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

Programme Director: [redacted]

Review Period: **November 2020**

Name	Job Title	Signature
[redacted	Programme Director	
[redacted]	Project Accountant	
[redacted]	Planning and Controls Manager	

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[redacted]

1a. SHE

1. Monthly Cumulative Safety Statistics

S/#	Title	This Month Figures		Cumulat
01	Total Man Hours (provided by Planning Department)	42188		343991
02	Man Power (provided by HR)	Direct	252	
		In-Direct	96	
		Total	348	
03	RIDDORS	0		2
04	Fatality Case (Fatal)	0		0
05	Lost Working day Case (LWC)	0		3
06	Medical Treatment Case (MTC)	0		7
07	First Aid Case (FAC)	8		47
08	Property Damage (PD)	0		0
09	Near Miss (NM)	0		6
10	Fire Incident (FI)	0		1
11	Environmental Incident	0		1
12	Total Number of Recordable Injuries	0		20
13	Total Number of Days Lost			16

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

Events (NM/MT/FA/PD ETC....)
1. **RIDDOR. 1 incident.** None reported 2. **Medical treatments –** None reported 3. **First Aid –** 8 incidents. 5 cut fingers & 3 foreign objects in eye. 4. **Fire incident –** fire alarm checks continue weekly**. 27/7 fire watch patrols being maintained** 5. **Environmental incident –** no environmental incidents occurred in month of Aug 6. **Near Miss –** None reported

3. Other SHEQ Activities

Description	This Month	
Site Safety Inspection	**2**	**801, Pipe shop & new bubble cabins. Walks include SMT member and Union Representative. Close-Out check by the Ops Director.**
Toolbox Talks	**2**	**Covid-19 Alert issued for mandatory wearing of face masks in Amenities and office blocks. Covid-19 Alert issued to ensure staggered start times are being adhered to.**
Policy/Paperwork Reviews	**1**	**Current reviews ongoing include Permit to Work evolvement into Integrated Safe System of Work (ISSOW). Take 5 implementation. Induction Process. 5s implementation.**
Training Courses	**1**	**Scissor Lift**

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4. SHEQ Initiatives

Description
Site Interim Health & Safety Manager [redacted] commenced 23/10/20.
Local POD meetings running in all operational areas commencing with local safety performance. Site safety performance reviewed daily.
Weekly HSE Brainstorming meetings now underway to highlight areas for immediate improvement throughout the business.
Monthly Safety Committee meetings to be started again in November.
As part of the Permit to Work review, WORKSAFE Integrated Safe System of Work (ISSOW) is being looked at with a view to evolve the current PTW system integrate into the WORKSAFE system.
Currently looking to re-introduce / rollout the Take 5 process, this quick dynamic risk assessment is efficient and effective at the actual location where the work in question is to be completed.
Onsite Health & Safety Training facilities covering many various HSE disciplines.
H&S procedure report highlighted significant problems in the PTW, LOLER, ERT & management control of contractors. This will form the basis of the interim safety managers scope of work.

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2. Contract Summary

Customer	CMAL	**Contract Start**	Restart – 2nd December
Agreed Contract value	Budget to completion - £110m	**Contract Finish**	801 April 2022 – 802 Dec 2022
Project Type	Design and Build	**Forecast Finish**	801 April 2022 – 802 Dec 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 16th 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 included, if the allowance is exceeded the buyer has a contractual right to terminate. Performance penalty for speed - the maximum allowance of £150k per vessel has been included, if the allowance is exceeded the buyer has a contractual right to terminate. Performance penalty for fuel consumption – no allowance has been made.
Special Conditions	

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3. Business Success Criteria

Success Criteria	Due	Owner	Enabler	Status	TL	Fut Tr
All work undertaken at ship is by work package and identified in the programme	June 20	[redacte	• Development of the programme down to a work package level. Time recording aligned to allow role up. Time recording process effective.	• 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]	• Inventory is loaded into the stores management module on [redacted] Inventory can be coded to align with P6 plan	• Loading of inventory is now progressing well with approx. 2,500 items now loaded. Work packages for fabrication and hotwork are now being issued with identified materials	A	↑
Inventory is properly iden ified in Factory Master to the appropriate level	May 20	[redacted]	• Movement of equipment from Westway to new facility and entered onto [redacted] with appropriate part numbering	• Inventory has now been QC checked (with the exception o [redacted] material and comms cabinets), loading into [redacted] is now well underway with approx. 2500 items loaded	G	↑
Technical information is produced on time and change is minimised	Sept 20	[redacted]	• [redacta]are contracted to complete the design. Design review process allows proper review of the design before issue	• IFA drawings are being delivered largely on time with a small number of early delays. Delays were mitigated by reducing the review time. Drawings are available at AFC to support the programme.	G	↑
Technical information is produced on time and change is minimised	Sept 20	[redacted]	• Produce and maintain an accurate MDR, identify which existing drawings are required to be updated, **identify which drawings are required for planned work packages.** • **Minimise change by confirming design is compliant to requirements and complete**	• Legacy drawings being checked for validity. • Basic design not completely approved so there is a risk of change. • Ship requires survey to scope structural changes	A	↔
Control of change is a properly managed process	March 20	[redacte	• Creation of a new process, implementation and adherence	• The process is fully operational. Drawing revisions are now being received and his will need managing as part of the overall change process.	G	↔
Customer relationship is positively maintained throughout the project	Through the project	[redacte	• Regular dialogue at all levels, monthly reviews, ad hoc meetings	• 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 opportuni ies	Through the project	[redacte	• A risk review process is in place and is being proactively managed	• 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	• Accurate resource forecasting from the schedule and a resource strategy in place	• Subcontract production labour is building up more slowly than planned . The lack of labour is now impacting the programme. The is currently being reviewed to determine how this can be improved and recovered Engineering has key resource requirements to reduce the reliance on contractors.	R	↑

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4. SOFT Report

Successes	Opportunities
• Home working has continued during this period with engineering and finance being the key departments. • The final model review occurred on 29th October and the final zone was frozen on 6th November. This represents a substantial achievement and milestone for the project. • Piping manufacture for zones 0201 is complete, zone 0202 will be delivered in the coming weeks and 0203 will be contracted for delivery early January. Installation will commence shortly. • Zone 2 hold information has now been cleared and affected drawings updated. • The electrical ITT assessment has been concluded and [redacted] have been appointed. The contract is being finalised and the 801 survey will commence shortly. • Kitting of pipes for zone 0201 has been completed, this is the first kitting achieved for the project.	• Improved dimensional control using 3D technology. To be initially implemented on 802 units 82/83/84 and then future units/structure. • Build strategy review for 802 to build as small blocks for wheelhouse and bow units prior to erection at ship • Double curvature plate has been identified as a problem area and an alternative method, either in design or supplier is being investigated to avoid current levels of rework. This affects the 802 ducktail, units 83 and 84 and bow units.
Failures	**Threats**
• The drydock inspection of 801 underwater paint scheme revealed that poor working practices before the vessel was launched in 2017 had left problems which compromised the paint system. The report has been issued for agreement. Once this is agreed the baseline programme will be changed to reflect the additional time. • Subcontract labour has failed to meet the programme demand, since the 19th October, the demand for approx. 80 production staff has only just reached less than 50%. The forecast improvement from 4 contracted agencies is not expected to improve significantly. The demand for Q1 next year significantly increases. Alternative sources of labour from [redacted and by subcontracting packages of work are being investigated.	• COVID 19 impact to programme– Further issues/restrictions remain a threat to the programme • Volume outfitting is now commencing, the production organisation to manage this volume is currently not in place. A new Head of operations has been appointed on a permanent basis who will be focused on this issue • Working practice changes proposed through production wage negotiations may take longer than expected. The ballot for acceptance will take place on 21/11 • The manufacturing shop loading, and resource, to deliver 801/802/805 work is a concern. A manufacturing schedule has been produced and will prioritise the work required. Outfit manufacture packages for walkways and stairs are being subcontracted. The labour remains an issue. • Further structural issues identified in way of L11 bulkhead. A structural survey of the area to be undertaken
Impact Statement / Help Needed	

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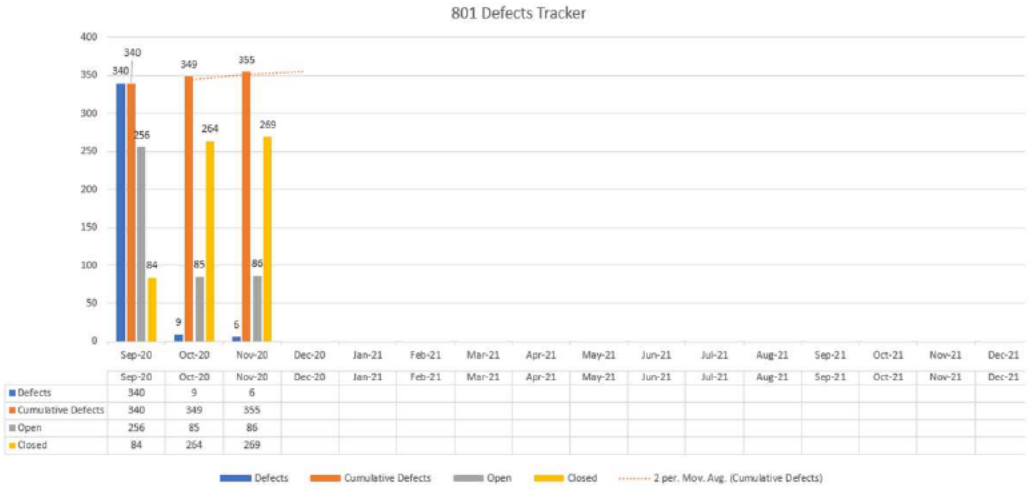
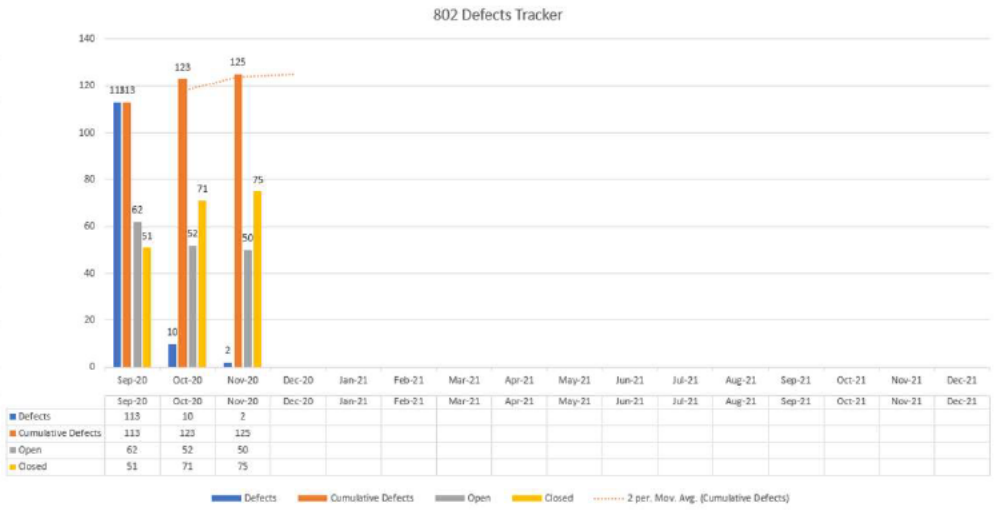
5. Quality





Open Defects 801			
	Current	Previous	Prior
Critical	27	x	x
Major	29	x	x
Moderate	24	x	x
Low	6	x	x
Total	> 60	20 - 60	< 20

- Critical: Panama Eyes, Transformers, Bow Thruster Web thickness
- Major: - ER pipes not welded, isolated equipment damage
- Moderate: - fairing, lugs, brackets

Open Defects 802			
	Current	Previous	Prior
Critical	1	x	x
Major	3	x	x
Moderate	5	x	x
Low	41	x	x
Total	> 60	20 - 60	< 20

- Critical: Transformer.
- Major: ECR Structural deflections*
- Moderate: C&P Dry survey defects

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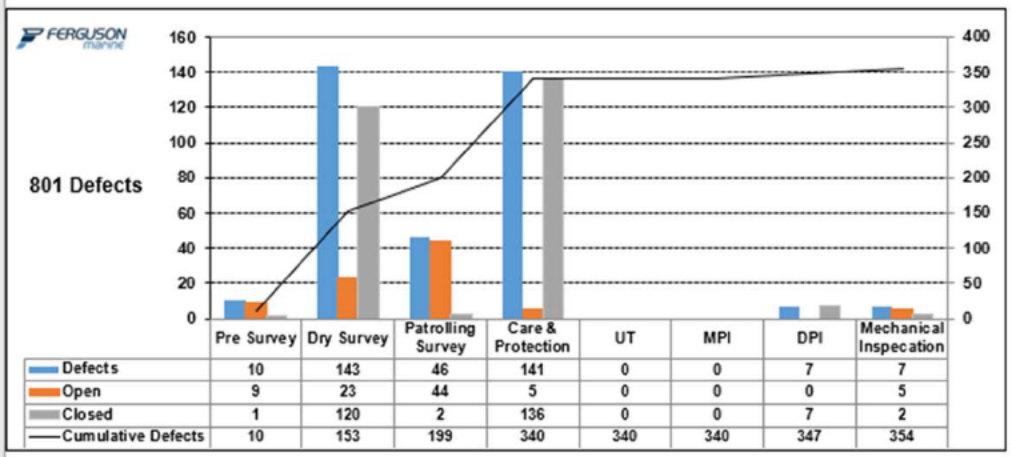
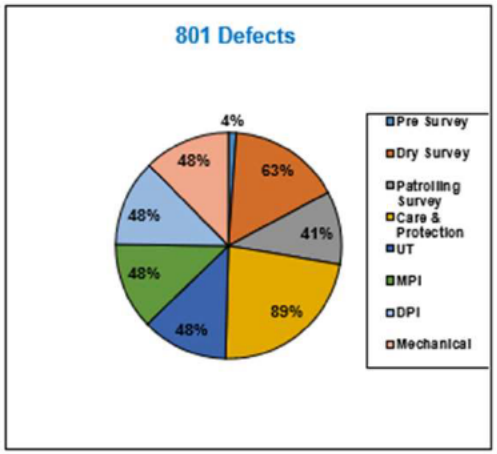
5. Quality

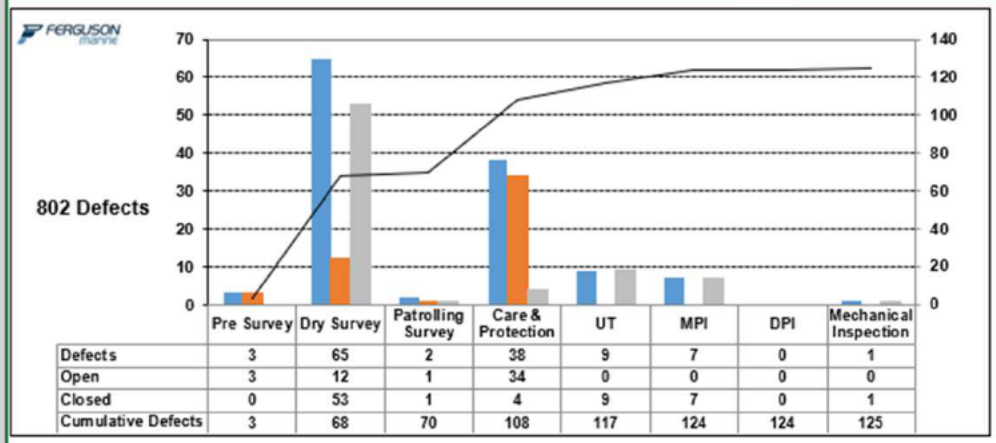
1. 801



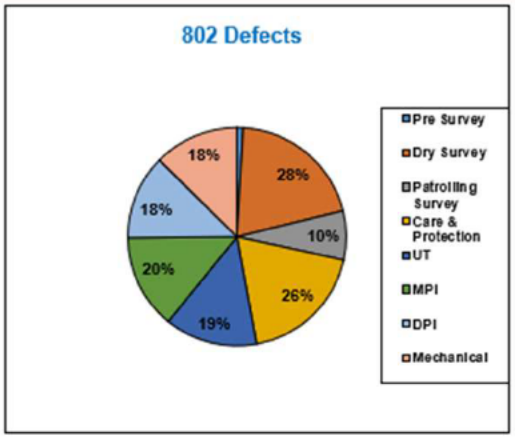
	Pre Survey	Dry Survey	Patrolling Survey	Care & Protection	UT	MPI	DPI	Mechanical Inspecation
Defects	10	143	46	141	0	0	7	7
Open	9	23	44	5	0	0	0	5
Closed	1	120	2	136	0	0	7	2
Cumulative Defects	10	153	199	340	340	340	347	354



2. 802



	Pre Survey	Dry Survey	Patrolling Survey	Care & Protection	UT	MPI	DPI	Mechanical Inspection
Defects	3	65	2	38	9	7	0	1
Open	3	12	1	34	0	0	0	0
Closed	0	53	1	4	9	7	0	1
Cumulative Defects	3	68	70	108	117	124	124	125



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[redacted]

5. Quality

Dim control strategy has commenced with our industry partner now based inhouse to support us grow our DC capability. Unit 82/83/84 has now commenced global coordinate survey in preparation for 'first time fit' interface on aft end of 802 at berth.

Bow Doors are now onsite, and arrangements being made at top stillage to undertake survey and prepare report on remedial actions

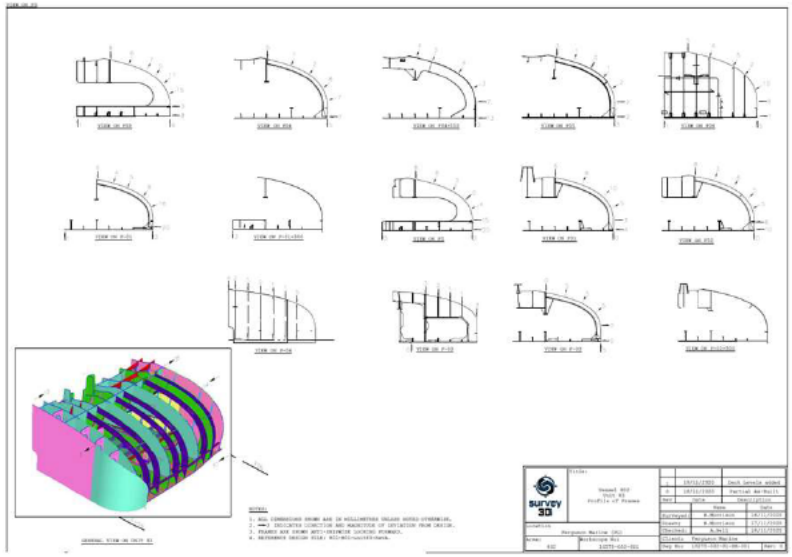
A key theme for Quality over next quarter and rolling out before festive shutdown we are pushing out an awareness campaign of Welding performance covering

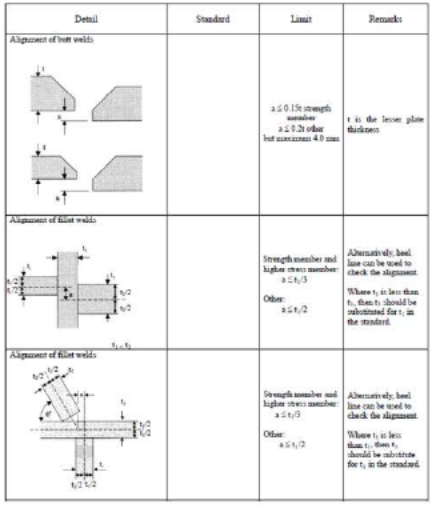
1. Campaign and awareness on welding standards
2. Pre Weld fit up surveys
3. Training and equipment
4. Non-Destructive testing

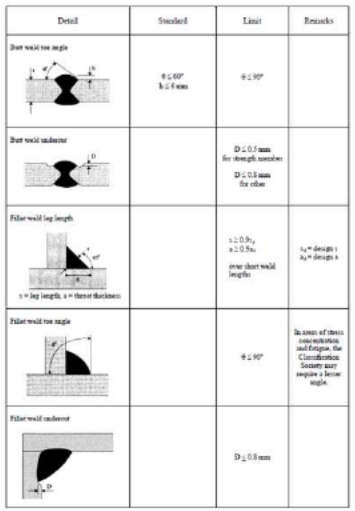
801 painting proposal, initial feedback received, reviewed and comments made, discussion continue as we work towards an agreed position.

Defect severity weighting has now been added to the register to further enhance the impact of defects with weekly internal reports issued by QC

Following Drydock of 801, in recent days MCA have now formally endorsed the midship draft mark verification which now validates our survey concluded during dry dock and plans to correct the marks are included within the final Drydock scope







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6. Traffic Light Report

Criteria	Overall Status				Future Trend	Return to Green		Comments
	Jul 20	Aug 20	Sep 20	Oct 20		Date	Status	
Overall Status	R	G	A	R	↔	Jan	A	• A re-baselined programme was issued as draft on 7th August and formally issued on the 21st. The overall status reflects the number of greens and red below
Safety	G	A	A	A	↔	Nov	G	• The new Operations Director has reviewed safety within the yard and has identified a number of shortfalls. An interim safety manager has started and a more senior management team level appointment is in hand
Quality	R	R	R	R	↔	Nov	G	• Quality remains red although the issues are changing. For the [redacted] nventory there remains only to check [redacted] equipment and the comms cabinet checks. The survey and servicing of the main is now in hand with engineers onsite 23/11. The underwater paint finish has been defected and a way forward is to be agreed with CMAL. Recent issues with degradation of transformers continues to remain as red
Customer Satisfaction	G	G	G	G				
Schedule	R	G	A	R	↔	Jan	A	• A revised programme was issued as draft on 7th August and formally issued on the 21st. • The schedule has been changed to amber with the anticipated delay to the dry docking • The schedule is now being impacted by lack of labour. The Q1 look ahead is being reviewed to account for the uncompleted work
Finance	G	G	G	G	↔			• The re-baseline has maintained the previous forecast at completion. There is an increasing amount of hours unspent which reflects the lack of labour
Technical	A	A	A	A	↑	Mar	A	• Lloyds and MCA approval remains outstanding (typically NA outputs) and a design verification exercise is underway. Structural survey to be carried out to check form missed scope. Weight calculation needs to be updated with new information from [redacte]when available.
Suppliers	A	A	A	G	↑			• The status has changed to green as pipework suppliers are supporting the programme currently.
Resources	A	A	A	R	↔	Jan	A	• Subcontract production labour is building up more slowly than planned . The lack of labour is now impacting the programme. The is currently being reviewed to determine how this can be improved and recovered Engineering has key resource requirements to reduce the reliance on contractors.
Risk	R	R	A	R	↔	TBA	G	• A revised programme was issued as draft on 7th August and formally issued on the 21st. The COVID risk has been included in the cost and programme. The status is now red as the labour risk is significantly increasing.

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7. KPIs / Balanced Scorecard

Planning

Schedule Performance Index			
	Current	Previous	Prior
801	0.6	0.84	x
802	0.57	0.61	x
RAG:	< 0.75	0.75 - 0.95	> 0.95

Cost Performance Index			
	Current	Previous	Prior
801	0.71	1.06	x
802	0.88	1.68	x
RAG:	< 0.75	0.75 - 0.95	> 0.95

Work Packs Issued			
	Planned	Actual	Adherence
801	22	22	100%
802	0	0	100%
RAG:	< 80%	80 - 90%	> 90%

Client Milestones			
	Planned	Actual	Adherence
801	1	1	100%
802	2	2	100%
RAG:	< 80%	80 - 90%	> 90%

Defects

Open Defects 801			
	Current	Previous	Prior
Critical	28	x	x
Major	29	x	x
Moderate	22	x	x
Minor	6	x	x
Total	85	85	x
RAG:	> 60	20 - 60	< 20

Open Defects 802			
	Current	Previous	Prior
Critical	0	x	x
Major	5	x	x
Moderate	5	x	x
Minor	41	x	x
Total	51	52	x
RAG:	> 60	20 - 60	< 20

Budget

Budget £m			
	Original	Forecast	Adherence
801	£45.5	£46.2	102%
802	£63.2	£62.5	99%
Capex	£1.6	£1.6	100%
Total	£110.3	£110.3	100%
RAG:	< 95%	95 - 98%	> 98%

SHE

Health and Safety			
	Current	Previous	Prior
Lost Working Days	0	0	1
RAG:	> 3	1 - 3	< 0

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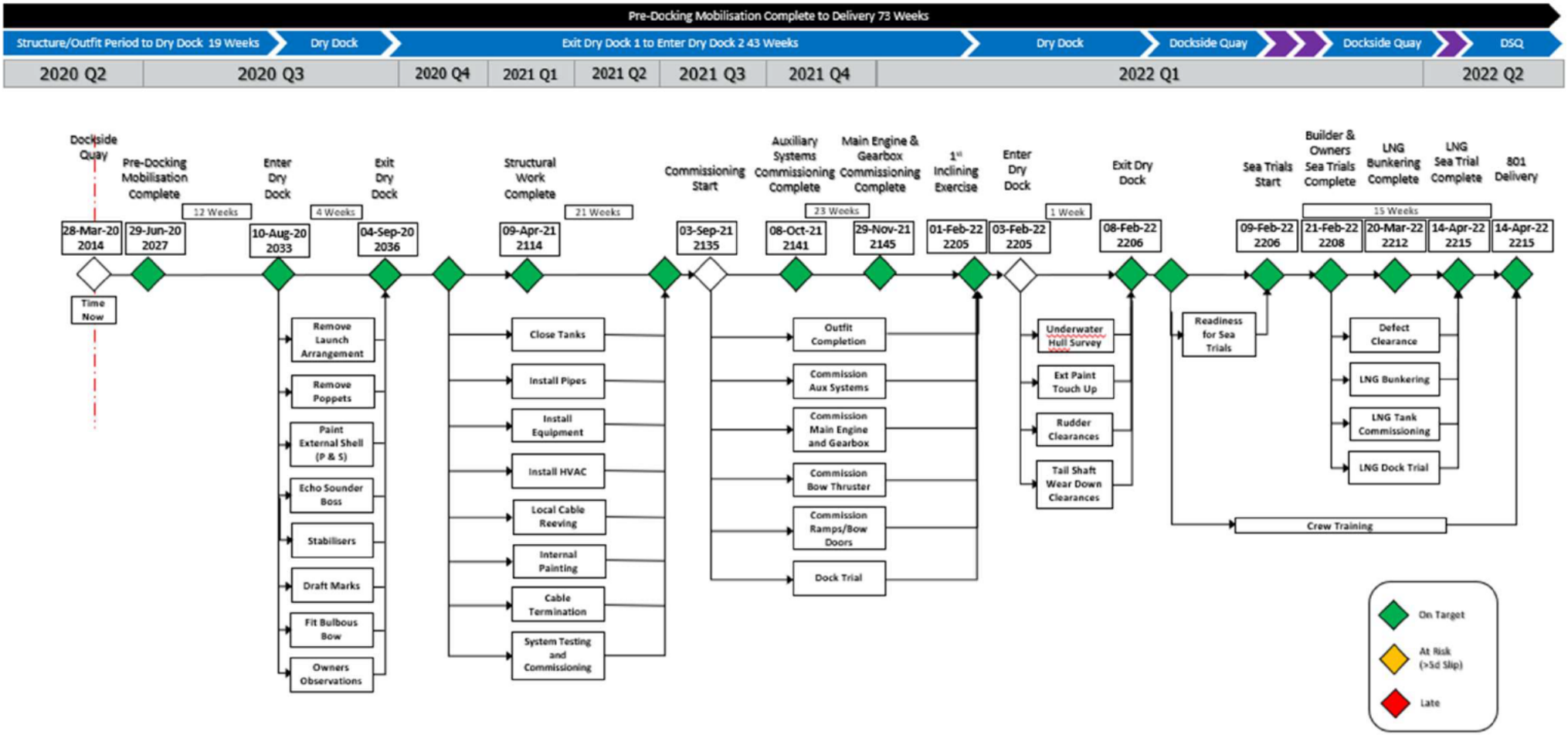
8. 801 Schedule Overview as @ Baseline Position (Aug 2020)

801 Timeline to Delivery



CDP has 3 weeks time contingency included compared to our Driving Project Plan

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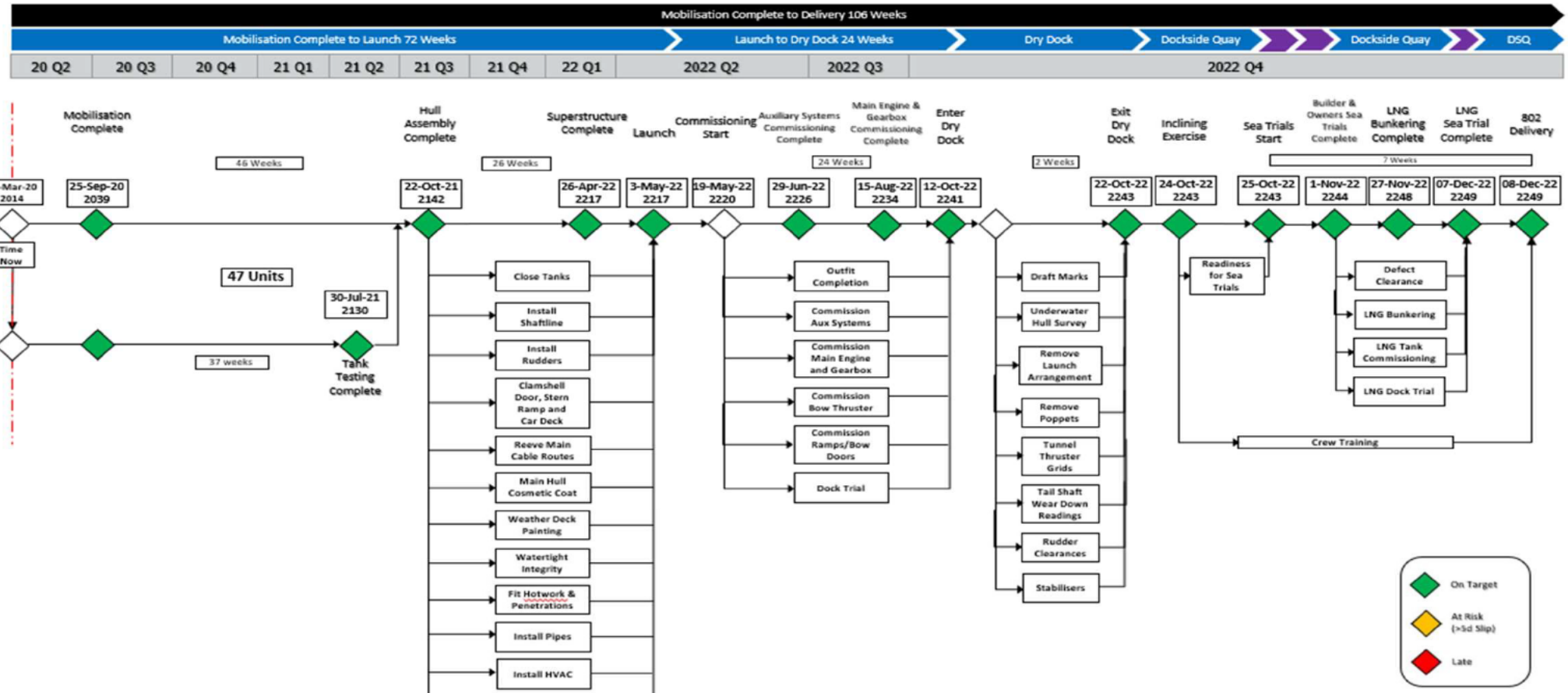
9. 802 Schedule Overview as @ Baseline Position (Aug 2020)

802 Timeline to Delivery



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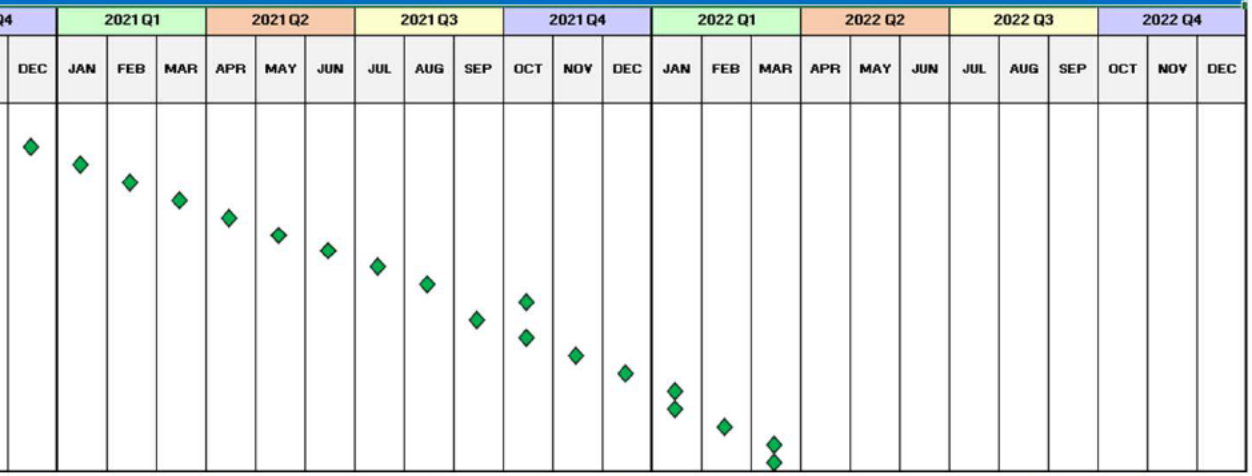
9. CMAL/Transport Scotland Milestones

801/802 Milestones

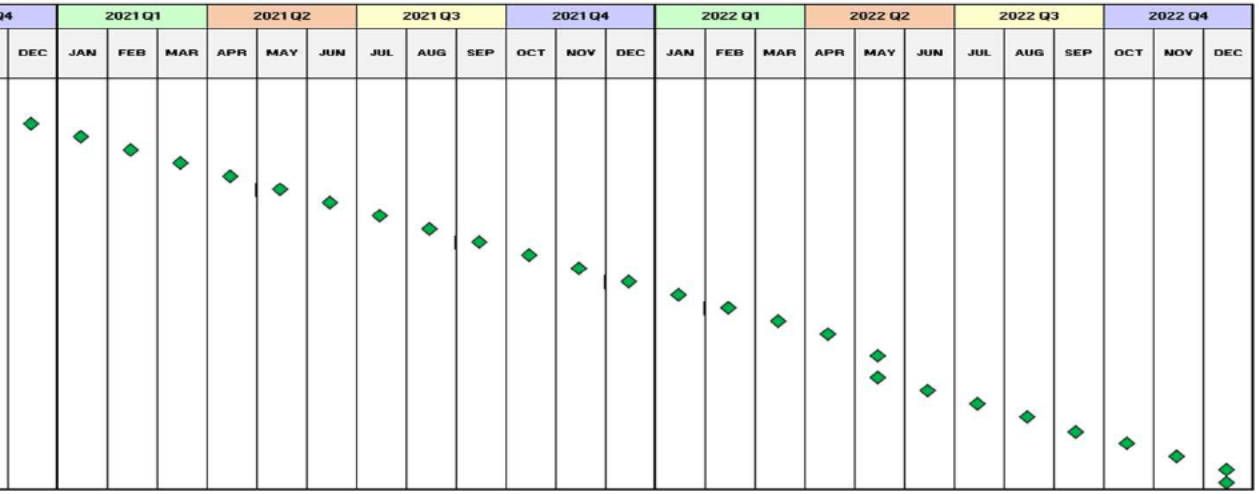
801

Description	Month	Year	Qtr
Zone 02 AFC Drawing Issue Complete	October	2020	Q3
Electrical Contract Awarded	November	2020	Q4
Z11 Production Outputs Complete	Decemeber	2020	Q4
Start Engine Room Hotwork	January	2021	Q1
Completion of car deck recesses	February	2021	Q1
complete install pipework in sub zone 0303	March	2021	Q1
Structural Work Complete	April	2021	Q1
commence installation in zone 9	May	2021	Q2
Completion of Wheelhouse Windows	June	2021	Q2
All Pipework installed (Z10)	July	2021	Q3
Commission Auxiliary Systems Start	August	2021	Q3
Auxiliary Systems Commissioning Complete	October	2021	Q3
Z11 - Wheelhouse all electrical equipment installed	September	2021	Q3
Main Engine & Gearbox Commissioning Start	October	2021	Q4
Main Engine & Gearbox Commissioning Complete	November	2021	Q4
All Checkwire complete	December	2021	Q4
Sea Trials Start	February	2022	Q1
Builders & Owners Sea Trials Complete	February	2022	Q1
LNG Bunkering Complete	March	2022	Q1
LNG Sea Trial Complete	April	2022	Q1
801 Delivery (contract milestone)	April	2022	Q1



802

Description	Month	Year	Qtr
Commence Preparation Unit 3/5	October	2020	Q3
Complete preparation unit 3/5	November		
Erect Unit 82 at Berth	November	2020	Q4
Complete preparation for unit 48	Decemeber	2020	Q4
Commence Tank Testing	January	2021	Q1
Commence Zone 2 Pipework Manufacturing	February	2021	Q1
Commence Zonal Hotwork Programme - Zone 2	March	2021	Q1
Commence Zone 2 Pipework Installation	April	2021	Q2
Complete Preparation of the Funnels	May	2021	Q2
Completion of Cryogenic Pipework - Zone 2	June	2021	Q2
Shaftline - Final Line of Sight	July	2021	Q3
Erect Foc'sle Block at Berth (U49/U50/U51)	August	2021	Q3
Complete Pre-Fitting Out (PFO) Zone 2	September	2021	Q3
Hull Assembly Complete (contract milestone - berth join up completed)	October	2021	Q4
Milestones for the period after October 21 will be agreed 3 months prior to the date. CDP milestones are included through to delivery	November	2021	Q4
	December	2021	Q4
	January	2022	Q1
	February	2022	Q1
	March	2022	Q1
Superstructure Complete (contract milestone - 100% fabrication of hull and superstructure)	April	2022	Q2
Launch (contract milestones - launch and hull inspection and acceptance prior to paint completion)	May	2022	Q2
Commissioning Start	May	2022	Q2
Commissioning of Auxiliary Systems Complete	June	2022	Q2
	July	2022	Q2
Main Engine and Gearbox Commissioning Complete	August	2022	Q3
	September	2022	Q3
Commence Sea Trials	October	2022	Q4
Builder & Owners Sea Trials Complete	November	2022	Q4
LNG Sea Trial Complete	Decemeber	2022	Q4
802 Delivery contract milestone)	December	2022	Q4



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9. CMAL/Transport Scotland Milestones – status to end 2020

801/802 Milestones to end 2020

801				2020 Q3	2020 Q4			Status
Description	Month	Year	Qtr	SEP	OCT	NOV	DEC	
Zone 02 AFC Drawing Issue Complete	October	2020	Q3		◆			Complete with the exception of the Harbour Generator Lub Oil Tank. A position in the the compartment is proving difficult to find
Electrical Contract Awarded	November	2020	Q4			◆		Contract Awarded to Boulting Ltd
Z11 Production Outputs Complete	Decemeber	2020	Q4				◆	Current [redacted]Forecast 18-Dec-20

802				2020 Q3	2020 Q4			Status
Description	Month	Year	Qtr	SEP	OCT	NOV	DEC	
Commence Preparation Unit 3/5	October	2020	Q3		◆			Complete
Complete preparation unit 3/5	November					◆		Complete
Erect Unit 82 at Berth	November	2020	Q4			◆		Will Complete 1st Week in December, following new Dimensional Control Checks
Complete preparation for unit 48	December	2020	Q4				◆	

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[redacted]

9. Schedule Overview (3)

[redacted] **Programme**

Zone		3D Model					Production Outputs			801				
		Start	30% Review	60% Review	90% Review	Freeze	Start	Finish	Slippage (Weeks)	Outfit Hotwork Baseline Start	Slippage (Weeks)	Outfit Pipework Baseline Start	Slippage (Weeks)	Comments
Zone 01	Planned	18-May-20		19-Jun-20	31-Jul-20	21-Aug-20		16-Oct-20		18-Jan-21		28-Jan-21		
	Actual/ Forecast	26-Jun-20		26-Jun-20	28-Aug-20	18-Sep-20		11-Dec-20	-8	01-Mar-21	-6	11-Mar-21	-6	
Zone 02	Planned	02-Mar-20		27-Mar-20	30-Apr-20	22-May-20		17-Jul-20		26-Oct-20		08-Dec-20		
	Actual/ Forecast	27-Mar-20		30-Mar-20	15-Jun-20	03-Jul-20		09-Oct-20	-12	11-Jan-21	-11	08-Dec-20	0	Varition order raised to cover slippage. FMPG could not hit maturity level 90% on orginal dates, additional time of 5 weeks agreed by FMPG. 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		23-Nov-20		26-Nov-20		
	Actual/ Forecast	10-Apr-20		13-Apr-20	25-May-20	10-Jul-20		24-Dec-20	-20	01-Mar-21	-14	26/10/20 A	0	Regarding WZ03 - [redacted] Review for Zone 03 – QL3 was held on 18.05.2020. [redacted] conclusion 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		23-Nov-20		03-Dec-20		
	Actual/ Forecast	24-Apr-20		27-Apr-20	15-Jun-20	03-Jul-20		06-Nov-20	-12	22-Feb-21	-13	04-Mar-21	-13	
Zone 05	Planned	06-Apr-20	08-May-20	12-Jun-20	17-Jul-20	07-Aug-20		25-Sep-20		11-Jan-21		22-Jan-21		
	Actual/ Forecast	08-May-20	11-May-20	19-Jun-20	14-Aug-20	04-Sep-20		11-Dec-20	-11	08-Feb-21	-4	19-Feb-21	-4	WZ slippage due to FMPG 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		08-Feb-21		12-Feb-21		
	Actual/ Forecast	03-Apr-20	06-Apr-20	18-May-20	10-Jul-20	24-Jul-20		08-Jan-21	-18	22-Mar-21	-6	26-Mar-21	-6	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 07	Planned	16-Mar-20	16-Apr-20	29-May-20	10-Jul-20	31-Jul-20		25-Sep-20		01-Mar-21		07-Apr-21		
	Actual/ Forecast	16-Apr-20	21-Apr-20	09-Jun-20	17-Jul-20	07-Aug-20		18-Dec-20	-12	29-Mar-21	-4	06-May-21	-4	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.
Zone 08	Planned	25-May-20	19-Jun-20	24-Jul-20	28-Aug-20	18-Sep-20		06-Nov-20		21-Apr-21		12-May-21		
	Actual/ Forecast	26-Jun-20	26-Jun-20	21-Aug-20	23-Oct-20	30-Oct-20		24-Dec-20	-7	01-Mar-21	7	19-Mar-21	8	WZ slippage due to FMPG 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		08-Mar-21		18-Mar-21		
	Actual/ Forecast	10-Jul-20	31-Jul-20	11-Sep-20	06-Nov-20	06-Nov-20		08-Jan-21	-7	10-Mar-21	0	22-Mar-21	-1	WZ slippage due to FMPG 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		22-Mar-21		16-Apr-21		
	Actual/ Forecast	05-Jun-20	09-Jun-20	17-Jul-20	09-Oct-20	30-Oct-20		06-Jan-21	-9	22-Mar-21	0	16-Apr-21	0	WZ slippage due to FMPG 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		25-Jan-21		22-Feb-21		
	Actual/ Forecast	22-May-20	25-May-20	10-Jul-20	18-Sep-20	09-Oct-20		18-Dec-20	-7	17-Feb-21	-3	14-Apr-21	-7	WZ slippage due to FMPG requested break in programme to allow extra time to clear ICR's.

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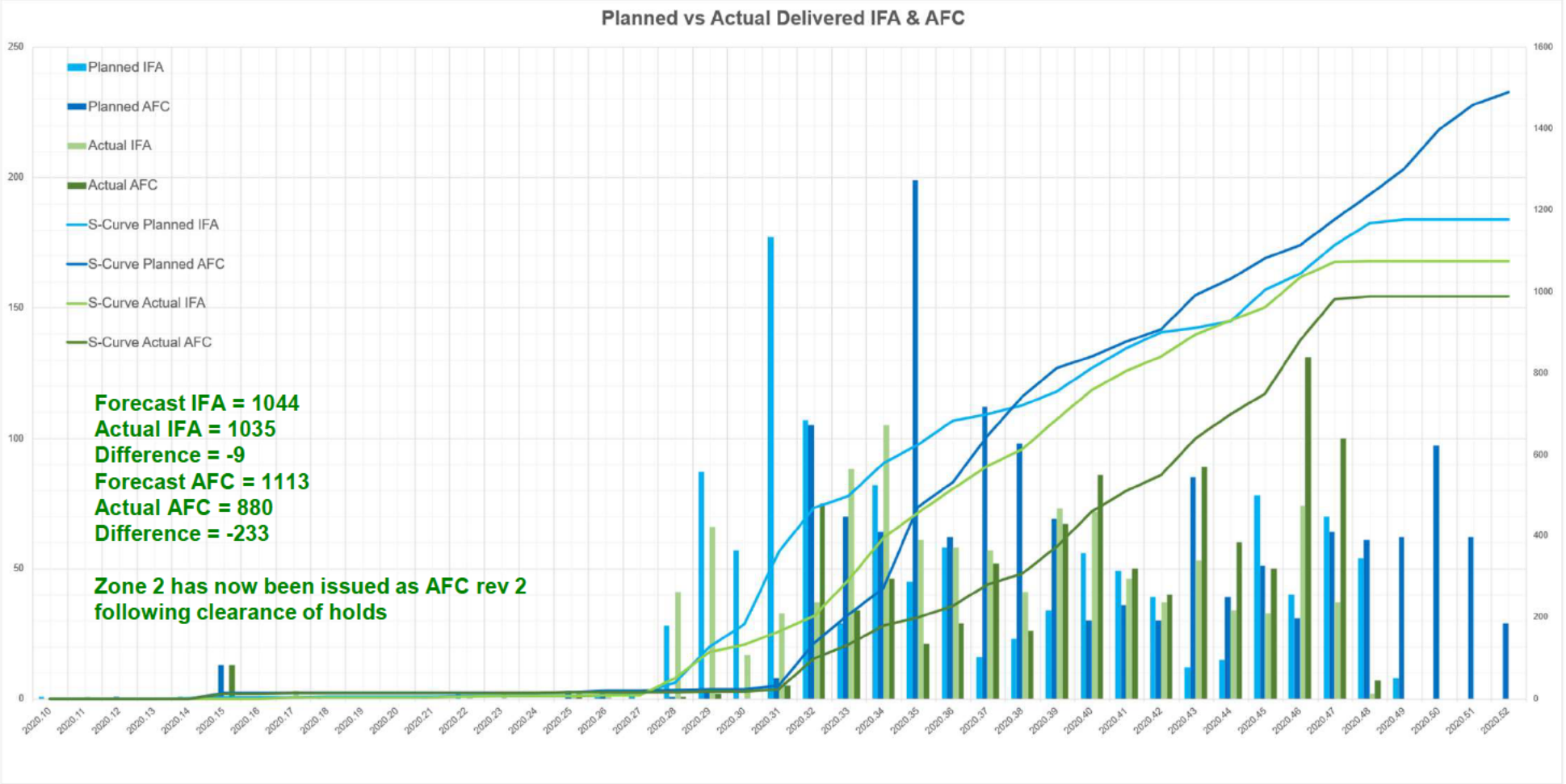
9a. [redacted] /FMPG Production Output Delivery Status



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9b. Milestone Slip Chart (Ship 801)

801 CMAL Milestones

Baseline Date Variance	Baseline Float Comparison	Comments
Zone 2 AFC Drawing Issue Complete Baseline 31-Oct-20 Current 31-Oct-20 Variance 0	Zone 2 AFC Drawing Issue Complete Baseline 0 Current 0 Variance 0	Complete
Electrical Contract Awarded Baseline 13-Nov-20 Current 13-Nov-20 Variance 0	Electrical Contract Awarded Baseline 0 Current 0 Variance 0	Complete
Zone 11 Production Outputs Complete (ICE) [redacted] Baseline 18-Dec-20 Current 18-Dec-20 Variance 0	Zone 11 Production Outputs Complete (ICE) [redacted] Baseline 1 Current 1 Variance 0	[redact] Current Forecast 18-Dec-20
Start Engine Room Network Baseline 12-Jan-21 Current 12-Jan-21 Variance 0	Start Engine Room Network Baseline 10 Current 10 Variance 0	Seats Currently in Manufacture
Completion of Car Deck Receivers Baseline 05-Feb-21 Current 05-Feb-21 Variance 0	Completion of Car Deck Receivers Baseline 30 Current 30 Variance 0	Receivers have been workpacked, and are in the Manufacturing Process

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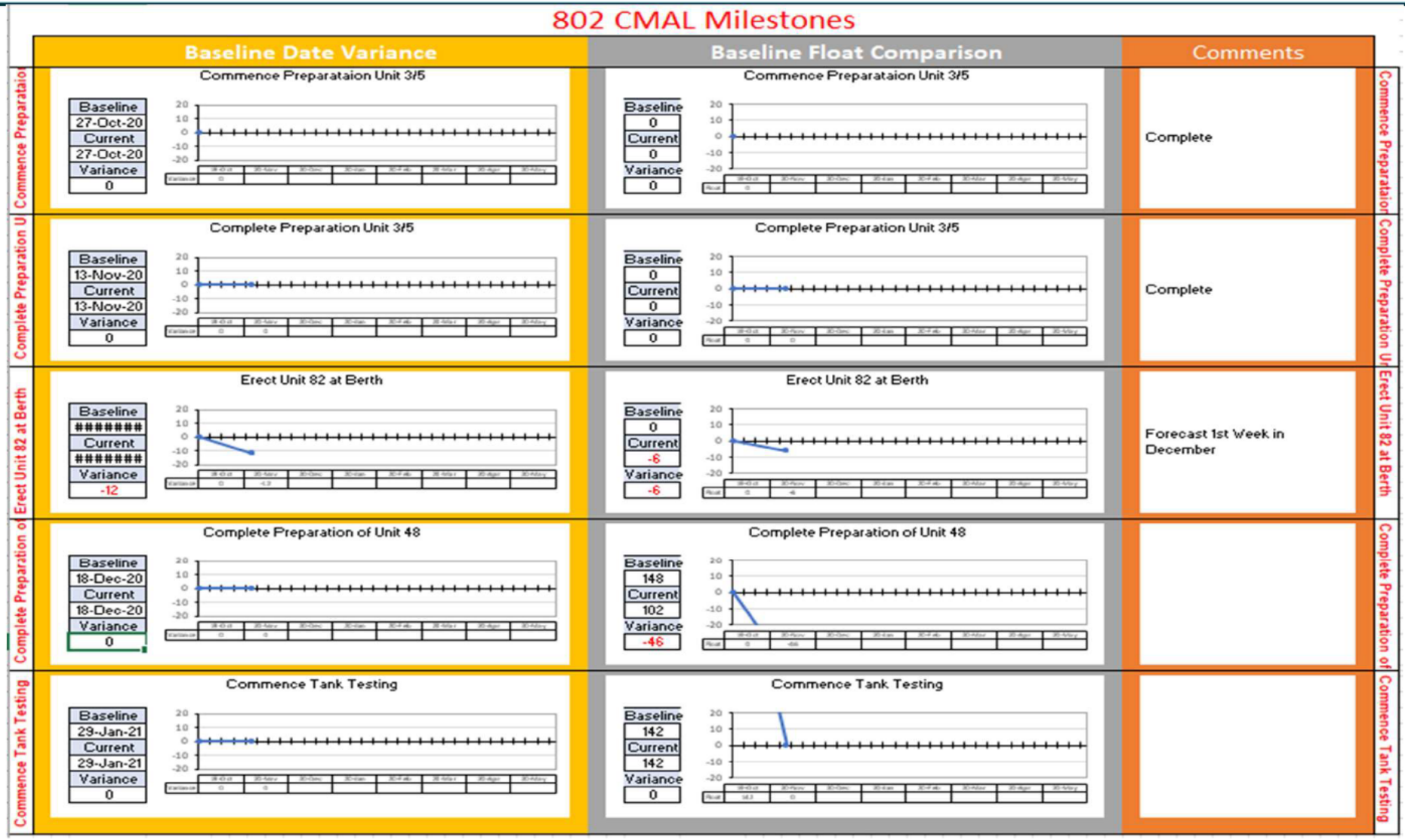
9b. Milestone Slip Chart (Ship 802)



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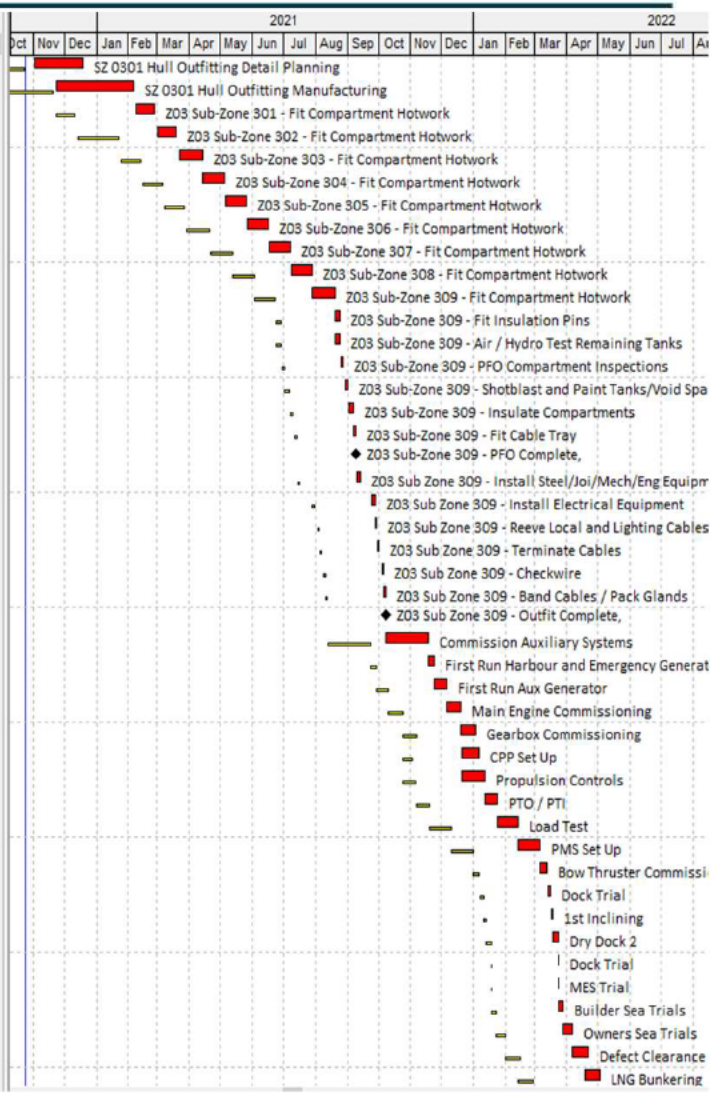
9c. Ship 801 Critical path

Activity ID	Activity Name	Activity % Complete	Planned Hrs	Actual Hrs	Remaining Hrs	Start	Finish	BL Project Start	BL Project Finish	OD	RD	Total Float
801DPTHO0301	SZ 0301 Hull Outfitting Detail Planning	0%	0	0	0	02-Nov-20*	18-Dec-20	07-Sep-20	23-Oct-20	35d	35d	-40d
801MANHO0301	SZ 0301 Hull Outfitting Manufacturing	0%	0	0	0	23-Nov-20	05-Feb-21	28-Sep-20	20-Nov-20	40d	40d	-40d
801PfS0301Hw01	Z03 Sub-Zone 301 - Fit Compartment Hotwork	0%	128	0	128	08-Feb-21	26-Feb-21	23-Nov-20	11-Dec-20	15d	15d	-40d
801PfS0302Hw01	Z03 Sub-Zone 302 - Fit Compartment Hotwork	0%	128	0	128	01-Mar-21	19-Mar-21	14-Dec-20	22-Jan-21	15d	15d	-40d
801PfS0303Hw01	Z03 Sub-Zone 303 - Fit Compartment Hotwork	0%	128	0	128	22-Mar-21	13-Apr-21	25-Jan-21	12-Feb-21	15d	15d	-40d
801PfS0304Hw01	Z03 Sub-Zone 304 - Fit Compartment Hotwork	0%	128	0	128	14-Apr-21	05-May-21	15-Feb-21	05-Mar-21	15d	15d	-40d
801PfS0305Hw01	Z03 Sub-Zone 305 - Fit Compartment Hotwork	0%	128	0	128	06-May-21	26-May-21	08-Mar-21	26-Mar-21	15d	15d	-40d
801PfS0306Hw01	Z03 Sub-Zone 306 - Fit Compartment Hotwork	0%	128	0	128	27-May-21	16-Jun-21	29-Mar-21	20-Apr-21	15d	15d	-40d
801PfS0307Hw01	Z03 Sub-Zone 307 - Fit Compartment Hotwork	0%	128	0	128	17-Jun-21	07-Jul-21	21-Apr-21	12-May-21	15d	15d	-40d
801PfS0308Hw01	Z03 Sub-Zone 308 - Fit Compartment Hotwork	0%	128	0	128	08-Jul-21	28-Jul-21	13-May-21	02-Jun-21	15d	15d	-40d
801PfS0309Hw01	Z03 Sub-Zone 309 - Fit Compartment Hotwork	0%	128	0	128	29-Jul-21	19-Aug-21	03-Jun-21	23-Jun-21	15d	15d	-40d
801PfS0309Hw03	Z03 Sub-Zone 309 - Fit Insulation Pins	0%	0	0	0	20-Aug-21	24-Aug-21	24-Jun-21	28-Jun-21	3d	3d	-40d
801PfS0309Ah01	Z03 Sub-Zone 309 - Air / Hydro Test Remaining Tanks	0%	0	0	0	20-Aug-21	24-Aug-21	24-Jun-21	28-Jun-21	3d	3d	-40d
801PfS0309Qc01	Z03 Sub-Zone 309 - PFO Compartment Inspections	0%	0	0	0	25-Aug-21	27-Aug-21	29-Jun-21	01-Jul-21	3d	3d	-40d
801PfS0309Sb01	Z03 Sub-Zone 309 - [illegible]											-40d
801PfS0309In01	Z03 Sub-Zone 309 -											-40d
801PfS0309El01	Z03 Sub-Zone 309 -											-40d
801PfS0309Ms01	Z03 Sub-Zone 309 -											-40d
801InS0309Eq01	Z03 Sub Zone 309 -											-40d
801InS0309El01	Z03 Sub Zone 309 -											-40d
801InS0309El02	Z03 Sub Zone 309 -											-40d
801InS0309El03	Z03 Sub Zone 309 -											-40d
801TeS0309El01	Z03 Sub Zone 309 -											-40d
801InS0309El04	Z03 Sub Zone 309 -											-40d
801InS0309Ms01	Z03 Sub Zone 309 -											-40d
801CO1750	Commission Auxili											-40d
801CO1520	First Run Harbour a											-56d
801CO1530	First Run Aux Gener											-56d
801CO1540	Main Engine Comm											-56d
801CO1550	Gearbox Commissi											-56d
801CO1560	CPP Set Up											-37d
801CO1570	Propulsion Controls	0%	0	0	0	20-Dec-21	11-Jan-22	25-Oct-21	05-Nov-21	10d	10d	-40d
801CO1580	PTO / PTI	0%	0	0	0	11-Jan-22	23-Jan-22	07-Nov-21	19-Nov-21	12d	12d	-65d
801CO1590	Load Test	0%	0	0	0	23-Jan-22	13-Feb-22	19-Nov-21	10-Dec-21	21d	21d	-65d
801CO1600	PMS Set Up	0%	0	0	0	13-Feb-22	06-Mar-22	10-Dec-21	31-Dec-21	21d	21d	-65d
801CO1620	Bow Thruster Commissioning	0%	0	0	0	06-Mar-22	12-Mar-22	31-Dec-21	06-Jan-22	6d	6d	-65d
801CO1630	Dock Trial	0%	0	0	0	13-Mar-22	16-Mar-22	07-Jan-22	10-Jan-22	3d	3d	-65d
801CO10851	1st Inclining	0%	0	0	0	17-Mar-22	19-Mar-22	11-Jan-22	13-Jan-22	2d	2d	-65d
801CO1640	Dry Dock 2	0%	0	0	0	19-Mar-22	24-Mar-22	13-Jan-22	18-Jan-22	5d	5d	-65d
801CO1800	Dock Trial	0%	0	0	0	24-Mar-22	24-Mar-22	18-Jan-22	18-Jan-22	1d	1d	-47d
801CO1830	MES Trial	0%	0	0	0	24-Mar-22	24-Mar-22	18-Jan-22	18-Jan-22	1d	1d	-47d
801CO1650	Builder Sea Trials	0%	0	0	0	24-Mar-22	28-Mar-22	18-Jan-22	22-Jan-22	4d	4d	-65d
801CO1660	Owners Sea Trials	0%	0	0	0	28-Mar-22	06-Apr-22	22-Jan-22	31-Jan-22	9d	9d	-65d
801CO1670	Defect Clearance	0%	0	0	0	06-Apr-22	21-Apr-22	31-Jan-22	15-Feb-22	15d	15d	-65d
801CO1690	LNG Bunkering	0%	0	0	0	18-Apr-22	03-May-22	12-Feb-22	27-Feb-22	15d	15d	-65d

Zone 2 has been re-planned to take account of the hotwork manufacture and installation and an overlap with pipe installation.
The driver for zone 2 is the manufacture of the walkways which will now be subcontracted to improve delivery.
Zone 2 programme is therefore forecast to be within the programme window and will be changed when delivery timescales are known for the walkways

Zone 3 is now critical path.
This zone will be re-planned as per zone 2 logic. Also, the compartment hotwork can be undertaken in parallel and will therefore improve the timescales to recover any delay.



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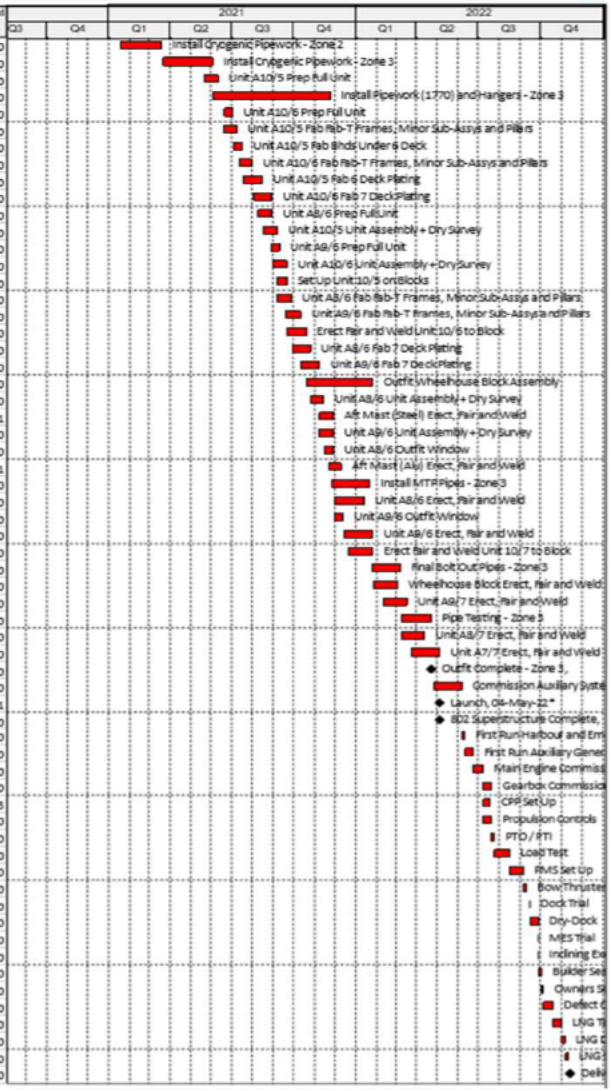
9c. Ship 802 Critical path

#	Activity ID	Activity Name	Activity % Complete	Planned Hrs	Actual Labor Units	Remaining Hrs	Start	Finish	BL Project Start	BL Project Finish	OD	RD	Total Float
1	802INZ0200PI01	Install Cryogenic Pipework - Zone 2	0%	0	0	0	18-Jan-21*	19-Mar-21	18-Jan-21	19-Mar-21	45	45	0
2	802INZ0300PI05	Install Cryogenic Pipework - Zone 3	0%	0	0	0	22-Mar-21	02-Jun-21	22-Mar-21	02-Jun-21	50	50	0
3	802MAUA105Hw01	Unit A10/5 Prep Full Unit	0%	168	0	168	21-May-21*	11-Jun-21	21-May-21	10-Jun-21	16	16	0
4	802INZ0300PI01	Install Pipework (1770) and Hangers - Zone 3	0%	7718	0	7718	03-Jun-21	24-Nov-21	03-Jun-21	24-Nov-21	124	124	0
5	802MAUA106Hw01	Unit A10/6 Prep Full Unit	0%	151	0	151	21-Jun-21*	02-Jul-21	21-Jun-21	02-Jul-21	10	10	0
6	802FaUA105Hw01	Unit A10/5 Fab Fab-T Frames, Minor Sub-Assys and Pillars	0%	195	0	195	21-Jun-21	09-Jul-21	18-Jun-21	08-Jul-21	15	15	0
7	802FaUA105Hw02	Unit A10/5 Fab Bhds Under 6 Deck	0%	125	0	125	05-Jul-21	16-Jul-21	02-Jul-21	15-Jul-21	10	10	0
8	802FaUA106Hw01	Unit A10/6 Fab Fab-T Frames, Minor Sub-Assys and Pillars	0%	165	0	165	12-Jul-21	30-Jul-21	12-Jul-21	30-Jul-21	15	15	0
9	802FaUA105Hw04	Unit A10/5 Fab 6 Deck Plating	0%	275	0	275	19-Jul-21	16-Aug-21	16-Jul-21	13-Aug-21	20	20	0
10	802FaUA106Hw04	Unit A10/6 Fab 7 Deck Plating	0%	225	0	225	03-Aug-21	30-Aug-21	03-Aug-21	30-Aug-21	20	20	0
11	802MAUA086Hw01	Unit A8/6 Prep Full Unit	0%	244	0	244	09-Aug-21*	30-Aug-21	09-Aug-21	27-Aug-21	16	16	0
12	802ASUA105Hw01	Unit A10/5 Unit Assembly + Dry Survey	0%	162	0	162	17-Aug-21	06-Sep-21	16-Aug-21	08-Sep-21	15	15	0
13	802MAUA096Hw01	Unit A9/6 Prep Full Unit	0%	166	0	166	30-Aug-21*	10-Sep-21	30-Aug-21	10-Sep-21	10	10	0
14	802ASUA106Hw01	Unit A10/6 Unit Assembly + Dry Survey	0%	146	0	146	31-Aug-21	20-Sep-21	31-Aug-21	20-Sep-21	15	15	0
15	802ASB0010Hw01	Set Up Unit 10/5 on Blocks	0%	296	0	296	07-Sep-21	20-Sep-21	06-Sep-21	17-Sep-21	10	10	0
16	802FaUA086Hw01	Unit A8/6 Fab Fab-T Frames, Minor Sub-Assys and Pillars	0%	300	0	300	07-Sep-21	27-Sep-21	06-Sep-21	24-Sep-21	15	15	0
17	802FaUA096Hw01	Unit A9/6 Fab Fab-T Frames, Minor Sub-Assys and Pillars	0%	225	0	225	20-Sep-21	11-Oct-21	20-Sep-21	08-Oct-21	16	16	0
18	802ASB0010Hw02	Erect Pair and Weld Unit 10/6 to Block	0%	688	0	688	21-Sep-21	18-Oct-21	21-Sep-21	18-Oct-21	20	20	0
19	802FaUA086Hw04	Unit A8/6 Fab 7 Deck Plating	0%	435	0	435	28-Sep-21	25-Oct-21	27-Sep-21	22-Oct-21	20	20	0
20	802FaUA096Hw04	Unit A9/6 Fab 7 Deck Plating	0%	275	0	275	12-Oct-21	08-Nov-21	11-Oct-21	05-Nov-21	20	20	0
21	802PFB0010Hw01	Outfit Wheelhouse Block Assembly	0%	0	0	0	19-Oct-21	26-Jan-22	19-Oct-21	26-Jan-22	65	65	0
22	802ASUA086Hw01	Unit A8/6 Unit Assembly + Dry Survey	0%	235	0	235	26-Oct-21	15-Nov-21	25-Oct-21	12-Nov-21	15	15	0
23	802A11610	Aft Mast (Steel) Erect, Pair and Weld	0%	282	0	282	08-Nov-21*	29-Nov-21	08-Nov-21	26-Nov-21	16	16	1
24	802ASUA096Hw01	Unit A9/6 Unit Assembly + Dry Survey	0%	160	0	160	09-Nov-21	29-Nov-21	08-Nov-21	26-Nov-21	15	15	0
25	802PFUA086Hw01	Unit A8/6 Outfit Window	0%	0	0	0	16-Nov-21	29-Nov-21	15-Nov-21	26-Nov-21	10	10	0
26	802A11620	Aft Mast (Alu) Erect, Pair and Weld	0%	282	0	282	22-Nov-21*	10-Dec-21	22-Nov-21	10-Dec-21	15	15	1
27	802INZ0300PI02	Install MTP Pipes - Zone 3	0%	1063	0	1063	25-Nov-21	21-Jan-22	25-Nov-21	21-Jan-22	35	35	0
28	802ERUA086Hw01	Unit A8/6 Erect, Pair and Weld	0%	669	0	669	30-Nov-21	13-Jan-22	29-Nov-21	11-Jan-22	26	26	0
29	802PFUA096Hw01	Unit A9/6 Outfit Window	0%	0	0	0	30-Nov-21	13-Dec-21	29-Nov-21	10-Dec-21	10	10	0
30	802ERUA096Hw01	Unit A9/6 Erect, Pair and Weld	0%	669	0	669	14-Dec-21	26-Jan-22	13-Dec-21	25-Jan-22	25	25	0
31	802ASB0010Hw03	Erect Pair and Weld Unit 10/7 to Block	0%	319	0	319	21-Dec-21	26-Jan-22	21-Dec-21	26-Jan-22	20	20	0
32	802INZ0300PI03	Final Bolt Out Pipes - Zone 3	0%	1274	0	1274	24-Jan-22	08-Mar-22	24-Jan-22	04-Mar-22	32	32	0
33	802ERB0010Hw01	Wheelhouse Block Erect, Pair and Weld	0%	1082	0	1082	27-Jan-22	02-Mar-22	27-Jan-22	02-Mar-22	25	25	0
34	802ERUA097Hw09	Unit A9/7 Erect, Pair and Weld	0%	522	0	522	10-Feb-22	16-Mar-22	10-Feb-22	16-Mar-22	25	25	0
35	802INZ0300PI04	Pipe Testing - Zone 3	0%	1274	0	1274	09-Mar-22	22-Apr-22	07-Mar-22	19-Apr-22	31	31	0
36	802ERUA087Hw01	Unit A8/7 Erect, Pair and Weld	0%	618	0	618	10-Mar-22	13-Apr-22	10-Mar-22	13-Apr-22	25	25	0
37	802ERUA77Hw01	Unit A7/7 Erect, Pair and Weld	0%	490	0	490	24-Mar-22	04-May-22	24-Mar-22	28-Apr-22	27	27	0
38	802INZ0300001Z	Outfit Complete - Zone 3	0%	0	0	0		22-Apr-22		19-Apr-22	0	0	0
39	802A6470	Commission Auxiliary Systems	0%	0	0	0	25-Apr-22	06-Jun-22	20-Apr-22	01-Jun-22	30	30	0
40	802A4910	Launch	0%	0	0	0	04-May-22*		28-Apr-22		0	0	1
41	802KM003	802 Superstructure Complete	0%	0	0	0		04-May-22		28-Apr-22	0	0	0
42	802A4920	First Run Harbour and Emergency Genenerator	0%	0	0	0	06-Jun-22	11-Jun-22	01-Jun-22	06-Jun-22	5	5	0
43	802A4930	First Run Auxiliary Generator	0%	0	0	0	11-Jun-22	23-Jun-22	06-Jun-22	18-Jun-22	12	12	0
44	802A4940	Main Engine Commissioning	0%	0	0	0	23-Jun-22	07-Jul-22	18-Jun-22	02-Jul-22	14	14	0
45	802A4970	Gearbox Commissioning	0%	0	0	0	07-Jul-22	21-Jul-22	02-Jul-22	16-Jul-22	14	14	0
46	802A4950	CPP Set Up	0%	0	0	0	08-Jul-22	18-Jul-22	04-Jul-22	12-Jul-22	7	7	3
47	802A4960	Propulsion Controls	0%	0	0	0	08-Jul-22	21-Jul-22	04-Jul-22	15-Jul-22	10	10	0
48	802A4980	PTO / PTI	0%	0	0	0	21-Jul-22	25-Jul-22	16-Jul-22	20-Jul-22	4	4	0
49	802A4990	Load Test	0%	0	0	0	26-Jul-22	16-Aug-22	21-Jul-22	11-Aug-22	21	21	0
50	802A5000	PMS Set Up	0%	0	0	0	16-Aug-22	06-Sep-22	11-Aug-22	01-Sep-22	21	21	0
51	802A5010	Bow Thruster Commissioning	0%	0	0	0	06-Sep-22	11-Sep-22	01-Sep-22	06-Sep-22	5	5	0
52	802A5020	Dock Trial	0%	0	0	0	14-Sep-22	15-Sep-22	09-Sep-22	10-Sep-22	1	1	0
53	802A5030	Dry-Dock	0%	0	0	0	17-Sep-22	27-Sep-22	12-Sep-22	22-Sep-22	10	10	0
54	802A6500	MES Trial	0%	0	0	0	27-Sep-22	27-Sep-22	22-Sep-22	22-Sep-22	1	1	0
55	802A10677	Inclining Exercise	0%	0	0	0	27-Sep-22	28-Sep-22	22-Sep-22	23-Sep-22	1	1	0
56	802A5040	Builder Sea Trials	0%	0	0	0	28-Sep-22	02-Oct-22	23-Sep-22	27-Sep-22	4	4	0
57	802A5050	Owners Sea Trials	0%	0	0	0	02-Oct-22	05-Oct-22	27-Sep-22	30-Sep-22	3	3	0
58	802A5070	Defect Clearance	0%	0	0	0	05-Oct-22	19-Oct-22	30-Sep-22	14-Oct-22	14	14	0
59	802A5080	LNG Tank Commissioning	0%	0	0	0	19-Oct-22	31-Oct-22	14-Oct-22	26-Oct-22	12	12	0
60	802A5100	LNG Dock Trial	0%	0	0	0	01-Nov-22	06-Nov-22	27-Oct-22	01-Nov-22	5	5	0
61	802A5110	LNG Sea Trial	0%	0	0	0	07-Nov-22	10-Nov-22	02-Nov-22	05-Nov-22	3	3	0
62	802A5120	Delivery	0%	0	0	0		14-Nov-22*		08-Nov-22	0	0	0



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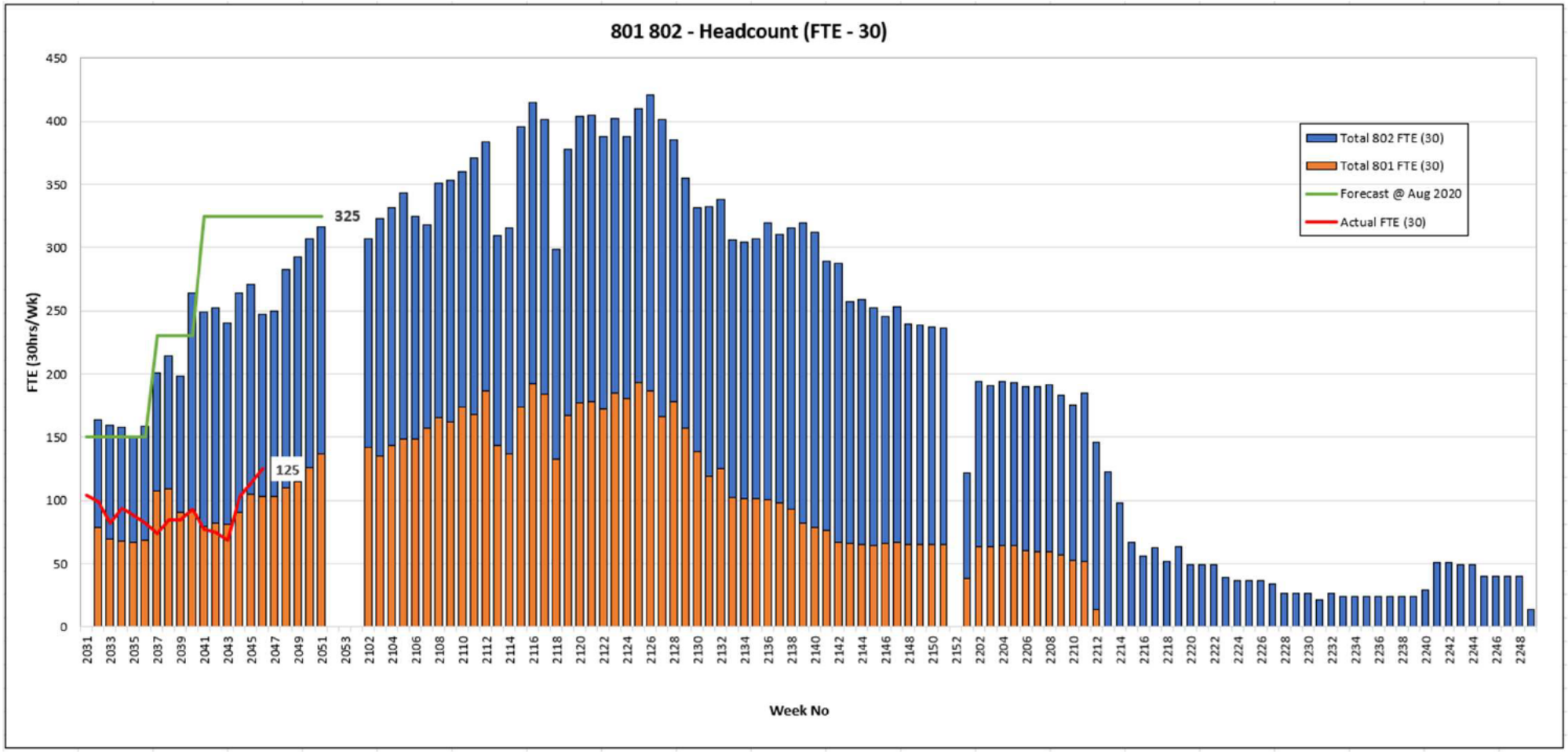
[redacted]

10. Resource Profile as @ Baseline Position (Aug 2020)



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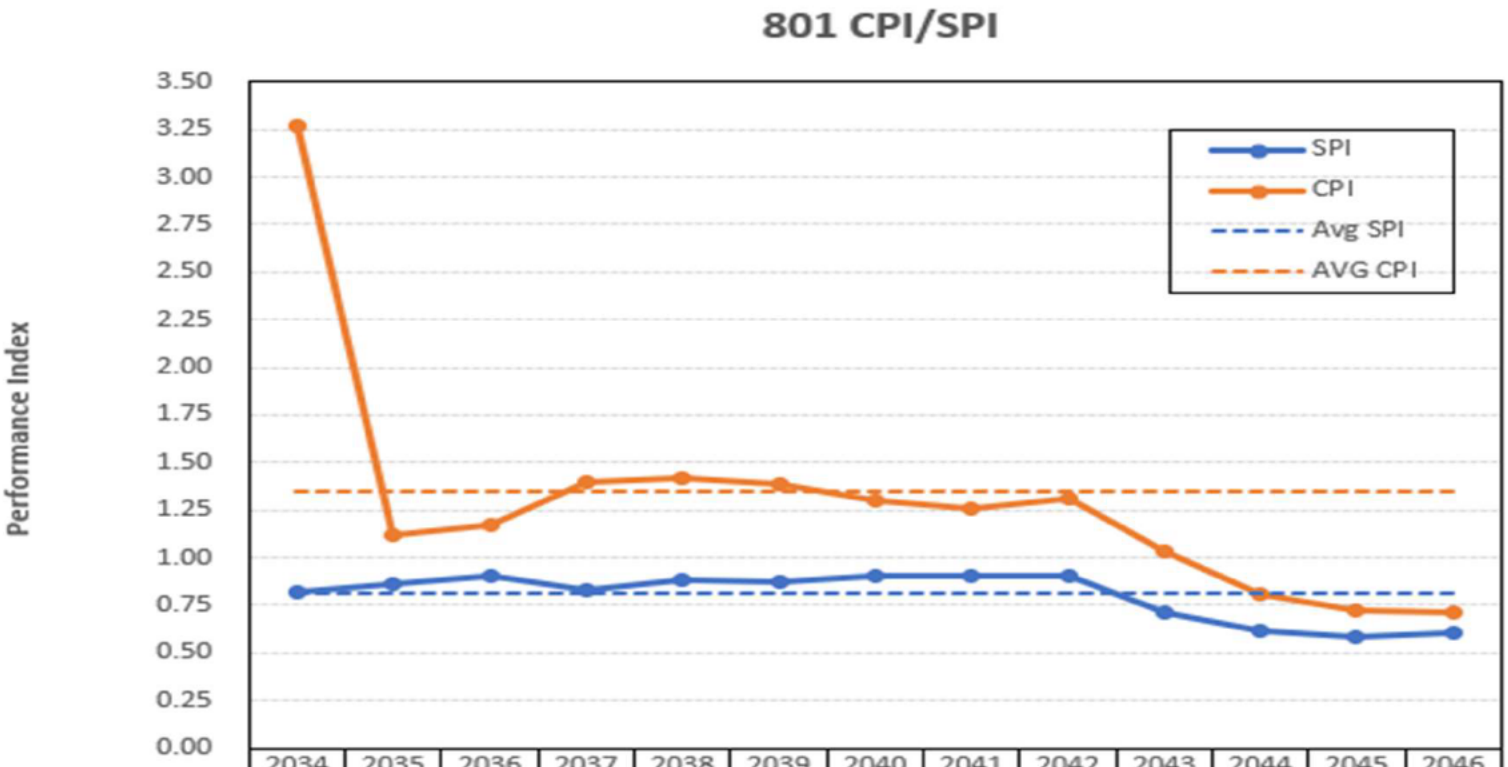
12. SPI & CPI Trends



	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
SPI	0.82	0.86	0.91	0.83	0.88	0.87	0.91	0.91	0.91	0.71	0.62	0.58	0.60
CPI	3.27	1.12	1.17	1.40	1.42	1.39	1.30	1.26	1.31	1.03	0.81	0.72	0.71
Avg SPI	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82	0.82
AVG CPI	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35

Services Removed Week 2043

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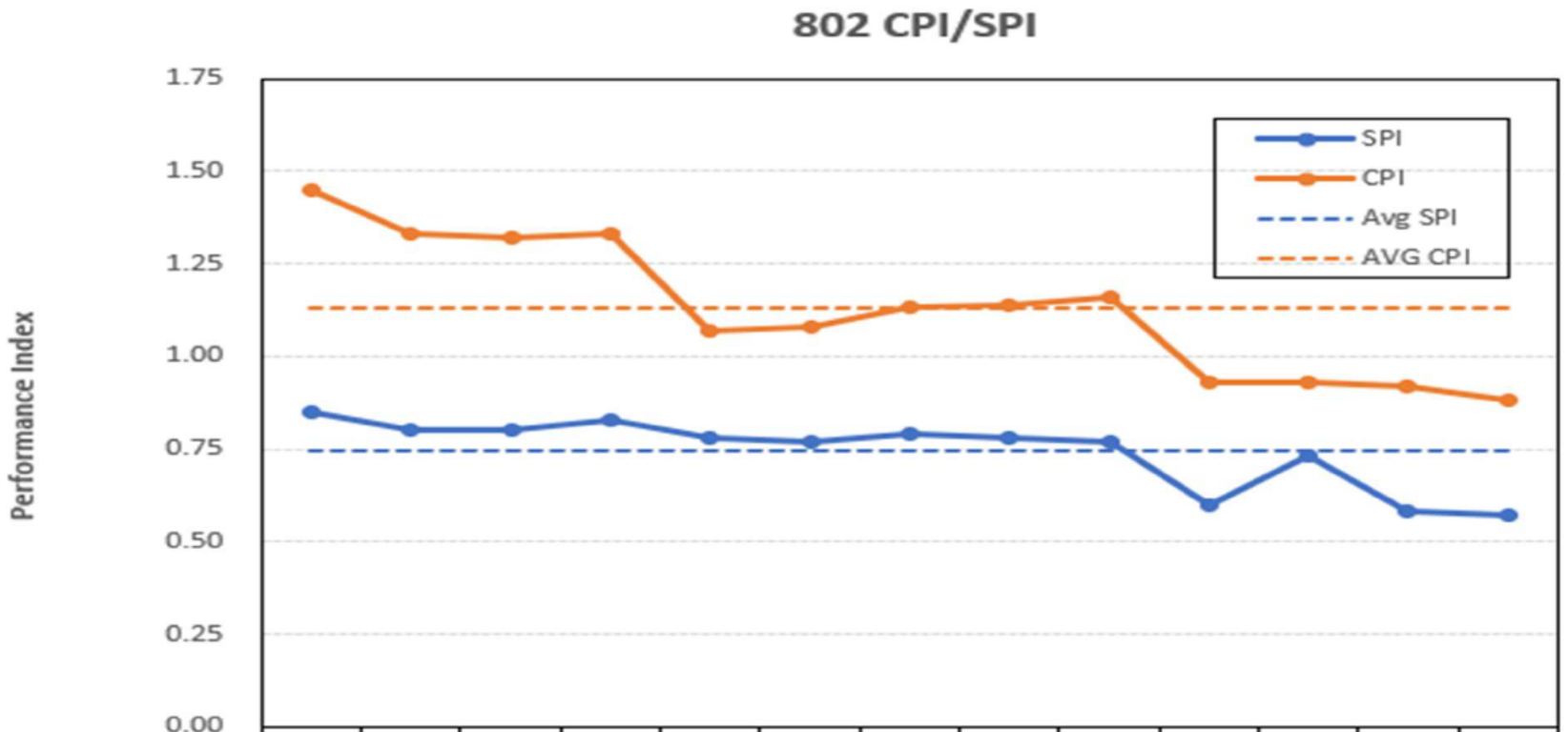
12. SPI & CPI Trends



	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
SPI	0.85	0.80	0.80	0.83	0.78	0.77	0.79	0.78	0.77	0.60	0.73	0.58	0.57
CPI	1.45	1.33	1.32	1.33	1.07	1.08	1.13	1.14	1.16	0.93	0.93	0.92	0.88
Avg SPI	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74	0.74
AVG CPI	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13	1.13

Services Removed Week 2043

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13. Procurement Update – Key Projects

Supplier	Scope of Work	Forecast contract date	Status
[redacted]	Electrical design and commissioning	August - DONE	Contract executed 27 Aug'20 and POs issued for equipment and commissioning of both 801 & 802. [redacted] undergoing repair due in Dec. 801 switchboards undergone additional survey wkc 16 Nov with quotation pending. Potential of transformer repair TBC.
[redacted]	Accommodation outfit	September - DONE	Contract executed 09 Sep'20 and POs issued. Programme dates for manufacturing and installation shared and aligned.
[redacted]	HVAC	October - DONE	Contract executed 10 Oct'20 and POs issued. Programme dates for manufacturing and installation shared and aligned.
[redacted]	Power and Propulsion Equipment	November - DONE *	Contract executed 19 Nov'20 and POs issued. Additional long leadtime equipment to be order. UK resources performing condition survey of equipment wkc23 Nov.
[redacted]	Fire Systems	December - WIP	Contract to be novated with commercials relating to agreed variations still being finalised. Now priority as engineering collaboration is required to progress design.
[redacted]	Pipe manufacture - subcon	September - DONE	3 providers selected from 10 bids. Contract award issued and published on PCS on 14 Sep'20. All 3 suppliers are mobilised to support volume profile. Subzone 0201 delivered, 0202 on order, 0203 out for quotation.
[redacted]	Contract Labour	October - DONE	4 providers selected from 14 bids [redacted] Contracts now finalised with all providers. Contract award ready to be published on PCS. Project now handed over to Operations for Resource Management.
[redacted]	Cable installation and termination	November - WIP	6 bids were submitted on PCS by deadline. [redacted] were unanimously selected as the preferred bidder after evaluation and moderation with team. Standstill period concluded on 14 Nov. Contract delivery is expected by end of Nov. Survey to commence once contract closed.
[redacted]	Hydraulics equipment and commissioning	Febuary - WIP	Project kick-off has started. ITT documents, including technical and commercial schedules are being prepared. Waiting on MTO from [redact 26 Nov. Plan is to launch tender in PCS early Dec'20.

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14a. Risks – Top 10

	Risk Category	Risk identified by:	Risk Description	Controls in Place	Current Impact	Current Likelihood	Current Risk Score	Action Planned	Target Risk Score	Risk Owner	Date Last Reviewed	Change explanation
87	**Project**	[redacted]	COVID-19 has required the shutdown of the yard and may have a significant impact to delivery	Home working established where possible in Procurement, Engineering, Finance, Quality and Management. Use of MS Teams	50	5	250	1. Continue engineering programme with ICE 2. Continue development of programme	250	[redacted	Oct-20	No production work. Engineering programme remains on plan. No work in new stores allowed. Assessment of impact to be made.
88	**Project**		COVID-19 - there is a risk that the onging effect may impact the yard or its suppliers	Revised onsite social distancing policies New amenities brought in to allow for increase in labour	50	5	250	Monitor situation and enforce policies	250		Nov-20	Site has been inspected by local authority, with no issues. A small numberof cases have been identified but no verall impact to the yard
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	200		Nov-20	Programmes have been re-baselined to take account of COVID-19 impact. Potential programme impact to 801 as a result of poor hull paint system requiring extension to second dry docking Concern around labour impact to programme
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)	150		Oct-20	Programmes have been re-baselined to take account of COVID-19 impact
70	**Production**	Risk review	Insufficient capacity for pipe manaufacture and installation to support the programme	Programme demand from plan based upon installation rates and compartment capacities [redacted Pipe systems to be manufactured off site	50	5	250	1. produce plans for subcontract of pipe manaufacture - plan shows pipe made out company only closing pipes 2. produce plans for permanent and contractor installation labour plan based on yard install 3. Produce specific plan for manufacture and instalation of hydraulic pipework required to be out contracted	150		Sep-20	Subcontract framework has been placed with 3 suppliers. Further ITT has been issued to add additional capcity if required.
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 numbers, with suitable qualifications and experience	Resource plans from revised programme, together with yard plan Allowance against market rates reviewed.	50	5	250	1. Include allowance for potential increase 2. Part of annual wage negotiations 3. Develop the programme resource demand 4. Produce a yard resource plan showing all projects 5. Develop a resource supply strategy 6. Assumes subcontract labour will be provided at same internal rate 7. Extra supervision may be required	150		Oct-20	1. Increases are included in the wage negotiations. 2. In progress 3. This is being undertaken by [redacted] 4. Produced by planning but not effective and needs rework. 5. Labour ITT actioned however [redacted] decided he is running with this now. Future needs in terms of skill shortfall is required and will be completed Q4 6. Actioned but now being debated as to whether the right move. 7. Additional supervision is requried and the top down structure is being re-written.

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14b. Risks – Top 10 continued

	Risk Categ...	Risk identifi... by:	Risk Description	Controls in Place	Current Impa...	Current Likeliho...	Current Risk Score	Action Planned	Target Risk Scor...	Risk Owne...	Date Last Revie...	Change explanation
14	**Project**	[redacted]	Level of rework not sufficiently scoped. Known rework not fully scoped. Unknown rework will occur particularly during the test and commissioning phase	CNs and 200 series included in programme Change control process implemented. OORs incorporated into model	50	5	250	1. Completion of re-baseline evaluation 2. Allow additional time in the commissioning programme	125	[redacted	Nov-20	A number of changes have now been raised. Rework is being separately identified through planning rework codes There is further rework being identified on 801 in the vehicle deck compartments
86	**Supply Chain**		Materials have been stored offsite at Westway in poor conditions and unmanned: material condition and level of stock uncertain and may result in material stock write downs	New facility opened, equipment relocated and stock check and pyhsical condition established. Stock to be entered on [redacted] Full stock take completed	50	5	250	1. Relocate all offiste materials to a new storage facility 2. Improve store location capability	100		Nov-20	Inventory is being loaded onto [redacted Risk likelihood has been reduced to 2
22	**Project**		Workpackaging arrangements 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	100		Oct-20	Work package arangements for volume outfit are now close to delivering information into production. October 2020 - Speaking with [redacted I believe it is now the intention not to produce workpacks directly from Factory Master. Can this be confirmed and agreement reached on how they will be produced. Suggestion was it would be [redacted
46	**Technical**	CMAL	Vessel cannot meet contract deadweight	Lightship weight continues to grow	50	5	250	1. Continue to limit weight growth wherever possible and practical 2. Commercial impact subject to the contract provisions	100		Nov-20	New NA lead will drive updated weight calculation [redac will be contracted to supply information for newly modeled items.

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[redacted]

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16. Weight

No change to weight in past month

Lightship History	Rev 18				Rev 19				Rev 20				Rev 21			
	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)	Weight (tonnes)	Lever @AP. (m)	Lever @Centre (m)	Lever @BL (m)
Group 2-1 Hull Steel	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76	1543.5	48.21	-0.02	5.76
Group 2-2 Misc. Steel	143.1	39.97	-0.23	5.60	142.0	39.73	-0.23	5.48	142.0	39.69	-0.23	5.46	141.8	39.69	-0.23	5.46
Group 2 Permanent Ballast	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
Steel Margin	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
Total Steel	**1686.7**	**47.52**	**-0.04**	**5.75**	**1685.6**	**47.50**	**-0.04**	**5.74**	**1685.6**	**47.50**	**-0.04**	**5.74**	**1685.4**	**47.50**	**-0.04**	**5.74**
Group 2-3 S/S Aluminium	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76	177.4	56.91	-0.20	16.76
Aluminium Margin	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00	0.0	0.00	0.00	0.00
Total S/S Aluminium	**177.4**	**56.91**	**-0.20**	**16.76**	**177.4**	**56.91**	**-0.20**	**16.76**	**177.4**	**56.91**	**-0.20**	**16.76**	**177.4**	**56.91**	**-0.20**	**16.76**
Group 2-4 Paint	31.9	48.69	-0.04	6.81	33.2	48.73	-0.04	6.76	33.2	48.73	-0.04	6.76	33.2	48.73	-0.04	6.76
Total Paint	**31.9**	**48.69**	**-0.04**	**6.81**	**33.2**	**48.73**	**-0.04**	**6.76**	**33.2**	**48.73**	**-0.04**	**6.76**	**33.2**	**48.73**	**-0.04**	**6.76**
Group 3 Cargo Equipment	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59	185.9	54.02	-0.16	9.59
Group 4 Ship Equipment	182.3	55.55	-0.01	7.86	183.1	55.30	-0.01	7.84	183.1	55.30	-0.01	7.84	183.1	55.30	-0.01	7.84
Group 5 Equipment for Crew & Pax	561.0	53.92	0.36	13.13	562.4	53.88	0.35	13.10	564.7	53.90	0.35	13.10	564.7	53.90	0.35	13.10
Total Outfit	**929.2**	**54.26**	**0.18**	**11.39**	**931.4**	**54.19**	**0.18**	**11.37**	**933.8**	**54.20**	**0.18**	**11.37**	**933.8**	**54.20**	**0.18**	**11.37**
Group 6 Main Machinery	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06	295.4	28.53	0.08	3.06
Group 7 Machinery Systems	181.9	32.81	-0.98	4.88	181.1	32.58	-0.96	4.82	178.8	32.70	-0.97	4.85	178.8	32.70	-0.97	4.85
Group 8 Ships Common Systems	248.2	44.77	0.17	6.81	250.4	44.48	0.17	6.76	248.5	44.58	0.18	6.78	248.5	44.58	0.18	6.78
Total Machinery & Electrical	**725.6**	**35.16**	**-0.15**	**4.80**	**727.0**	**35.03**	**-0.15**	**4.77**	**722.7**	**35.08**	**-0.14**	**4.78**	**722.7**	**35.08**	**-0.14**	**4.78**
Lightship	**3550.6**	**47.24**	**-0.01**	**7.59**	**3554.5**	**47.18**	**-0.01**	**7.58**	**3552.6**	**47.21**	**-0.01**	**7.58**	**3552.4**	**47.21**	**-0.01**	**7.58**
Margin	3.7	47.24	-0.01	7.59	-0.1	47.18	-0.01	7.58	1.8	47.21	-0.01	7.58	2.0	47.21	-0.01	7.58
Lightship with margin	**3554.4**	**47.24**	**-0.01**	**7.74**	**3554.4**	**47.18**	**-0.01**	**7.73**	**3554.4**	**47.21**	**-0.01**	**7.73**	**3554.4**	**47.21**	**-0.01**	**7.73**
Ducktail weight (802)	**13.0**	**-3.20**	**0.00**	**4.75**	**13.0**	**-3.20**	**0.00**	**4.75**	**13.0**	**-3.20**	**0.00**	**4.75**	**13.0**	**-3.20**	**0.00**	**4.75**
Major changes	General update External chairs updated to supplier specification ~~Forward mast updated as per scantling drawings~~ Ducktail updated LNG pipe weights updated Equipment foundations updated				Winch bollard control cabinets added Fwd Mast weight updated as per drawing Certainties reviewed Pipe weight reviewed Adjusted paint weight for latest Jotun spec				General update Equipment removed in group 7 & 8 Deck coverings reviewed				Fwd mast updated according to fabrication drawing			
Notes re Margin on VCG	Margin on VCG (m)	0.150			Margin on VCG (m)	0.150			Margin on VCG (m)	0.150			Margin on VCG (m)	0.150		
	Margin in Summary page	3.7			Margin in Summary page	-0.1			Margin in Summary page	1.8			Margin in Summary page	2.0		
	Total margin	3.7			Total margin	-0.1			Total margin	1.8			Total margin	2.0		
	Total margin	0.10%			Total margin	0.00%			Total margin	0.05%			Total margin	0.06%		
	Displacement at 3.45m draught	4433			Displacement at 3.45m draught	4433			Displacement at 3.45m draught	4433			Displacement at 3.45m draught	4433.0		
	Contract deadweight	900			Contract deadweight	900			Contract deadweight	900			Contract deadweight	900.0		
	VTC deadweight change	-21.35			VTC deadweight change	-21.35			VTC deadweight change	-21.35			VTC deadweight change	-21.35		
	Maximum lightship weight	3554.35			Maximum lightship weight	3554.35			Maximum lightship weight	3554.35			Maximum lightship weight	3554.4		

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801/ 802's QLA

- **QLA's are now kept in the same folder as the Monthly progress report.**

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