
FSRU Terminal Leadership Training Course: Project Delivery, Berth Safety and Regasification

28 February – 11 March 2027
Doha





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Ref: 498_27417 Date: 28 February – 11 March 2027 Location: Doha Fees: 7740 GBP

Programme Summary

FSRU terminal leadership is the subject of this two-week training course for senior project, ministry and terminal leaders, ending in a terminal delivery and operations pack for one floating import project. Gas importers face fixed deadlines, tight berth conditions and complex vessel contracts, and weak early choices are costly to reverse. The programme moves from the case for a floating terminal, through development, site, commercial and technical design, to commissioning, transfer safety and live operation. Mars Training Centre UK delivers this programme on FSRU terminal leadership for mixed-organisation cohorts.

The Business Case

A floating storage and regasification unit can bring gas to market faster than an onshore terminal, but it ties an organisation to a vessel, a berth and a charter for many years. Leaders who test the concept, the contract and the operating plan together avoid late redesign, idle vessel days and unsafe transfer practice. The decisions sit across engineering, legal, finance and marine teams, so a shared view matters.

- Time to First Gas: Shortens as stage gates, interfaces and commissioning steps are planned together.
- Commercial Exposure: Falls as charter and capacity terms are checked against the operating plan.
- Transfer Incident Risk: Reduces as berth and ship-to-ship controls follow recognised guidance.

Principles and Evidence Base

- SIGTTO LNG ship-to-ship transfer guidelines: They shape the transfer procedure review and risk discussion in Sessions 7 and 9.
- ISO 28460 on the ship-to-shore interface and port operations for LNG: It structures the interface checks in Sessions 3 and 7.
- STOLGOE guidance on the safe transfer of liquefied gas in an offshore environment: It frames the offshore transfer practice reviewed in Session 7.
- Stage-gate project governance: It guides the development pathway and decision rights in Sessions 2 and 6.

Intended Participants

- Project directors who must take a floating import terminal from concept to first gas.
- Ministry and regulatory executives who approve, license or oversee import capacity.
- Utility and gas buyer leaders who contract for send-out capacity and supply security.
- Terminal and marine operations managers who will run the vessel and berth.
- Commercial and legal leads who negotiate charter, tariff and terminal use terms.

Typical sectors include gas utilities, power generation, port authorities and energy ministries.



Learning Outcomes

1. Participants will be able to evaluate a floating terminal against onshore and other import routes.
2. Participants will be able to construct a staged development plan with decision rights and an interface register.
3. Participants will be able to diagnose weaknesses in a berth, mooring and marine concept.
4. Participants will be able to prioritise charter and commercial risks for negotiation.
5. Participants will be able to appraise ship-to-ship transfer and emergency controls against recognised guidance.
6. Participants will be able to justify a terminal delivery and operations pack to a board or ministry.

Programme Structure

Day 1: FSRU Terminal Leadership: Role in Gas Supply

Why and when does a floating terminal fit an import strategy?

- Import Route Options Map
- Floating and Onshore Terminal Comparison
- Demand and Supply Gap Check
- Authority and Stakeholder Map
- Delivery Model Selection Sheet

Day 2: Project Development Pathway and Governance

How is an FSRU project staged and governed from concept to start-up?

- Stage-Gate Development Plan
- Project Charter and Decision Rights
- Master Schedule Logic Network
- Interface Register
- Development Risk Register

Day 3: Site, Berth and Marine Concept

What makes a berth location workable and safe?

- Metocean and Nautical Study Review
- Berth and Mooring Concept Options
- Jetty and Pipeline Interface Sketch
- Channel and Dredging Check
- Port Engagement Plan



Day 4: Vessel Selection, Charter and Commercial Structure

How are the vessel, charter and gas sales terms put together?

- Newbuild and Conversion Option Table
- Charter Party Term Review
- Capacity and Tariff Structure
- Terminal Use Agreement Outline
- Commercial Risk Allocation Matrix

Day 5: Regasification Systems and Send-Out Design

How do regasification systems shape send-out and flexibility?

- Regasification Train Layout
- Send-Out Pressure and Rate Profile
- Boil-Off Gas Handling Diagram
- Heat Source Options Table
- Gas Grid Connection Study

Day 6: Procurement, Construction and Commissioning

How is delivery kept on track until first gas?

- Contracting Strategy Matrix
- Yard and Vendor Oversight Plan
- Mechanical Completion Checklist
- Commissioning Sequence Plan
- First Cargo Readiness Review

Day 7: Ship-to-Ship Transfer and Berth Safety

How is LNG moved safely between ships and into the FSRU?

- Transfer Procedure Review under the SIGTTO LNG Ship-to-Ship Transfer Guidelines
- Ship-to-Shore Interface Check under ISO 28460
- Offshore Transfer Practice under STOLGOE
- Mooring Load Worksheet
- Simultaneous Operations Permit Matrix

Day 8: Terminal Operations and Performance

How is a live FSRU terminal run to its plan?



- Cargo Scheduling Calendar
- Send-Out Nomination Process
- Terminal Performance Dashboard
- Operating Cost Tracker
- Shift Handover Protocol

Day 9: Integrity, Emergencies and Asset Risk

How are major hazards controlled over the vessel life?

- Hazard Scenario Ranking
- Inspection and Drydock Planning
- Emergency Response Exercise Plan
- Safety Barrier Review
- Life Extension Options Table

Day 10: Applying the Tools and Completing the Terminal Pack

Do the tools hold together when applied to one floating import project?

- Testing the Session 2 Gate Plan on the Project
- Checking the Session 3 Berth Concept Against Site Data
- Running the Session 4 Risk Matrix on Draft Terms
- Reviewing the Session 7 Transfer Controls
- Completing the Terminal Delivery and Operations Pack

Methodology

The programme uses a structured exercise method built on anonymised charter extracts, berth layouts, transfer procedures and short written cases from gas utilities, port operations and power supply. Participants work in small groups on one floating import project, defend their choices to peers acting as boards and lenders, and receive facilitator feedback on each work product.

- Suggested activity: Ranking three berth options against marine, safety and cost criteria.
- Suggested activity: Marking up a charter extract for the five risks that most affect operations.
- Suggested activity: Rehearsing a ship-to-ship transfer go or no-go decision.

Capstone Output

Each participant completes a terminal delivery and operations pack for one floating import project. It holds a development plan, a berth and marine concept note, a commercial risk matrix, a transfer and emergency control summary and an operating performance plan. The pack is used at work to brief boards, steer negotiations and set expectations with operators.



Frequently Asked Questions

Is FSRU terminal leadership suitable for executives who are not marine or gas engineers?

Yes. FSRU terminal leadership is taught from first principles and assumes responsibility for an import project, contract or operation, not an engineering degree.

Which guidance does FSRU terminal leadership rest on in this programme?

FSRU terminal leadership here rests on the SIGTTO ship-to-ship transfer guidelines, ISO 28460 on the ship-to-shore interface, STOLGOE guidance and stage-gate project governance.

How is the terminal pack from FSRU terminal leadership used at work?

You use the pack to brief boards, steer charter and capacity negotiations and agree operating expectations with the vessel operator.

How does FSRU terminal leadership differ from a programme on onshore LNG terminal design?

It centres on delivering and running a floating import terminal and its vessel contracts, while onshore design centres on civil works, tanks and plant engineering.