



ST HELENA AIRPORT

HLE-2000-2001-SG-PLN-0002

Date: 2021-06-15

Rev: 5

Page 1 of 17

Strategic Business Plan 2021-2024

Document Information

ORGANIZATION
SHAL

AREA
CORPORATE

DOCUMENT TYPE
PLAN

DOCUMENT CONTROL NUMBER

H L E - 2 0 0 0 - 2 0 0 1 - S G - P L N - 0 0 0 2 - 5

Airport Code

Organization

Area Code

Discipline

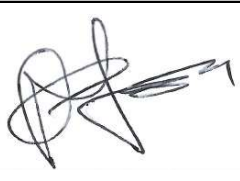



Document Type

Unique No

Revision

DOCUMENT CHANGE RECORD

REV	DATE	SECTION (S) OF CHANGE	DESCRIPTION OF REVISION additional
0	30 July 2019	None	None
1	31 October 2019	All	Updated 2020-2023
2	01 July 2020	All	Updated due to COVID-19, amendment to the Board structure and inclusion of FY2020/21 KPIs
3	11 August 2020	Background, Targets and Actions, KPI's	Removed Board Organogram, added target 5.4, Updated KPI's
4	18 January 2021	Welcome	Revised the welcome, background, and values, updated to 2021-2024
5	15 June 2021	Assumptions	Added the Budget assumptions

PREPARED BY	CHECKED BY	AUTHORISED BY	ENDORSED BY
			
Tavonga Chikwenhere Business Manager	James Kellet Compliance Manager	Gwyneth Howell CEO & Accountable Manager	St Helena Airport Board of Directors

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

TABLE OF CONTENTS

1. WELCOME	3
2. BACKGROUND	4
3. INTRODUCTION	5
4. OUR VISION	5
5. OUR MISSION	5
6. OUR GOALS	6
7. OUR OBJECTIVES	7
8. TARGETS AND ACTIONS	8
9. KEY PERFORMANCE INDICATORS	13
10. ASSUMPTIONS	15
11. CORE VALUES	16
12. SAFETY CULTURE	17

1. WELCOME

The St Helena Airport Limited Strategic Business Plan 2021-2024

Following its inception in October 2018, St Helena Airport Limited (SHAL) developed its first Strategic Business Plan which covered the period 2019-2022. Significant progress has been achieved in meeting the strategic goals that were agreed in the initial three-year rolling Strategic Business Plan. Given the impact of the COVID-19 pandemic on the global economy and in particular, on the aviation and tourism sector, there is now a requirement to update our planning assumptions for the period 2021-2024.

The SHAL Board of Directors has taken the deliberate decision that, notwithstanding the current global and local challenges, the airport will continue to serve as the engine of growth for the national economy and ensure continued access to the island is provided. Our team is fully committed to promoting the efficient use of existing airport capacity, in consultation with other stakeholders.

Safety in our operations, and now so with COVID-19, for all users of the airport facilities remains our top priority. SHAL is strongly committed to proactive and uncompromising safety leadership across our entire operation. We have built a strong safety culture that underpins all aviation and non-aviation activities.

The COVID-19 pandemic has brought with its new challenges which has required SHAL to readjust and refocus its strategic outlook.

SHAL has been able to achieve significant positive milestones which the organisation aims to carry forward as part of its post COVID-19 pandemic outlook.

A handwritten signature in blue ink, appearing to read 'B. Wilks'.

Bruce Wilks
Board Chairperson

A handwritten signature in black ink, appearing to read 'G. Howell'.

Gwyneth Howell
CEO and Accountable Manager

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

2. BACKGROUND

St Helena Airport Limited (SHAL) was formed by the Saint Helena Government with a clear mandate to operate St Helena Airport in the most effective and efficient manner. It is with this context that this Strategic Business Plan has been developed. The Strategic Business Plan includes a comprehensive set of Goals, Objectives and Action Plans designed to unify the organization, to engage and galvanize staff at all levels, and to coordinate efforts toward the achievement of the common priorities required to deliver on our mandate. The Strategic Business Plan was developed considering St Helena Airport Limited's critical supporting role in the broader St Helenian economy.

The team tasked with the development of the Strategic Business Plan is guided by the Safety Management System (SMS), Quality Management Systems (QMS) and the Environmental Management System (EMS). These take into consideration the safety culture and quality assurance principles that are embedded in the organisation in-line with Overseas Territories Aviation Regulations (OTARs) and Overseas Territories Aviation Circulars (OTACs).

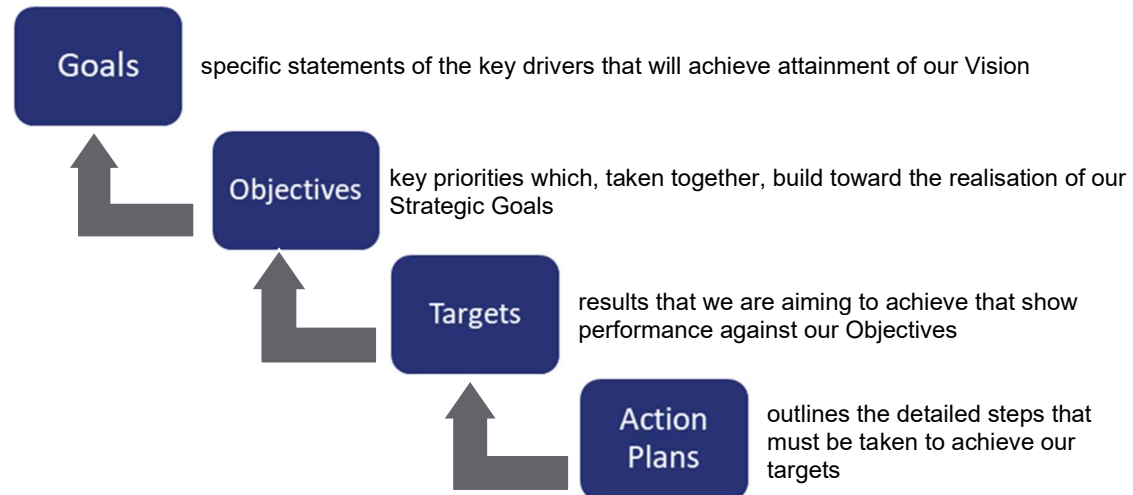
The team also undertook a high-level SWOT (Strength, Weakness, Opportunities and Threats) assessment. The factors that were identified guided the team in developing this updated Strategic Business Plan for the period April 2021 to March 2024.

Another key consideration during the formulation of this Plan is that the aviation industry is a user of many different natural resources. The team understands this and ensures that in pursuit of its vision, SHAL should protect the environment since it is in the best interests of our employees, customers, stakeholders, and the community to do so.

3. INTRODUCTION

The Strategic Business Plan provides St Helena Airport Limited and key stakeholders with the guidelines of its strategic vision for the Airport.

The Strategic Business Plan is structured around the following key elements:



Detailed Action Plans have been prepared to support each Strategic Objective and are documented in an Action Plan Summary; these are maintained by Airport staff and used as a guide to direct and coordinate effort across the organization.

This Plan needs to be read in conjunction with:

- St Helena Airport Limited Medium-Term Financial Plan

The following documents were considered in the development of this document:

- St Helena Island 10 Year Plan (dated 20 January 2017)
- St Helena Sustainable Economic Development Plan (SEDP) (dated 2018)

4. OUR VISION

Our Vision is to enable and support the economic and social growth of Saint Helena, through improved passenger and cargo access, and doing so in an environmentally sustainable manner.

5. OUR MISSION

Our Mission is to provide safe, reliable, and efficient Airport operations for Saint Helena. Our priority is to remain compliant with relevant regulatory requirements taking into consideration our passengers, stakeholders, and the environment, always striving for a personal and positive memorable experience.

6. OUR GOALS

In pursuit of the Vision, St Helena Airport Limited will be guided by the following goals:

1. Maintaining and improving our standards and certifications
2. Increasing our customer focus and community engagement
3. Increasing our self-sufficiency and resilience
4. Reducing our carbon footprint.

6.1 MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS

The maintenance and improvement of our standards and required certification will, more than any other factor, contribute to our Vision of being an economic enabler on the Island. This will be implemented while remaining cognisant of international best practices.

The Airport shall ensure that all regulatory requirements within the Safety Management System Manual (SMS), Quality Management Systems (QMS) and the Environmental Management System (EMS) are adhered to. Further, the Airport will engage with external programmes to map current processes and learn from best practises.

6.2 INCREASING OUR CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT

Increased customer focus and community engagement is another key factor in ensuring that St Helena Airport Limited achieves its Vision. With an increase in measures and activities that are customer and community focussed, the result will be an Airport that offers all who visit it a world class experience with a Saint Helenian twist. Furthermore, community engagement will also ensure that there is interest within the broader community to develop aviation knowledge and skills.

6.3 INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE

SHAL's overarching financial plan is aimed at ensuring that revenues, expenses, and capital investments support the airport's overall strategic goals of the organisation. In this same vein, St Helena Airport Limited aims to become increasingly more self-sufficient from both a financial and operational standpoint. In addition to aeronautical revenue, the Airport shall develop non-aeronautical revenue streams (passenger and non-aviation related) to mitigate against the risk of reliance on limited core revenue opportunities. Achieving this will result in a significant positive multiplier effect on the Saint Helena economy.

6.4 REDUCING OUR CARBON FOOTPRINT

It is beholden on all of us to secure the sustainability of the planet for current and future generations to enjoy. As such, St Helena Airport Limited wishes to map and reduce its carbon footprint in order that it can contribute to the UN Sustainability Development Goal of "Climate Action". St Helena Airport Limited will seek to join, maintain and progress through the levels of the global Airport Carbon Accreditation scheme as a way to improve environmental efficiency and carbon emissions reduction, with the ultimate aim of becoming carbon neutral.

7. OUR OBJECTIVES

GOAL 1: MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS	
Objective 1	Ensure that the aerodrome complies with OTAR Part 139 to permit the issuance of a valid Aerodrome Certificate
Objective 2	Maintain and improve standards for safe and secure operations through the implementation of regular audits
GOAL 2: INCREASING OUR CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT	
Objective 3	Improve customer experience by implementing a customer service improvement plan
Objective 4	Enable greater community engagement through the implementation of effective communications
GOAL 3: INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE	
Objective 5	Develop revenue and improve expenditure efficiencies
Objective 6	Strengthen SHAL's resilience through ongoing staff development and business sustainability
GOAL 4: REDUCING OUR CARBON FOOTPRINT	
Objective 7	Maintain and improve Level 1 Airport Carbon Accreditation

8. TARGETS AND ACTIONS

GOAL 1 MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS			
Objective 1 Ensure that the aerodrome complies with OTAR Part 139 to permit the issuance of a valid Aerodrome Certificate			
Target 1 Comply with set OTAR's and OTACs			
Actions			
2021/22	2022/23	2023/24	
→ Six-monthly review and training on OTAR requirements compliance	→ Six-monthly review and training on OTAR requirements compliance	→ Six-monthly review and training on OTAR requirements compliance	
→ Six-monthly review and training on OTAC requirements compliance	→ Six-monthly review and training on OTAC requirements compliance	→ Six-monthly review and training on OTAC requirements compliance	

GOAL 1 MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS			
Objective 2 Maintain and improve standards for safe and secure operations through the implementation of regular audits			
Target 2 Improved standard of Airport Operations			
Actions			
2021/22	2022/23	2023/24	
→ Audit and review Airport operation practices	→ Audit and review Airport operation practices	→ Audit and review Airport operation practices	
→ Investigate the optimisation of Air Traffic Management (ATM)	→ Complete ACI APEX safety review	→ Commence ACI APEX security review	
→ Maintain reduced calibration flight frequency at yearly	→ Review findings from the APEX visits, develop and implement an improvement plan	→ Attend ACI APEX assessor training.	
→ Commence ACI APEX safety review.	→ Host external audit visits of the ACI APEX programme for safety and security		
	→ Develop and where possible implement ATM improvements.		

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

GOAL 2 INCREASING OUR CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT			
Objective 3 Improve customer experience by implementing a customer service improvement plan			
Target 3 Ensure an exceptional customer experience			
Actions			
2021/22	2022/23	2023/24	
<ul style="list-style-type: none"> → Establish staff customer service skills baseline. → Select customer services training partner/s → Train staff to address identified skills gaps → Develop surveys to baseline customer experience 	<ul style="list-style-type: none"> → Review findings from the customer service questionnaires and develop customer service improvement plan → Conduct customer service workshop → Implement recommendations from customer service workshop 	<ul style="list-style-type: none"> → Implement customer service improvement plan → Survey customers and stakeholders to ascertain effectiveness of improvement plan 	

GOAL 2 INCREASING OUR CUSTOMER FOCUS AND COMMUNITY ENGAGEMENT			
Objective 4 Enable greater community engagement through the implementation of effective communications			
Target 4 Ensuring our Airport is accessible to the community as a focal point for events and celebration, as well as developing greater community engagement			
Actions			
2021/22	2022/23	2023/24	
<ul style="list-style-type: none"> → Review and update the Communications Plan → Participate in science and career days at our Airport and in schools → Continued community improvement activity → Hold at least one open day at the Airport 	<ul style="list-style-type: none"> → Review and update the Communications Plan → Participate in science and career days at our Airport and in schools → Continued community improvement activity → Hold at least one open day at the Airport 	<ul style="list-style-type: none"> → Review and update the Communications Plan → Participate in science and career days at our Airport and schools → Continued community improvement activity → Hold at least one open day at the Airport 	

GOAL 3 INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE			
Objective 5 Develop revenue and improve expenditure efficiencies			
Target 5.1 Establish and implement a plan to increase revenue			
Actions			
2021/22	2022/23	2023/24	
<ul style="list-style-type: none">➔ Review passenger and cargo operations and areas where non-core income can be generated➔ Review Airport tariffs➔ Engage the business community to use the Airport.➔ Raise awareness of St Helena Airport air transport capacity opportunities	<ul style="list-style-type: none">➔ Provide advertising platforms e.g. Airport screens, noticeboards, and website➔ Develop an advertising campaign with identified service providers➔ Continue to engage the business community to use the Airport	<ul style="list-style-type: none">➔ Engage ASSI regarding runway profiling and payload opportunities➔ Continue to offer advertising opportunities➔ Continue to review existing and new core and non-core revenue opportunities➔ Continue to engage the business community to use the Airport	
Target 5.2 Establish and implement a plan to improve financial efficiencies			
Actions			
2021/22	2022/23	2023/24	
<ul style="list-style-type: none">➔ Review utility and telephone usage and identify areas of cost saving➔ Review service providers and supplier contracts➔ Review maintenance and operations costs	<ul style="list-style-type: none">➔ Engage stakeholders on planned business opportunities➔ Review service providers and supplier contracts➔ Review maintenance and operations costs	<ul style="list-style-type: none">➔ Review service providers and supplier contracts➔ Review maintenance and operations costs➔ Foster a synergy with stakeholders on planned business and operational opportunities	
Target 5.3 Keep expenditure within the agreed funding envelope			
Actions			
2021/22	2022/23	2023/24	
<ul style="list-style-type: none">➔ Establish an annual budget that is within funding envelope.➔ Monitor budget vs expenditure.➔ Review expenditure variances.	<ul style="list-style-type: none">➔ Establish an annual budget that is within funding envelope.➔ Monitor budget vs expenditure.➔ Review expenditure variances.	<ul style="list-style-type: none">➔ Establish an annual budget that is within funding envelope.➔ Monitor budget vs expenditure.➔ Review expenditure variances.	

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

Target 5.4 Ensure compliance with statutory and contractual Financial Report obligations		
Actions		
2021/22	2022/23	2023/24
<ul style="list-style-type: none"> → Develop reporting framework in line with St Helena Airport Operating Contract. → Prepare and publish annual statutory reports. 	<ul style="list-style-type: none"> → Prepare and publish reports in line with St Helena Airport Operating Contract reporting framework. → Prepare and publish annual statutory reports. 	<ul style="list-style-type: none"> → Prepare and publish reports in line with St Helena Airport Operating Contract reporting framework. → Prepare and publish annual statutory reports.

GOAL 3 INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE		
Objective 6 Strengthen SHAL's resilience through ongoing staff development and business sustainability		
Target 6.1 Establish a succession plan		
Actions		
2021/22	2022/23	2023/24
<ul style="list-style-type: none"> → Continue to implement a training plan with external and internal service providers → Continue to implement provisions of the succession plan → Conduct and analyse Employee Survey 	<ul style="list-style-type: none"> → Monitor and maintain progress on the training and succession plans → Continue to implement provisions of the succession plan → Conduct and analyse Employee Survey 	<ul style="list-style-type: none"> → Monitor and maintain progress on the training and succession plans → Conduct and analyse Employee Survey
Target 6.2 Review key service provider contracts and assessing single points of failure		
Actions		
2021/22	2022/23	2023/24
<ul style="list-style-type: none"> → Actively monitor Supplier performance → Develop and test contingency, continuity, and recovery plan → Identify single points of failure and develop an action plan 	<ul style="list-style-type: none"> → Actively monitor Supplier performance → Continue to test contingency, continuity, and recovery plans → Implement single point of failure plan 	<ul style="list-style-type: none"> → Review Supplier performance. → Review effectiveness of contingency, continuity, and recovery plans → Assess single point of failure plan
Target 6.3 Implement a pro-active rolling maintenance programme		

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

Actions		
2021/22	2022/23	2023/24
→ Review and Update Corrosion Management rolling plan	→ Monitor implementation Corrosion Management rolling plan	→ Review and Update Corrosion Management rolling plan

GOAL 4 REDUCING OUR CARBON FOOTPRINT		
Objective 7 Achieve and improve Level 1 Airport Carbon Accreditation		
Target 7 Mapping and reducing our carbon footprint		
Actions		
2021/22	2022/23	2023/24
→ Investigate and implement carbon reduction initiatives → Continue to implement community engagement initiatives relating to environmental conservation → Maintain or improve Airport Carbon Accreditation	→ Investigate and implement carbon reduction initiatives → Continue to implement community engagement initiatives relating to environmental conservation → Maintain or improve Airport Carbon Accreditation	→ Investigate and implement increased renewable energy production → Further implement initiatives to reduce carbon footprint → Continue to implement community engagement initiatives relating to environmental conservation → Maintain or improve Airport Carbon Accreditation

9. KEY PERFORMANCE INDICATORS

The table below highlights the Strategic KPIs that SHAL will be monitoring during the course of the life of this Plan.

No.	Target	Performance Measure/s Measure	Metric/s	Reporting Frequency
1	Ensure compliance with statutory and contractual Financial Report obligations	Annual Report and Financial Statements published within statutory time limits	Audited Report published no more than 180 days after the end of the financial year.	Yearly
		Contractual Reporting timeline	Quarterly unaudited financial reports no more than 45 days from the end of the quarter	Quarterly
			Yearly draft Financial Statements produced no more than 45 days from year end	Annually
2	Establish and implement a plan to increase revenue.	Aeronautical income increased	By 3% per annum	Quarterly
		Income per passenger increased	By 3% per annum	Quarterly
		Non-aeronautical income increased	By 3% per annum	Quarterly
3	Establish and implement a plan to improve financial efficiencies.	% of budgeted operating costs vs actual operating costs	Actual operating costs at least 1% below budgeted operating costs per annum	Quarterly
	Keep expenditure within the agreed funding envelope.	% of budgeted operating costs vs funding envelope.	Budgeted operating costs ≤ funding envelope per financial year.	Annual
4	Review key service provider contracts and assessing single points of failure	Contract compliance rate with key Service Providers	95% compliance by SHAL with its contractual obligations	Quarterly

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island



ST HELENA AIRPORT

HLE-2000-2001-SG-PLN-0002

Date: 2021-06-15

Rev: 5

Page 14 of 17

No.	Target	Performance Measure/s Measure	Metric/s	Reporting Frequency
5	Ensuring our Airport is accessible to the community as a focal point for events and celebration, as well as developing greater community engagement	Number of hours completed on community engagement activities	≤ 450 hours per annum	Annually
6	Ensure an exceptional customer experience	Increased customer satisfaction rate as per customer satisfaction index	Increased by at least 3% year on year	Annually
7	Mapping and reducing our carbon footprint	Reduce Electricity usage	Reduced by at least 1% per annum	Annually
		Reduce Water usage	Reduced by at least 1% per annum	Annually
		Reduce Fuel usage	Reduced by at least 1% per annum	Annually
		Reduce Paper usage	Reduced by at least 5% per annum	Annually
		Fund the planting of endemic flora	One endemic flora planted for every flight movement (a movement is a landing and take-off)	Annually
8	Improved standard of Airport Operations	Number of Level 1 external audit findings	Nil	Quarterly
		Number of Level 2 external auditor findings resolved by auditor's deadline	100% resolved	Quarterly
		Number of external auditor Observations resolved by auditor's deadline	100% resolved	Quarterly
9	Comply with set OTARs and OTACs	Uptime of all communication and navigation equipment (measured across 24/7)	≥ 98% serviceability	Quarterly

UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

10. ASSUMPTIONS

The following are the assumptions that SHAL has adopted in the development of the Strategic Business Plan and the Budget.

1. Funding from SHG through the subsidy will be consistent and cover the operational budgetary requirements of SHAL with the understanding reserve funds of the £3,500,000 is for some capital replacement.
2. The GB Pound (in which SHAL receives the majority of its income) will remain stable against the USD and at the average rates prevailing during 2020 of £1 to \$ 1.25021 and £1 to ZAR 18.6303.
3. The inflation rate will be 2.60% as articulated in the St Helena Government Macro and Revenue Forecast Paper 2020-2023.
4. The total projected flight movements for the FY is 32 which breaks down to one a month from the UK or South Africa with an Ascension shuttle for the first three quarters and seeing an increase of two flights in the last quarter in line with the Southern Hemisphere peak / summer period. We also assume limited number of medevac as the scheduled flights will be used to get people on and off the island for medical treatment.
5. The Island remains in international lockdown due to the UK and South Africa travel restrictions, limiting travellers coming to the island in the first half of the 2021/22. It is also assumed that international travel restrictions will continue to ease as vaccine programmes are rolled out locally and internationally, with particular focus on St Helena, UK, and South Africa. As of the 3rd quarter we assume increased travel due to relaxed travel restrictions.
6. SHAL will continue upholding the Board resolution to not effect Retail Price Index (RPI) based salary adjustment for all employees for the 2021/22 FY.
7. All local permanent staff will receive a pension contribution from the employer at a rate of 12.5%. This will not include temporary, apprentice and expatriate staff members.
8. The asset replacement programme is shifted in the short term to allow SHAL and SHG time to assess the impact of COVID-19 and changes in aviation regulations given that the UK has now left the EU. SHAL anticipates there will be that they may be significant changes to the air access agreement/arrangement, tourist numbers and general Island development as espoused in the St Helena Tourism COVID-19 Recovery Strategy document. SHAL recognises the outlook remains unclear thus it is critical to ensure that replacement of key assets is appropriately geared to the future needs of the airport.
9. There will be a budget review in six months to reflect changes due to the COVID-19 related restriction which could have material impact to our operating budget in negative or positive manner.

11. CORE VALUES

Core Values are the fundamental beliefs of an organisation. These guiding principles dictate our behaviour.



UNCONTROLLED WHEN PRINTED

International Gateway to Saint Helena Island

12. SAFETY CULTURE

St Helena Airport Limited's Safety Management Policy states that safety is its prime consideration at all times. As such, SHAL's approach to maintaining a consistent safety culture at the Airport is shown below:

