



Appendment to 2017-27 Business Plan



Appendment to 2017-27 Business Plan (internal document published 31st July 2017).

The following paper summarises the 5-yr mid-point review (2022) and reflects the current situation of Gloucestershire Airport. It aims to outline current market and economic conditions, whilst providing a summary position for 'phase two' of the 5-yr corporate direction. The detailed revised 10-yr plan will be provided, in line with agreed review points, to the Directors and Shareholders for FY22.

Interim Strategic Assessment

1 Background

Gloucestershire Airport is a limited company jointly owned by Cheltenham Borough Council and Gloucester City Council. It is equidistance between Cheltenham and Gloucester, located within the boundary of Tewkesbury Borough Council, which is the local planning authority.

2 Strategic Importance of Gloucestershire Airport

- Central Location – region and country
- Aviation related industrial hub
- Centre for training pilots
- Multiple sites with Development potential
- Connectivity Hub for Local industry including - Cyber Park; GCHQ; Digital Forum; Gloucester Rugby; Cheltenham Town Football; Seasonal Festivals
- Attracts internal investment: Business; High Net Worth individuals
- Site identified for job creation
- Military & Emergency Services

3 Current Activities

- Approved training organisations - private, commercial & emergency services
- Wide range of fixed wing and rotary aircraft
 - Private charters: pandemic impact resulted in increased movement and presented additional market opportunity
 - Military
 - Emergency Services
- Maintenance Facilities
- Air Traffic Control training
- Gas Turbine Test Centre
- Green Aviation

4 Current Business position (FY21/22)

- Planning permission granted for the CGX Connect development on the North side of the airport.
- Areas have been identified for development across the airport. The income from the aforementioned development is required to pay for these business-critical capital projects listed below, which had deteriorated over the past 10-to-15-year period.
 - deterioration of communication(s) equipment
 - Radar replacement
 - Runway refurbishment
- A new Managing Director has now been appointed and is currently securing the Senior Management Team to ensure that skills set at that level are able to deliver a sustainable airport for the future.
- A new Board is in the process of being formed.
- Funding has been secured, to enable delivery of the business-critical identified projects. The programme of works timeframe will be an influencing factor due to realisation of grants obtained.

5 Immediate Future Aspirations

- Finalise the recruitment for the new SMT and Board.
- Finalised the new Corporate Plan, to be adopted by the Board and Shareholders, FY22.
- Continue to develop a sustained PR campaign to raise the profile of Gloucestershire Airport and how it can support new and existing tenants in the challenging times ahead.
- Capital expenditure rollout programme, e.g., property, runway, communications.
- Business readiness for growth.

6 Long Term Vision

To ensure that the company can thrive over the next 10 years by sweating its assets, and maximising ROI on all projects.