

January Review

October Review

Ref. No.	Report section heading	Recommendation	Recommendation descriptor	Status (critical / essential / recommended)	ECD	Date closed	Action	ID	ECD	Date closed	Notes	Report section heading	Recommendation	Recommended outcome	Note
R1	4.2	The Programme Director should ensure that, if not already set up, project boards for each project are set up, reporting into the programme PMO.	Each Project needs a Board at which the Project Manager answers for progress, spend, risk and change. Chair is the Programme Director.	Essential – within two months for those projects in flight	11-Feb-21	11-Feb-21	Confirm Project Board agenda covers all Projects Confirm Project Board chair is ATMS PD and administration is undertaken by ATMS PMO	R1.A1 R1.A2	28-Jan-21 11-Feb-21	28-Jan-21 11-Feb-21	Single Board in place with all ATMS Projects covered Chair is ATMS PD, admin will be performed by ATMS PMO upon arrival (11th Feb)	2.1	RT view is that this recommendation has been considered but currently remains OPEN	Open - Carried forward to October 2021 action plan	Recommendation implemented at Programme level: -Individual project reviews -Single programme-wide projects Board Best practice considered to have individual Boards per project (providing resource is available)
R2	4.2	The Programme Director should provide the programme PMO with a clear remit, roles and responsibilities and seek advice on best practice for the structure of a programme PMO.	Clearly around what the PMO will do for the programme is required.	Essential – within three months	27-Mar-21	30-Mar-21	PMO best practice review undertaken by HIAL corporate PMO Recommendations from PMO review adopted Roles and Responsibilities defined for PMO prior to start date	R2.A1 R2.A2 R2.A3	12-Mar-21 27-Mar-21 11-Feb-21	10-Mar-21 30-Mar-21 11-Feb-21	Best practice review undertaken and actions adopted into a plan to ensure programme governance is in place. PMO review recommendations accepted and adopted Roles and Responsibilities defined for PMO. Expected role evolution will be formally controlled	2.2 (in text as 2.1.3)	The RT consider that this recommendation has been partially addressed and should be considered OPEN until the ATMS PMP is updated to include specific reference to the PMO.	Open - Carried forward to October 2021 action plan	Recommendation partially implemented: -PMO brought into the programme -ATMS PMP updated by PMO Best practice considered to have PMO governance element included in the body of the PMP document
R3	4.2	The Programme Director should review the consistency and adequacy of documentation at project level across all projects.	Review all projects to make sure documentation is standard and up to quality requirement	Essential – within one month	02-Mar-21	02-Mar-21	Complete documentation review across all Projects	R3.A1	02-Mar-21	02-Mar-21	Documentation review complete across all projects	2.3 (in text as 2.2)	The RT consider that the action is complete and the recommendation can be considered CLOSED	Formally closed at October 2021 review	None
R4	4.2	The SRO should ensure that the programme develops an overarching Programme Resource Plan with a cascade down to discrete Project Resource Plans for each project. In particular, there is an urgent need to develop a resource plan for the current RTS procurement and the next stage of delivery.	Each Project needs a resource plan which ties into the overall programme resource requirement	Critical	26-Mar-21	30-Mar-21	Ensure all project resource plans are available and mature Develop programme resource plan, drawing data from Project resource plans	R4.A1 R4.A2	19-Mar-21 26-Mar-21	19-Mar-21 30-Mar-21	Resource plans produced by each project Resource plans brought together at Programme level	2.4 (in text as 2.3)	The RT considers that the resource requirement should be revisited once the revised Programme direction and scope are known. This recommendation should be considered CLOSED for the scope of work to which is applied	Formally closed at October 2021 review	Follow-on action recommended to achieve best-practice
R5	4.2	The Programme Director should establish a clear Risk Management Hierarchy with an overarching Programme Risk Register that "flows down" and back from the individual Project Risk Registers. There should be a clear Risk Management Strategy as a discrete document and this should be managed through the Programme PMO.	1. Projects must have well developed risks 2. Programme must have well developed risks 3. Business must have well developed risks Traceability from 1 - 3 and back down must be evident through the Programme PMO.	Critical	10-Mar-21	11-Mar-21	Publish Risk Management strategy Incorporate Risk Management strategy into Programme Management Plan Confirm Programme Risk register Ensure traceability between Programme and Project Risk registers	R5.A1 R5.A2 R5.A3 R5.A4	12-Feb-21 26-Feb-21 01-Mar-21 10-Mar-21	12-Feb-21 26-Feb-21 01-Mar-21 11-Mar-21	Strategy identified using adaptation of HIAL standard risk process. Incorporated into Draft PMP Programme Risk register updated to match above strategy -> Project risks managed in Project logs -> Programme risks escalated to Programme log -> Business risks escalated to Sphera tool	2.5 (in text as 2.4)	The RT is content that this recommendation has been adequately addressed and should be CLOSED	Formally closed at October 2021 review	None
R6	4.2	The Programme Director should review the suitability of the programme current IMS both for detailed use and as a vehicle for informing senior management on progress.	The Programme requires a plan which sits between the top level graphic and the highly detailed Integrated Master Schedule. A level 3 plan, as it's known provides for activities to be undertaken at the same time as overall governance oversight	Essential – within the next month	12-Mar-21	12-Mar-21	Programme level IMS run through Generate updated level 3 plan Update IMS to level 3 plan HIAL PMO review of IMS	R6.A1 R6.A2 R6.A3 R6.A4	19-Feb-21 26-Feb-21 05-Mar-21 12-Mar-21	19-Feb-21 26-Feb-21 10-Mar-21 12-Mar-21	IMS run through complete - recommendations generated Level 3 plan available to update IMS Excess detail removed. Clear alignment between level 3 plan and the IMS. Updated plan been reviewed by HIAL PMO	2.6 (in text as 2.5)	The RT is content that this recommendation has been appropriately addressed and should be CLOSED	Formally closed at October 2021 review	None
R7	4.3	The SRO should ensure that the approvals and escalation routes for decision making are formally documented in order to avoid unnecessary delays. This should include where and under what circumstances TS approval should be sought.	Approvals process with Transport Scotland to be reviewed and published	Critical	21-Jun-21		Update approvals processes	R7.A1	21-Jun-21		In work with Transport Scotland	2.7 (in text as 2.6)	The RT commends the Programme for its action thus far. This recommendation is considered CLOSED in its current form	Formally closed at October 2021 review	None
R8	4.3	The SRO should commission the programme to set up either an ODA to "balance" the SDA and ensure that Operational needs are fully considered in any changes or combines both functions into one Design Authority.	Design authorities are responsible for ensuring technical solutions are workable and safe. System Design Authority is an Engineering role currently filled (by a consultant), Operational Design Authority is an ATC role.	Recommended	05-Apr-21	05-Apr-21	Operational Design Authority role defined ODA put in place	R8.A1 R8.A2	26-Feb-21 05-Apr-21	26-Feb-21 05-Apr-21	ODA role defined. Required to be filled. ODA in place	2.8 (in text as 2.7)	The RT consider the recommendation to have been completed in its current form and should be CLOSED	Formally closed at October 2021 review	Follow-on action recommended to achieve best-practice
R9	4.3	The SRO should ensure that the process for approval and sign off is formalised and published to ensure there is a clear approvals and sign off route.	Approvals process to be reviewed and developed	Critical	16-Apr-21	14-Apr-21	Develop process for approvals	R9.A1	16-Apr-21	14-Apr-21	Board agreed on process	2.9 (in text as 2.8)	The RT consider that this recommendation has been sufficiently addressed and should be considered CLOSED with a new recommendation that the ATMS PMP should be circulated comprehensively when finalised	Formally closed at October 2021 review	Follow-on action recommended to achieve best-practice
R10	4.3	The SRO should ensure formalisation of the full governance structure (including its relationship to TS governance and Regulatory Bodies and the relationship between each of the governance groups) and initiate an annual review of governance effectiveness. This should include a review of the membership of programme board and other governance groups to ensure it continues to be relevant.	Review and update the HIAL governance structure	Essential – within the next 3 months	21-Jun-21		Update Governance structure Institute annual review process	R10.A1 R10.A2	21-Jun-21 21-Jun-21		In work with Transport Scotland Proposed for agreement	2.10 (in text as 2.9)	The RT is assured that the recommendation has been sufficiently addressed and should be considered CLOSED	Formally closed at October 2021 review	None
R11	4.4	The SRO should ensure that ample time is allowed for the evaluation preparation phase, including provision for "dry runs" to reinforce embedding of the training provided. Resources should be fully committed to the evaluation activity and time blocked out in diaries to ensure sufficient uninterrupted focus.	Tender evaluation is challenging - ensure practiced resource is in place and given the time to undertake the job	Critical	05-Mar-21	05-Mar-21	Identify and review planned evaluation timescales/activities Undertake dry run evaluation Confirmation of resource availability for evaluation	R11.A1 R11.A2 R11.A3	12-Feb-21 05-Mar-21 26-Feb-21	12-Feb-21 05-Mar-21 26-Feb-21	Evaluation plan defined and updated Review team provided evaluation material. Dry-run through the evaluation process undertaken Resource confirmed and Committed. ATCO from Dundee to take part in process	2.11 (in text as 2.10)	The RT consider that the spirit of the recommendation was addressed and that this recommendation should be CLOSED	Formally closed at October 2021 review	Follow-on action recommended to achieve best-practice
R12	4.6	The SRO should ensure that the programme provides clear instructions on the internal assurance process to be followed and use the DAO independent reviews at key stages of the major procurements – prior to issuing the ITT, before award of contract and a series of delivery reviews before commissioning of a service into BAU. For RTS there should be at least one review during implementation and a review prior to transition of RTS into each airport.	DAO audit schedule to be set up around major procurement projects	Essential	14-Apr-21	14-Apr-21	HIAL PMO review and recommend DAO independent review adoption DAO reviews brought into IMS	R12.A1 R12.A2	19-Mar-21 14-Apr-21	19-Mar-21 14-Apr-21	Dates proposed for agreement Dates reviewed	2.12 (in text as 2.11)	The RT saw evidence of the draft plan and is content that this recommendation is being sufficiently addressed and can be considered CLOSED	Formally closed at October 2021 review	None

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
PMP	Project Management Manual
PMO	Project Management Officer
PMP	Programme Management Plan
RTS	Remote Tower Solution
SRO	Senior Responsible Owner