

Table 2 – Implementation plan of the ATMS
(one of the eight major system contracts of the ATC system project) as set out in Table 3 of Chapter 4 of the Audit Report

	Critical tasks/events	Target date of completion	Actual date of completion	Reasons for slippages, if any
1	Contract commencement of the ATMS	February 2011 (as stipulated in the ATMS contract)	February 2011	
2	Detailed Design Review Meeting of the ATMS	May 2011 (as stipulated in the ATMS contract)	May 2011	
3	The contractor's submission of Detailed Design Document of the ATMS to CAD for approval	August 2011 (as stipulated in the ATMS contract)	December 2011	The slippage in the contractor's submission of the Detailed Design Document of the ATMS to CAD was due to the complexity of ATMS and its integration with other ATC systems, and the longer time required to take into account the follow-up issues identified during the meeting of the detailed design review in item (2) above.
4	ATMS system design / manufacturing	February 2012 (as stipulated in the ATMS contract)	June 2012	Consequential delay incurred due to item (3) above concerning the submission and approval of the detailed design document of the ATMS.
5	The contractor's submission of Factory Acceptance Tests Procedures of the ATMS to CAD for approval	March 2012 (as stipulated in the ATMS contract)	February 2012	
6	The contractor's submission of Site Acceptance Tests (SAT) Procedures (ATMS) for all equipment of the ATMS for CAD's approval	April 2012 (as stipulated in the ATMS contract)	February 2013	Consequential delay due to item (4) above and the contractor had been focusing on the preparation of Factory Acceptance Test (FAT).
7	Factory Acceptance Tests of the ATMS	July 2012 (as stipulated in the ATMS contract)	June 2013	The number of deficiencies/observations identified in FAT is more than expected for the ATMS, and the contractor took longer time to rectify the deficiencies/observations.

	Critical tasks/events	Target date of completion	Actual date of completion	Reasons for slippages, if any
8	Site Acceptance Tests (SAT) for the ATMS	October 2013 (it was stipulated in the ATMS contract that the date should be April 2013, but was extended for 6 months due to contract variation no.2)	November 2014	The delay was due to the delay of the FAT (item 7 above), and the need to conduct the scenario-based test in the SAT procedures as agreed between CAD and the contractor to ensure the new ATMS fully met the relevant contractual and safety requirements before operation. SAT was conducted in August – November 2014.
9	Completion date of the ATMS and system integration	December 2013 (it was stipulated in the ATMS contract that the date should be June 2013, but was extended for 6 months due to contract variation no.2)	1 st half of 2015 (revised target)	Consequential delay incurred due to item (8) above.