

Corporate Operating Plan

April 2021-March 2022

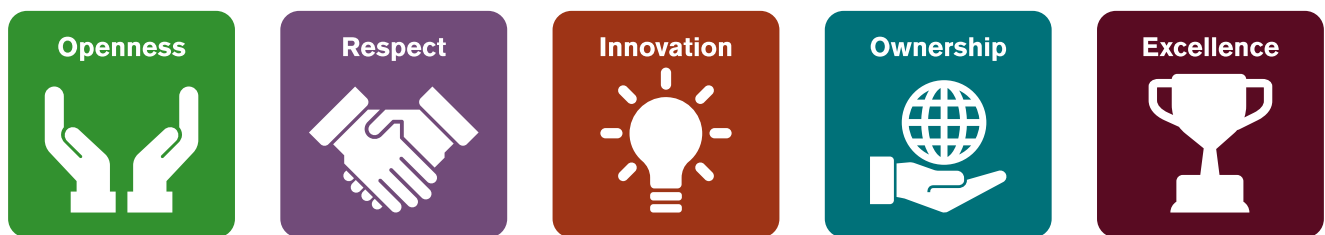
Our Mission and Vision

HIAL's mission is to create social benefit and economic prosperity by building Scotland's sustainable regional airport group of the future.

This is reinforced by our vision to become a 'net-zero carbon regional airport group'.

HIAL's Values

Our values underpin everything we do and how we do it. They define who we are; our expectations of each other and ourselves; how we interact with each other and how we interact with our customers, communities and other stakeholders.



Openness We work collaboratively to build trust in our expertise; we do not work in silos of self-interest.

Respect We always listen and respond to customers and colleagues; we do not ignore the needs of others.

Innovation We always look to make things better in the future; we do not accept the status quo.

Ownership We always take responsibility for our actions; we do not expect others to cover for us.

Excellence We always try to deliver the very best we can; we do not and will not accept anything less.

Introduction

Our Strategy sets out the goals and strategic priorities we have identified to help develop a carbon-neutral regional airport network, while at the same time continuing to support economic prosperity and deliver social benefit for communities throughout the Highlands and Islands.

We had originally planned to launch a previous version of our strategic plan in March 2020 – just as the Covid-19 pandemic struck. We decided to postpone the publication of our plan and take the opportunity to review the impact of Covid-19 on our operations and how we will prioritise our goals and objectives in the medium to long-term.

As a result, our Strategic Plan has now become our Strategy and Covid-19 Recovery Plan, setting out how we aim to respond to the considerable impact that Covid-19 had on our business in 2020 and how we aim to recover in the coming years.

This Corporate Operating plan for April 2021-March 22 has been structured to show the actions we will take to achieve the seven priorities detailed in our Strategy and Covid-19 Recovery Plan 2021-26:

- **Environmental Care and Excellence**
- **Delivering World Class Customer Service and Operations**
- **Route Development and Improving Connectivity**
- **Sustainable Financial Growth**
- **Delivering Digital Transformation**
- **Building Successful Partnerships**
- **Developing our People**

Some of the actions detailed in this plan are wide-reaching and significant in scale, and as such may span more than one financial year. Therefore, some activities will be rolled forward into the next future operating plans for completion.

Monitoring and reporting on progress

Progress reports on the actions detailed in this Corporate Operating Plan will be prepared each quarter to provide performance information to effectively manage our activities going forward.

These progress reports will be monitored by the Senior Management Team as part of their planning and performance scrutiny role. The reporting process will give our senior managers a greater insight of the delivery of our strategic activities and provide effective management of our activities going forward.

The quarterly performance reports will also be shared with the HIAL Board for scrutiny. Progress will also be reported annually in HIAL's Annual Report and Accounts.

Strategic Priorities



Environmental Care and Excellence

- Develop HIAL's overarching environmental strategy and produce a roadmap to achieve our vision to become a net-zero carbon regional airport group.
- Deliver the environment infrastructure for the Sustainable Aviation Test Environment (SATE) in Orkney, including the construction of an aircraft hangar, electrical connections and surface access improvements.
- Install environmentally efficient ground power charging units to support carbon reduction and improve exhaust emissions at all HIAL airports.
- Install energy efficient lighting at all HIAL airports as a part of our programme to de-carbonise airport operations and infrastructure.

	Delivering World Class Customer Service and Operations	Route Development and Improving Connectivity	Sustainable Financial Growth	Delivering Digital Transformation	Building Successful Partnerships	Developing our People	Timeline			
							Linked to other Strategic Priorities	Q1	Q2	Q3
Develop HIAL's overarching environmental strategy and produce a roadmap to achieve our vision to become a net-zero carbon regional airport group.										
Deliver the environment infrastructure for the Sustainable Aviation Test Environment (SATE) in Orkney, including the construction of an aircraft hangar, electrical connections and surface access improvements.										
Install environmentally efficient ground power charging units to support carbon reduction and improve exhaust emissions at all HIAL airports.										
Install energy efficient lighting at all HIAL airports as a part of our programme to de-carbonise airport operations and infrastructure.										



Delivering World Class Customer Service and Operations

- Deliver the initial implementation phase HIAL's Air Traffic Management Strategy including the appointment of the contractor for the remote tower solution, refurbishment of the new Combined Surveillance Centre (CSC) and the in-house operation of radar for Sumburgh Airport.
- Improve customer accessibility by producing an overarching framework in partnership with accessibility groups to deliver infrastructure and support requirements for passengers with additional needs at all HIAL airports.
- Improve our airport facilities for passengers and staff post-Covid-19 by delivering a range of contactless initiatives. This will include customer feedback points at all airports, automatic boarding card readers and exit gates, and security body scanners at Inverness and Sumburgh Airports.

	Environmental Care & Excellence	Route Development and Improving Connectivity	Sustainable Financial Growth	Delivering Digital Transformation	Building Successful Partnerships	Developing our People	Timeline			
							Linked to other Strategic Priorities	Q1	Q2	Q3
Deliver the initial implementation phase HIAL's Air Traffic Management Strategy including the appointment of the contractor for the remote tower solution, refurbishment of the new Combined Surveillance Centre (CSC) and the in-house operation of radar for Sumburgh Airport.										
Improve customer accessibility by producing an overarching framework in partnership with accessibility groups to deliver infrastructure and support requirements for passengers with additional needs at all HIAL airports.										
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Route Development and Improving Connectivity

Research the passenger demand and timescales for Covid-19 recovery, by working closely with partner agencies and business forums, to establish inbound and outbound business, leisure and tourism travel trade requirements.

Develop alternative approaches to route development and consider different financial support models for airlines, including a review of fee structures, revenue guarantees and risk sharing model options.

Work with airlines to assist current route recovery and retention, with a focus on reaching 25% of pre-Covid 19 passenger levels and airline income by the end of the financial year.

Environmental Care & Excellence
 Delivering World Class Customer Service and Operations
 Sustainable Financial Growth
 Delivering Digital Transformation
 Building Successful Partnerships
 Developing our People

Timeline

Linked to other Strategic Priorities	Q1	Q2	Q3	Q4



Sustainable Financial Growth

Deliver airport infrastructure projects including the resurfacing of the runway at Campbeltown, the development of the terminal building at Barra, accommodation pods at Islay Airport and coastal erosion works at Stornoway Airport.

Investigate different models of service provision and resourcing for operational functions at our airports and improve our business continuity plans by increasing interoperability with other public bodies.

Develop & implement non-aeronautical revenue recovery plans for each airport, including real estate and airport concession opportunities.

Develop commercial plans for the Energy sector and the Sustainable Aviation Test Environment to enhance existing and develop new revenue streams.

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Timeline

Linked to other Strategic Priorities	Q1	Q2	Q3	Q4



Delivering Digital Transformation

	Environmental Care & Excellence	Delivering World Class Customer Service and Operations	Route Development and Improving Connectivity	Sustainable Financial Growth	Building Successful Partnerships	Developing our People	Timeline			
							Linked to other Strategic Priorities	Q1	Q2	Q3
Develop HIAL's corporate website and all airport websites to showcase the information services that HIAL offers our customers and stakeholders.										
Utilise business analytics and data collection to improve efficiency, target initiatives and enhance decision making.										
Implement digital systems to streamline business processes and improve access to data for HR, Finance and Airport Operations.										
Introduce and develop smart technology, such as digital sensors and measuring devices to enhance infrastructure information to better manage our airport operational environments.										



Building Successful Partnerships

	Environmental Care & Excellence	Delivering World Class Customer Service and Operations	Route Development and Improving Connectivity	Sustainable Financial Growth	Delivering Digital Transformation	Developing our People	Timeline			
							Linked to other Strategic Priorities	Q1	Q2	Q3
Develop an overarching Corporate Communications and Engagement Strategy to improve internal and external communications and stakeholder engagement.										
Work in partnership with Highland Council, aviation partners and the local community to help introduce a Public Service Obligation (PSO) for Wick JOG Airport that best meet local needs.										
Establish an academic partnership agreement with the University of the Highlands and Islands (UHI) and identify projects for collaborative working to support the delivery of our strategic priorities.										
Work with Dundee City Council and partners to identify and deliver projects to develop Dundee airport as part of the Tay Cities deal.										



Developing our People

	Environmental Care & Excellence	Delivering World Class Customer Service and Operations	Route Development and Improving Connectivity	Sustainable Financial Growth	Delivering Digital Transformation	Building Successful Partnerships	Timeline			
							Linked to other Strategic Priorities	Q1	Q2	Q3
Obtain 'Investors in People' accreditation, embed our new appraisal system, extend our leadership & training programme and launch our Apprenticeship Strategy to build skills and leadership capacity at all levels within the company.										
Develop a project management delivery and resource model to streamline processes and enhance project management skills within our teams.										
Implement a new simplified pay and grading structure for all staff to meet equal pay obligations, reduce bureaucracy and ensure greater transparency and equality across the company.										
Develop a Health & Wellbeing Strategy to build resilience in our workforce and further identify opportunities to invest in the physical, psychological and social health of all our colleagues.										

