Air Traffic Management Strategy

Technology Assurance Review: Technology Assurance Review, Assurance of Action Plan, 25 - 26 October 2021

Recommendation Action Plan

Ref. No.	Report section heading	Recommendation	Recommendation descriptor	Status (critical / essential / recommended)	ECD	Date closed	Action	ID	ECD	Date closed	Notes
R1	2.1	The SRO should ensure that the ATMS specific PMM includes a specific reference to the role and remit of the PMO	Project Management Manual refers to PMO role, but does not provide clarity of what this is	Essential – within one month	09-Dec-21	09-Dec-21	Update PMM to include PMO role details	R1.A1	09-Dec-21	09-Dec-21	PMM update undertaken. This update includes incorporation of PMO roles and responsibilities.
R2	2.1	The SRO should ensure that the resource need for the Programme is revisited once the revised scope and direction of travel is known	Adequately resource programme to deliver as required	Essential – as soon as the Programme has a firm scope	01-Jun-22		Secure confirmation on scope of ATMS programme	R2.A1	28-Mar-22		
							Develop resource plan to deliver defined scope	R2.A2	17-Apr-22		
							Ensure resourcing requirements are met upon programme recommencement	R2.A3	01-Jun-22		
R3	2.1	The SRO should ensure that a plan for further maturing of the now established ODA function is put in place. This should include further membership, definition of the remit of the function and its relationship to the SDA, and documentation of same in the Programme PMM	Ensure ODA role is fully defined/developed and in place	Essential – within three months	25-Feb-22		Firm ODA remit within HIAL operational organisation	R3.A1	25-Feb-22		Alligned to end-February PMM update
R4	2.1	The SRO should ensure that the ATMS PMP should be circulated comprehensively when finalised	Ensure PMP visible to all relevent stakeholders	Recommended	23-Dec-21	23-Dec-21	Send out updated PMP upon draft completion	R4.A1	23-Dec-21	23-Dec-21	Draft PMP updated to show processes and current status. SharePoint link diseminated to all Programme team and key stakeholders
R5	2.1	The Programme Director should ensure that the principles of "ring fencing" of resource and time allocation for a full "dry run" should be embedded in HIAL Procurement Manuals and the ATMS PMM for complex procurements in the future	Complex procurement activities require significant resource and time allotted to be undertaken correctly. Define full procurement dry run methods and bake into HIAL process documentation	Essential – within three months	25-Feb-22		Define dry-run process and requirements for future complex procurement activities	R5.A1	18-Jan-22	18-Jan-22	Dry run process develped. To be tested before update to PMM
							Incorporate dry-run process and requirements into PMM and PMP	R5.A2	25-Feb-22		Alligned to end-February PMM update
R6	3.1	The SRO should emphasis to the HIAL Board and Transport Scotland the critical importance of an early decision on the way forward, together with the need to ensure that the Programme has sufficient resource to support successful delivery in future	Stress to HIAL Board/TS on criticallity of clear and timely decision making on ATMS programme scope	Critical - Before the December 21 HIAL Board and Transport Scotland IDMB	08-Dec-21	08-Dec-21	Notification to the Board	R6.A1	08-Dec-21	08-Dec-21	As part of the Programme update to the HIAL Board, the SRO (Gary Cobb) specifically raised both: - the point that fast and effective decision making being critical to the future success of the ATMS programme. - the point that this had been recognised and highlighted as a recommendation by the DAO works.
R7	3.3	The SRO should consider a further Health Check once the new scope and direction of the Programme is approved in order to assess readiness to move forward and re-affirm the business case	Upon Programme scope certainty and recommencement, request healthcheck be undertaken	Recommended	01-Jun-22		Update approvals processes	R7.A1	01-Jun-22		

Glossary

ATC	Air Traffic Control
ATCO	Air Traffic Control Officer
ATMS	Air Traffic Management Strategy
BAU	Business As Usual
DAO	Digital Assurance Office
ECD	Estimate Completion Date
HIAL	Highlands and Islands Airports Limited
ID	Identification
IMS	Integrated Master Schedule
ITT	Invitation To Tender
ODA	Operational Design Authority
PD	Programme Director
PMM	Project Management Manual
PMO	Project Management Officer
PMP	Programme Management Plan
RTS	Remote Tower Solution
SRO	Senior Responsible Owner