

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

Programme Director: [Redacted]

Review Period: October 2021

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



Contract Summary



Customer	Scottish Government	Contract Start	Contract Effective Date - 1st April 2020				
Agreed Contract value	£110.3M - £114M	Contract Finish	801: 25 July 2022 – 25 September 2022 802: 3 April 2023 - 3 July 2023				
Project Type	Design and Build	Forecast Finish	801 25 July 2022 (under review) / 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	

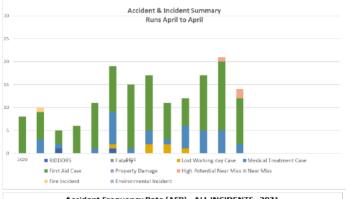
Health & Safety

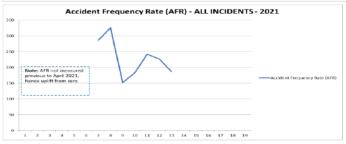


Highlights

- External candidate, appointed to take on the role of Lifting Manager, due to commence Nov 2021. Safety stand down initiated for lifting activities, following number of high potential near misses.
- Permanent candidate, for the role of Head of HSE has been agreed and will commence in post from 1st week of January 2022, following a handover with MA, mid-Dec 2021.
- Previous spike in number of reported positive Covid tests (not yard transmitted), has now settled down. Cases reducing in recent weeks.
- Intention to incorporate accident trend analysis in next report.
- Reduction in Medical Treatment Cases, this period is encouraging, reflected in steady reduction in AFR

Title	This Month	Cumulative
RIDDORS	0	0
Fatality	0	0
Lost Working day Case	0	5
Medical Treatment Case	2	22
First Aid Case	10	76
Property Damage	0	0
High Potential Near Miss	2	3
Near Miss	0	0
Fire Incident	0	0
Environmental Incident	0	0
Total Number of Recordable Injuries	0	1
Total Number of Days Lost	1	48





Traffic Light Report



	Overall Status			Future	Comments				
	Jul 21	Aug 21	Sept 21	Oct 21	Trend	Comments			
Overall Status	A	A	Α	Α	\leftrightarrow	Go live for [Redacted MRP for 801 will be in November and December for 802. QLA will be aligned to these outputs to maximise efficient working			
Safety	O	O	G	G	\leftrightarrow	Permanent Head of HSE agreed and commences week 1, 2022. Lifting Manager will commence from Nov 2021. Priority H&S actions continue to receive attention.			
Cost	O	Ø	O	O	\leftrightarrow	Project Cost EAC remains within target at £110m - 114m. Cost forecast is being continuously monitored and we are still within the window 110M - 114M.			
Schedule	A	A	Α	Α	\leftrightarrow	 Revised 801 Programme being reviewed and will be issued in November. Delivery remains within 2 month window from 25 July 2022. 			
Quality	O	Ø	G	G	\leftrightarrow	 QMS tool, QPulse, implementation kick off 10/11/21. Defect rate is remaining at a low level now that legacy defects are being reviewed and closed weekly. 			
Customer Relationship	A	A	G	G	\leftrightarrow	 Rules of Engagement, renamed "Terms of Reference" have been agreed. Document to be finalized with points of contact and an Organisation Chart. Single point of contact to manage the OOR process established. Formal appointment of CMAL as Buyer's Representative is still to be confirmed. 			
Technical	A	A	Α	Α	\leftrightarrow	LR / MCA approvals is progressing well. P&ID internal review of changes between CMAL approved docs and current status to support resubmission to CMAL Weight Calculations now complete. Stability in hand.			
Supply Chain	G	G	G	G	\leftrightarrow	Senior level meeting with [Redacted UK reset the working relationship and both parties working well together.			
Operations	A	A	Α	Α	↑	Additional [Podacted] employees now on site (c.80 total) further additions being progressed for post Christmas - making a positive impact on progress of hotwork packages. Focus is on completing 801 hotwork packages			
Commissioning			G	G	\leftrightarrow	Commissioning is scheduled to start on time and commissioning activities now linked to production plan. Test forms are in progress and on track.			
Risk Management	R	R	R	Α	1	The risk register and risk review process have been identified for Process Review and Improvement – in progress – first review of register has been undertaken with a plan to have full review mid Q4			

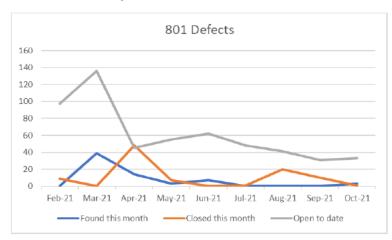
SOFT Report

3011 Report						
Successes	Opportunities					
 Cryodiffusion - All 802 spools now fabricated and due to deliver week 46. Change management process agreed and rolled out and is now being monitored for efficiency and effectiveness. Additional [Redacted resource now on site Weight validation predicting we will achieve the lightship requirements Initial stability calculations are available. Most load cases pass. Additional QC resource added (Pipe, Outfit) Lead DC accepted 	 Build strategy review for 802 to build as blocks for wheelhouse and bow units prior to erection at ship Completion of 802 clam shell doors on slip before launch Continuous employee improvement up-skill by coding of several apprentices throughout the business. Progress reporting metrics rolling out to ship Design changes close to completion Sign off on Terms of Reference (Rules of Engagement) Q-Pulse QMS kick off for project starts 10/11/21. WP / Material [Redacted] implementation. Transition of planning capability to FMPG team as APC contract closes in October 					
Failures	Threats					
Risk Management process needs to be re-established and brought up to date. The review of this process and risk register has commenced, a refreshed risk register will be available for agreement mid Q4	 COVID 19 impact to programme– remains a threat to the programme. PO for additional [Redacted resource in place. Stability – load cases when carrying 16 HGVs did not pass first round calculation and is being reviewed in greater detail. Load cases with 8 HGVs + 57 cars pass so detailed calculations are being conducted to adjust trim for the 16 HGV case and review the pessimistic growth assumption currently applied. Level of change arriving as a result of field engineering review. This is impacting major pipe systems. Work is ongoing to minimise risk, first materials have been received. Resolution of issues with 802 Pipe Spools for Zone 2, 3 and 4 has taken longer than originally anticipated which is impacting the start of installation. 801 valve & instrumentation delivery forecast threat to completion of some pipe systems. 					

Quality

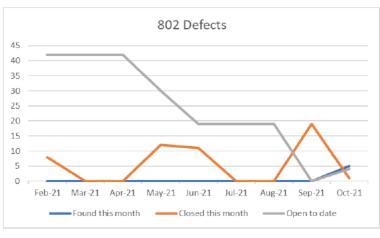


5. Quality 801 & 802



801 - This month's report shows 3 new defects open from last month on 801, 1 defect was closed out this being deflections x3 IWO Deck 6 Walkway Port & Stbd.

801 has continued well with insulation inspections between ourselves and client on aluminium decks, deck 6 deckhead cleanliness and pinning pre inspection check, deck 5 deck head frame 39-51 port and stbd, deck 7 side casings frame 75-105 port and 71-112 stbd.



802 - There has been 6 new defects added this month including rubber damaged by heat during welding on 3 windows block 3 Bulkhead 22 – RCA underway

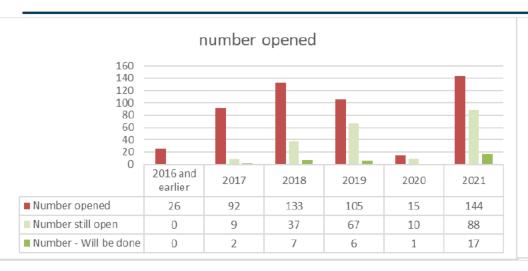
No.6 Aft Trim Tank frame misalignment found –remedial action underway.

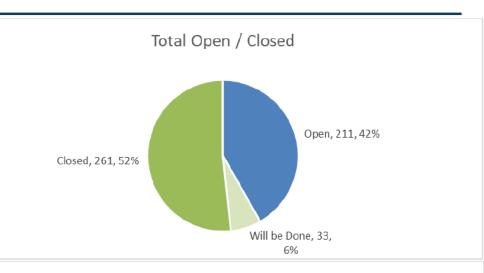
802 surveys have included 45, 46, bilge keel port side, 95, 96, 49 part survey, block 1-2 link up external, block 11-12 link up internal and external, A 5/5.

Remaining defects are being followed up with copies of reports to get a status on these from the responsible department where we hope to be at a low defect rate continuously now that historical defects are being dealt with.

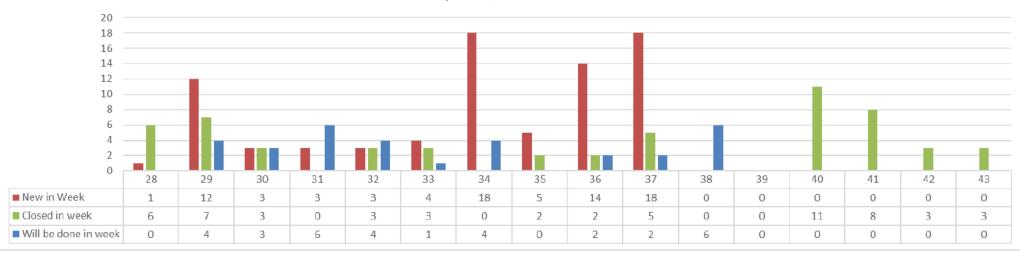
OOR Reviews





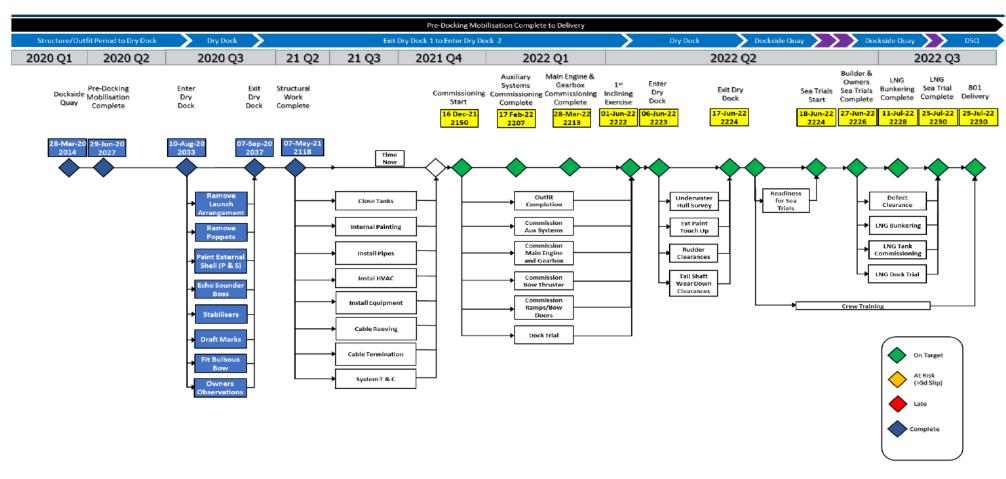


KPIs Opened / Closed in week



801 Milestones





Updated 30th Sept 2021

801 Trades

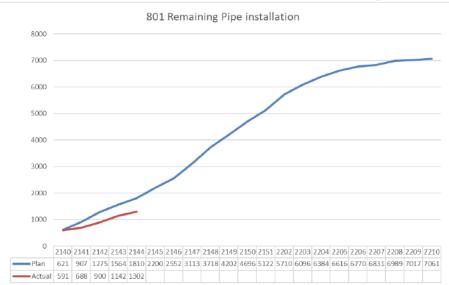


	Status		
	Quality	Schedule	Comments
Steelwork	O	A	 Hull Outfit (HO) steelwork & Pipe spool manufacture being progressed through Manufacturing & Subcontract facilities HO steelwork plan in place to complete priority zones by end November ESAB breakdown is being managed with additional subcontract profiling
Pipe Installation	G	A	Volume of change from Zone 2 modifications sheets understood and modifications underway, materials available. Same exercise underway in all zones Updatedipedated information being reviewed to consolidate new / obsolete spools Plan for system completion for commissioning is in place Weekly review in place on key commissioning systems completion PO placed for chemical clean of LO / FO systems Installation progressing in Zones 1,2,3,4,5,7,10
Electrical Installation	0	A	 More workfaces opened to B-GEN Deck 5 penetrations in place to allow main cable runs to commence to bridge and emergency generator Switchboard clean planned for November Access dates agreed with B-GEN
Upper Decks Insulation & Outfit	O	O	 [Redacted] have submitted their plan in support of the programme. Planning to incorporate minor changes and confirm. Some additional costs expected to complete rework activities AHU room insulation review complete Bonding of windows Deck 6 windows under review with subcontractors
HVAC installation	G	A	Deck 5 installation now underway Tapping straps for aluminium decks are being progressed
Hydraulic Pipe manufacture & install	G	G	[Redacted progressing installation Additional materials now on order with [Redacted]
Structural Insulation	G	Α	Redacted have commenced work Access to areas has been slow to ramp up due to prioritising hotwork packages
LNG Installation	G	A	 Installation underway Express Pipework / Cryodiffusion PO's now in place Cryodiffusion due back on site week 46 to complete pipe runs Tank tie in philosophy being developed with [Redacted to construct RAMS. System flushing / cleaning procedures and SOW in development

801 Pipe Installation

Overall

- Pipe Installation in Zone 01, 02, 03, 04, 05, 07 & 10 is underway using FMPG & [Redacted]
- [Redacted] installation of SFI 309 system now underway in Zone 3 / 4
- Cryodiffusion returning to site in week 46 to continue installation of 801, 802 following completion on 801
- Overall pipe installation curve shown for 801 for remaining spools
- · Issues around penetrations have hampered progress for pipe installation teams
- Protected extended to complete Zone 1, Zone 2 & Zone 4 on 801, and Zone 2 on 802. Additional resource is being
 - added, and will bring team size to c. 52
- Zone 4 for 802 PO in approval process
- Producted / FMPG have focus on FO / LO system completions
- Additional valves now on order



801 Pipe Installation

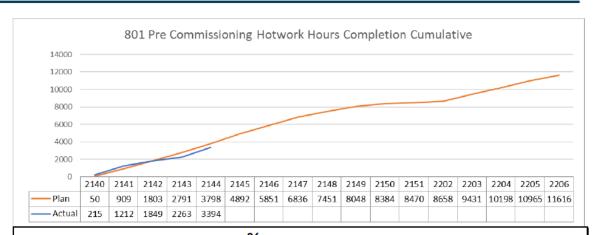
Subzone \ SFI	309	414	571	577	581	582	666	701	704	705	708	709	711	712	713	721	722	725	731	743	801	802	803	803.1	803.2	804	813	815	816	819	821	822	Grand Total
0101													0%								21%			15%	0%						11%	22%	13%
0102	0%								0%		100%		0%		0%				0%					0%	75%	38%	11%				67%		16%
0103	0%				55%	0%			0%		24%		25%		0%		0%		73%		44%			14%	79%	63%	40%			36%	28%	75%	34%
0201				67%				100%	31%	100%			75%	0%	0%	97%	75%					100%		80%	100%						78%	100%	81%
0202	0%			0%	81%	100%	0%	67%	0%	98%	59%	0%	92%	25%	63%		85%		69%	48%	94%	100%	0%	99%	96%	63%	96%			80%	98%		74%
0203	4%			69%	87%	100%	0%	81%	29%	96%	83%	0%	88%	65%	50%	90%	87%	87%	74%	57%	80%	87%		100%	98%	63%	89%			66%	91%	89%	78%
0301		33%		100%	50%	76%		100%		100%											0%			85%	0%	67%						100%	81%
0302								100%											78%												100%		92%
0303	96%	100%				82%		100%	0%	100%	0%						100%	68%	0%	100%	100%			100%	100%		100%	73%		0%	100%	100%	91%
0304	44%			100%	31%	38%		100%	0%	100%					33%		100%		55%					0%	100%		100%			0%	91%	100%	59%
0305	17%	0%			100%	100%		100%	0%						57%		80%		0%					60%	86%	50%	100%				100%		66%
0306	0%				57%	90%			0%		0%	5%						0%	68%		100%			36%	61%		0%	0%		88%	0%	0%	38%
0307	77%			100%	75%	78%		98%	0%	86%		0%	0%		0%		86%		0%			87%		0%	100%	83%	100%	100%		93%	100%		67%
0308	53%	0%				100%		100%	0%				100%		52%		83%		75%					0%	100%	67%	100%	57%			100%		69%
0309	0%	100%			62%	71%		100%		100%		0%	100%		100%		0%	0%	91%			100%				93%	100%	20%		38%	100%		57%
0401	0%	100%			100%	21%			0%								100%		33%		70%			67%	83%	60%	35%	10%	0%	0%	85%	70%	58%
0402	0%		26%	70%	59%	67%			0%							100%	78%		57%		96%			75%	80%		12%	4%	14%	48%	97%		57%
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0702				0%	0%			0%	0%			0%					0%		0%	40%						46%	0%			0%	0%		17%
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Grand Total	14%		9%	25%	18%	34%	0%		14%				78%		_			62%			79%	84%	0%	71%	77%	19%	23%	22%	1%	25%	75%	64%	45%
	309	414	571	577	581	582	666	701	704	705	708	709	711	712	713	721	722	725	731	743	801	802	803	803.1	803.2	804	813	815	816	819	821	822	

801 Hotwork



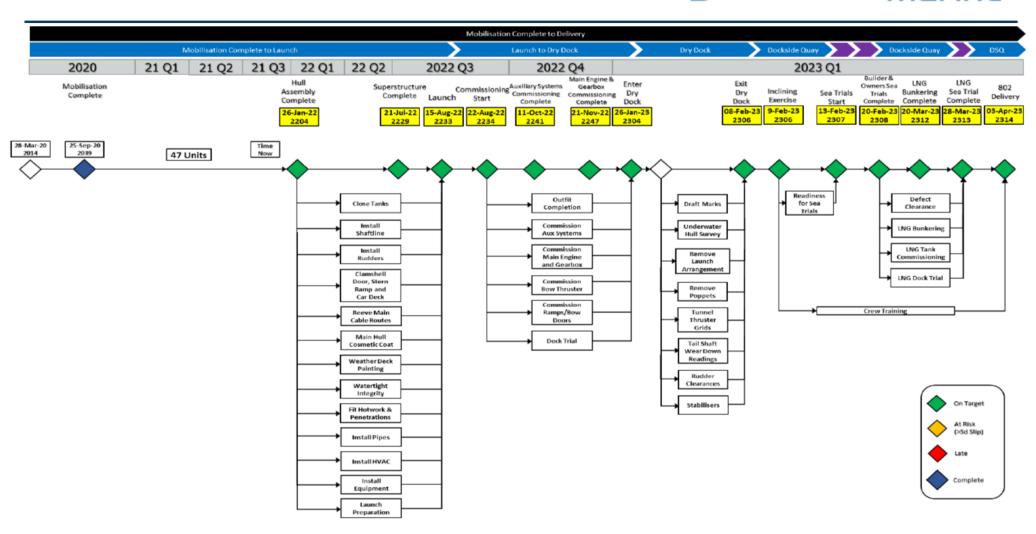
Overall

- Hotwork schedule to completion in place
- Additional [Redacted] resource now in place to support this.
- Additional subcontract manufacture has been used to accelerate provision of major and electrical seats.
- Additional subcontract being used to offset ESAB breakdown



	%age progress											
Zone	Major Seats	Elect Seats	Lift Eyes/ M.Rails	PipePens (Cut)			WW/Stairs/ Pltfms Ldrs/Rails	Struct/ Sketches				
1	97%	0%	0%	28%	70%	91%		88%				
2	100%	100%	100%	100%	100%		47%	71%				
3	90%	97%	73%	69%	70%	32%	14%	30%				
4	82%	88%	84%	20%	27%	50%	46%	73%				
5	0%	0%	0%	0%	0%	0%	21%	0%				
6	15%	30%	0%	0%	6%	21%	5%	46%				
7	43%	19%	0%	62%	10%	0%	0%	73%				
8	25%	0%	100%	0%	64%	39%		10%				
9	0%	45%	100%	0%	41%	74%		0%				
10	2%	17%	100%	0%	40%	14%	0%	0%				
11	91%	0%		0%	21%	100%		0%				
	61%	42%	65%	29%	3%	34%	25%	30%				

802 Milestones



Updated 30th Sept 2021

802 Trades



	Status						
	Quality	Schedule	Comments				
Steelwork	G	A	 HO steelwork being progressed through Manufacturing & Subcontract facilities. Unit A3/5 now erected to ship. Ducktail planned to be erected week 43- Ready to be fitted. Site LR representative to agree weld integration and sequence detail before fitment. Not adding any delay to overall programme. Resource has been constraint, additional 20 [Reducted] tradesmen arrived onsite 04/10/21 allocated to 802. 				
Pipe Installation	G	A	Contract let with reduce for Zone 2 installation. Zone 4 out for tender.				
Electrical Installation	G	O	No current issues impacting cost, schedule or quality.				
Upper Decks Insulation & Outfit	G	O	No current issues impacting cost, schedule or quality.				
HVAC installation	G	G	No current issues impacting cost, schedule or quality				
Hydraulic Pipe manufacture & install	G	G	No current issues impacting cost, schedule or quality				
Structural Insulation	G	G	Initial pinning has commenced				
LNG Installation G G			 Pricing submitted is higher than anticipated due to increase in scope from original PO with FMEL Cryodiffusion tracking for delivery of Spools in early October 				



Lessons Learned

We are now holding a weekly meeting looking at lessons learned from 801 and opportunities improving 802 moving forward. Some opportunities raised to date:

	801	802
1	Compartments within L11 bulkheads with no hot work sign off before mezzanine decks fitment.	All compartments to be signed off and lock out items to be planned in for these areas.
2	Silencers not fitted before Launch, Ship had to be rotated due to crane reach causing additional man hours and cost.	Silencers to be fitted before launch, saving man hours and reducing costs.
3	Funnels not consolidated before launch, Had to be removed to allow silencers to be dropped in.	As per above silencers to be dropped into position and funnels consolidated before Launch.
4	Masts not fitted or outfitted to correct sequence.	Full details of LNG scope now available to integrate onto 802 masts before erection to ship.
5	Wheelhouse windows not fitted.	Windows to be fitted before Wheelhouse is erected onto Ship.
6	Exterior shell not surveyed or signed off before launch.	Exterior shell to be surveyed and signed off, reducing to need for welding at quay side on exterior shell.
7	External walkways and handrails not fitted before launch.	All to be fitted before launch reducing costs and improving safety.
8	Clamshell doors main structure work not started before Launch.	All internal structure to be complete before launch, reducing cost and man hours.
9	Mezzanine decks fitted to early in the build sequence, creating weldability issues.	All L11 bulkheads and Welding/Fabrication works relating to TTS to be complete before installing Mezzanine Decks.

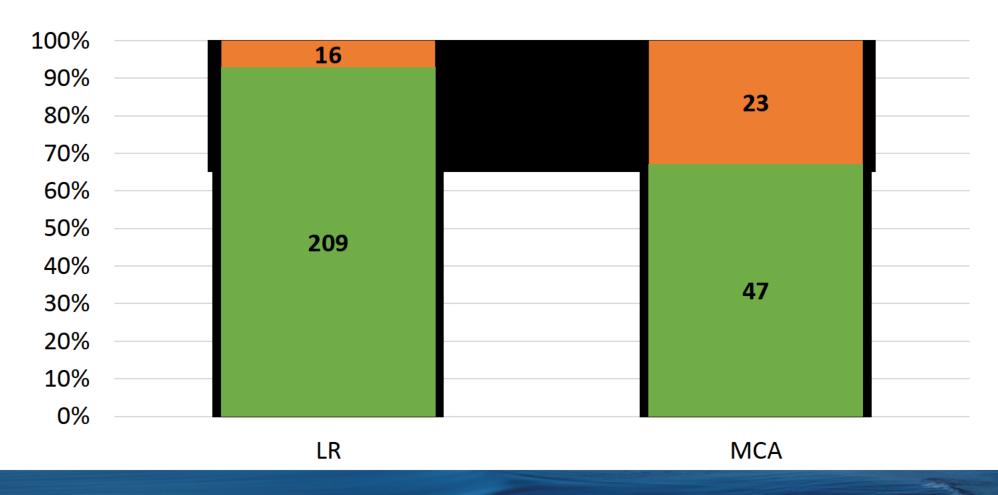
Weight

	Oct Rev 29	Nov Rev 30	Difference	Margin remaining	Remaining to validate	Comments/Highlights				
Group 1-1 Hull Steel	1537.38	1537.38	0							
Group 1-2 Misc. Steel	124.7	124.7	0							
Total Steel	1662.09	1662.09	0	18	25					
					_	<u> </u>				
Group 2 S/S Aluminium	158.81	158.81	0							
Total S/S Aluminium	158.81	158.81	0							
					_					
2-4 Paint	35.34	35.34	0							
Group 3 Cargo Equipment	201.46	201.46	0		4					
Group 4 Ship Equipment	187.67	167.67	-20		13	20t of items validated last month r				
Group 5 Accom. Outfit	565.59	554.73	-11	28.37	51	10t of items validated in month				
Total Outfit	954.72	923.86								
Group 6 Main Machinery	295.34	295.34	0	14.06	25					
Group 7 Machinery Systems	210.08	204.64	-6	6.11	19	17t validated in month				
Group 8 Ships Common	262.31	278.42	+16	9.87	4	48t validated in month				
Systems			110	5.67	7	40t Validated III Month				
Total Machinery & Electrical	767.74	778.4								
Predicted Lightship	3578.7	3558.5		1		95 tonnes validated since last month, 140 tonnes				
Excess weight	25.35	5.15]		remaining to validate.				
Target Weight of the Lightship	3553.35	3553.35		76.41	141 (4% of total)	76 tonnes of margin remain Ship is predicted to be 5t overweight assuming that the 76t margin is consumed.				

Green is at least 90% validated Yellow is at least 80% validated Orange is at least 60% validated

Engineering – Basic Design Status

Green are approved.







Under review at Lloy -	Date Sent to LR	note		
Technical & Domestic Fresh Water System	05/11/2021			
Power Distribution Drawing-Automation UPS	18/10/2021			
Oily Mist Detector	21/09/2021			
Nitrogen System	28/09/2021			
LNG System For ME & DF Gen Sets (Superseded M-519-797-3101-01 to 03)	[Redacted]	waiting on CryoD output		
Heating System	03/08/2021	LR held waiting on		
		scuppers dwg		
Glycol System	28/09/2021			
Gas Detector Layout	21/09/2021			
Freeboard / External Watertight Integrity Plan	27/07/2021			
Foc'sle Deck Additional Steel to Accommodate Mooring Equipment/Machinery	28/09/2021			
(sheeets1-6)				
Exposed Deck Scupper & Drains Arrgt	25/10/2021			
Exposed Deck Scupper & Drains Arrgt	25/10/2021			
Anti Fouling Plan	15/09/2021			
To be submitted to Lloyds (in woi	Expect to complet -	note		
Tank & Capacity Plan	End Nov			
Damage control plan	End Nov			
Cargo Securing Manual	End Nov			



Engineering – Basic Design Status - MCA

Under review at MCA	Date sent to MCA		
Sludge & Waste Oil System	04/11/2021		
Quick Closing Valve System	04/11/2021		
Machinery & Save all Drains	25/10/2021		
Machinery & Save all Drains	25/10/2021		
Layout Drawing - Bridge Wheelhouse console	04/11/2021		
Insulation Plan	04/10/2021		
Fixed Fire Extinguishing Syst. Server Equip. Rm - Deck 7	04/11/2021		
Fixed Fire Extinguishing Syst. Emergency Diesel Generator room	04/11/2021		
Fixed Fire Extinguishing Syst. ECR & Pipes, Cables Transformer Room	04/11/2021		
Fire Door, Damper & Patrol Point Monitoring Dk.7 to Dk. 1 Gen. Arrgt	26/10/2021		
Fire Detection General Arrangement	04/11/2021		
Escape Route Plan	waiting on meeting 26/11		
To be submitted to MCA (in work)	Expect to complete		
Tank & Capacity Plan	End Nov		
Stability book	Early 2022		
Location Drawing Emergency Light System	Returned with comments		
Life Saving arrangement	End Nov		
Fire Control Plan	End Nov		
Fire & Deck Wash System	requires approval of a change		
CALMAC SAR Plan	CMAL		
CALMAC Muster Lists (Mode 1-4)	CMAL		
Accommodation Layouts	End Nov		
801&802-LNGPac Operating & Maintenance Manual LNGPac-H149-D9	Adam to confirm		

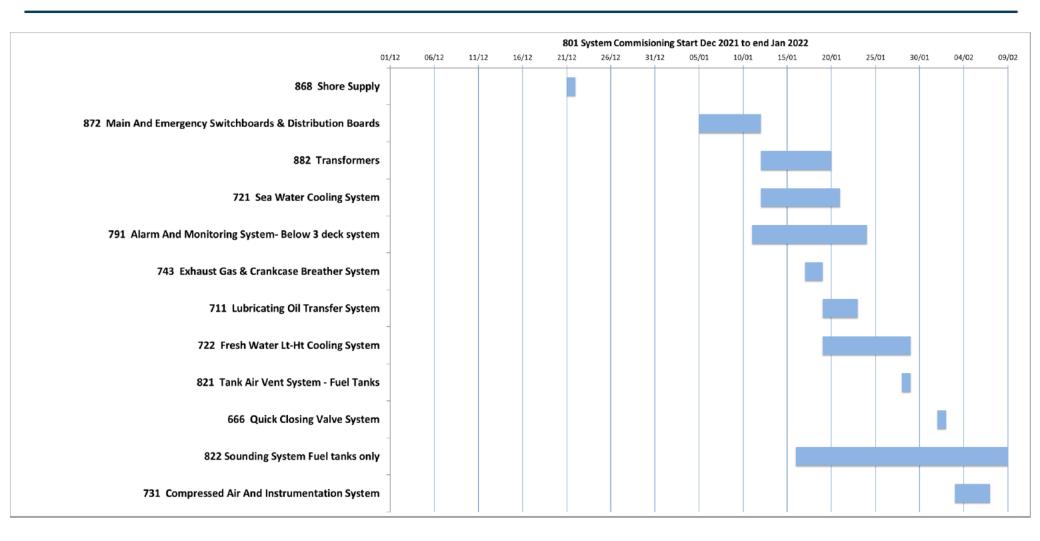


Commissioning

- Test Packs are being created and sent to CMAL/LR when they are ready for review and approval.
 - 44% submitted for approval
 - 10% have CMAL comments
 - 5% have LR comments
 - 0% Approved
- 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.

801 System Commissioning





Variations to Contract

Description	Additional Cost 801	Additional Cost 802	Programme Allowance 801	Programme Allowance 802	Weight Allowance 801	Weight Allowance 802	Status	
Removal of Oily Water Separator	-	-	-	-	-1.88 T	-1.88 T	Closed	
Removal of 1 air compressor, 1 air			_		-1.1 T	-1.1 T	Closed	
receiver, and 1 air dryer	-		-	_	-1.11	-1.11	Closed	
Removal of 2 LO purifiers for		-	-	-	-1T	-1T	Closed	
Diesel Gen	-						Closed	
Removal of Vapour Return Line	-	-	-	•	-	-	Closed	
Supply of Window Washing	[Redacted]	[Redacted]					Closed	
Equipment			-	•	-	-	Closed	
Removal of Condition Monitoring	-		-	-	-	-	Closed	
System		-						
Change of Supplier from	-							Closed
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	[-	-	-	-	Postponed	
Accommodation Fresh Water Fire							5M4 1000	
Main							FM to send VTC	
Sliding Weathertight Doors Deck 7							FM to send VTC	
Additional Shore Supply							FM to send VTC	
Connection 802							rivi to sella vic	

CMAL Comments to the Monthly Report



CMAL Comments: