



# ST HELENA AIRPORT

## HLE-2000-2001-SG-PLN-0002

Date: 2022-05-18

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### Strategic Business Plan 2021-2025

#### Document Information

**ORGANIZATION**  
SHAL

**AREA**  
CORPORATE

**DOCUMENT TYPE**  
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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
6	30 November 2021	Assumptions	Refreshed to reflect 2022/23 current budget projections and added the 2024/25 FY.
7	18 May 2022	Goals Targets, Actions, KPIs Assumptions and Safety and Security Culture	Refreshed to reflect 2022/23 current budget projections and added the 2024/25 FY.

PREPARED BY	CHECKED BY	AUTHORISED BY	ENDORSED BY
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### 1. WELCOME

#### The St Helena Airport Limited Strategic Business Plan 2021-2025

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 2021-2025.

The St Helena Airport Limited 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. St Helena Airport Limited 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 and opportunities which has required St Helena Airport Limited to readjust and refocus its strategic outlook.

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

Bruce Wilks  
**Board Chairperson**

Gwyneth Howell  
**CEO and Accountable Manager**

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## 2. BACKGROUND

St Helena Airport Limited 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 in 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 accordance with Overseas Territories Aviation Regulations (OTARs) and Overseas Territories Aviation Circulars (OTACs).

Another key consideration during the formulation of this Plan is that the aviation industry is a user of a variety of natural resources. The team understands this and ensures that in pursuit of its vision, St Helena Airport Limited should protect the environment since it is in the best interests of our stakeholders to do so.

The team also undertook a high-level SWOT (Strength, Weakness, Opportunities and Threats) assessment. Consequently, the factors that were identified guided the team in developing this updated Strategic Business Plan for the period April 2021 to March 2025.

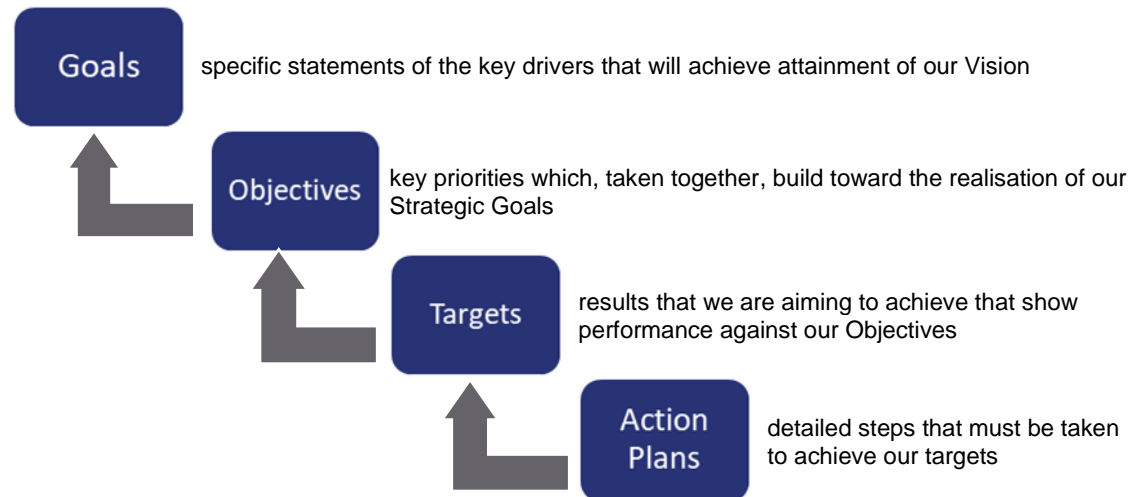
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### 3. INTRODUCTION

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

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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 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 it adheres to all regulatory requirements within the Safety Management System Manual (SMS), Quality Management Systems (QMS) and the Environmental Management System (EMS). Further, the Airport will engage with external programmes to review current processes and learn from best practises.

## **6.2 INCREASING OUR CUSTOMER AND COMMUNITY ENGAGEMENT**

*Increased customer and community engagement is another key factor in ensuring that St Helena Airport Limited achieves its Vision. Engagement with these two groups will ensure enhanced brand awareness and improve the understanding of our organisation and operations to our customers and local community.*

## **6.3 INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE**

St Helena Airport Limited'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, St Helena Airport Limited will 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 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 Airports Council International (ACI) 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

<b>GOAL 1: MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS</b>	
<b>Objective 1</b>	Ensure that the aerodrome complies with OTAR Part 139 to permit the issuance of a valid Aerodrome Certificate
<b>Objective 2</b>	Maintain and improve standards for safe and secure operations through the implementation of regular audits
<b>GOAL 2: INCREASING OUR CUSTOMER AND COMMUNITY ENGAGEMENT</b>	
<b>Objective 3</b>	<i>Develop and implement a customer engagement strategy</i>
<b>Objective 4</b>	Enable greater community engagement through the implementation of effective communications
<b>GOAL 3: INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE</b>	
<b>Objective 5</b>	Develop revenue and improve expenditure efficiencies
<b>Objective 6</b>	Strengthen St Helena Airport Limited’s resilience through ongoing staff development and business sustainability
<b>GOAL 4: REDUCING OUR CARBON FOOTPRINT</b>	
<b>Objective 7</b>	Maintain and improve the ACI Level 1 Airport Carbon Accreditation

**8. TARGETS AND ACTIONS**

<b>GOAL 1 MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS</b>				
<b>Objective 1</b> Ensure that the aerodrome complies with OTAR Part 139 to permit the issuance of a valid Aerodrome Certificate				
<b>Target 1</b> Comply with set OTARs and OTACs				
<b>Actions</b>				
2021/22	2022/23	2023/24	2024/25	
→ 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 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	→ Six-monthly review and training on OTAC requirements compliance	

<b>GOAL 1 MAINTAINING AND IMPROVING OUR STANDARDS AND CERTIFICATIONS</b>				
<b>Objective 2</b> Maintain and improve standards for safe and secure operations through the implementation of regular audits				
<b>Target 2</b> Improved standard of Airport Operations				
<b>Actions</b>				
2021/22	2022/23	2023/24	2024/25	
→ Audit and review Airport operation practices	→ 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)	→ Develop and where possible implement ATM improvements.	→ Complete ACI APEX safety review onsite.	→ Attend ACI APEX assessor training.	
→ Maintain reduced calibration flight frequency at yearly			→ Review findings from the APEX visit, develop and implement an improvement plan.	
→ Commence ACI APEX safety review.				





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GOAL 2 INCREASING OUR CUSTOMER AND COMMUNITY ENGAGEMENT			
Objective 3 <i>Improve customer engagement strategy</i>			
Target 3 Develop and implement a customer engagement strategy			
Actions			
2021/22	2022/23	2023/24	2024/25
<ul style="list-style-type: none"> <li>→ Establish staff customer service skills baseline.</li> <li>→ Select customer services training partner/s</li> <li>→ Train staff to address identified skills gaps</li> <li>→ Develop surveys to baseline customer experience.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review current customer engagement activities</li> <li>→ Develop a customer engagement strategy.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review current customer engagement activities</li> <li>→ Implement the customer engagement strategy plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review current customer engagement activities</li> <li>→ Review performance of the customer engagement strategy plan performance.</li> </ul>

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	2024/25
<ul style="list-style-type: none"> <li>→ Review and update the Communications Plan</li> <li>→ Participate in career days at our Airport and in the community</li> <li>→ Continued community improvement activity</li> <li>→ Hold at least one open day at the Airport.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review and embed the Communications Plan</li> <li>→ Participate in career days at our Airport and in the community</li> <li>→ Continued community improvement activity</li> <li>→ Hold at least one open day at the Airport.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review and update the Communications Plan</li> <li>→ Participate in career days at our Airport and in the community</li> <li>→ Continued community improvement activity</li> <li>→ Hold at least one open day at the Airport.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review and update the Communications Plan</li> <li>→ Participate in career days at our Airport and in the community</li> <li>→ Continued community improvement activity</li> <li>→ Hold at least one open day at the Airport.</li> </ul>

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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	2024/25
<ul style="list-style-type: none"> <li>→ Review passenger and cargo operations and areas where non-core income can be generated</li> <li>→ Review Airport tariffs</li> <li>→ Engage the business community to use the Airport.</li> <li>→ Raise awareness of St Helena Airport air transport capacity opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review passenger and cargo operations and areas where non-core income can be generated</li> <li>→ Review Airport tariffs</li> <li>→ Engage the business community to use the Airport.</li> <li>→ Raise awareness of St Helena Airport air transport capacity opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>→ Provide advertising platforms e.g., Airport screens, noticeboards, and website</li> <li>→ Develop an advertising campaign with identified service providers</li> <li>→ Continue to engage the business community to use the Airport</li> <li>→ Engage ASSI regarding runway profiling and payload opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>→ Continue to offer advertising opportunities</li> <li>→ Continue to review existing and new core and non-core revenue opportunities</li> <li>→ Continue to engage the business community to use the Airport</li> <li>→ Safety assessment runway profiling and payload opportunities.</li> </ul>
Target 5.2 Establish and implement a plan to improve financial efficiencies			
Actions			
2021/22	2022/23	2023/24	2024/25
<ul style="list-style-type: none"> <li>→ Review utility and telephone usage and identify areas of cost saving</li> <li>→ Review service providers and supplier contracts</li> <li>→ Review maintenance and operations costs.</li> </ul>	<ul style="list-style-type: none"> <li>→ Engage stakeholders on planned business opportunities</li> <li>→ Review service providers and supplier contracts</li> <li>→ Review maintenance and operations costs.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review service providers and supplier contracts</li> <li>→ Review maintenance and operations costs</li> <li>→ Foster a synergy with stakeholders on planned business and operational opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review service providers and supplier contracts</li> <li>→ Investigate options for remote ATC services</li> <li>→ Review maintenance and operations costs</li> <li>→ Foster a synergy with stakeholders on planned business and operational opportunities.</li> </ul>

<b>Target 5.3</b> Keep expenditure within the agreed funding envelope			
<b>Actions</b>			
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<ul style="list-style-type: none"> <li>→ Establish an annual budget that is within funding envelope</li> <li>→ Monitor budget vs expenditure</li> <li>→ Review expenditure variances.</li> </ul>	<ul style="list-style-type: none"> <li>→ Establish an annual budget that is within funding envelope</li> <li>→ Monitor budget vs expenditure</li> <li>→ Review expenditure variances.</li> </ul>	<ul style="list-style-type: none"> <li>→ Establish an annual budget that is within funding envelope</li> <li>→ Monitor budget vs expenditure</li> <li>→ Review expenditure variances.</li> </ul>	<ul style="list-style-type: none"> <li>→ Establish an annual budget that is within funding envelope</li> <li>→ Monitor budget vs expenditure</li> <li>→ Review expenditure variances.</li> </ul>
<b>Target 5.4</b> Ensure compliance with statutory and contractual Financial Report obligations			
<b>Actions</b>			
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<ul style="list-style-type: none"> <li>→ Develop reporting framework in line with St Helena Airport Operating Contract.</li> <li>→ Prepare and publish annual statutory reports.</li> </ul>	<ul style="list-style-type: none"> <li>→ Prepare and publish reports in line with St Helena Airport Operating Contract reporting framework.</li> <li>→ Prepare and publish annual statutory reports.</li> </ul>	<ul style="list-style-type: none"> <li>→ Prepare and publish reports in line with St Helena Airport Operating Contract reporting framework.</li> <li>→ Prepare and publish annual statutory reports.</li> </ul>	<ul style="list-style-type: none"> <li>→ Prepare and publish reports in line with St Helena Airport Operating Contract reporting framework.</li> <li>→ Prepare and publish annual statutory reports.</li> </ul>

<b>GOAL 3</b> INCREASING OUR SELF-SUFFICIENCY AND RESILIENCE			
<b>Objective 6</b> Strengthen St Helena Airport Limited's resilience through ongoing staff development and business sustainability			
<b>Target 6.1</b> Establish a succession plan			
<b>Actions</b>			
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
<ul style="list-style-type: none"> <li>→ Continue to implement a training plan with external and internal service providers</li> <li>→ Continue to implement provisions of the succession plan</li> <li>→ Conduct and analyse Employee Survey</li> </ul>	<ul style="list-style-type: none"> <li>→ Monitor and maintain progress on the training and succession plans</li> <li>→ Continue to implement provisions of the succession plan</li> <li>→ Conduct and analyse Employee Survey</li> </ul>	<ul style="list-style-type: none"> <li>→ Monitor and maintain progress on the training and succession plans</li> <li>→ Conduct and analyse Employee Survey</li> </ul>	<ul style="list-style-type: none"> <li>→ Monitor and maintain progress on the training and succession plans</li> <li>→ Formalise Succession Plan</li> <li>→ Conduct and analyse Employee Survey</li> </ul>

Target 6.2 Review key service provider contracts and assessing single points of failure			
Actions			
2021/22	2022/23	2023/24	2024/25
<ul style="list-style-type: none"> <li>→ Actively monitor Supplier performance</li> <li>→ Develop and test contingency, continuity, and recovery plan</li> <li>→ Identify single points of failure and develop an action plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Actively monitor Supplier performance</li> <li>→ Continue to test contingency, continuity, and recovery plans</li> <li>→ Implement single point of failure plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review Supplier performance</li> <li>→ Review effectiveness of contingency, continuity, and recovery plans</li> <li>→ Assess single point of failure plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review Supplier performance</li> <li>→ Review effectiveness of contingency, continuity, and recovery plans</li> <li>→ Assess single point of failure plan.</li> </ul>
Target 6.3 Implement a pro-active rolling maintenance programme			
Actions			
2021/22	2022/23	2023/24	2024/25
<ul style="list-style-type: none"> <li>→ Review and Update Corrosion Management rolling plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Monitor implementation Corrosion Management rolling plan</li> <li>→ Develop an Asset Replacement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review and Update Corrosion Management rolling plan</li> <li>→ Implement Asset Replacement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>→ Review and Update Corrosion Management rolling plan</li> <li>→ Implement Asset Replacement Plan.</li> </ul>

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	2024/25
<ul style="list-style-type: none"> <li>→ Investigate and implement carbon reduction initiatives</li> <li>→ Continue to implement community engagement initiatives relating to environmental conservation</li> <li>→ Maintain or improve Airport Carbon Accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Investigate and implement carbon reduction initiatives</li> <li>→ Continue to implement community engagement initiatives relating to environmental conservation</li> <li>→ Maintain or improve Airport Carbon Accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Develop increased renewable energy production</li> <li>→ Further implement initiatives to reduce carbon footprint</li> <li>→ Continue to implement community engagement initiatives relating to environmental conservation</li> <li>→ Maintain or improve Airport Carbon Accreditation.</li> </ul>	<ul style="list-style-type: none"> <li>→ Develop increased renewable energy production</li> <li>→ Further implement initiatives to reduce carbon footprint</li> <li>→ Continue to implement community engagement initiatives relating to environmental conservation</li> <li>→ Maintain or improve Airport Carbon Accreditation.</li> </ul>



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**9. KEY PERFORMANCE INDICATORS**

The table below highlights the Strategic KPIs that St Helena Airport Limited 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
		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 St Helena Airport Limited with its contractual obligations	Quarterly
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	≤ 120 hours per annum	Annually

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No.	Target	Performance Measure/s Measure	Metric/s	Reporting Frequency
6	<i>Develop and implement a customer engagement strategy</i>	<i>Customer Engagement Strategy Plan</i>	<i>Customer Engagement Strategy Plan developed</i>	<i>Annually</i>
7	Mapping and reducing our carbon footprint	Reduce carbon fuel generated electricity usage	Reduced by at least 1% per annum	Annually
		Reduce vehicle fuel usage	Reduced by at least 1% per annum	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 by auditor's deadline	Quarterly
9	Comply with set OTARs and OTACs	Uptime of all airport communication and navigation equipment (measured across 24/7)	≥ 98% serviceability	Quarterly

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## 10. ASSUMPTIONS

The following are the assumptions that St Helena Airport Limited has adopted in the development of the Strategic Business Plan and the Budget and cover the period to 31 March 2024.

1. Funding from SHG through the subsidy will be agreed annually and cover the operational budgetary requirements of St Helena Airport Limited.
2. The GB Pound (in which St Helena Airport Limited receives the majority of its income) will remain stable against the USD and at the average rates prevailing during 2021 of £1 to \$ 1.3690 and £1 to ZAR 20.2891.
3. The inflation rate will average 3.3 % annually for the period 2022-2024 according to current St Helena Government projections. **SHG need to review the inflation rate taking into account the economical downward trend world-wide.**
4. The re-introduction of the Airlink Flights from April 2022 with flight movements once every two-weeks for the 2022/23 FY with an additional flight in each month during the summer season. 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 reduction of the mandatory quarantine period and measures on the island that will stimulate an increase in tourist numbers and ease the passage of critical service providers to St Helena Airport Limited.
6. **The conclusion of an organisation-wide Job Evaluation process and the adoption of the proposed remuneration standard scales by the end of 2022/23 FY. The adoption of the proposed salary scales will be coupled with no increases and/or salary adjustments to reflect the Retail Price Index (RPI) for all employees for a two-year period following the adoption.**
7. The Company Tax rate remains as the current 25% of annual profit.
8. 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.
9. The development of a detailed asset replacement programme that will take into consideration the impact of COVID-19 on the local and global economy and aviation sector. St Helena Airport Limited anticipates there 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. St Helena Airport Limited 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.
10. The Annual Calibration Flight exemption from the regulator Air Safety Services International (ASSI) remains in place until 2024, saving £90,000 annually.

## 11. CORE VALUES

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





## 12. SAFETY AND SECURITY CULTURE

Our Safety and Security Policies are critical documents that play a pivotal role in the operation of the organisation. These policies guide our safety and security culture, and thus support our ways of thinking and doing, as outlined below:

