

PROJECT PERFORMANCE BRIEFING

RFI Delay Recovery Report

Sample Extract from the Performance Intelligence Report

◆ Turning scattered project data into decision-ready performance intelligence.

REPORT IDENTITY

PROJECT **Project Meridian** — Phase 2 Delivery
PERIOD **Period 7** · May 2026
PREPARED FOR **Project Steering Committee**
PREPARED BY **Aura Catalyst**
ISSUE DATE **29 May 2026**
STATUS **For decision** · this period

IN THIS EXTRACT

- 01** Executive Summary
- 02** Performance Scorecard
- 08** Trends & Root-Cause Observations

Three selected sections shown for illustration. The full Performance Intelligence Report comprises ten sections across Schedule, Cost, Quality, Risk, Actions, and Recommendations.

SECTION 01

Executive Summary

RFI Delay Recovery Report

Project Meridian — Phase 2 Delivery
Single-project report
Issued 29 May 2026

<p>OVERALL STATUS</p> <p>Amber</p> <p>▼ Deteriorating · was Amber (stable)</p>	<p>Project fundamentals remain sound, but RFI response performance has slipped materially over the last two periods and is now pressuring the Stage 2 completion milestone. The position is contained and recoverable with prompt decisions.</p> <p>Schedule · Amber Cost · Green Quality · Green Risk · Amber</p>
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EXECUTIVE NARRATIVE

Project Meridian continues to perform well on cost and quality, and site works remain broadly aligned to plan. However, RFI response turnaround has deteriorated over the last two reporting periods, rising to **14.2 working days against a 7-day target**, while the volume of overdue items has doubled. The deterioration is concentrated in a single design discipline and is now placing measurable pressure on the **Stage 2 completion milestone**. The issue is isolated to RFI throughput rather than broader delivery health, and remains recoverable — but it requires leadership decisions this period to prevent schedule slippage from converting into commercial exposure.

Key Movements	VS. PERIOD 6	Decisions Required	THIS PERIOD
Avg. RFI response time (target 7d)	9.1 → 14.2d ▲	D1	Approve an expedited review protocol (3 working-day turnaround) for the 11 RFIs on the critical path.
Open RFIs	61 → 84 ▲38%	D2	Authorise temporary additional review resource for the bottleneck discipline through Stage 2.
Overdue RFIs (>10 working days)	19 → 38 ▲100%	D3	Decide whether to issue an early-warning notice to the client regarding potential Stage 2 impact.
Milestones forecast at risk	0 → 2 ▲		
Overdue RFIs in one discipline	~60% ▲		

Top 3 Risks	RANKED BY EXPOSURE	Immediate Actions	NEXT 5 WORKING DAYS	
R1	HIGH	Sustained RFI slip pushes the Stage 2 milestone ~12 working days beyond its contractual date — schedule and commercial exposure.	A1	Ring-fence and triage the 11 critical-path RFIs for clearance within 5 working days.
R2	MED-HIGH	Overdue RFIs concentrated in one discipline indicate a review bottleneck that could spread to dependent work packages.	A2	Convene a focused RFI clearance session with the bottleneck discipline within 3 working days.
R3	MEDIUM	Pressure to hold programme may lead to work proceeding ahead of unresolved RFIs, raising rework and abortive-cost risk .	A3	Reforecast the Stage 2 milestone and confirm the remaining float position.
			A4	Institute a weekly RFI ageing review until response time returns below target.

CONCLUSION
The project's underlying health remains stable; the issue is isolated to RFI throughput and is recoverable. With the decisions above taken this period, response times are expected to return toward target within two reporting cycles and the Stage 2 milestone risk to be neutralised.

SECTION 02

Performance Scorecard

RFI Delay Recovery Report

Project Meridian — Phase 2 Delivery
Consolidated single-project view
Issued 29 May 2026

OVERALL PERFORMANCE

Amber
▼ Deteriorating · was Amber (stable)

One dimension — is red and is driving schedule and risk pressure, while **RFI performance** — is red and is driving **cost and quality**. The overall position is recoverable with focused intervention this period.

SCHEDULE · SPI 0.94 Target ≥1.00 ▼ was 0.98	COST · CPI 1.01 Target ≥1.00 ▲ was 1.00	QUALITY · CONF. 97.8% Target ≥97.0% ▼ was 98.1%	RFI · RESPONSE 14.2d Target 7d ▲ was 9.1d	ACTIONS · OVERDUE 23% Target <10% ▲ was 14%	RISK · TOLERANCE 4 Target ≤2 breaches ▲ was 2
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Dimension Scorecard

CURRENT VS. PERIOD 6

DIMENSION	STATUS	KEY INDICATOR	CURRENT	TREND	COMMENTARY
Schedule	Amber	% complete vs plan	41% / 44%	▼	Minor slip driven by RFI hold-points ; critical path under pressure at the Stage 2 milestone.
Cost	Green	Forecast vs budget	-0.4%	▲	Commercial position stable; no material variations approved this period.
Quality	Green	First-time conformance	97.8%	▼	Conformance remains strong; slight dip reflects open NCRs awaiting close-out, none critical.
Risk	Amber	Risks breaching tolerance	4 / ≤2	▲	Two new high risks raised, both linked to RFI turnaround and Stage 2 exposure.
Actions	Amber	Open / % overdue	56 / 23%	▲	Action ageing rising; overdue items concentrated in design review .
RFI	Red	Avg. response time	14.2d / 7d	▲	Turnaround has doubled over two periods; 11 RFIs sit on the critical path .

Critical Indicators

REQUIRING ATTENTION

- RED** RFI response time at 14.2 days — twice the 7-day target, with 11 critical-path RFIs unresolved.
- AMBER** Schedule SPI at 0.94 — Stage 2 milestone forecast ~12 working days late if turnaround does not recover.
- AMBER** Action overdue rate at 23% — concentrated in the design-review function, compounding RFI delay.

Management Focus

NEXT PERIOD

- 01** Restore RFI turnaround below 10 days via expedited review of critical-path items.
- 02** Protect the Stage 2 milestone — reforecast and confirm remaining float.
- 03** Clear the overdue action backlog in design review to remove the bottleneck.
- 04** Hold cost and quality performance — maintain controls, no easing.

SECTION 08

Trends & Root-Cause Observations

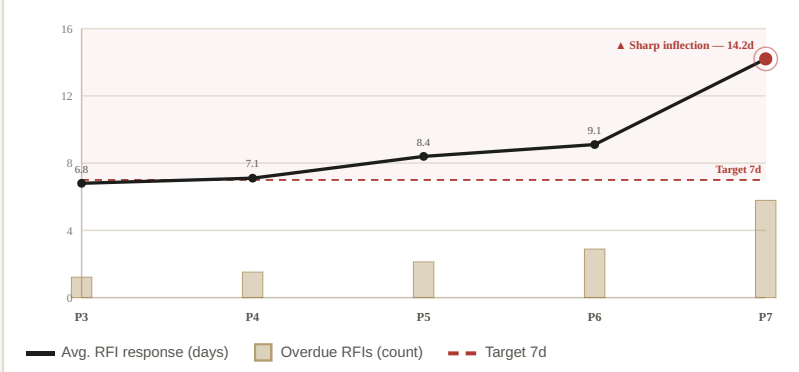
RFI Delay Recovery Report

Project Meridian — Phase 2 Delivery
Five-period analysis (P3–P7)
Issued 29 May 2026

ANALYTICAL THESIS

What appears across this report as **four separate amber and red indicators is one root cause with four symptoms**. This section traces the RFI trend back to its source, shows how it is propagating into schedule, actions, and risk, and indicates where the curve is heading if left unaddressed.

RFI PERFORMANCE TREND · PERIOD 3 – PERIOD 7



What the Trend Shows

- 1 Turnaround held near the **7-day target through P6**, then jumped **56% in a single period** to 14.2 days — a step change, not gradual drift.
- 2 Overdue RFIs have risen **nearly five-fold (8 → 38)** — faster than total open volume (44 → 84). The backlog is compounding.
- 3 **~60% of overdue items** now sit with one design discipline, up from ~35% — a tightening single dependency.

Bottleneck & Cross-Data Connections

ONE CAUSE · MULTIPLE SYMPTOMS

IDENTIFIED BOTTLENECK

Design Discipline C — review capacity

Holds ~60% of overdue RFIs and the majority of overdue actions, and sits on the critical-path interface packages. A single constraint node.

SCHEDULE	11 critical-path RFIs ageing → Stage 2 milestone forecast late.	+12 days
ACTIONS	Reviewer attention diverted to the backlog → overdue actions rising.	14% → 23%
RISK	Schedule exposure raised → risks breaching tolerance increased.	2 → 4

Root-Cause Observations

- 1 **Capacity, not error.** Review capacity in Discipline C did not scale with the rise in interface-coordination RFIs as Phase 2 ramped — turnaround lengthened structurally, not by chance.
- 2 **Complexity shift.** A growing share of RFIs require multi-party input on interface details, extending review cycles even at constant volume.
- 3 **No triage step.** Without prioritisation, critical-path RFIs queue behind routine ones — the most schedule-sensitive items wait longest.

Early-Warning Signals

- ▲ The curve **steepened sharply at P7** rather than rising linearly — the signature of a system pushed past capacity, which self-reinforces.
- ▲ Overdue volume is now **rising faster than total open RFIs** — the backlog is compounding, not merely growing.
- ▲ **~30 further RFIs** on the same interface packages are forecast to arrive in P8 — pressure will intensify without added capacity.

MANAGEMENT INTERPRETATION

The amber and red indicators across this report are not four separate problems — they are one. A single **review-capacity bottleneck in Discipline C** is propagating into schedule, actions, and risk at the same time. Because the cause is shared, a targeted intervention — added review capacity plus a critical-path triage rule — is expected to relieve all three pressures together, giving **unusually high leverage for a small, time-bound action**.

SO WHAT — FOR LEADERSHIP

Read this as a **single, recoverable capacity issue, not a broad delivery failure**. The cost today is schedule and risk, not yet commercial — but that conversion lands at Stage 2, now within two periods. Acting on the bottleneck this period is small relative to the exposure it removes; deferring it allows a self-reinforcing curve to continue.