



Dundee Airport

Port-adhair Dhùn Dè

DAL Board Minutes

Monday 23rd October 2025 – via Microsoft Teams

Board Attendees:

(LJ)	Lorna Jack (Chair)
(CH)	Chris Holliday (Non-Executive Director)
(PK)	Paul Kelsall (HIAL, Chief Executive Officer)
(JM)	Jamie Manson (HIAL, Chief Financial Officer)
(IT)	Isabel Todenhoefer (Non-Executive Director)
(LC)	Lynne Clow (Non-Executive Director)
(GC)	Greg Colgan (Non-Executive Director)

In Attendance:

(SS)	Stuart Strachan (Head of Aviation, Transport Scotland)
(MB)	Michael Bratcher (Aviation Policy, Transport Scotland)
(GH)	Gregor Hamilton (Dundee City Council)
10:20 -10:58	(AG) Alastair Gleave (HIAL, Chief Commercial Officer)
	(JC) Jackie Clark (HIAL, Executive Assistant)

Apologies:

(LS)	Lorraine Strachan (Non-Executive Director)
------	--------------------------------------------

DAL Board Meeting Commenced at 10.00

The Chair welcomed everyone to the meeting.

Apologies

Apologies were received from Lorraine Strachan.

Declarations of Interest

The Chair took as read the usual declarations of interest unless advised of any change. GC advised he was demitting from his role as Interim Chair of the Audit and Risk Committee for University of Dundee.

CH reminded the meeting of his previously declared interest as a board member of the Isle of Man Airport. The Chair advised she would determine if there was a conflict of interest but could see nothing on this agenda.

Minutes and Matters Arising

The minutes from the meeting held 1st September 2025 were approved for publication.

Chair's Report

The full Chair report is within the HIAL minutes. [Link here.](#)

Recruitment is underway for the chair of HIAL and a non-executive director. SS is chairing the panel and interviews are scheduled. At a meeting with the Minister he discussed passenger numbers at airports and the pay & grading project. **Withheld information No 4.** The Chair advised that no specific 26/27 budget discussion occurred when meeting with the Minister, however focus was on efficiency, increasing income and reducing costs.

ACTION: Model several sensitivities re budget 26/27 scenarios



Dundee Airport

Port-adhair Dhùn Dè

At the most recent HIAL Local Authority Monthly Engagement call, Dundee City Council's Transport Committee chair expressed concerns about passenger numbers and was informed that although marketing of the service falls elsewhere, HIAL are using their communication channels (e.g. social media) to promote the Dundee service.

Audit Committee (AC) Update – 19.08.25

The full Audit Committee update is within the HIAL minutes. [Link here.](#)

LS briefed the DAL Board on the AC's review of the first report by the new internal audit team, cyber security risk, review of policy registers and procurement recommendations.

People Committee Update (PC)

The full PC report is within the HIAL minutes. [Link here.](#)

Tay Cities Deal Update

GH provided an update on the Tay Cities deal. Additional funding has been sought from the City Deal to support the PSO subsidy. It was considered by the Joint Committee in early October and is pending ministerial approval. There is £6.5 million of capital remaining in the Dundee Airport project that will not proceed as originally intended. This money is going back into Strand two of a reshaping exercise. Alternative projects may be brought forward to utilise that money. There is no update on the Aviation Academy for Scotland project led by UHI Perth.

AG Joined the call at 10:20

Dundee Working Group (DWG) Report

The Board discussed the content within the DWG report and noted that no single solution had been identified to help reduce subsidy requirements. Six straight forward recommendations have been agreed by the DWG.

There are concerns about the lack of a confirmed extension to the PSO despite the contract ending soon. The Board noted this was the third time in five years that the board had faced a PSO ending with little time to spare. The board are seeking reassurance that the situation at the airport is being managed effectively and that contingency plans are in place. The board require steps to be taken to avoid being in this position again in two years, providing assurance to staff and proactively address the risk of the PSO not being re-awarded and develop contingency plans for the airport. Indications suggest that contributions will be provided, pending ministerial approval.

The board is encouraged to bring Dundee into a target operating model (TOM) approach and the need for a business plan to determine the future direction.

Decision: There is general agreement on the recommendations and the need for a business plan and target operating model. The business plan should include “what ifs”. The TOM should be an entire business operating model and not just an operational model.



Dundee Airport

Port-adhair Dhùn Dè

The Chair thanked the DWG for their time and work on the report.

AG left the call @ 10:58

DAL Board Performance Pack

Safety Performance

Dundee Airports safety performance was noted as strong with a recordable injury rate of zero.

Due to time constraints the Chair asked the Board to forward any further questions they may have on the performance pack to PK.

DAL Board meeting concluded at 11:03

Date of the next meeting: 22 December 2025 via Microsoft Teams

No	Reason for Redaction
1	Withheld for reasons of commercial interests
2	Withheld as the information constitutes personal data
3	Withheld as disclosure of the information will endanger the physical or mental health or safety of an individual
4	Withheld as disclosure will prejudice the effective conduct of public affairs