

Corporate Operating Plan

April 2024-March 2025

Our Mission, Ambition and Values

Our mission is to enable air connectivity and support lifeline services for the communities we serve through a network of safe and sustainable airports.

This is reinforced by our ambition to become a net zero regional airport group.

Our 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. A strong values-driven culture that supports the delivery of our strategic priorities is key to our long-term success.



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



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



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



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



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

Introduction

Following a full colleague, partner and stakeholder engagement programme we published our Strategic Plan following approval by the HIAL Board in February 2023.

The Strategic Plan 2023-28 details our revised goals and strategic priorities to help us maintain safe and sustainable airports for generations to come.

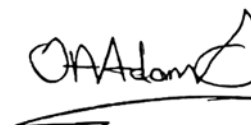
This is our second annual operating plan for the period April 2023 to March 2024 and has been structured to show the actions we will take to achieve the six priorities in our new Strategic Plan:

- **Deliver a safe and sustainable airport operating model to meet the needs of our customers, local communities, and our colleagues.**
- **Realign our infrastructure investment to meet available resource.**
- **Increase our commercial revenue and develop new revenue streams.**
- **Reduce our environmental impact.**
- **Develop our workforce to deliver a flexible modern business model.**
- **Work in partnership for a sustainable future.**

With the significant funding challenges we will continue to face for the foreseeable future, our strategic focus is to operate as efficiently and effectively as possible, while at the same time maintaining the high level of service that HIAL's customers expect.

We will regularly review our actions to ensure they can be delivered within the total funding we have available. Some of the actions detailed in this plan are wide-reaching and as such may span more than one financial year. Therefore, some activities will be rolled forward into future operating plans for completion.

Delivering this operating plan requires the input of all our operational and support colleagues and we look forward to their continued input and support as we deliver on our objectives.

A handwritten signature in black ink that reads "Stewart Adams". The signature is stylized and includes a long horizontal flourish at the end.

Stewart Adams
Chief Executive Officer

Monitoring and progress reporting

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 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 and budgets going forward.

The quarterly performance reports will also be presented to the HIAL Board for scrutiny.

Year-end progress will be reported annually in HIAL's Annual Report and Accounts.

Strategic Priorities



Deliver a safe and sustainable airport operating model to meet the needs of our customers, local communities and our colleagues

Main Priority
Linked to Priority

SMT Member/
Project Sponsor

Deliver a safe and sustainable airport operating model to meet local needs
Realign our infrastructure investment to meet available resource
Increase our commercial revenue and develop new revenue streams
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Implement revised airport operating models to meet local community and operational requirements. During 2024/25, in conjunction with HR, design revised operational rosters based on the agreed 35 hour working week. Undertake a review of airport operating hours to ensure rosters and airport opening times are aligned.	Director of Airport Operations					
Continually review business and operational costs to ensure they are aligned to the delivery of our strategic priorities. Explore and implement measures to reduce operating costs, generate revenue and maximise business efficiency to ensure our strategic priorities are delivered within our funding allocation in future years.	Chief Financial Officer					
Define the committee structure for the Corporate Safety Committee to provide oversight on safety objectives and requirements across the Company. Determine key performance indicators and reporting format for the HIAL and DAL Boards.	Director of Safety & Compliance					
Approve and implement a revised staffing structure to create a centralised support function for air traffic services. Create and deliver a plan to implement the new structure.	Head of Air Navigation Services					

Director of Airport Operations	Linked to other Strategic Priorities					
Director of Airport Operations						
Chief Financial Officer						
Director of Safety & Compliance						
Head of Air Navigation Services						



Realign our infrastructure investment to meet available resource

SMT Member/
Project Sponsor

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Implement the property management contract and associated supplier contracts to provide a consistent level of service across all HIAL property assets. Ensure the schedule of planned and preventative property maintenance is delivered within set timescales and available budgets.	Head of Infrastructure Services					
Undertake an operational review of HIAL's property assets. Ensure that all property assets are managed in accordance with the Institute of Asset Management principles.	Director of Safety & Compliance					
Working with key internal stakeholders define, agree, and implement a suite of key infrastructure performance indicators that meet the operational needs and objectives of the Company.	Director of Safety & Compliance					

Director of Safety & Compliance	Linked to other Strategic Priorities					
Head of Infrastructure Services						
Director of Safety & Compliance						
Director of Safety & Compliance						

Strategic Priorities



Increase our commercial revenue and develop new revenue streams

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 Linked to Priority

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	Chief Commercial Officer	Linked to other Strategic Priorities				
Refine the Commercial Strategy agreed by the HIAL Board in November 2023. Roll out the tiered grouping structures for airports. Identify revenue opportunities for each airport tier, including investment potential and resource requirements for implementation.	Chief Commercial Officer					
Develop and agree a Strategic Plan for DAL in conjunction with Dundee City Council and Tay Cities Deal policy. Initiate agreed strategy during 2024/25.	Chief Commercial Officer					
Review sustainable aviation fuel (SAF) availability for Tier 1 airports which will support Scope 3 de-carbonisation. In conjunction with Environment and Sustainability, explore renewable energy generation, including PV farming at all airports scaled to the two airport tier groups. Introduce passive energy generation, battery storage and consumption reduction.	Chief Commercial Officer					



Reduce our environmental impact

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	Director of Safety & Compliance	Linked to other Strategic Priorities				
Define an energy roadmap to reduce energy consumption and transition to more sustainable energy sources, including solar, wind, hydro, and biomass. Create an implementation plan to detail objectives, actions, milestones and resource requirements.	Head of Environment & Sustainability					

Strategic Priorities



Develop our workforce to deliver a flexible modern business model

Main Priority
 Linked to Priority

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Obtain Scottish Government approval for new pay and grading model and negotiate an implementation plan with the trade union within the funding parameters set by the HIAL Board.

Progress a review of working hours and rosters in line with the commitments and conditions within the 2023/24 and 2024/25 pay agreement and explore e-rostering solutions.

	Chief People Officer	Linked to other Strategic Priorities				
Obtain Scottish Government approval for new pay and grading model and negotiate an implementation plan with the trade union within the funding parameters set by the HIAL Board.	Chief People Officer					
Progress a review of working hours and rosters in line with the commitments and conditions within the 2023/24 and 2024/25 pay agreement and explore e-rostering solutions.	Chief People Officer					



Work in partnership for a sustainable future

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Explore an appropriate format for a user and community engagement forum for Campbeltown, Dundee, Islay, and Tiree to provide a structured exchange of information and input from airport users and local stakeholders. Review Terms of Reference for existing communication forums. Re-establish the Sumburgh Airport Consultative Committee in a format that meets the needs of the airport, airport users and local stakeholders.

Develop a programme of customer feedback surveys across our airports to help inform operational and commercial decision making. Establish surveys that combine information requirements, removes duplication and reduces the number of surveys required.

	Director of Communications & Corporate Affairs	Linked to other Strategic Priorities				
Explore an appropriate format for a user and community engagement forum for Campbeltown, Dundee, Islay, and Tiree to provide a structured exchange of information and input from airport users and local stakeholders. Review Terms of Reference for existing communication forums. Re-establish the Sumburgh Airport Consultative Committee in a format that meets the needs of the airport, airport users and local stakeholders.	Director of Communications & Corporate Affairs					
Develop a programme of customer feedback surveys across our airports to help inform operational and commercial decision making. Establish surveys that combine information requirements, removes duplication and reduces the number of surveys required.	Director of Communications & Corporate Affairs					

