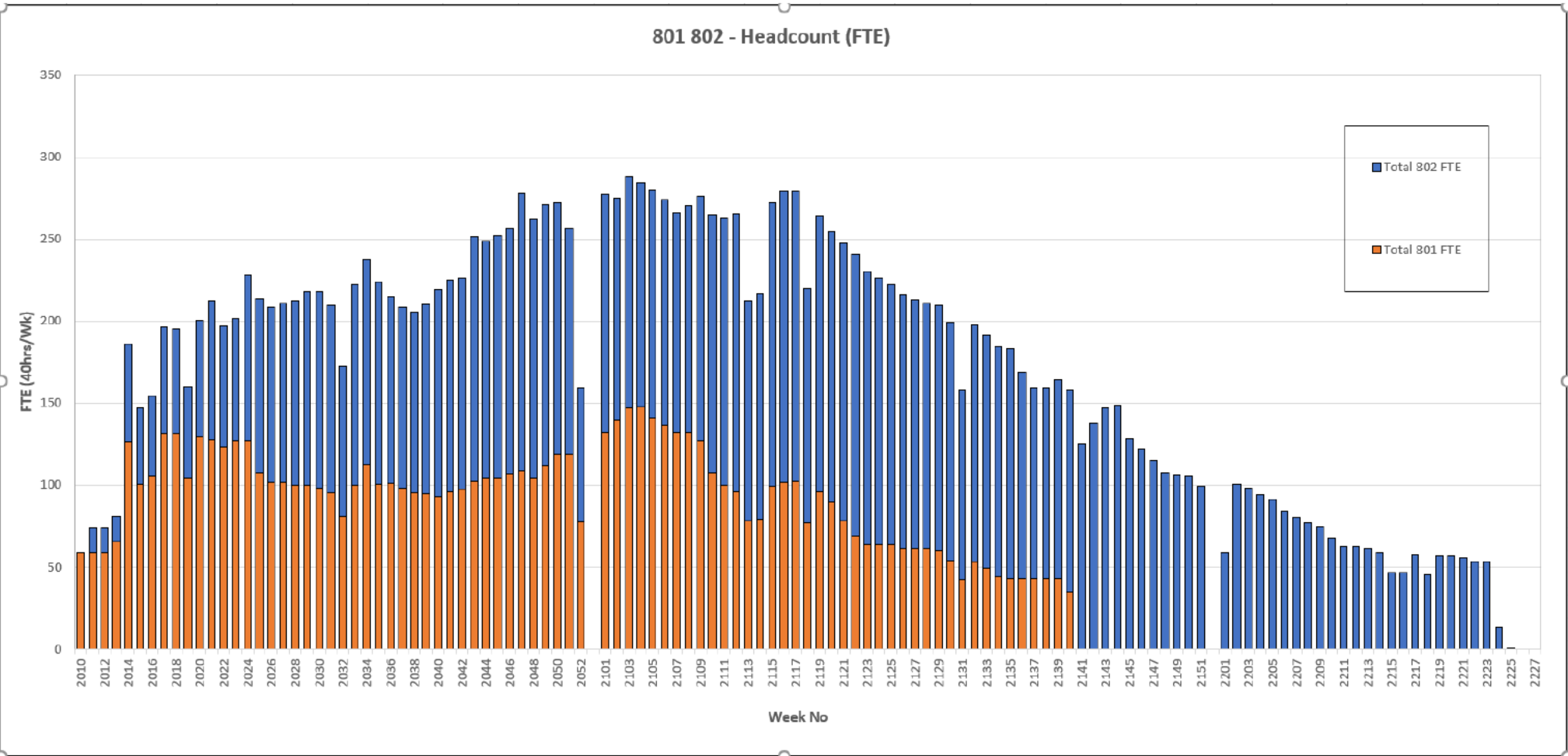
9. Key Deliverables / Milestones Status [redacted]

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	27-Mar-20	801 Only - On Target
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	30-Mar-20	
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		
2020-07	Production	802 - Commence Fabrication of Remaining Units	April 20		Currently Reviewing Erection Sequence/Footprint Availability
2020-08	Production	801 - Fwd Mooring Deck Structure Complete	April 20		
2020-09	[redacted]	Zones 5, 10 & 11- Start 3D Modelling	April 20		
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 Issued	June 20		
2020-14		Zones 9 - Start 3D Modelling	June 20		

TO BE DEVELOPED

10. Resource Profile

[redacted]

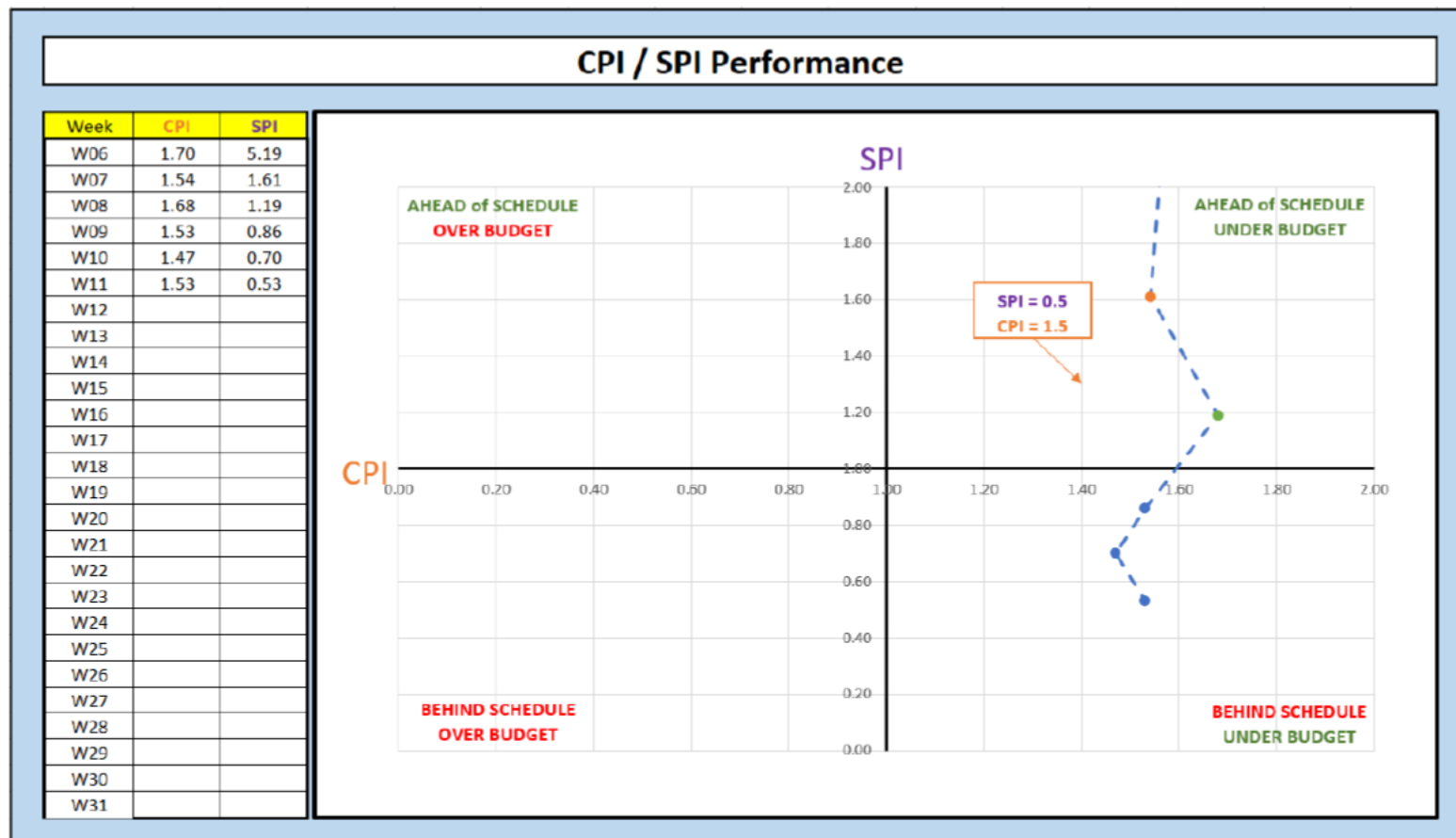


[redacted]

12. SPI & CPI Trends

[redacted]

Based on the 2020 Q1 Plan



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
[redacted]	Accommodation outfit	April	Discussions to commence
[redacted]	HVAC	April	Discussions to commence
[redacted]	Main machinery	April	Initial discussion held, outstanding claim and payments to be resolved
[redacted]	Pipe manufacture	May	ITT to be issued through the public procurement process in March
[redacted]	Cable installation and termination	TBA	Programme requirement to be determined to set procurement timescale

14. Risks – Top 10

[redacted]



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	Risk Contingency	Risk Owner	Date Last Updated	Date Last Reviewed
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	4	200		2,000k	[redacted]		
Impact to the programme of the implementation of the Public Procurement process		50	5	250		1. increase procurement headcount 2. Allow for time in the programme	50	4	200		100k 3 months programme			
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 allowance against market rates 2. Include allowance for potential increase	50	4	200		1,500k			
Materials has been stored offsite at Westway in poor conditions and unmanned. 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 store location capability	50	4	200		1,800k		30th Oct	
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	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. Assumes subcontract labour will be provided at same internal rate 5. Extra supervision may be required	50	3	150		250k		Oct-19	
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		3,500k 3 months delay		Sep-19	
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		3 months delay included in risk 38		Sep-19	Oct-19
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 process	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		1,000k		Sep-19	
Equipment may not work during the setting to work and commissioning phase as a result of being idle for a significant length of time	there is a limited equipment maintenance package for all equipment with the exception of anti condensation heating and main engine supplier maintenance	25	4	100		1. appoint a commissioning manager 2. review maintenance requirements	25	4	100		100k			
The significant number of pipes made but not fitted cannot be found or are obsolete. There is a lack of stock control with pipes located at various places in the yard	There are no controls currently for made and stored pipes	25	5	125		1. Audit of pipes underway and grouping by system 2. Provide better storage location for pipes 3. Review pipes dup icate pipes made against latest iso and scrap surplus 4. Provide an allowance for pipes to be remade	24	4	100		175k		Oct-19	

**TO BE UPDATED - RISK REVIEW
PLANNED FOR 26TH MARCH**

[redacted]