



HIGHLANDS AND ISLANDS AIRPORTS LTD

**AIR TRAFFIC MANAGEMENT STRATEGY 2030
Centralised Surveillance, Airspace Change and Remote Towers
Air Traffic Management Service**

Pre-Tender Market Consultation

**CONTEXT
&
PROCEDURAL DETAILS**

May 2018

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1 PROCEDURAL DETAILS

1.1 Purpose of this Exercise

Highlands and Islands Airports Limited (HIAL) would like to inform the potential scope and specification of a **Centralised Surveillance, Airspace Change and Remote Tower solution** from which to deliver Air Traffic Services (ATS). This is with a view to potentially procuring a fully managed ‘turn-key’ solution, or other potential delivery model, that will deliver everything necessary to transfer ATS operations.

Any procured solution must involve the operational Air Traffic Services staff from the start of the programme and continue to actively involve them throughout the design, implementation and operational delivery of the Centralised Surveillance, Airspace Change and Remote Tower Solution.

It is currently envisaged that a fully managed ‘turn-key’ solution would involve the design, development, testing, validation, transition and maintenance of all necessary ATS technical infrastructure plus construction/building modification of the Central Surveillance Centre.

To the extent possible, it is also expected that the necessary transition support, such as training and support to approvals will also be included in the procurement such that everything is developed, installed, tested and even transitioned to operations, ready for HIAL to ‘turn the key’ and take over operations.

The end result will be the provision of a non-radar approach surveillance service (sensors, processing and a centralised suite of approach positions) and Remote or ‘digital’ aerodrome service at 7 airports.

In parallel to the tasks above, it is also expected that an airspace change process will be undertaken to introduce controlled airspace at several airports, for which HIAL would seek support. Any phasing of the tasks defined above will also need to take account of this airspace change process.

The objective of this Pre-Tender Market Consultation exercise is to obtain up-to-date information and feedback from the market in order to:

- understand market capabilities and solutions in relation to the Centralised Surveillance, Airspace Change and Remote Tower Solution;
- understand the basic requirements for a future tender specification;
- understand the key risks and constraints;
- understand options and costs of different operating models;
- understand indicative time and resource requirements;
- understand indicative costs associated with the planning, implementation, delivery and ongoing support of a suitable solution.

The information provided will assist HIAL in shaping the scope and specification for future procurement. It includes no element of supplier selection or bid evaluation and responses will not prejudice any future procurement exercise. Views and suggestions will not be disclosed to third parties or used for any other purpose.

This exercise is being carried out in advance of any formal procurement process. ***It is not a pre-qualification or tendering exercise.*** The results of this exercise will be used to inform HIAL’s decision making process only and may or may not result in a future tendering exercise.

HIAL will not be responsible for any costs and expenses that may be incurred in responding to this exercise.

1.2 Timescales

Participants are requested to provide feedback and responses by close of business on 22nd June 2018.

1.3 Questionnaire and responses

A Pre-Tender Market Questionnaire is attached requesting the above information from parties. It includes spaces for responses and should be completed in response to the questions contained within it.

HIAL welcomes responses from any parties with experience of delivering or being involved in the delivery of similar Centralised Surveillance, Airspace Change and Remote Tower Solutions to that described above. Nevertheless, the complexity and nature of the Centralised Surveillance, Airspace Change and Remote Tower Solution means that no single party is expected to be able to answer all questions. Indeed, it is possible that consortiums¹ or sub-contracting arrangements may be required in any future tender if the full scope of the Surveillance and Remote Tower Solution is included in a single procurement.

Not all questions may therefore be of relevance to and within the capabilities of different parties. Respondents need only answer questions they feel able to. Where necessary, the relevant parties to which questions are targeted have been identified.

1.4 Use of responses

The responses shall be used to help inform any future procurement process and support the case for securing the appropriate funding. No information provided herein will be used to evaluate any supplier in any future procurement.

1.5 Contact Details

All queries and responses must be submitted via Public Contracts Scotland portal <https://www.publiccontractsscotland.gov.uk>.

1.6 Confidentiality

While the intellectual property rights of the responses to this exercise will remain the property of the respondent. HIAL will treat all responses as confidential.

1.7 Disclaimer

As stated above this exercise is not a pre-qualification or tendering exercise. Detailed proposals or submissions are not required. Questionnaires returned in response to this exercise do not constitute any contractual agreement between the respondent and HIAL.

¹ Note that consortiums need not be formed at this stage

2 CONTEXT

2.1 Introduction to HIAL

HIAL is a private limited company wholly owned by the Scottish Ministers, which owns and operates 11 airports at Barra, Benbecula, Campbeltown, Dundee, Inverness, Islay, Kirkwall, Stornoway, Sumburgh, Tiree and Wick. In 2017/18 HIAL airports served over 1.78 million passengers (an increase of 7.4% over the previous year) with 135,620 aircraft movements (an increase of 5%). HIAL employs over 620 people across the 11 airports and within its Head Office in Inverness.

The company's mission statement is "To provide and operate safe, secure and efficient airports which support the communities we serve". HIAL's vision and goals are aligned with the Scottish Government's strategic priorities for a wealthier and fairer, healthier, safer and stronger, smarter and greener Scotland. HIAL supports some of Scotland's most remote communities, most of which are heavily reliant on air travel as a means of connecting communities and transporting goods and services, and are vital to the social and economic welfare of the areas they serve.

HIAL's vision is to be recognised as an industry leader in the provision of airports and air traffic services through leadership, innovation and collaborative working to deliver positive outcomes for our customers, by encouraging values of openness, honesty, innovation, ownership, respect, and excellence.

Further information can be found at www.hial.co.uk.

2.2 Background to the Project

HIAL is a certified Air Navigation Service Provider (ANSP) and must ensure acceptable levels of safety for aircraft flying to and from the airports. These services can include providing information on other traffic, alerting aircraft to each other, or proactively separating aircraft according to pre-defined minimum distances or times. An airport with very low levels of traffic may only require an Aerodrome Flight Information Service (AFIS), provided by an Aerodrome Flight Information Service Officer (AFISO). An airport with multiple concurrent movements of aircraft will likely require the more stringent Air Traffic Control (ATC) service, where an Air Traffic Controller (ATCO) passes instructions and clearances to the aircraft.

The company provides an ATC service at Benbecula, Dundee, Inverness, Kirkwall, Stornoway, Sumburgh and Wick airports and an AFIS at Barra, Campbeltown, Islay and Tiree airports, as shown in Figure 1. All eleven airports with the exception of Dundee and Inverness airports also provide an out-of-hours AFIS on-call service for essential emergency operations.

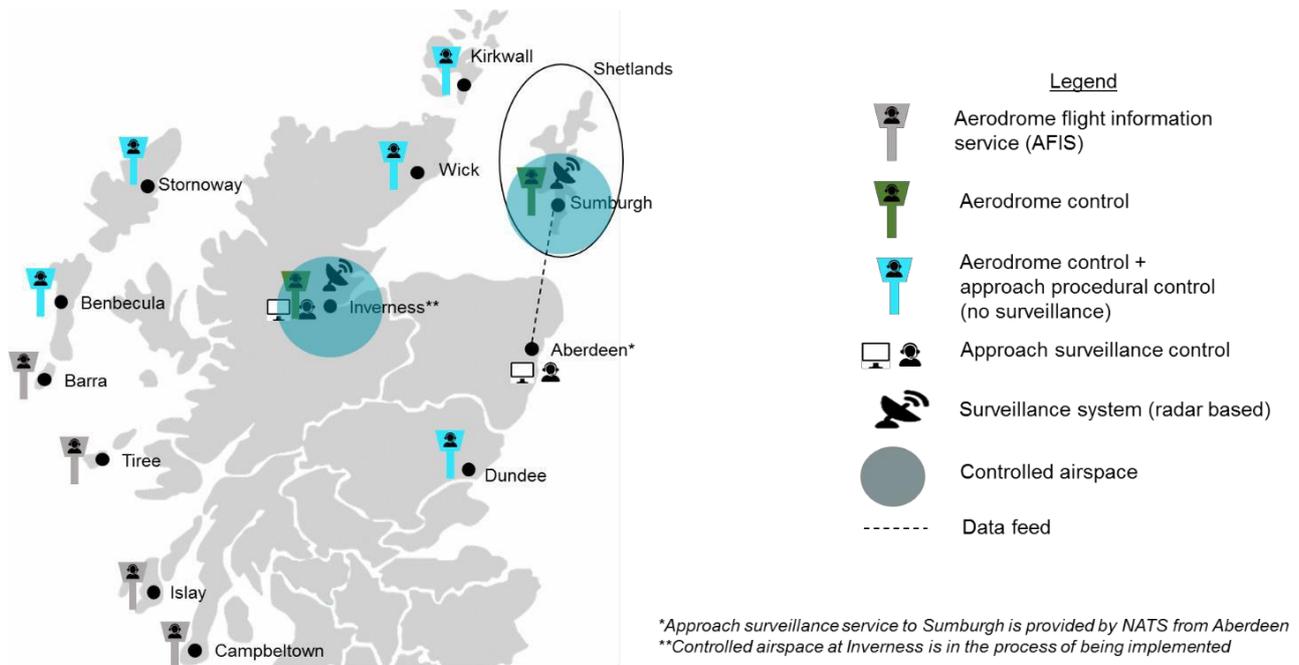


Figure 1: HIAL services at Highlands and Islands airports.

2.3 Air Traffic Management Strategy 2030

The 'ATM Strategy 2030' is HIAL's mid to long term Air Traffic Management strategy. Whilst enhancing safety, this Strategy will see the company transition to a more sustainable, more cost effective, and more environmentally friendly airspace environment. The Strategy was developed in response to several drivers for change and HIAL commissioned HELIOS, an independent consultancy specialising in aviation and air traffic management, to conduct an independent scoping study to assess the options for Air Navigation Services at the 11 airports operated by HIAL. These drivers include:

- Maintaining lifeline services to remote communities:**
 Ensuring that airports remain open and that air navigation services are provided is fundamental to HIAL's mission to support connectivity and tourism to the remote communities that HIAL operates in.
- Continually improving safety:**
 HIAL must meet minimum safety standards but also must strive to continuously improve safety levels.
- Complying with regulation:**
 Upcoming regulatory changes from EASA (European Aviation Safety Agency) will require HIAL to introduce controlled airspace at several airports. The timescale and extent of this controlled airspace is not yet known.
- Remaining financially sustainable:**
 HIAL is expected to reduce its reliance on subsidies and to operate more as a commercial business where revenues, as a percentage of total income, increase over time.
- Optimising ANS:**
 HIAL must also continue to modernise to be able to support the changing requirements of airspace users, including support for new technical and operational concepts that benefit aircraft, such as the implementation of more direct (time and fuel saving) routes.

The Strategy Scoping Study recommendations made by HELIOS and approved by HIAL Board included, by 2025²:

- Replacement of standalone Procedural Air Traffic Services with a single Centralised Approach Control (APS);
- Introduction of Remote Tower infrastructure at 7 airports;
- Implementation of a Remote Tower Centre for remote control of the 7 airports (with capacity to include further airports).

In addition, it should be noted that upcoming regulatory changes from EASA (European Aviation Safety Agency) will require HIAL to introduce controlled airspace at several airports. The timescale and extent of this controlled airspace is not yet known, but implementation of the recommendations above will need to take account of this.

The Strategy is also subject to several constraints identified in the Strategy Scoping Study²:

- **Addressing the impact on staff:**
Centralising operations from the current airports to a centralised location will involve significant personal change for ATS staff.
- **Proving technical and operational feasibility:**
Remote towers can present significant technical challenges specific to the HIAL environments, most obviously in the availability of viable communications and power infrastructure.
- **Achieving stakeholder acceptability:**
The changes will be subject to a level of public and political scrutiny.
- **Ability to handle the scale of change:**
The ability to handle a large-scale change will rely on significant resources and experience. HIAL may therefore be constrained in what is realistically achievable, or at least in how quickly it is achieved.

² The *Air Traffic Management 2030 Strategy Scoping Study* is available at:
<http://www.hial.co.uk/wp-content/uploads/2018/01/Air-Traffic-Management-2030-Strategy-Scoping-Study.pdf>