

Foreword

Our airports and the connectivity they provide are an essential part of Scotland's transport network. They directly contribute to economic prosperity and the sustainability of our communities, particularly in remoter regions.

This 10-year strategic plan sets out how Highlands and Islands Airports Limited will fulfil its mission to provide and operate safe, secure and efficient airports which support the communities we serve. In seeking to achieve this, our 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.

Our strategic plan informs all aspects of our work and from it devolves a three year corporate plan and a one year operating plan which set out in greater detail the steps we will take to achieve our goals. The HIAL Board is accountable for the delivery of all these plans which will be updated on an annual basis to reflect progress.

We recognise that achieving our goals will require concerted effort, planning, effective project management, fiscal prudence, consultation and teamwork. Through this plan we will ensure that all of our people, resources and activities are focused appropriately so that we deliver our core activities for the benefit of the communities and stakeholders that we serve.



Inglis Lyon
Managing Director, HIAL



Grenville Johnston
Chairman, HIAL

1. About HIAL

Highlands and Islands Airports Ltd (HIAL) is a private limited company wholly owned by Scottish Ministers and is responsible for the management and operation of 11 airports.

Our airports are located at: Barra; Benbecula; Campbeltown; Dundee¹; Inverness; Islay; Kirkwall; Stornoway; Sumburgh; Tiree; and Wick.

Working with stakeholders we are committed to supporting the essential socio-economic role of aviation in Scotland through the maintenance and development of our airports.

HIAL's core activities are:

- Providing airports which meet UK regulatory standards and support essential transport connectivity.
- Maintaining and developing airport infrastructure and services.
- Working with airlines and stakeholders to maintain and develop scheduled, charter and freight air services.

2. Mission Vision & Strategy

HIAL's Mission

To provide and operate safe, secure and efficient airports which support the communities we serve.

The Strategy Vision

To be recognised as an industry leader in the provision of airports through leadership, innovation and collaborative working to deliver positive outcomes for our customers.

Supporting Scotland's Sustainable Development

We will work closely and consult with our customers and stakeholders to ensure that our strategic goals support sustainable development within the communities we serve and are in line with the policy objectives of the Scottish Government.

Wealthier and Fairer – our airports provide access to air transport connections which support sustainable economic growth and social inclusion.

Healthier – our airports facilitate access to healthcare services for remoter communities.

Safer and Stronger – air links enhance the attractiveness of the communities we serve as places in which to live, work and invest.

Smarter – air links provide access to education, employment, skills and resources which contribute to the socio-economic viability of more remote communities.

Greener – reducing the environmental impact of providing airports through resource efficiency contributes towards a greener Scotland.

¹ Operated by HIAL via a wholly owned subsidiary company, Dundee Airport Limited.

HIAL’s goal is to:

- Provide airports that enable air transport to fulfil its essential role in Scotland’s diverse regions.
- Work with stakeholders to develop sustainable air connectivity that supports socio-economic development in Scotland.
- Advise Scottish Ministers on future developments and resource allocation through robust strategic planning and effective collaboration with airport users and stakeholders.

In carrying out its work HIAL takes full account of the following factors:

- Safety (operational integrity, accident prevention and security)
- Economy (economic efficiency and impact)
- Integration (with the wider transport network and policies)
- Accessibility and social inclusion (enabling people to access services)
- Environment (resource management and impact mitigation)

The corporate values which underpin HIAL’s work are:

- Excellence
- Innovation
- Openness/Honesty
- Ownership
- Respect

Contribution of HIAL Strategy to Scottish Government Strategic Objectives

	Wealthier & Fairer	Healthier	Safer & Stronger	Smarter	Greener
Strategy Vision	✘	✘	✘	✘	✘

Contribution of Shared Goals to Scottish Government Strategic Objectives

	Wealthier & Fairer	Healthier	Safer & Stronger	Smarter	Greener
Support increasing sustainable growth	✘		✘	✘	
Promote social inclusion and equality	✘		✘	✘	
Improve health and protect the environment		✘			✘

HIAL will measure its success by:

- Operating to the standards set by the industry regulators for the provision of our airports
- Increasing the number of passengers and available routes at our airports
- Delivering our projects and services on time and to budget
- Reducing the impact of airport provision on the environment
- Monitoring customer feedback

3. How the Strategy Supports National Outcomes

Airports 10 Year Plan

HIAL's strategic priority is to:

Provide airports to the required regulatory standards which enable the efficient operation of air services.

HIAL will achieve this by:

Implementing revenue and capital programmes which deliver the appropriate airport services and infrastructure that will meet the current and future needs of the flight operators and the communities served by its airports.

Key Strategies 2009 – 2019	Strategic Objective	SG National Outcome	SG National Indicator
<p>Delivering the appropriate range of airport services which meet the needs of the industry regulators, flight operators, passengers and the wider community of stakeholders.</p> <p>Maintaining and delivering a rolling 10-year Capital Plan to ensure the provision of fit for purpose airport infrastructure.</p> <p>Reducing the environmental impact of airport provision through effective resource management and mitigation strategies.</p>	<p>Wealthier and fairer</p> <p>Safer and stronger</p> <p>Smarter</p> <p>Greener</p>	<p>We realise our full economic potential with more and better employment opportunities for our people.</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people's needs.</p> <p>We reduce the local and global environmental impact of our consumption and production.</p>	<p>Improve people's perceptions, attitudes and awareness of Scotland's reputation.</p> <p>Improve people's perception of the quality of public services delivered.</p> <p>Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum.</p> <p>Reduce overall ecological footprint.</p>

Development 10 Year Plan

HIAL’s strategic priority is to:

Increase the socio-economic benefits provided by its airports.

HIAL will achieve this by:

Working in partnership with airlines and stakeholders to develop air routes and services while identifying and pursuing new commercial opportunities to maximise the wider socio-economic benefits provided by our airports.

Key Strategies 2009 – 2019	Strategic Objective	SG National Outcome	SG National Indicator
<p>Maintaining existing and developing new air routes in conjunction with airlines and stakeholders.</p> <p>Maintaining and, where appropriate, rationalising our asset base to support airport operations and alternative development uses.</p> <p>Using commercial innovation to develop new and existing revenue streams.</p>	<p>Wealthier and fairer</p> <p>Safer and stronger</p>	<p>We live in a Scotland that is the most attractive place for doing business in Europe.</p> <p>We realise our full economic potential with more and better employment opportunities for our people</p> <p>We live in well-designed, sustainable places where we are able to access the amenities and services we need.</p> <p>Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>	<p>Improve people’s perceptions, attitudes and awareness of Scotland’s reputation.</p> <p>Improve people’s perception of the quality of public services delivered.</p> <p>Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum.</p>

Corporate Services 10 Year Plan

HIAL’s strategic priority is to:

Ensure that its structure, resources and working methods are focused on the delivery of its strategic goals.

HIAL will achieve this by:

Implementing fiscal, operational and human resources processes and strategies which ensure that the right people with the appropriate skills are working in the most efficient manner to achieve our targeted outcomes.

Key Strategies 2009 – 2019	Strategic Objective	SG National Outcome	SG National Indicator
<p>Maintaining high standards of corporate governance in all aspects of our work.</p> <p>Having the appropriate assets and skills to support our mission and values.</p> <p>Attracting, developing and retaining highly skilled and respected staff.</p> <p>Promoting a culture of ownership and innovation through clear understanding of responsibilities and accountabilities.</p> <p>Collaborative working with customers and partners to achieve shared goals.</p> <p>Benchmarking our operation as part of a commitment to continuous improvement.</p>	<p>Wealthier and fairer</p>	<p>Our public services are high quality, continually improving, efficient and responsive to local people’s needs.</p>	<p>Improve people’s perceptions, attitudes and awareness of Scotland’s reputation.</p> <p>Improve people’s perception of the quality of public services delivered.</p> <p>Improve public sector efficiency through the generation of 2% cash releasing efficiency savings per annum.</p>

4. HIAL Working in Partnership

We are committed to achieving our strategic outcomes. We will work in partnership with our stakeholders to ensure that the strategic objectives of the Scottish Government are met through the delivery of our core activities.

The key stakeholders for the delivery of the strategy include:

- HIAL's shareholder – the Scottish Government
- Industry regulators – UK Civil Aviation Authority and Department for Transport
- Airlines and flight operators
- Councils and Community Councils
- HIE and Scottish Enterprise
- VisitScotland
- Regional Transport Partnerships
- Airport Consultative Committees
- Business and tourism organisations
- NHS and Scottish Ambulance Service
- MSPs, MPs and MEPs

5. Developing the Strategy and Next Steps

This strategy has been prepared in line with Scottish Government guidance and sets out HIAL's strategic direction to 2019.

The strategy provides the context for HIAL's work in the coming years. Once approved by Ministers it will inform our action plans and decision making on developments. The strategy will directly influence the preparation of a three-year corporate plan which will provide further details on how we will deliver its core activities and projects. We will continue to ensure the compatibility of its strategy with the wider integrated transport objectives for Scotland.

The successful delivery of the strategy will be influenced by a number of factors:

- The commercial aviation market and the specific needs of airline operators
- Scottish, UK and European policy and legislation (including airport regulation)
- Effective partnership working with customers and stakeholders
- The availability and timing of subsidy provision by the Scottish Government
- The level of revenue that we will be able to generate from our activities

Whilst recognising the requirement to react and adapt to these factors in the future, we will continue to focus on improving the quality and responsiveness of our core activities and making a quantifiable contribution to the delivery of the Scottish Government's strategic objectives.